

MICHIGAN MUNICIPAL LEAGUE

PlacePlan



Connecting the Dots of
Sustainable Mobility, Health,
and Wellness
Kalamazoo, Michigan

MICHIGAN STATE
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and Wellness

Kalamazoo, Michigan

September 26, 2014



Downtown Kalamazoo

Photo Source: Michigan Municipal League

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MIplace Partnership

PlacePlans is supported by Michigan State University and the Michigan State Housing Development Authority as a component of the MIplace Partnership. The MIplace Partnership is a statewide initiative with the purpose of keeping Michigan at the forefront of a national movement known as placemaking. It is based on the concept that people choose to live in places that offer the amenities, resources, social and professional networks, and opportunities to support thriving lifestyles. The partnership helps communities create and bolster those places. Learn more at miplace.org



Local Partners

The PlacePlans team would like to acknowledge the city of Kalamazoo's staff, and elected and appointed officials for their constant support and assistance. The local partners ensured that the team had the data, documents, and community input necessary for developing this report. Special thanks to Laura Lam, Director of Community Planning & Development, and Jeff Chamberlain, Deputy City Manager for Strategic Planning & Administration, for coordinating our local efforts.

The PlacePlans team would also like to express gratitude to the Kalamazoo residents, business owners, farmers market vendors, KVCC administration, and other community leaders who participated in meetings and provided feedback during this process. Placemaking begins with a community-supported vision for what makes a place a true destination; without you, this process would not be possible.



Action Plan

Kalamazoo, Michigan

The city of Kalamazoo's Edison Neighborhood, just southeast of downtown, is positioned to become a regional health and wellness district: Kalamazoo Valley Community College (KVCC) is developing a Healthy Living Campus that will house food production and culinary programs along with its nursing program. KVCC will join Bronson Methodist Hospital, the newly opened Western Michigan University (WMU) Homer Stryker M.D. School of Medicine, planned Kalamazoo County clinical mental health services, and the Disability Network of Southeast Michigan.

The city has identified several of its own assets that can link these developments to downtown and the surrounding neighborhood. The farmers' market, Upjohn Park, and the planned Portage Creek greenway are all natural parts of a health and wellness district. Of critical importance also is the city's transportation network, which carries people to, from, and among these anchor points.

To turn this area from a collection of destinations into an identifiable place that supports downtown and neighborhood vitality, in addition to the institutions' shared mission of wellness, requires knitting them together and setting expectations of visitors.

A district dedicated to human well-being must provide for access and interaction on a human scale: for the transportation network, this means emphasizing human access and circulation within the area over incremental improvements in vehicular speed and convenience. City staff and a work-group convened by KVCC recognized this fact and entered the PlacePlans process to identify specific actions to this end, as well as recommendations for how the growing farmers' market could best fit in to the district.



Photo Source: Michigan Municipal League

Report Contents

The following section of this report, *Why Plan for Place?* provides more detailed background on the project history and timeline and the choices made about technical experts who were brought into the process. The detailed recommendations from the technical consultants are attached as appendices. In addition to the appendices, the *PlacePlans Technical Report* section of this document articulates a number of recommendations that apply more generally to Kalamazoo's emerging health district.

Key Action Areas

The following three action areas provide key steps that the city and its partners should pursue as KVCC develops its campus. These actions reflect the goals defined by the city and partners, the opportunities identified by Michigan Municipal League staff and the experts who visited Kalamazoo, and the feedback of community stakeholders during the process.

1. Finalize plans for a three-lane Portage Street to serve as the gateway to the health and wellness district and the core of the neighborhood

Over time, Portage Street has been expanded to serve through-commute traffic to the detriment of access within the Edison neighborhood. The upcoming reconstruction of the street in 2017-18 is an opportunity to rebalance those roles, allowing the segment of Portage between Stockbridge and downtown to be an attractive multi-modal gateway to the growing wellness district, to support neighborhood revitalization, and to continue carrying commuters to downtown Kalamazoo.

Approach as a policy decision, rather than an engineering decision: the city's elected officials and administration must determine the role of the street in serving multimodal district and neighborhood needs vs. rapid traffic flow, and recognize that small increases in congestion may appear during short periods of the day—that, in fact, some congestion is unavoidable in a thriving neighborhood.

Engage institutional partners in shifting demand: Bronson and KVCC will be two of the largest single generators of traffic on Portage Street. Bold demand management programs by these institutions, encouraging their own staff, students, and visitors to use active transportation modes (biking and walking) and transit will ease the vehicular traffic demands on the street.

Identify funding needs for redesigning the street: a three-lane conversion should be done during the reconstruction that the city has already programmed funding for, and Federal Congestion Mitigation and Air Quality (CMAQ) funding secured to adjust signal timing should also be coordinated. Some changes, such as moving curbs or implementing parts of the previous streetscaping plan, may require additional funds. TAP funding (transportation alternatives program) could be leveraged to complete the project funding package.

Consider an affordable pilot project: testing a new configuration of the street with “signs and stripes” (and possibly some temporary raised planters or intersection bumpouts) can help demonstrate what's possible. Be clear in any pilot, though, that lightweight and temporary conversion treatments won't have all of the same benefits of a full conversion.

2. Clarify goals for the farmers' market and select path for growth

The farmers' market appears poised to grow, but is in an out-of-the-way location that will limit the ability to support all-year or all-week use, as well as limiting the market's ability to support other businesses or destinations. The city should actively explore options that increase crossover benefits between the market and Healthy Living Campus; provide the market with the improved visibility, connectivity, and space needed to grow; and maintain access for Edison residents. As discussed in the Market Ventures report, boosting the market to this next level may require either additional land acquisition at the current location or identifying relocation options along Vine Street.

The market location question is strongly tied to discussions of district access and mobility: even if an expansion of the market—in the current location or another—is several years off, that decision will have impacts on how patrons access the market (by foot, bicycle, and car) as well as how vendors, with larger trucks, access it. For this reason, a firm plan for the market is important soon, as decisions are made for the transportation network.

The market and the healthy living campus are the seeds of food-based business entrepreneurship. Consider the training and market access needs for growing all types of food-based business—including market gardening, cottage food production, commercial kitchen incubation, indoor retail incubation, and distribution pathways—and identify any that are not yet planned for.

3. Continue KVCC workgroup engagement into the Redevelopment Ready Communities (RRC) process to adopt holistic and collaborative demand management and redevelopment strategies

The transportation infrastructure investments discussed in this report are an important piece of supplying access to and within the health and wellness district, but action is also needed on the “demand” side. Land use decisions that place compact, mixed-use, pedestrian-oriented development adjacent to the healthy living assets will support the use of active transportation and transit, while continuing low-density, single-use development patterns will thwart it. Additionally, the institutional partners’ policies help determine whether their employees, students, patients, and guests make use of a complete transportation system, or overwhelm it with cars.

Use the RRC process to identify opportunities for new mixed-use development around the anchor institutions and to develop incentives for accelerating that development. The target market analysis (TMA) currently underway can help determine appropriate residential types to add to neighborhood retail/service uses. The development of employee residency, neighborhood hiring, and local procurement policies by the anchor institutions can help drive the desired development.

Consider opportunities for east-west transit service through the district: while the existing transit lines are “spokes” that connect the district to the downtown

hub, adding additional service could provide a direct connection to WMU’s main campus, support intensified pedestrian-oriented development in this area, and alleviate automobile/parking demand by linking to park-and-ride opportunities. Consider Vine Street as a transit corridor that would serve the “front doors” of the various institutions and provide a commuter connection to the I-94 BR/M-96 area. In addition to looking at new routes, review the frequency and service hours of existing transit in the area: education and medical destinations may require additional evening, weekend, and holiday access that the current transit schedule does not adequately serve.

Leverage individual site planning discussions to complete links in bicycle, pedestrian, and greenway networks: any development in the neighborhood is an opportunity to establish some small piece of the active transportation network, and growing the network will help support additional development demand. In addition to working with KVCC to develop public access to their Portage Creek frontage, the city of Kalamazoo owns substantial properties in the neighborhood and should use these to catalyze network development—such as by proactively developing the creek edge of the Stockbridge service center as a link in the future greenway.

The League stands ready to assist with these actions. As the city moves forward, we expect to support the engagement of state agencies in the project and the identification of funding and expertise needed for successful implementation of these plans.



Photo Source: <http://kentuckybrickman.blogspot.com/2010/08/welcome-to-kalamazoo.html>

Why Plan for Place?

Kalamazoo is one of twelve cities participating in the PlacePlans pilot program, which began in 2012 as a collaboration between the League and Michigan State University (MSU), with funding support from the Michigan State Housing Development Authority (MSHDA). PlacePlans assists communities with their efforts to carefully invest in key public spaces that will drive additional economic development and help them attract and retain residents and businesses.

MSU and MSHDA define placemaking as the process of creating quality places where people want to live, work, play, and learn. Successful placemaking is a dynamic, strategic approach to community and economic development based on an individual community's strengths. PlacePlans is a joint effort between MSU and MML to demonstrate some elements of this process, working through and supporting the leadership of local governments, nonprofit organizations, and businesses.

The PlacePlans process is customized to each project and community, but each involves selection of

a priority site in the community, an intensive community engagement strategy and direct work with key community stakeholders along the way. Products of the PlacePlan projects include conceptual designs, market studies, analysis of community assets and opportunities and better connections to state agency support tools. The goals are to support each participating community in leveraging their place-based assets as economic drivers and to provide lessons large and small for other communities across Michigan. For more information about placemaking in Michigan and the PlacePlans program, visit placemaking.mml.org.



Photo Source: Michigan Municipal League

Connection to Statewide Initiatives

The MPlace Partnership (www.mplace.org) is a statewide initiative to keep Michigan at the forefront of the national placemaking movement. It is based on the concept that people choose to live in places that offer the amenities, resources, social and professional networks, and opportunities to support thriving lifestyles—and that communities have the ability to foster and grow these places. The partnership helps communities create and bolster those places through education, technical assistance, and implementation tools. It is led at the state agency level by MSHDA, and coordinated through a public/private leadership collaborative known as the Sense of Place Council. MSU and MML, the partners on the PlacePlans program, are part of the Sense of Place Council.

In parallel to PlacePlans demonstration projects, MML developed a policy agenda, called Partnership for Place, which proposes to change the way local and state governments invest in and support quality places. It is built on the idea of a partnership between the state of Michigan and its municipalities that will support sustainable economic growth and invest in key places. The agenda focuses on four fundamental areas of action:

- **Funding for the Future**

Making sure that appropriate funds and tools are available to operate efficiently and work regionally in order to succeed globally.

- **Michigan in Motion**

Shifting from near-exclusive vehicular-based investment to alternative modes of transportation that will accommodate all users.

- **Place for Talent**

Partnering with the state to attract and retain talented workers in our communities through placemaking policies.

- **Strength in Structure**

Seeking out solutions to invest in infrastructure and development where it will produce the best results and target resources with maximum outcomes.

You can find more information about the Partnership for Place at mml.org/advocacy/partnership-for-place.html.

Kalamazoo's Project History

Kalamazoo was selected for participation in PlacePlans through a statewide competitive selection process in fall 2013. The review panel was impressed with the city's past track record of accomplishing major transformative projects, its supportive group of non-governmental partners, and by the immediacy of the opportunity around KVCC's Healthy Living Campus.

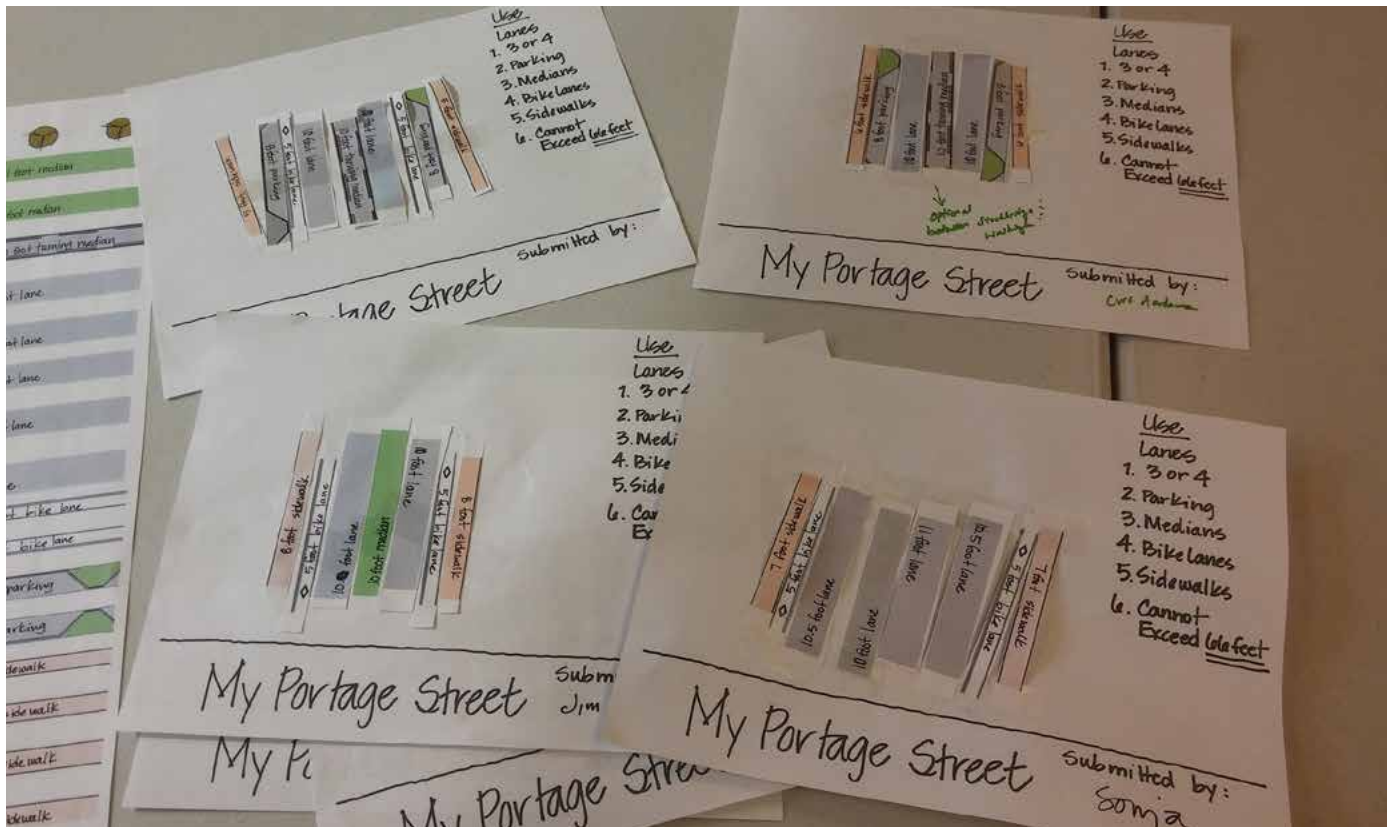
The city offered a vision of a "Healthy Living Corridor" with a distinct identity, rather than simply a collection of institutional efforts near downtown. Rather than develop a plan for the area from the ground up, city staff requested assistance in identifying critical projects that would build on past planning work to knit together the various medical and educational assets.

League staff facilitated a series of meetings beginning in November 2013 to assess opportunities, which included participation from city and DDA staff, and representatives of the medical and educational institutions, along with neighborhood organizations and local businesses. As these conversations progressed, the project gained focus around two issues.

The farmers' market remained a clear priority for attention, for several reasons:

- Market participation has grown, and is currently limited by the physical capacity of the existing facility
- The market is a clear asset to the neighborhood, but its out-of-the-way location presents a challenge to expanding activity beyond the current market days
- As the market facility is publicly owned, the city can directly implement any recommendations, rather than being limited to the slower and more indirect tools of land use planning available for private sites

League and city staff jointly agreed to engage Market Ventures, Inc. as the initial project consultant for the market. Market Ventures was chosen given its national reputation in farmers market planning and feasibility and its previous track record in Michigan, including the downtown Grand Rapids market. In June, Ted Spitzer from Market Ventures made a two-day site visit and met with city and DDA staff, market vendors and users, and business and foundation leaders. He delivered a report, attached as an appendix, that urged the community to either consider moving the market to the northwestern portion of Upjohn Park, improving its visibility and connections to the KVCC Healthy Living Campus, or seek to



My Portage Street

Photo Source: Michigan Municipal League

acquire adjacent property around the existing market to provide the footprint needed for growth in place.

Planning for sustainable mobility options in the area, the other priority, proved something of a moving target, due to the pace of KVCC's own planning efforts. The League engaged LSL Planning to support this work, based on their past experience in Kalamazoo and their specific expertise in multimodal transportation network planning. Although the PlacePlans project treats the city as the client for any consulting support, in this case city staff encouraged connecting LSL directly to a task force convened by KVCC to look at options for getting people to and from their new campus. Priorities driving the transportation discussions included:

- Elevating active transportation options—biking and walking—to support Edison residents' access to neighborhood amenities, and as a healthy and sustainable transportation choice for Healthy Living Campus visitors
- Managing the parking footprint on the new KVCC campus site by encouraging visitors to use a variety of transportation options

- Creating a safe and attractive pedestrian environment to support circulation among the hospital, KVCC campus, Upjohn Park, farmers market, and other destinations
- Improving the image of Portage Street as a major gateway into the district, as well as using that street to support economic development and neighborhood revitalization efforts, rather than focusing that street on moving cars through (and past) these destinations as quickly as possible

As this conversation progressed, Portage Street grew as an area of special interest: the city is planning to reconstruct that street in the next 2-3 years, providing an opportunity to implement any recommendations. LSL's scope was expanded to include facilitating a specific discussion around this corridor. A design workshop was held in August 2014, with a focus on refining several past streetscape and traffic flow discussions into a preferred alternative for the street reconstruction. LSL prepared a mobility memo for city staff and for the KVCC task force, including several concepts for Portage Street along with recommendations throughout the study area; the memo is included in this report as an appendix.

“ While we can’t easily, nor should we try to, change the underlying fabric of our communities, we need to acquire a deep understanding of what will make communities more competitive now and in the future, and actively seek to push them in this direction...So what does [placemaking] mean for community builders and government officials? It means that we need to forget much of what we learned in the last half of the 20th century and begin implementing new strategies and systems for everything from business attraction programs to service delivery methods. ”

– Michigan Municipal League
Executive Director & CEO
Daniel P. Gilmartin

Place Assets

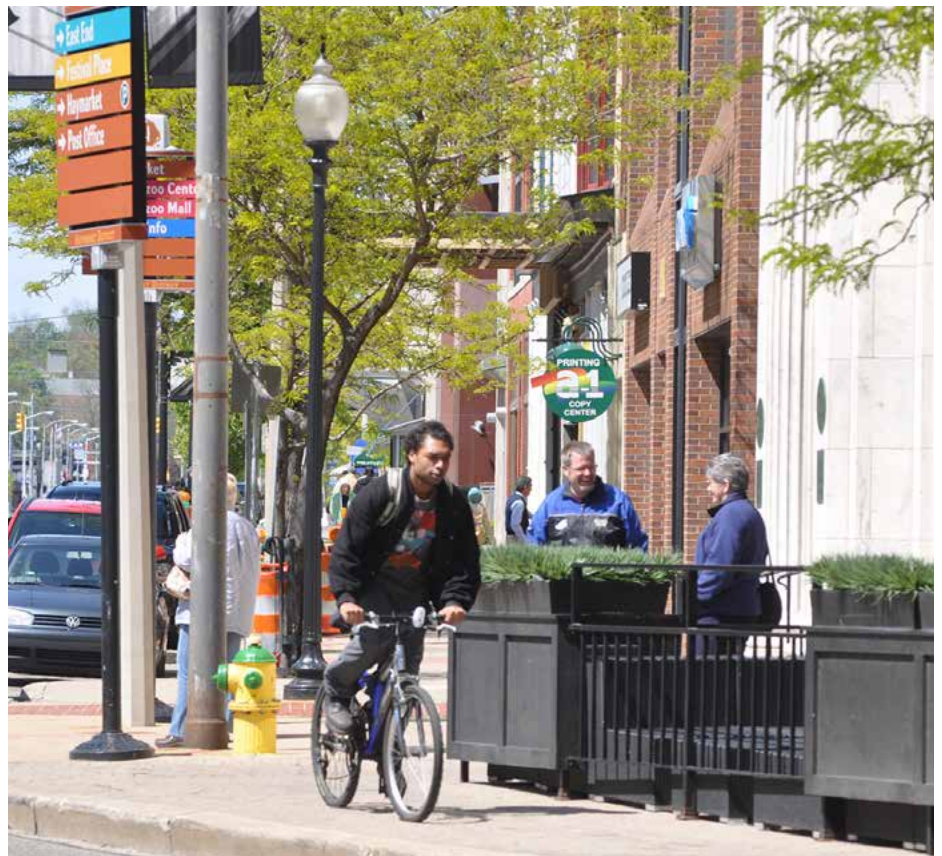
Recommendations for Action

The Placemaking approach helps communities identify and build upon their unique strengths and personalities to grow and thrive: it leverages the public spaces within the community, and the activities of people in those spaces, to build virtuous cycles of use. Whether applied to a single lot, a street, or an entire downtown or neighborhood, placemaking helps communities raise up their distinct character both to best serve their residents and to attract new residents and businesses.

Much of the community planning practice of the 20th century focused on separating potentially incompatible land uses, providing for the rapid growth in detached single-family housing stock, treating commercial real estate as a commodity to serve the global investment market's demand for standardization, and facilitating increased mobility through the personal car (to travel between these newly separated destinations). Unfortunately, the broad application of these trends ignored the human-

scale interactions of traditional downtowns and neighborhoods, weakening many of our communities.

Communities must differentiate themselves to attract residents and businesses as the economy continues to globalize. Placemaking's approach of engaging around existing assets supports this goal while honoring local culture and community.



Michigan Avenue, Kalamazoo

Photo Source: Michigan Municipal League

The Eight Asset Areas

While each community will have a different mixture of assets and opportunities, several common elements support placemaking in a broad variety of locations. These common elements provide a sound foundation that communities can build on with their individual assets through the placemaking process.

These common assets can be grouped into eight general areas:

- Physical Design and Walkability
- Environmental Sustainability
- Cultural Economic Development
- Entrepreneurship
- Welcoming to All
- Messaging and Technology
- Transportation Options
- Education

Summary of Evaluation

In support of the technical analysis of the Kalamazoo Farmers' Market performed by consultants Market Ventures,

Inc., and the recommendations for sustainable mobility options in the nascent health and wellness district by LSL Planning, League staff scanned the project area for opportunities in these eight asset areas.

The following pages explain each asset area's importance in building vibrant communities, call out some of the strengths and weaknesses of the downtown area, and identify several opportunities to leverage these assets in support of the farmers market and the development of a multimodal transportation network for the neighborhood. While no single recommendation will be sufficient to transform the prospects of the area, they can help build momentum towards the successful expansion of the farmers market, the creation of inclusive economic development opportunities, and the development of a strong district identity around the area's educational and medical assets, as well as to extend the impact of those institutions further throughout the city.

Many sections also include a short summary of a related project from across the state. Full details on these and other placemaking examples from communities around Michigan can be found at <http://placemaking.mml.org>.



Downtown Kalamazoo

Photo Source: Michigan Municipal League

» » Physical Design and Walkability

The physical design and walkability of a community helps create interest, connectivity, and overall “sense of place.” Walkability and connectivity can afford people safe and convenient access to the places they live, work, shop, and play. Examples include a traditional downtown with easy access from historic and/or architecturally pleasing residential areas, and mixed-use development that encourages appropriate density, traffic, and other infrastructure design features that value the human scale by considering the pedestrian, bicyclist, and other non-motorized uses of the space.

The challenge is that oftentimes our streets are designed to prioritize cars, aiming to move them through a community as quickly as possible, without appropriate consideration for pedestrians, bicyclists, and other users. Market analysis continues to show that preferences are changing, and more and more people want to live in neighborhoods with walkable downtowns, access to cultural, social, and entertainment opportunities, with a variety of transportation options. Walkability not only helps to create a strong sense of place, it promotes a strong local economy and healthy lifestyle.

Asset Analysis

Downtown Kalamazoo is extremely pedestrian-oriented, with a strong historic street grid and buildings reinforced by newer pedestrian-oriented assets like the Kalamazoo Mall on Burdick and the spaces along the Arcadia Creek daylighting. The I-94 business loop creates some barriers to pedestrians, slicing downtown with high-speed multi-lane one-way traffic; in some areas, especially West Michigan Ave between Burdick and Pitcher, even this hindrance to walkability is mitigated somewhat by the on-street parking and streetscaping that buffer storefronts and pedestrians from traffic.

The PlacePlans study area, to the south of downtown, offers a contrast of much weaker street grid, large blocks dedicated to parking, city service yards, and similar “utility” uses, and less investment in the pedestrian realm: while downtown boasts a WalkScore of 94, a “Walker’s Paradise,” Washington Square has a WalkScore of only 54. The consultant work from LSL Planning is focused on the issue of walkability, among other access considerations, and offers detailed recommendations on this issue (see appendix); others are provided below.

Several city-wide efforts offer opportunities to improve both the pedestrian network and the land use character in this area, filling in the gaps between the major destinations.

Kalamazoo has a robust complete streets coalition, and the Kalamazoo Area Transportation Study (KATS) has recently adopted a complete streets policy that would provide guidance and standards for all street projects in the area. Additionally, during the PlacePlans process, the Disability Network hosted a visit from national expert Dan Burden to learn how to perform walking audits. Together, these efforts provide a solid framework for the process of refining and implementing LSL’s recommendations and expanding on them to address other walkability needs in and around the project area.

The city kicked off its Redevelopment Ready Communities process with MEDC in August 2014, providing an opportunity to review the city’s development procedures and regulations as a whole, as well as to examine goals and tools for key sites. The city is in the process of a zoning update for part of the project area, which would support the development of a stronger retail and neighborhood-oriented commercial focus along Portage Street. Currently, this corridor has numerous vacant properties, including several held by the Kalamazoo County Land Bank. In conjunction with the reconstruction of Portage and the zoning work in the area, the city’s toolbox of development incentives should be looked at as part of a concerted effort to revitalize this corridor.

› › Physical Design and Walkability continued...

Recommendations	Implementation Opportunities
<ul style="list-style-type: none"> • Use the Redevelopment Ready Communities process to drive further reinvestment along Portage Street and around the healthy living campus 	<ul style="list-style-type: none"> • Complete the rezoning process to facilitate mixed-use development with a walkable character • Consider incentive programs that can be pre-committed to developments that meet selected criteria, such as establishing an obsolete property rehabilitation (OPRA) district for properties along the Portage corridor • Review Master Plan designation of “Community Commercial” along Portage Street; ensure plan and zoning designations support strong pedestrian-oriented facades along the street over front parking and landscape setbacks
<ul style="list-style-type: none"> • Implement complete streets practices to increase network connections for all travelers 	<ul style="list-style-type: none"> • Adopt a city complete streets ordinance in coordination with and building upon the KATS policy • Proactively identify opportunities for additional lane conversions (“road diets”) or similar low-cost treatments to increase access from adjacent neighborhoods • As demonstrated on Portage Street, take time early in any street reconstruction to identify needs and opportunities for all travel modes and to set priorities for the street

» » Environmental Sustainability

Environmental sustainability initiatives are crucial for any community intending to be viable in today's economy. Placemaking is strongly connected to environmental concerns because of the critical role that Michigan's waterways, parks, and green spaces play in defining our communities. Whether through access to healthy local food, recreational trails and safe streets for walking and biking, or clean air and water, the environment is a vital part of healthy vibrant communities.

Kalamazoo has been active in leveraging its near-downtown waterways through citizen and government partnerships, and the KVCC Healthy Living Campus offers another strong partner in the Edison neighborhood.

Asset Analysis

The city of Kalamazoo has made several commitments to sustainability, recognizing the topic as a vital part of quality of life in its 2010 Master Plan. In 2009, the city established a "sustainability covenant" with the city of Battle Creek and partners throughout the surrounding region, and has also signed the U.S. Conference of Mayors Climate Protection Agreement.

The Edison neighborhood and Healthy Living Campus area have a strong role in the implementation of this commitment, focusing on core sustainability issues of transportation (covered in other sections of this analysis) and food systems, as well as the Portage Creek corridor.

The linkage between food and health is the primary focus of KVCC's new campus, demonstrating the farm-to-table process entirely within the neighborhood. The farmers' market is another asset to this system, providing residents access to healthy, fresh, locally produced food. Additionally, a few community gardens are located in the neighborhood for residents, and the Common Ground network provides support and expertise for residents looking to start gardens.

Kalamazoo has already made great progress in restoring its urban waterways, creating recreational assets as well as rebuilding the green infrastructure capacity to manage stormwater and reduce flood risk. Upjohn Park and the Nature Center's Urban Nature

Center Project provide a basis for developing the planned Portage Creek greenway. On Portage Street, the Land Bank's native prairie site serves a related purpose, providing an attractive natural green amenity as an alternative to maintaining a mown vacant lot.

The city and WMU have additionally leveraged federal funds to demonstrate leadership on energy efficiency: a 2010 renovation of Kalamazoo's City Hall included weatherization, high-efficiency HVAC systems, and a green roof to demonstrate these energy efficiency options. WMU, as part of a statewide "Green Fleets" coalition, has developed a network of solar-powered electric vehicle charging stations and added all-electric work trucks to their fleet.



Kalamazoo Farmers Market

Photo Source: www.mlive.com/news/kalamazoo/index.ssf/2010/01/property_tax_unchanged_but_fee.html

Case Study: Whitehall's Green Streets ¹

The city of Whitehall created Michigan's first "green road" in 2012. The key features of a "green road" are rain gardens, bioswales (a green alternative to storm sewers), and porous pavements. Whitehall used the "green road" to protect nearby White Lake from pollution and flooding from the nearby industrial property. Lake Street had been an area of concern for over 30 years because of the large industrial presence in the vicinity of White Lake. The improvements made to the street stop runoff contaminants from reaching the lake. Since the "green road" transformation, 75-95 percent of harmful materials have been prevented from dam-

aging the lake. Whitehall's project also created a pedestrian pathway to connect to the larger White Lake Pathway.

The transformation of Lake Street was a private/public partnership. Whitehall received a grant from the EPA's Great Lake Restoration Initiative for 50 percent of the project cost. Alcoa Howmet, a large local business, also contributed to the cost of the project. The project had popular public support and could provide a model for other communities.

1 "Whitehall's Green Road," Michigan Municipal League: *The Review*, May/June 2014 pg. 8. Print.

Recommendations	Implementation Opportunities
<ul style="list-style-type: none"> Take an incremental, opportunistic approach to build out Portage Creek Greenway 	<ul style="list-style-type: none"> Use city service facility on Stockbridge to create greenway link from Stockbridge to Lake Streets Coordinate with KVCC to create additional trail segments between Lake, Crosstown, and Walnut as part of Healthy Living Campus construction Work with private developers during site plan development to fill in gaps via easement or actual trailway development
<ul style="list-style-type: none"> Participate in the Michigan Green Communities network 	<ul style="list-style-type: none"> The Michigan Green Communities Challenge is an opportunity to earn recognition for sustainability initiatives and track progress
<ul style="list-style-type: none"> Adopt aggressive stormwater management programs to support Portage Creek restoration efforts 	<ul style="list-style-type: none"> Consider opportunities for "green street" stormwater measures in Portage Street streetscaping and in parking lot reconfigurations Work with institutional partners to use stormwater elements of site plans as educational opportunities

» » Cultural Economic Development

Arts and culture are essential components of a thriving, knowledge-based economy. A healthy creative sector attracts and retains residents and businesses, and produces economic benefits including jobs, a stronger tax base, downtown and neighborhood revitalization, and tourism.

Asset Analysis

As a college town and regional center, Kalamazoo hosts a variety of cultural institutions, as well as a deep roster of special events. Many of these assets are located along the southern edge of downtown, forming a potential bridge or common ground between the core central business district and the target area: the Kalamazoo Institute of Arts, the Epic Center, that Civic Theater, and the Alamo Drafthouse cinema.

Public spaces like the Arcadia Creek Festival Place and the Kalamazoo Mall provide locations for outdoor events, and appear to be well-managed and programmed—a critical piece of successful public spaces that often goes overlooked.

The Edison neighborhood and healthy living campus area have some smaller cultural assets, such as the Washington Square public library and the Fire Historical and Cultural Arts Collaborative. These can be partners in engaging neighborhood residents in public art projects in the target area.

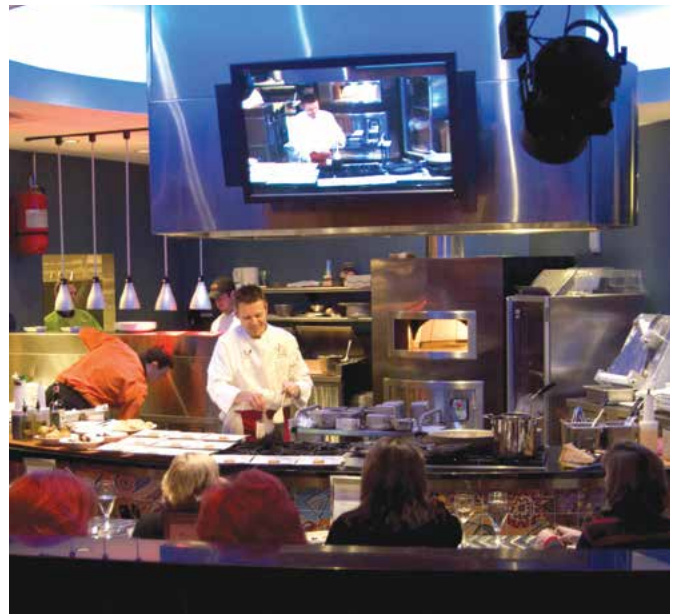
Case Study: Leveraging Public Art for Community Branding

Developing effective community branding and organizing cultural events can be an effective way to increase resident quality-of-life and increase tourism. A group of city leaders and concerned residents came up with the St. Joseph, MI, Public Art project to re-energize the community. A theme is selected each year and local artists paint and decorate unique sculptures, which are placed around the downtown. Past themes include Horses on the Beach, Beach Bears, Hot Cars, Cool Beaches, and more. The Public Art initiative has helped increase downtown storefront occupancy, tourism, downtown foot traffic, and an overall change in attitude among local residents.²

² "St. Joseph Public Art," Michigan Municipal League: Placemaking, 2014, accessed June 11, 2014, <http://placemaking.mml.org/st-joseph-public-art/>.



AIRZOO



Zazios Italian Restaurant

> > Cultural Economic Development continued...

Recommendations	Implementation Opportunities
<ul style="list-style-type: none"> Encourage public art installations in public spaces in the neighborhood 	<ul style="list-style-type: none"> Consider durable sculptural installations in Upjohn Park, or additional public art features at the farmers' market or Land Bank prairie project Use vacant Land Bank-owned storefront windows as venues for temporary art installation Work with schools and youth groups to design and produce murals or similar installations as part of institutional construction
<ul style="list-style-type: none"> Consider small-scale performance space opportunities in the target area 	<ul style="list-style-type: none"> Coordinate with planning for any farmers market changes to add attractions for market days and to provide a destination to draw activity on off-market days

» » Entrepreneurship

Growing jobs by ones and twos is the key to creating strong local economies in the 21st century. Local communities are fueled by small start-ups and growth on main street and economic gardening strategies aimed at developing the talent and potential that already exists right at home. Also central to success are social entrepreneurs, who act as change agents within a community, seizing opportunities others miss to create social value rather than profits. This type of entrepreneurial activity resonates especially with students and Millennials looking to apply their optimism, energy, passion, and skills for a positive, tangible impact.

Asset Analysis

Kalamazoo has a robust set of local and regional organizations dedicated to business development, including the Western Michigan University-run Starting Gate business accelerator downtown and Southwest Michigan First. This latter has worked with the Governor's Office of Urban and Metropolitan Initiatives on an anchor opportunity analysis, looking at the potential to develop an innovation district around Kalamazoo's "eds and meds" institutions. Some of the recommendations of that analysis are directly supported by the PlacePlans consultant work, such as implementing gateway and bike/walk corridor improvements around the target area.

Downtown Kalamazoo also hosts a community of tech entrepreneurs, and a network of coworking spaces, startup-oriented events, and other resources run by and for that community. Some stakeholders have noted, however, that Kalamazoo is challenged in retaining growing tech businesses, as pressures like venture capital expectations and hiring needs push them towards Chicago and other large markets.



East Michigan Avenue, Kalamazoo

Photo Source: Michigan Municipal League

Case Study: Providing Spaces for New Business

In an effort to attract and support small businesses in Ferndale, MI, community leaders started a shared indoor market called Rust Belt Market. The market is a redeveloped vacant commercial building in downtown Ferndale that is now home to more than fifty small business owners. Local entrepreneurs rent an area in the large, renovated building and operate their retail stores alongside other small businesses. Rust Belt also uses the building's communal space to host concerts and community events, improving the city's social offerings and activities.³

³ "Rust Belt Market," Michigan Municipal League, 2013, accessed June 11, 2014, <http://placemaking.mml.org/rust-belt-market/>.

» » Entrepreneurship continued...

Recommendations	Implementation Opportunities
<ul style="list-style-type: none"> • Further develop anchor-based innovation district strategies 	<ul style="list-style-type: none"> • Develop home ownership incentives for new hires by anchor institutions to live in nearby neighborhoods, such as forgivable down payment assistance loans • Expand network of medical technology commercialization resources—consider relocating existing life science incubator to or establishing second facility within the target area • Establish a collaborative local procurement strategy to support the growth of supply and service businesses in the area
<ul style="list-style-type: none"> • Tackle barriers to entrepreneurial growth and retention 	<ul style="list-style-type: none"> • Consider crowdfunding options for local investment financing of entrepreneurship under the Michigan Invests Locally Exemption (see http://crowdfundingmi.com for information) • Engage entrepreneur community to identify quality of life assets that can be promoted through state efforts like MichAGAIN and Issue Media Group's Second Wave
<ul style="list-style-type: none"> • Leverage KVCC campus and farmers' market to create entrepreneurial opportunities 	<ul style="list-style-type: none"> • Coordinate community education options at KVCC with space at farmers' market to support new processed food vendors starting up under Michigan's cottage foods law • Identify supports such as training and financing for market vendors and small food manufacturers to make leap into permanent storefronts • Consider a shared retail space for startup food businesses in the Washington Square area, similar to the Rust Belt Market example • Support market-oriented gardening by neighborhood residents by offering a shared space at the market for very small scale growers • Add credit card functionality to market, such as by a centralized swipe-for-tokens arrangement (similar to EBT token management)

» » Welcoming to All

Successful 21st century communities are inclusive and welcoming to all, embracing diversity and multiculturalism as a competitive advantage. These types of communities are most attractive to new businesses, and today's fluid, mobile, and global workforce seeks out places that embrace people of all ages, religions, ethnicities, national origins, and races.

Asset Analysis

The city of Kalamazoo has a relatively diverse population, when compared to the surrounding area. In the Census Bureau's 2008-2012 American Community Survey, about 22 percent of residents identified as black or African American, about 6% were foreign-born, and about 13% had moved into the city from outside the county within the previous year. Just under 1% of city residents reported living abroad within the past year, significantly higher than the rate of county or state residents.

Several community organizations and events recognize and celebrate the city's diversity, such as the Black Arts and Cultural Center, which hosts an annual Black Arts Festival. The Fire Historical and Cultural Arts Collaborative, located near Washington Square, focuses on "creative justice," including programs focused on youth in the Edison neighborhood.

Kalamazoo has a Lesbian Gay Bisexual Transgender (LGBT) resource center that provides support groups and counseling programs as well as an annual Kalamazoo Pride festival. WMU has been named as one of the country's most LGBT-friendly universities, and advertises this recognition on its website, and several area churches and congregations promote themselves as LGBT-friendly. The city has extended its anti-discrimination ordinance to prohibit discrimination in housing or employment based on sexual orientation or gender identity.



2014 Black Arts Festival, Kalamazoo

Photo Source: <http://blackartskalamazoo.org>

Case Study: Gathering over SOUP

Hosting events that bring diverse groups of people together is one way to encourage a welcoming community. Detroit SOUP is a local crowdfunding potluck where attendees make a donation of \$5 and listen to pitches from people doing great things in the community. Throughout the evening, attendees talk, ask questions, share ideas, and support each other. At the end of the night, people vote for their favorite pitch and the winner goes home with all of the money raised at the door as seed funding for their concept.⁴ Giving people an opportunity to gather and support each other can help bridge cultural divides and promote a more welcoming community.

⁴ "Detroit SOUP," Michigan Municipal League, 2014, accessed June 11, 2014, <http://placemaking.mml.org/detroit-soup/>.

» » Welcoming to All continued...

Recommendations	Implementation Opportunities
<ul style="list-style-type: none">• Incorporate Kalamazoo's history and diversity in public art and programming	<ul style="list-style-type: none">• Engage neighborhood stakeholders and arts groups in designing spaces around the farmers' market and institutional campuses
<ul style="list-style-type: none">• Elevate and support grassroots initiatives in the Edison neighborhood alongside institutional efforts	<ul style="list-style-type: none">• Leverage city-wide attention created by the farmers' market and Healthy Living Campus to showcase neighborhood efforts• Approach KVCC about hosting fundraising (and "friendraising") events like Detroit SOUP at their new culinary facility

» » Messaging and Technology

People communicate, connect, and engage differently today than they did ten years ago, or five years ago, or last year, or even last month! Continually evolving internet and communication technologies are allowing people to share information in the virtual world in unprecedented ways. Communities that use cutting-edge strategies in their approach to branding, engagement, and communication with new demographics, businesses, cultural institutions, and philanthropic communities are ahead of the game.

Asset Analysis

As could be expected of a community with such a strong college presence—and a significant engineering and technology sector—Kalamazoo is well-represented on social networks such as Twitter and Reddit. These channels can be used to engage residents in future phases of placemaking and implementation, and especially to seek input from community members who are unlikely to attend public meetings or participate in other “traditional” public engagement processes.

The city of Kalamazoo, Downtown Kalamazoo Inc. (DKI), and other public agencies, as well as individuals like Mayor Hopewell, are also represented on social media. Activity levels vary—for example, DKI has nearly 8,000 Twitter followers, while the “City Hall” official account has fewer than 1,000. Most public entities have extensive websites, though a review of the city and DKI websites found several broken links and outdated pages.

Broadband internet service appears widely available in Kalamazoo, with ConnectMI.org showing multiple providers of high-speed service serving the downtown and Edison area. Kalamazoo does not appear to have widespread open public WiFi access, though this factor may decrease in importance as mobile broadband services continue to grow.

Case Study: Student Projects Leverage Public Data in Jackson

For decades, the University of Michigan has been partnering with communities across the state for research projects and student internships. Recently UM students have been working with city officials in Jackson to initiate special projects to improve communication between the city and residents. For example, one group is developing a program where the public can text anonymous information to police—something the city didn’t have the time or staff to create on its own.⁵ Cities that are able to build strong relationships with universities can leverage important student and professional assets they may not be able to access otherwise.

⁵ David Jesse, “Working with the City of Jackson Teaches U-M Students about the Real World,” *The Detroit Free Press*, April 28, 2014, accessed April 29, 2014, <http://www.freep.com/article/20140428/NEWS06/304280014>

➤ ➤ Messaging and Technology continued...

Recommendations	Implementation Opportunities
<ul style="list-style-type: none"> • Develop digital communications and engagement plan for continuation of PlacePlans project work 	<ul style="list-style-type: none"> • Consider online mapping and comment tools like Community Remarks and MindMixer for collecting feedback to refine plans • Identify channels for engaging lower-income community members who may be affected by plans but lack desktop internet access, such as Textizen or other text-message based tools
<ul style="list-style-type: none"> • Review overall online presence of city and other entities 	<ul style="list-style-type: none"> • Audit city and agency websites for ease of use and accuracy of information • Identify stakeholders who may be interested in developing a Localwiki for Kalamazoo as a crowdsourced community information source • Engage campus community in developing new applications for city and other public data sets, similar to the city of Jackson's efforts

» » Transportation Options

Thriving regions offer a range of transit options, from walking and biking to buses and other modes of transit. Developing effective transportation options is a necessary tool for all communities interested in attracting and retaining residents, workers, and businesses. Research shows that people across the nation are choosing communities that offer various modes of transportation, with easy access to the places they live, work, and play. Multimodal transit can be as complex as rail systems and as simple as trails and bike paths.

Asset Analysis

Downtown Kalamazoo is on Amtrak's Wolverine and Blue Water lines, connecting the city to Ann Arbor, Detroit, East Lansing, and Chicago in under 3 hours; Amtrak also provides "Thruway" service via Indian Trails motorcoach to Grand Rapids and points north. The Wolverine line is part of the planned Midwest high-speed rail network, and capital improvements currently underway in Michigan, Indiana, and Illinois will decrease travel times while increasing reliability and comfort for this travel option. Service planning is also underway, which may increase the number of passenger trains operating daily on the Chicago-Detroit corridor, and Kalamazoo stakeholders have advocated for the city to serve as an morning terminal offering departures in either direction, rather than being the mid-point of all trips, to facilitate rail commutes and business travel.

The city is served by Kalamazoo Metro fixed-route transit and county-wide Kalamazoo County Transit Authority door-to-door dial-a-ride service. The county has also recently established the Central County Transit Authority (CCTA) to further develop transit service in the urbanized area of Kalamazoo and nearby communities—the culmination of a 3-year action plan developed in 2010-2011. WMU operates a campus transit system, and both WMU and KVCC provide pre-paid Metro Transit passes to students. While the project area is served by multiple transit routes, a benefit noted by Kalamazoo County Mental Health and Disability Network, several stakeholders found transit availability inadequate.

While the project area includes some major employers—especially the hospital—few Edison area residents are employed within the area. The neighborhood contains 12.5% of the city's population, but only 9% of the jobs in the city, and only 32% of the jobs in the area pay over \$40,000



Photo Source: Michigan Municipal League

annually, compared to 41% of jobs city-wide. However, neighborhood residents enjoy relatively short commutes, with nearly 70% traveling less than 10 miles to reach work: downtown Kalamazoo, the public schools, and the commercial areas around Sprinkle Road. The neighborhood has a larger youth population, lower household incomes, higher unemployment rate, and more households without access to an automobile than the city-wide average—factors that increase the need for a range of safe and effective transportation options.⁶

6 Jobs and commute figures from Census Bureau's Longitudinal Employer Household Dataset (LEHD), using 2011 primary jobs data. Age, income, employment, and personal vehicle access figures from Census Bureau's 2008-2012 American Community Survey, using Census Tracts 9, 10, and 11 to approximate the neighborhood.

> > Transportation Options continued...

Recommendations	Implementation Opportunities
<ul style="list-style-type: none"> As CCTA transition is completed, review transit network and service plans 	<ul style="list-style-type: none"> Consider opportunities to expand access to employment centers and human services by adding crosstown or grid routes to the downtown hub-and-spoke system Ensure transit stops are a part of complete streets discussions and that bike racks and similar facilities are convenient to bus stops Consider a pre-paid transit pass system for downtown employees, such as the go!pass card sponsored by the Ann Arbor DDA, to increase travel options and reduce parking demand
<ul style="list-style-type: none"> Bring destinations closer to residents 	<ul style="list-style-type: none"> Encourage anchor institutions (and future in health and wellness district businesses) to hire from within the neighborhood when possible Consider retail market analysis to identify gaps in available services that could be brought into the neighborhood in new development

» » Education

Education is essential to competing in a global, 21st century economy, and centers of education are vital anchor institutions within communities. From K-12 schools to community colleges, and technical schools to state universities, educational institutions bring innumerable benefits to a community. They are the hub not only for learning, but sports, entertainment, arts and culture, healthcare, and recreation, and serve as engines of economic development. Vibrant communities successfully collaborate with a full range of educational institutions to develop intellectual, human, and physical capital. Collaboration can be as simple as sharing physical facilities such as ballparks and swimming pools, or as complex as formal town-gown strategic plans.

Asset Analysis

The city's most unique educational asset is the Kalamazoo Promise, which offers college tuition to students who graduate from the Kalamazoo Public Schools. This program not only provides a competitive advantage to the public school system, but also incentivizes Kalamazoo residency for college-minded young families.

WMU and KVCC—both of which have been engaged in the PlacePlans work—have a major footprint in the city, along with Kalamazoo College. The city's Master Plan notes that 1 in 7 city residents is a college student: this ensures a perpetual supply of new residents in the community but also a constant out-migration of graduates. Engaging students in off-campus living and activities can help support post-college retention, or positive memories of the community for graduates who may consider returning later in their careers: the new facilities under development, in addition to KVCC's Arcadia campus downtown, help to achieve this town/gown integration.



Waldo Library, Western Michigan University

Photo Source: Michigan Municipal League



Kalamazoo Promise Banners

Photo Source: Michigan Municipal League

>> Education continued...

Recommendations	Implementation Opportunities
<ul style="list-style-type: none"> Continue building connections to main campuses 	<ul style="list-style-type: none"> Strengthen bicycle and transit links from Edison neighborhood to WMU main campus Identify opportunities for student-oriented housing in development plans, either by the colleges or privately owned
<ul style="list-style-type: none"> Build partnerships with Kalamazoo Public Schools 	<ul style="list-style-type: none"> Engage K-5 Washington Writers Academy through Safe Routes to School programs, to continue improving bike/walk access beyond Stockbridge through infrastructure improvements and programming Coordinate programming at farmers market and Healthy Living Campus with curriculum at K-5 Edison Environmental Science Academy



Downtown Kalamazoo

Photo Source: Michigan Municipal League

Appendix

Kalamazoo Farmers' Market: Approaches to Expansion



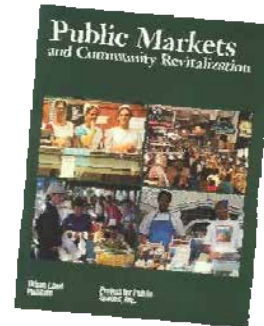
June 2014

Market Ventures Inc.

Market Ventures, Inc.

Consulting / Development / Operations

- National consultants on public markets and food-based economic development projects
- Lead Author, *Public Markets and Community Revitalization*
- Conduct public market feasibility studies and research throughout the United States



By Ward Market, Ottawa



Rochester Public Market



Grand Rapids Downtown Market

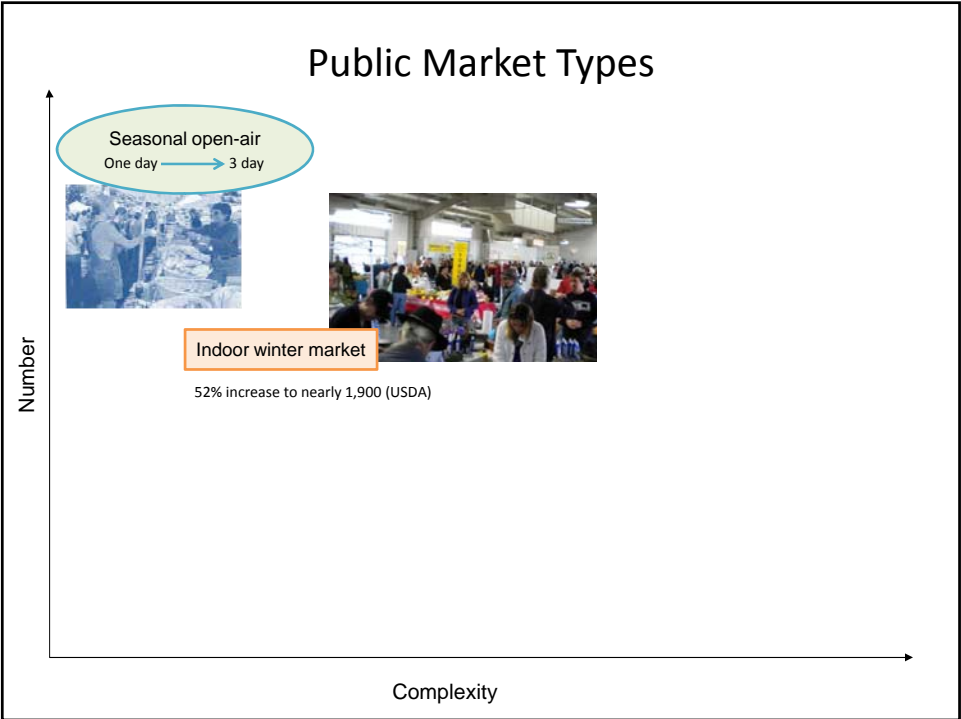
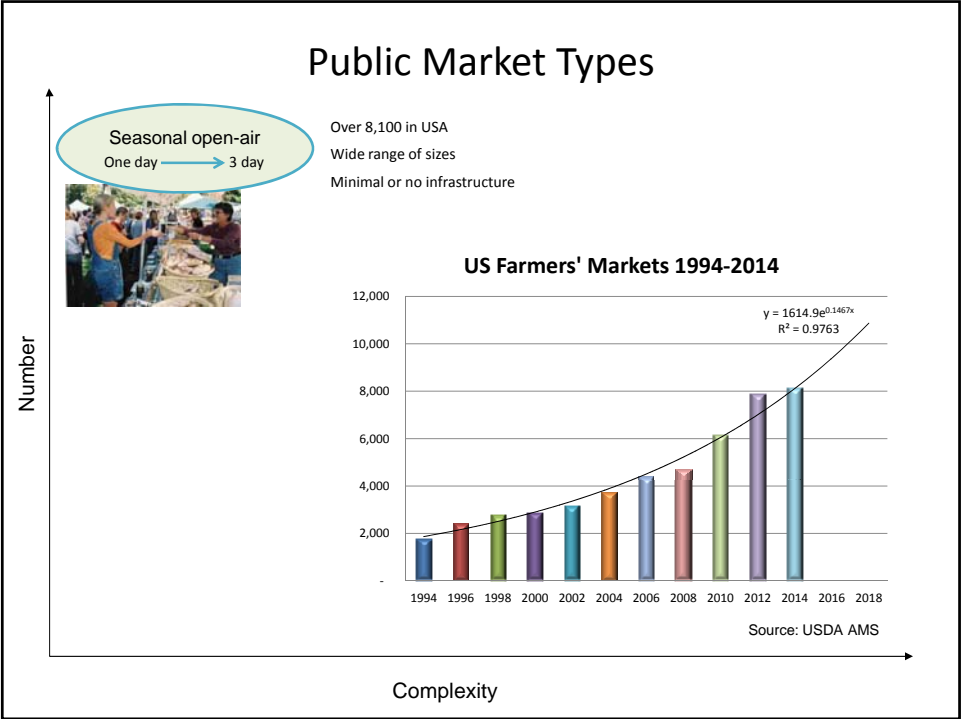
Market Ventures, Inc. Recent Projects

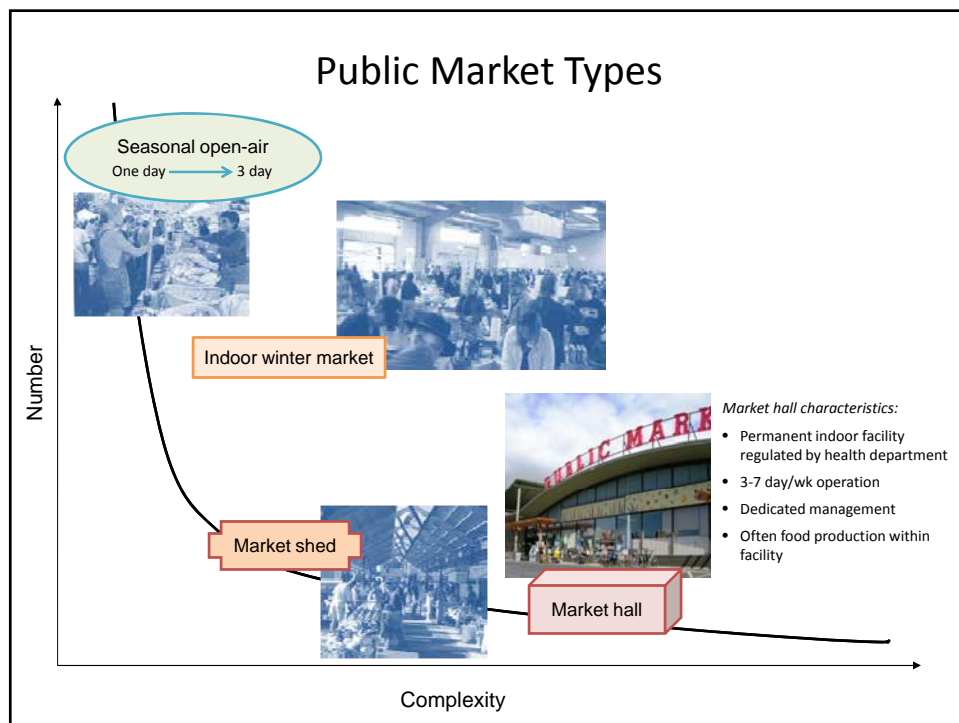
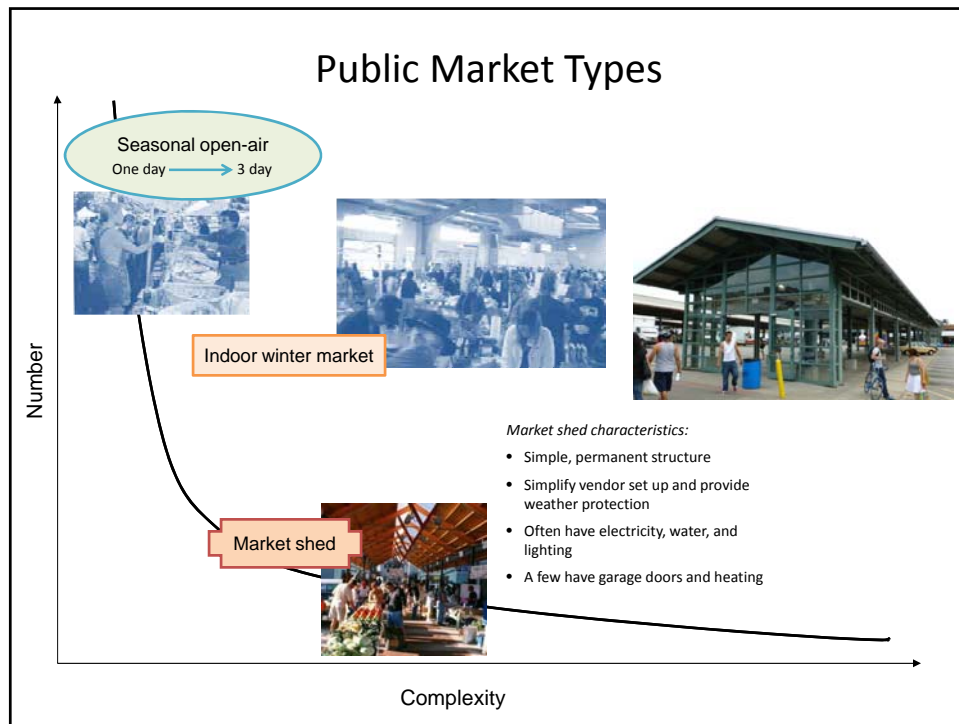
- Grand Rapids Downtown Market (opened May 2013)
- Essex Street Market Relocation Plan
- Hartford Regional Market Master Plan
- Lexington Market Master Plan
- Charlottesville City Market District Plan
- Atlantic City Public Market Feasibility Assessment
- Rochester Public Market Renovation & Expansion Plan
- Boise Public Market Feasibility Study
- Grand Traverse Regional Market/Food Hub Feasibility Study
- Fort Collins Community Marketplace Feasibility Study
- Salt Lake City Public Market District Plan
- NYC Wholesale Farmers' Market Feasibility Study & Development Plan
- SchoolFood Plus Initiative (NYC) Program Evaluation
- Milwaukee Public Market Feasibility Study & Concept Plan
- Tioga County Cooperative Market & Distribution Study
- Reading Terminal Market Merchandising Plan

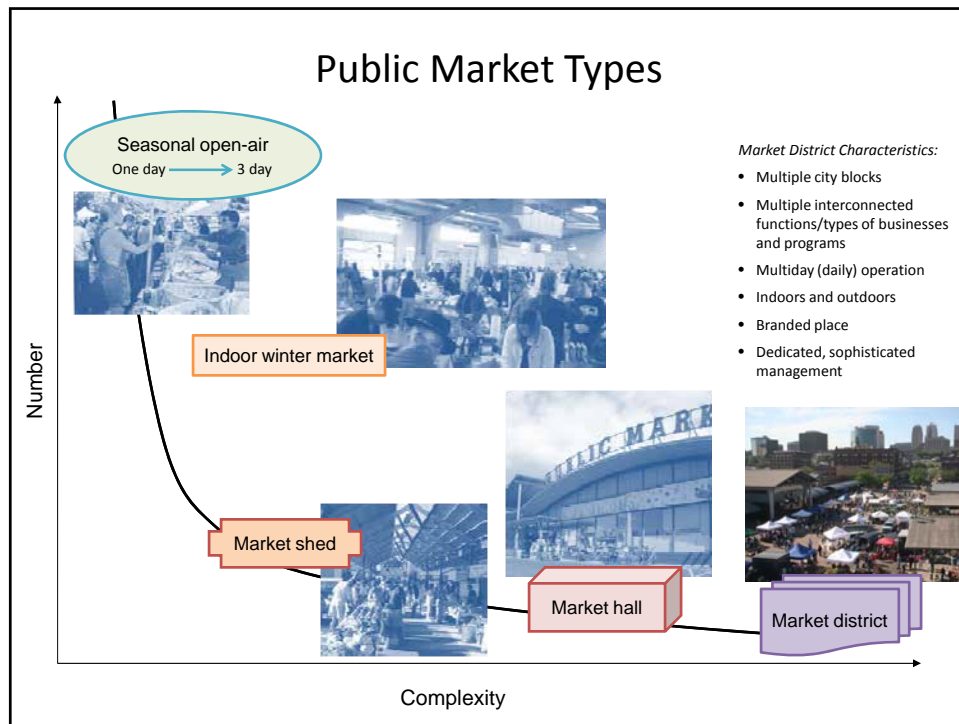


- Developer/Operator: Bronx Sunday Market, Portland Public Market
- President, Farm to Market, Inc.
- Co-owner, Maine's Pantry









National Examples

Market	Population (MSA, million)	Year opened	Facilities	Property Owner	Sponsor	Management
Sante Fe Farmers' Market	0.146	1968; year-round 2002	Mixed use - outdoor farmers' market, shed, restaurant, education	City of Sante Fe	Sante Fe Farmers Institute (building)	Sante Fe Farmers' Market
Bellingham Farmers' Market, Washington	0.204	1993; shed facility 2006	Enclosed shed	City of Bellingham	Bellingham Farmers' Market Association	Bellingham Farmers' Market Association
Holland Farmers' Market	0.264		Open sheds	City of Holland	City of Holland	City of Holland
Kalamazoo Farmers' Market	0.327		Open sheds	City of Kalamazoo		People's Food Coop
Ann Arbor Farmers' Market, Michigan	0.348	1919	Sheds	City of Ann Arbor; Kerrytown Market and Shops	Public Market Advisory Commission	City of Ann Arbor
Dane County Farmers' Market, Madison, WI	0.576	1972	Open-air, winter market	Dane County	Dane County Farmers' Market, Inc.	Dane County Farmers' Market, Inc.
Charleston City Market, SC	0.682	1804	District: sheds, retail	City of Charleston	City Market Preservation Trust, LLC	City Market Preservation Trust, LLC
Grand Rapids Downtown Market	0.774	2013	Mixed use facility with market hall, sheds, events & education	Grand Rapids DDA	Grand Rapids Downtown Market, Inc.	Grand Rapids Downtown Market, Inc.
Rochester Public Market, Rochester, New York	1.040	1905	District: open-air, sheds, indoor market, retail	City of Rochester	City of Rochester	City of Rochester
City Market, Kansas City	1.780	1857	District: open-air, sheds, indoor market, retail	City of Kansas City	City Market Committee	KC Commercial Realty Group (private real estate management firm)

Bellingham

- Shed facility owned by city, leased to farmers' market for Saturdays
- Beams salvaged from highway bridge
- 110 stalls (140 total vendors)
- 1,500 customers/week
- Depot Market Square can be rented for events
 - 5,200 sf building
 - 15,000 sf courtyard
 - 8,200 covered shelter



Dane County Farmers' Market

- Located on public property, run by farmer membership organization: Dane County Farmers' Market, Inc.
- Claims to be largest producer-owner market in country
- Outdoor market operates Saturdays at Capitol Square and Wednesdays on MLK Boulevard (April-November)
- Indoor market operates six Saturdays from November 17 through December 22 at Monona Terrace convention center with 50-70 vendors
- Indoor market moves to Madison Senior Center (city-run) for January – mid-April



Sante Fe Farmers' Market



- Longstanding farmers' market relocated to rail yard in downtown
- Operates Saturdays year-round, Tuesdays in season
- Indoor and outdoor components
- Separate organization runs building and farmers' market
- Building contains event space, restaurant, education space, offices



Sante Fe Farmers' Market



Smallest city with a “market district”: Ann Arbor, MI

- Pop. 348,000
- City-run farmers' market under sheds
 - Saturday operation year-round
 - Wednesdays seasonal
- Kerrytown Shops (private indoor market similar to Main Street Market)
 - Seafood, meats & produce, spices, oils, coffee
 - Crafts
 - Restaurants
- Zingerman's Deli
- Minimally branded as “market district,” no common management



Kerrytown Shops



Rochester Public Market

- Established 1905
- Owned by City of Rochester, operated by Dept of Parks & Rec
- Year-round operation; retail sheds open Tuesdays, Thursdays, Saturdays; Sunday and evening events
- ~1,000 parking spaces
- 40,000+ customers Saturday





What makes a public market successful?

- ### 1. A great site

 - Easily accessible to the entire region (physically and psychologically)
 - Visible from highways or major thoroughfares
 - Easy circulation
 - Lots of free at-grade parking
 - Pedestrian access/proximity to downtown
 - Supportive context, particularly other food businesses
 - Ease and cost of acquisition



Milwaukee Public Market



Granville Island Public Market, Vancouver

What makes a public market successful?

2. Environment

- A place people want to be
- Landmark structure
- A comfortable public space that welcomes all elements of the community
- Well designed stalls and infrastructure that support small food retailers



West Side Market, Cleveland



Portland Public Market

What makes a public market successful?

3. Engaged professional management

- Property management
- Leasing
- Marketing
- Business assistance
- Community engagement



What makes a public market successful?

4. Consumers who care about local, quality food; a “culture” of public market shopping



What makes a public market successful?

5. Great vendors with unique products and services who carve out their niche regardless of competition

- Product innovation
- Service innovation



Competition is stiff – Recent trends

- Growth of high quality supermarkets, driven by competition from mass merchandisers and warehouse clubs
- Increase in meals eaten away from home
- Cheap food mentality
- Proliferation of farmers' markets
- Bottom line: consumers have many options – they don't need market vendors
- "Local foods" is no longer the sole domain of public and farmers' markets



Wal-Mart Commitment to Local Food

- Our goal is "to support farmers and their communities, through a combination of sourcing more directly from them and providing training in agricultural practices."
- "No other retailer has the ability to make more of a difference than Walmart. Grocery is more than half of Walmart's business."
- *Comments by Mike Duke, President and CEO, Wal-Mart Stores, Inc., October 2010*
- By the end of 2015, WalMart will sell \$1 billion globally in food sourced directly from small, medium and local farmers
- In the U.S., Walmart will **double** its sale of locally sourced produce and increase its purchase of select U.S. crops.

– *Walmart Sustainable Agriculture: Fact Sheet, walmartstores.com*

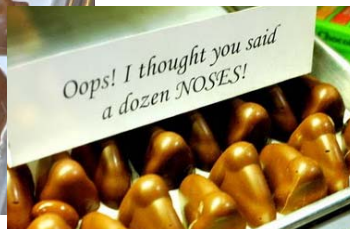


Product Innovation

- What no one else can offer: products made or grown by the vendor
- Need to continually create or source new products
- Customers looking for “food with a story,” deeper connection
- Vendors must know their competition



Product Innovation



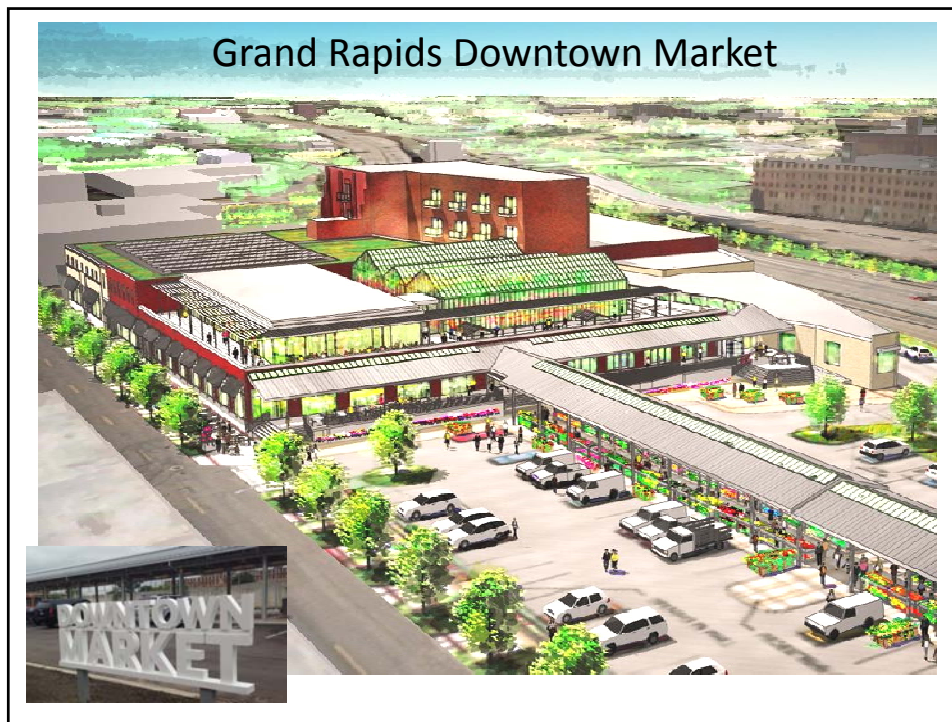
Service Innovation

- Must constantly develop new ways to provide services, extra value
- Theater, create a show
- Develop trust
- A customer requires customized solutions
- Vendors must know their customers



- The key to a successful public market is having enough great vendors
 - Each has own customer base, draw
 - Synergy between the vendors makes the whole more than the sum of the parts
- Every great public market is a unique response to its community, region, and site





Grand Rapids Downtown Market

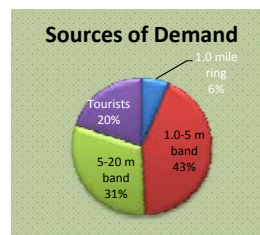
Cutting-edge new public market development

Problem

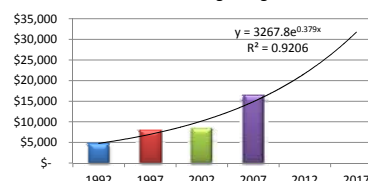
- How create an economically self-sustaining new year-round public market in a mid-size Midwestern city?
- Where locate the market for maximum revitalization impact and highest probability of success?
- Who should develop and run the facility?

Approach

- Conduct extensive market research (100+ interviews, focus groups of farmers and consumers, analysis of demographics and agricultural data)
- Comprehensive site evaluation process – examined potential sites throughout downtown for size, access, adjacencies, availability, topography
- Build from both local and national experience
- Educate downtown leaders and philanthropists on project's potential to impact downtown and region
- Explore partnerships with leaders in food and agriculture, education, and health sectors
- Economic impact analysis



Direct Marketing Sales (000s)
West Michigan Region



Development Program Principals

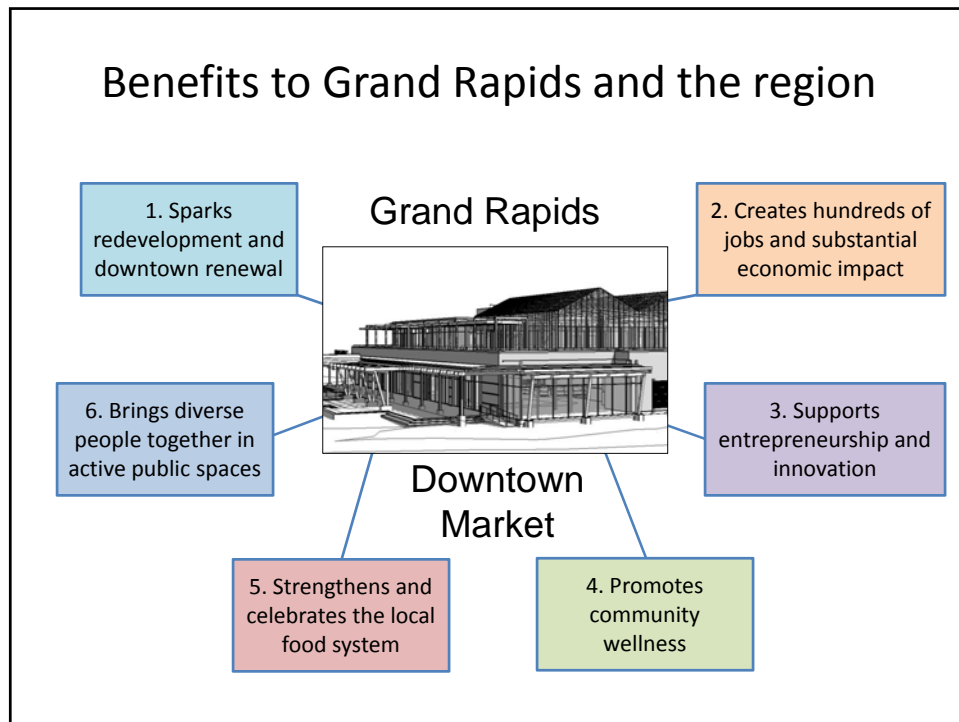
- “Center of local food excitement”
- Complexity of uses, with multiple income streams
- Large enough to be regional and tourist magnet but not too large that exceeds potential demand or supply
- Able to be phased
- Production focus – products made by the vendors




Mission


- The mission of the Grand Rapids Downtown Market is to create a dynamic downtown hub for the West Michigan food system by providing:
 - a place for local farmers and food producers to connect with diverse customers,
 - opportunities for independent entrepreneurs, and
 - education about farming, food, nutrition, and healthy lifestyles.





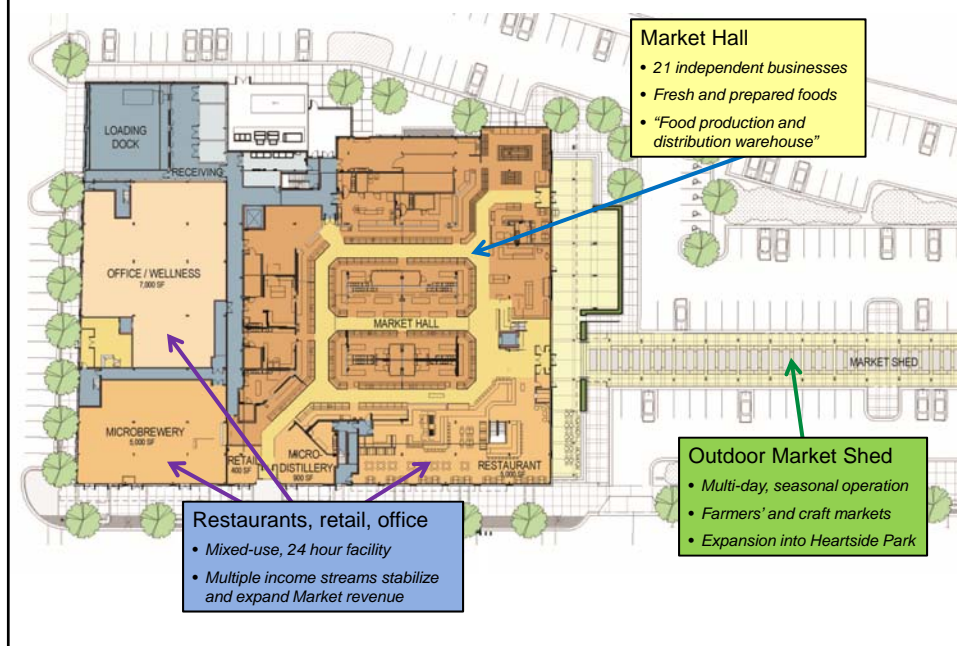
1. Sparks redevelopment



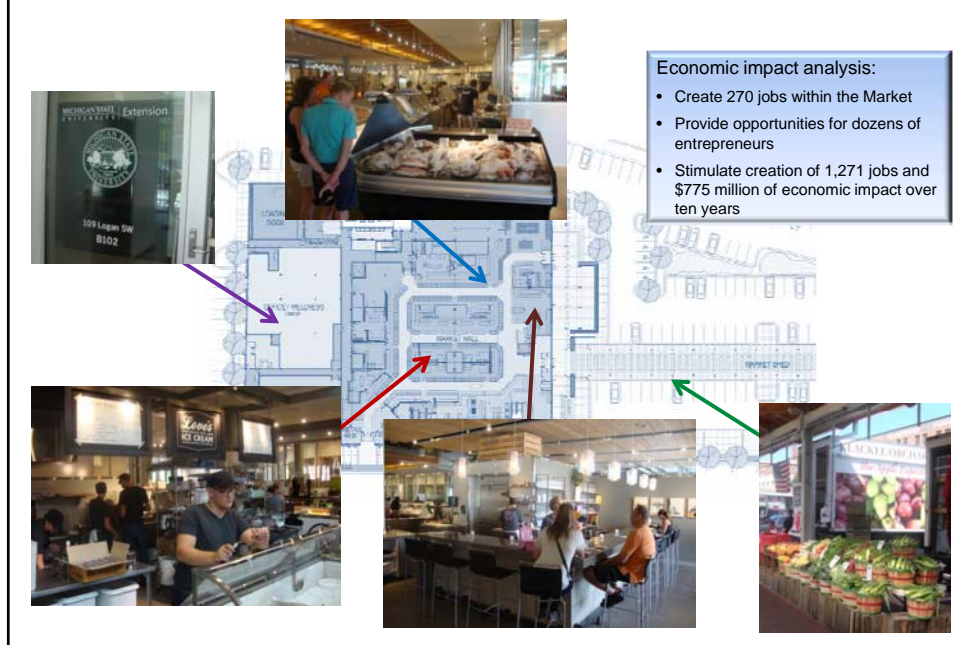


- 3.5 acre vacant site, owned by DDA
- Redefines southern edge of downtown
- Expands walkability of downtown
- Site visible from I-131 with easy highway access
- Downtown streetscape extended
- Adjacent properties already being redeveloped: Baker Building, Klingman Building

2. Creates jobs and economic impact

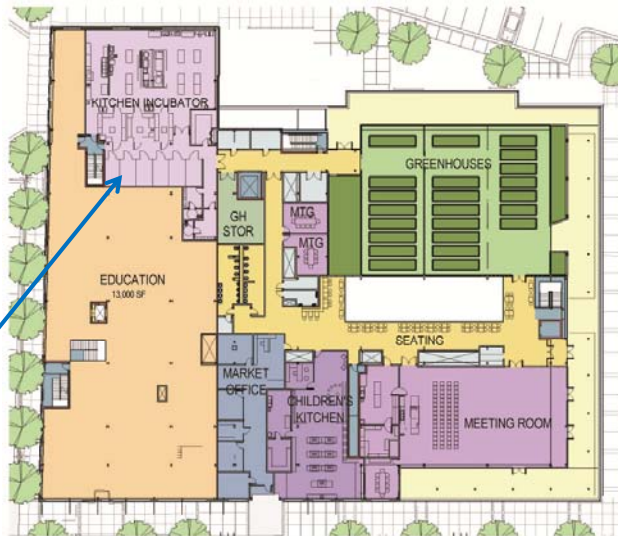


2. Creates jobs and economic impact



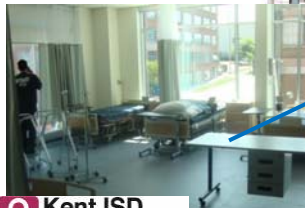
3. Supports entrepreneurship and innovation

- Shared commercial kitchen
 - Kitchen incubator program
 - Supports catering, special events
 - Surplus production space for vendors
- MSU Extension, Product Center
- Vendor stalls designed for production

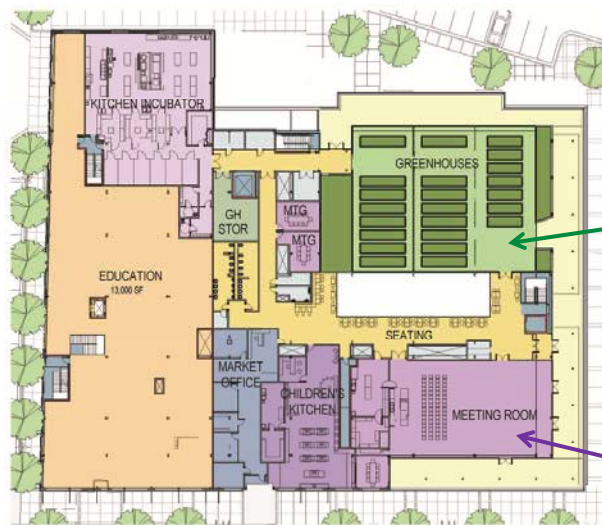


4. Promotes community wellness

- Three-pronged approach to combating obesity and diet related diseases
 - Access (physical and financial)
 - Education (greenhouses, Kids' Kitchen, demo kitchen)
 - Excitement (video, social media, fun!)
- Kent County School District
 - culinary and health programs



5. Strengthens & celebrates the local food system



- Greenhouses for training gardeners and farmers
- Demonstration kitchen/ special event room for 250
- Kids' Teaching Kitchen
- Outdoor farmers' market



6. Brings diverse people together

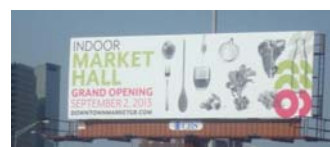
- Downtown location accessible to entire community; adjacent to three low income neighborhoods
- Designed for sociability
- Room for 200 parking spaces
- Near current and future public transportation
- Adjacent to Heartside Park – opportunity for large scale programming, fitness, farmers' market expansion



Outdoor Market Ribbon Cutting and Opening Day May 4, 2013



Grand Rapids Downtown Market



Fort Collins Development Program Principles

- Build on current downtown local food assets (farmers' market, Winter Market, Food Co-op)
- Maximize return to farmers and food producers
- Substantially differ from existing and emerging competition by focusing on direct marketing and food production
- Address opportunities in produce distribution, education, arts
- Able to be phased and flexible
- Minimize operating costs and development risk



Development Program

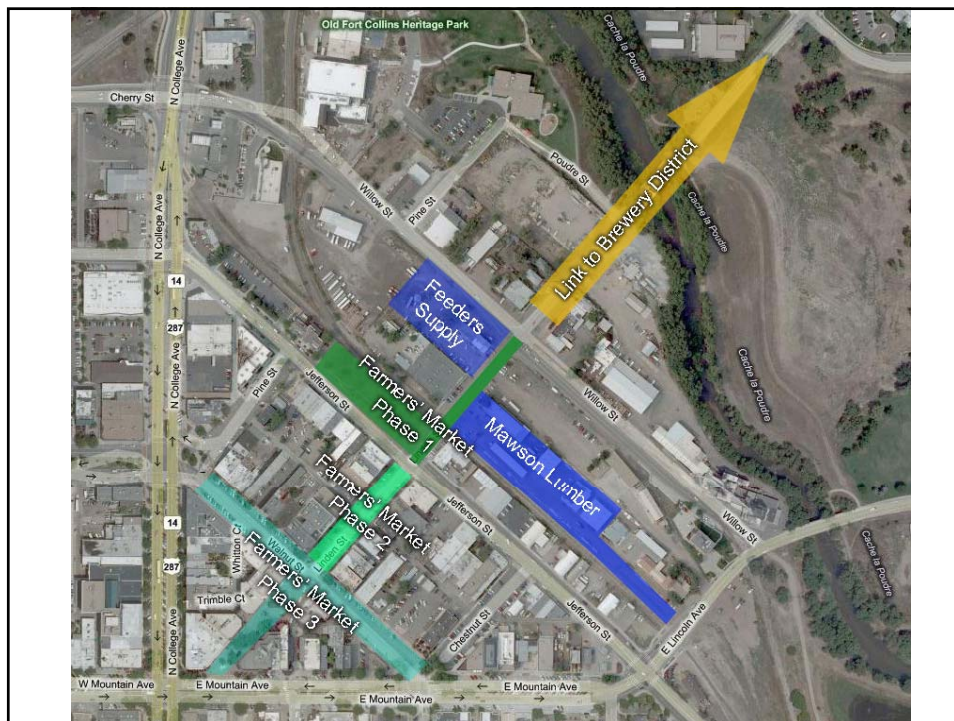
1. Expanded farmers' market
 1. Relocate Larimer County Farmers' Market
 2. Outdoor shed
 3. Expandable open-air
2. Flex building (4-8,000 sf)
 1. Indoor farmers' market/Winter Market
 2. Special events
 3. Restaurant seating overflow
 4. Upper level demonstration kitchen, offices, meeting rooms
3. Year-round daily indoor food retail (10-15,000 sf)
 1. Expanded Food Co-op (double size)
 2. Subleased butcher, bakery, florist, café

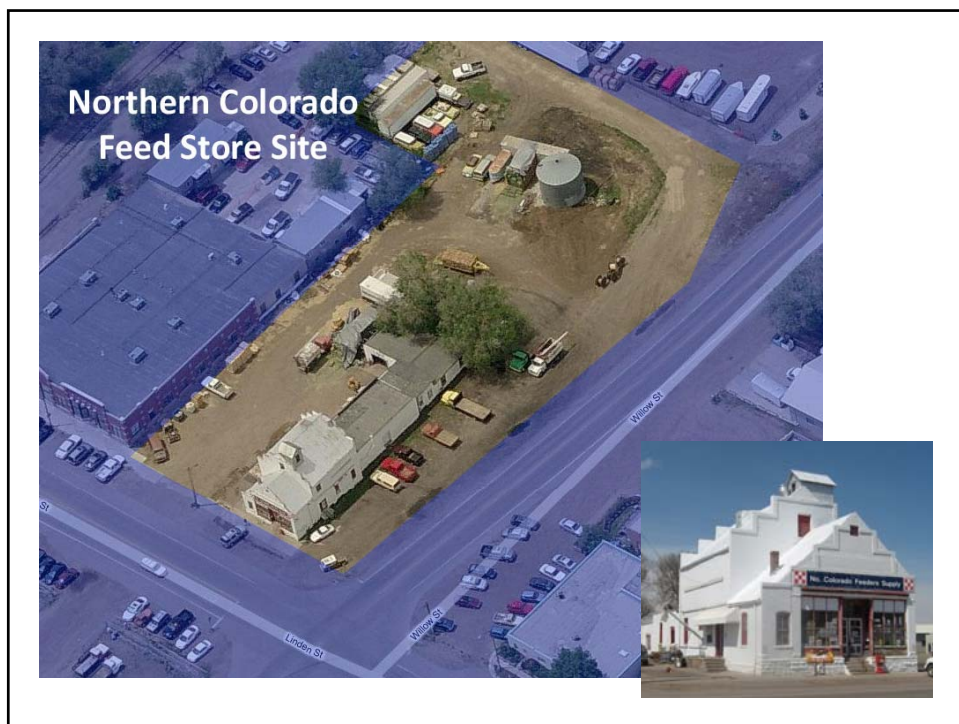


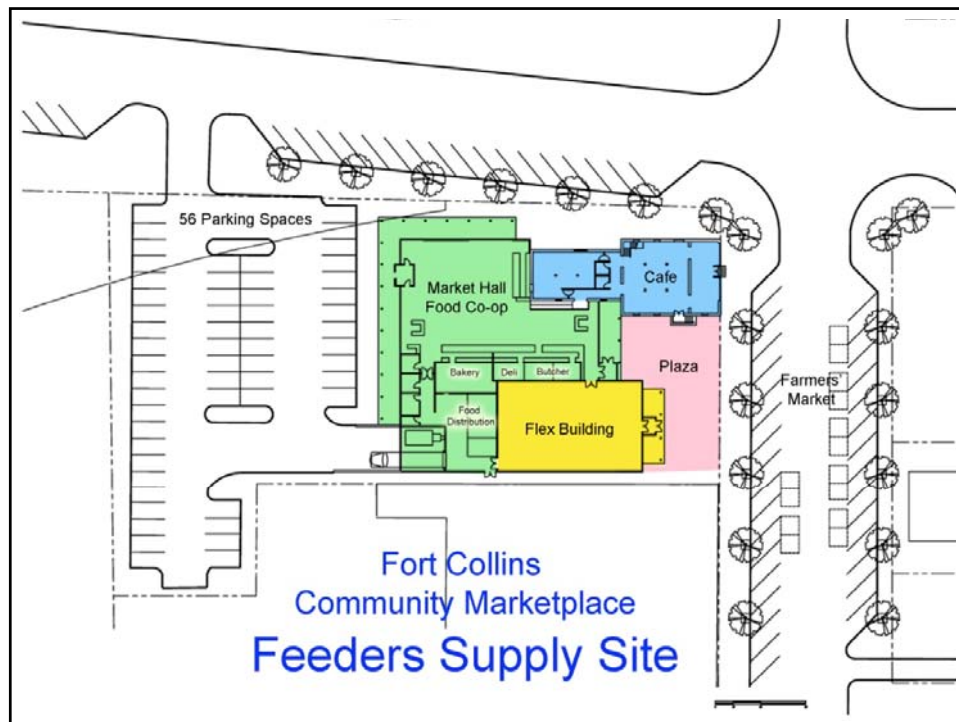
Development Program

4. Restaurants/Biergarten (1,500-3,000 sf)
5. Food and artist production space (up to 10,000 sf)
 1. Retail sections for farmers' market days
 2. Shared commercial kitchen/kitchen incubator program
6. Produce distribution (cold and dry storage, docks; 1,500-4,000 sf)
7. Dedicated parking

Program will vary depending on site







Kalamazoo Farmers' Market: Approaches to Expansion



June 2014

Market Ventures Inc.

June 16, 2014

Mr. Luke Forrest
Michigan Municipal League
1675 Green Street
Ann Arbor, MI 48105

RE: Kalamazoo Farmers' Market

Dear Luke,

It was a pleasure traveling with you to Kalamazoo on June 9 and 10 and meeting public and private local leaders involved with Michigan Municipal League's Place Plan project. As we had agreed, the purpose of my visit was to assist the community explore ways to improve and expand the Kalamazoo Farmers' Market, particularly in relation to new developments occurring in the downtown. During the visit I had the opportunity to see the farmers' market in operation on a Tuesday morning, tour the area around the Market, visit the People's Food Coop, and meet with Market management and vendors, city officials, and several nonprofit leaders.

This letter summarizes my findings and suggested next steps.

Findings

The City of Kalamazoo has recognized for a number of years that the very successful Kalamazoo Farmers' Market, which has been located within the Edison neighborhood for over 60 years, needs revitalization. The Farmers' Market is very busy on Saturdays and has essentially reached capacity, with challenges to find adequate parking. While some physical upgrades have been made, the sheds have deteriorated roofs and inadequate electrical capacity. The bathrooms are too small to accommodate demand. As recently as 2011 the city retained an architect to create a plan for new facilities at the current Market site. My understanding is that this plan proposed razing the Market's U-shaped shed and replacing it with a linear shed facility at the cost of about \$1.5 million.

While the Farmers' Market is very busy on Saturdays, it is fairly slow mid-week. The residential location does not serve the Market well on weekdays because there is no commercial traffic or complementary retail functions nearby. The adjacent bingo parlor runs a Saturdays-only indoor winter market with a number of the Market vendors but this is managed separately from the Farmers' Market.

Two years ago the city decided to outsource day-to-day management from the Department of Parks and Recreation to a private group. Now in their second season of operation, the People's Food Coop is managing the Market under contract to the city. Based on my observations and the feedback from everyone I met, this change in management has been a very positive development, with high praise for the Market manager and his changes to stall configurations and space utilization, including introduction of a stage and food trucks.

Since completion of the 2011 plan, Kalamazoo Valley Community College announced plans to create a new Health and Wellness Campus in downtown Kalamazoo, in property next to Bronson Hospital. This campus will include the school's first culinary program and, on land several blocks to the south, a food incubator and greenhouses designed in part to serve the food service needs of the hospital and other institutions. This campus is within reasonably close proximity to the Farmers' Market site but too far away to create regular, synergistic effects.

Given these changes, the city is interested in exploring relocation options. City officials and neighborhood residents believe that the Farmers' Market should stay close to its longtime home on Bank Street in Edison. Upjohn Park, which is contiguous to the current site, provides a potential new location for the Market. While the northern edge of the park is still within easy walking distance to the current site, it has better visibility from busy roads (Crosstown Parkway and East Vine Street) and is close to the planned KVCC culinary school to the north and near the proposed KVCC food incubator and greenhouses to the south. In addition to better visibility, this site could provide opportunities to link the Farmers' Market with the culinary school for events and educational activities. Depending on how much land is devoted to the Market, it could provide room for larger facilities and address the parking problem. The site also appears to be on the #13 bus route, providing better public transportation than the current site.

Another option is to expand the Market at its current site. There is a building to the south, now used as a church, which perhaps could be used as part of the Market's operation.

Success Factors for Public Markets

As I described in my presentation about expansion opportunities for farmers' markets (attached), MVI has identified five key factors that are present at successful markets. These include:

1. **Location.** A great market site is easily accessible to the entire region, visible from highways or major thoroughfares, offers easy circulation, provides sufficient free, at-grade parking, offers good pedestrian access, is located within a supportive retail context (particularly with other food businesses), and can be acquired at a reasonable cost.
2. **Physical environment.** A great market environment is a place where people want to be, offers a landmark structure, provides comfortable public space that welcomes all elements of the community, and has well designed stalls and infrastructure that support farmers and small food retailers.
3. **Professional management.** Successful markets have engaged professional managers who provide a wide range of services, including property management, leasing, marketing, business assistance, and ongoing community engagement.
4. **Culture of market shopping.** Successful markets are in communities where consumers care about quality local foods and where a culture of public market shopping is developed. Today, more and more consumers are interested in local foods so trends support the market idea. At the same time, there is more competition than ever, particularly with strong retailers like Whole Foods Market which have made "local" their mantra.
5. **Vendors.** Finally, markets are successful when they have great vendors who offer unique products and services, and are able to carve out their niche regardless of competition.

Finding interested and capable vendors can be challenging as the food industry has become increasingly dominated by supermarkets and discount retailers like WalMart on one end, and high end grocers like Whole Foods on the other. Farmers have numerous options where they can sell. The Farmers' Market has strong long time farmers and energetic new vendors. It is important that the vendors are part of the planning process and recognize the value of changing their site or facility.

These five factors should be carefully addressed when evaluating redevelopment options.

Potential redevelopment options

We identified three potential redevelopment options for the Kalamazoo Farmers' Market:

1. Maintaining the current site and shed configuration, but upgrading the facility. This might include improving the roof, painting, upgrading the electrical service, expanding the bathrooms, and improving the parking lot.
2. Implementing the 2011 plan (replace the shed at the current site).
3. Relocating the Farmers' Market to a site in Upjohn Park.

These three options should be assessed for their ability to meet the Market's mission and positively impact the downtown and community, as well as their cost. Redevelopment of the Farmers' Market provides not only the opportunity to create an expanded and improved facility, but also to increase sales during the week and position the Market to catalyze downtown revitalization and perhaps other community goals. The option of acquiring the building to the south of the Market should be explored as part of options 1 and 2.

Exploring these three options provides the opportunity to examine the goals for the Market and perhaps clarify its mission. A good mission statement provides a succinct, clear description of where an organization is headed in the future, describes what sets it apart from other entities, and makes a compelling case for the need it fills. When utilized effectively, a mission statement can help guide planning, development, operations, and evaluation.

The Market program needs to be carefully defined but some elements appear to be:

- Expand the number of covered and open-air stalls for vendors and food trucks
- Provide truck access to as many stalls as possible
- Provide flexible indoor space that can serve as an indoor "winter market" and event space (this currently exists at the bingo parlor next door to the current market site)
- Provide adequate parking but also good pedestrian links, public transit, and alternative transportation connections and bike parking
- Improved infrastructure including electricity, water, bathrooms, office, storage, and waste management
- Increase amenities such as seating areas, outdoor event space, and product pick-up

Several participants expressed interest in having a facility like the new Grand Rapids Downtown Market in downtown Kalamazoo. The location, program and design of that facility followed a deliberate and extensive planning process that identified particular community needs, assets, competition, and opportunities. While there is much to learn from the Grand Rapids model (and from other successful markets around the country), I believe that the redevelopment options for the Kalamazoo Farmers' Market need to emerge from local needs and opportunities, including a realistic appraisal of consumer demand and the supply of potential vendors. The existing Farmers' Market is a tremendous asset to build upon and care must be taken to ensure it thrives in a new environment.

Next steps

The planning process provides the opportunity to explore partnerships and programming, such as education and musical performances. It is also an opportunity to consider changes to product mix (such as perhaps allowing non-food products or limiting the role of food resellers), changes to days and hours of operation, review rules, and assess the lease arrangement with the city. It is also an opportunity to consider changes to rents and the rent structure, perhaps introducing differentiated rents based on products sold or percentage rents for prepared food vendors.

The following are suggested next steps to develop a plan to improve the Kalamazoo Farmers' Market. Some of these research tasks were perhaps performed during the 2011 study, reducing the intensity needed for this project.

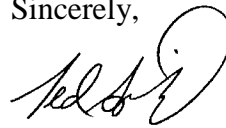
1. Goal setting and operations review - Since they are the foundation of any redevelopment plan, mission of the Kalamazoo Farmers' Market should be clarified and refined. Modifications can be proposed during the study, as need warrants. The operations of the current Market should be reviewed.
2. Stakeholder input
 - a. Steering Committee – creation of a group of stakeholders to help guide the planning process and who will serve as ambassadors for the plan once complete
 - b. Key informant interviews – interviews with key informants whose input can provide relevant background information and who can help guide the project. These key informants might include public officials, leaders among the region's food economy (such as restaurateurs, retailers, culinary educators, and food professionals and advocates), farmers, and food producers.
 - c. Neighborhood and community input – this can be done through focus groups or meetings
3. Market research
 - a. Demand analysis – identification of current and potential sources of demand for the expanded Farmers' Market.

- b. Supply analysis – assessment of businesses currently in the Farmers’ Market and identification of additional businesses to expand the product mix
4. Program development – refinement of the various programmatic elements that can be part of the redeveloped market
5. Schematic design
 - a. Option 1 - upgrades to the current facility
 - b. Option 3 - design responses to the new site in Upjohn Park
6. Operations plan – review of the operating schedule and potential exploration of potential changes. Review of management staffing and tasks, leases and rules, marketing, waste management, etc.
7. Partnerships – exploration of potential partnerships with other organizations, focusing on wellness, nutrition education, and special events
8. Financial analysis
 - a. Development budget – development budgets for the three site options
 - b. Operations pro forma – operations budgets for the three site options
9. Final report

The professional team for this effort should include a farmers’ market planner, an experience market architect, and a landscape architect. I often work with Hugh Boyd, FAIA, who is the country’s most experienced market architect as well as a talented retail designer. His experience on other market projects is extremely valuable for creating a viable and exciting design concept. A landscape architect who is familiar with Kalamazoo and local conditions would complete the project team.

I hope this information is helpful. Please let me know if I can be of further assistance.

Sincerely,



Ted Spitzer, President

ENC.

Appendix B: LSL Planning mobility study, and Portage Street charrette presentation and preferred alternative

City of Kalamazoo PlacePlan

KALAMAZOO PLACE PLANS



9/3/2014

City of Kalamazoo Transportation and Mobility Study

This report is intended to inform the coordination of multi-modal transportation mobility and connectivity related to new development by Kalamazoo Valley Community College, Western Michigan University, and Kalamazoo County Mental Health on the Southside of Kalamazoo.

Kalamazoo Place Plans

CITY OF KALAMAZOO TRANSPORTATION AND MOBILITY STUDY

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Charrette Presentation

INTRODUCTION

To kick-off the project, an introductory placemaking presentation to the KVCC Mobility Working Group was given on June 12, 2014. The outline provided a basic mobility and trend best practices of placemaking and transportation planning based on a quick summary of the development on the Southside of Kalamazoo. The presentation to the Mobility Working Group was essential as its membership holds key stakeholders throughout Kalamazoo and provides a diverse cross section of organizations (see appendix for attendance). Members were contacted for individual conference calls to gather additional background data and interviews.

Partnering with the city of Kalamazoo and other stakeholders, on June 13, 2014, LSL Planning facilitated a walking tour throughout the proposed development areas. The audit focused on multi-modal systems connectivity to each of the proposed campus buildings and their prospective relationships to downtown. Additionally, the connectivity to Bronson Hospital, the Bank Street Farmer's Market and other supportive community buildings such as the Disability Network and the Kalamazoo County Mental Health building. As each of these connections would further support the need for new housing, retail and other development. Discussions also included possible mixed use development that would require new pedestrian and bicycle facilities, traffic calming and transit. Evidence for larger multi-modal transportation recommendations were stacking up.

Inspired to make significant differences with the new development proposed, many of the attendees wanted to see an updated concept of the 2005 Portage Street corridor. The discussion quickly turned to wanting to create an eastern edge 'gateway' to the City. The gateway concept was presented back to MML and the City of Kalamazoo to which the stakeholders rallied around a public design workshop and open house to be organized. On August 4 and 5, the Portage Street Update Open House was scheduled to rethink the 4 lane stretch of corridor between Walnut Street and Stockbridge Avenue.

"Cars are happiest when other cars are around. People are happiest when other people are around." ~ Dan Burden

PROPOSED PROJECTS

Within the Place Plans project boundaries of Lovell to the North, Stockbridge to the South, Portage Street to the East and Burdick Street to the West lies a good portion of the Edison Neighborhood and the Southside of downtown Kalamazoo. This prosperous area is home to Bronson Hospital, the Disability Network, and Zoetis. Several projects are currently being finalized, proposed or staged for development. These developments will greatly impact the placemaking strategy and have been planned for and considered throughout the process; the label for the area, Healthy Living Campus, was born from the distinct thread of health and innovation that is woven throughout each project. Supportive development will be critical for success to the entire community.

FIRST TIER:

- *Western Michigan University Medical School Downtown Campus (Open Fall 2014)*
- *Kalamazoo Valley Community College Culinary Arts Building (Open 2015)*
- *KVCC Allied Health Nursing Arts (Open 2015)*
- *Kalamazoo County Mental Health Building (Open 2015)*
- *KVCC Greenhouses, Production and Distribution Facilities (Open 2015)*

SECOND TIER:

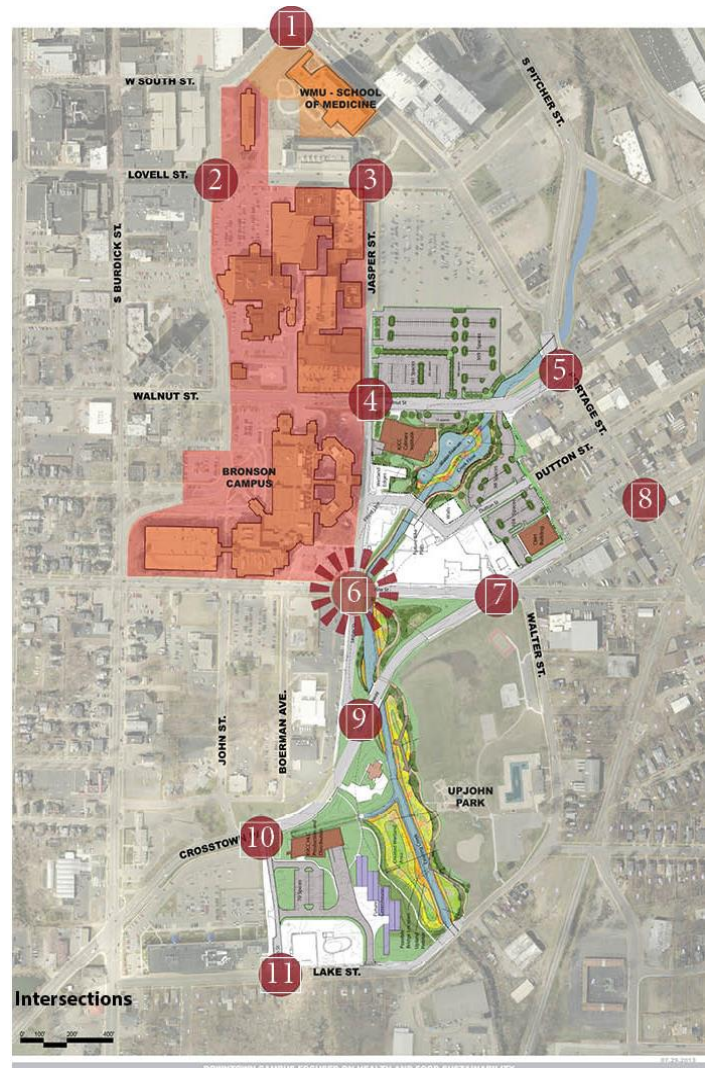
- *Portage Streetscape Phase I & Phase II (2017 & 2018)*
- *Land Bank Holdings*
- *On the Rocks Development*
- *Development to support housing, retail, and student entertainment/lifestyle on Southside.*

Major Stakeholder Involvement

Projects Walking Tour – June 13, 2014

A small group from the city, Bronson Healthcare, Kalamazoo County Mental Health, KVCC, and other KVCC working group members, Edison neighborhood organizations and LSL planning walked the site of the proposed campus to discover a story or a project that had not reached the mainstream yet. As we walked, several discussions ensued about the potentials that had come and gone over the years and that once again are presented by the KVCC and Bronson partnership.

Notably, throughout the walk, it became clear that the topics of conversation were exciting and



innovative. One such topic was KVCC's enthusiasm to be a leading visionary in the field of healthy food preparation in institutional kitchens. Proactively choosing to locate their culinary campus in downtown Kalamazoo ripe for redevelopment and a very big change. Formerly an industrial rich area, South Town will be transformed and rebranded to become the Healthy Living Campus. This new relationship will shift demand onto a new stock of buildings, demand new land uses and alter typical patterns of building development.

Intersections Block by Block

Intersections represent the critical junction of all modes of travel. The safety and efficiency for pedestrians are critically defined by the design and operation of intersections. They are also the 'benchmarks' of a destination. *How many crossings to get to 'X'? Can your pedestrian visualize his or her journey easily on foot? Will thinking of crossing certain types of streets deter the trip (do they feel like barriers)?* With those questions in mind we want to treat all intersections alike in safety and operation but some intersections will certainly want to be called out as special junctions.

1. **South Street & Portage Street** – WMU Medical School *front door*. Without a doubt a special intersection just by virtue of the project that is coming together here. The retail storefronts that were planned into the movie theatre block along E. South Street were a wonderful forethought and are sure to fill quickly as the campus populates with students and faculty. They will no doubt liven the street with activity.

Potential Development Actions

- i. *Wrap parking structures with retail and plan for otherwise blank walls, opportunities for activity.*
- ii. *When planning to wrap structures, windows that open the façade up to 60% are best, entry and exits are ideal for robust pedestrian traffic.*
- iii. *Provide opportunities for gathering students and local employees in the green spaces surrounding the campus of the Medical School. Provide seating with benches, chairs, tables and even low garden walls.*

2. **Lovell Street & John Street** – The intersection may not feel important at first glance however, it is an important link between the new campus buildings, hospital and downtown amenities. Getting students to enjoy downtown in a walk from the new campus amenities may be possible, but it may not happen naturally along Lovell. The destinations along Lovell aren't every day or common uses with a lot of activity. The corners of the intersection are functionally designed well, but the urban landscape is lacking pedestrian interest, feeling of comfort or attention as an important connection.

Potential Development Actions

- i. *The intersection functions much as a barrier because the corner buildings have no windows, entries or life coming in or out of them the entire length of the block. Try to address this with activity or events that could be planned along the street in the interim. ie. art hop location, street vendors...*
- ii. *Continue to plant and nurture trees along roadways for shade and good tree canopy.*
- iii. *While the building scape is unlikely to change in this block, the east end of the intersection could help anchor and bolster the transition.*
- iv. *The corner of the gateway to the Bronson Healthcare Campus is marked by a full corner of landscaped signage rather than a building entrance. This could be a great potential building site for an entrance to the hospital café or other public use.*
- v. *The northeast corner could continue to become a more traversed public green and campus park; possibly a future transit stop for the school or major path on the bicycle route.*

3. **Walnut & Jasper Street** – This intersection is currently proposed to become the main entrance for the new KVCC Culinary School building. Across Jasper Street to the west, is the receiving and delivery for Bronson Hospital. The other corners on Jasper north of Walnut will remain a surface parking lot and an existing parking

garage. Jasper is a slow two way street with decent sidewalks on the east side of the road. The west side of the road has a lot of driveway cuts, and curbs that make walking along the street without interruption from traffic difficult for the pedestrian. The buildings on the west side of the road are all ‘back doors’ on the street and do not provide sufficient activity to create a lively place where people want to walk.

Potential Development Actions

- i. *Use the opportunity to build the campus buildings up to the street and create street life activities with people coming in and out of the buildings at all times.*
- ii. *Wrap the parking garages with retail and other amenities for students, employees, visitors to the hospital, and the campus to use.*
- iii. *Create residential opportunities and incentives to live close for the students, employees, and new residents of the neighborhood that will be drawn to the area because of the development.*

4. **Walnut Street & Portage Road** – This intersection has a lot of gateway potential to the Healthy Living Campus running along the Portage Creek bank. The possibility of a roundabout has been discussed to help with traffic and to create a gateway entry feature. Particular care needs to be taken to be sure the design is sensitive to the needs of Disability Network and Kalamazoo County Mental Health Care visitors and patients.

Potential Development Actions

- i. *The corner with the creek could be celebrated with art/ public benches and landscaping and signage making an entrance into the area.*
- ii. *Development hindered by industrial zoning will be amended to mixed uses; new development can take advantage of the surface parking lots and large parcels to create housing and retail amenities.*
- iii. *Portage Road utilities are in the pedestrian right of way; consider burying lines.*

5. **Vine Street & Jasper Street** – Currently, the intersection is poised to become the gateway to three of the anchor buildings of the Healthy Living Campus connections. Portage Creek gently sneaks in front of an automotive shop that sits on the same property as the Culinary School. Across the street, Bronson Healthcare, and continuing around, a surface parking lot (owned by Bronson) to complete the intersection would be the new Farmer’s Market location at Upjohn Park.

Potential Development Actions

- i. *The Culinary School building should be sited up to the street at zero lot line, to create the same great civic presence that the other campus buildings already have downtown. This will unify the KVCC presence in South Town and create the necessary ‘non-physical connection.’*
- ii. *The Portage Creek NE corner should be evaluated for ADA compliance, the slope to the bridge is extremely steep. The river bank should also be evaluated for safety and cleaned up of excess landscape that provides many ‘hiding’ places.*
- iii. *When planning for the empty parking lot scenarios, place buildings up to the street and on the corners. When spacing doorways and windows on first floors, keep thinking about pedestrian activity and ‘eyes on the street’ especially on corners. Placing entrances and activities at busy intersections makes places look lively where everyone can see. Place parking lots in between or behind those activities in the blocks creating constant crossing paths and motion along blocks.*

6. **Vine Street & Crosstown Parkway** – A notably complicated intersection, although a safe one for traffic. Pedestrians however have a more difficult time with navigation. The trapezoidal configuration is confusing to sight-impaired individuals. (Recommendations are detailed in the Street Network section)

7. **Crosstown Parkway & Portage Road** – This intersection is the perfect opportunity for the development of a mixed use center that would help grow the residential population of the downtown area.

Potential Development Actions

- i. *Provide students with affordable housing and amenities.*
- ii. *A walkable destination for neighborhood residents and employees of the HLC.*

iii. *Offer another great destination in downtown that has an entirely different edge.*

8. **Crosstown Parkway & Jasper Street/ Crosstown Parkway & John Street** – This intersection is where most students will be arriving on foot or by bicycle to the production center and greenhouse campus.

Potential Development Actions

- i. *Provide priority front door access to the pedestrian from this intersection.*
- ii. *Move the building as close to the street as possible.*
- iii. *Use straight bike paths. Visualizing your destination is part of our comfort zone.*
- iv. *Provide visible, covered if possible bicycle parking near the prominent entry.*
- v. *Locate transit stops directly in front of the building.*

9. **Lake Street & John Street** - This is the most residential intersection. With the possibility of truck/ delivery traffic it should be somewhat protected from any large semi infiltration. The condition of Lake Street is a small two way residential street with narrow sidewalks. It is a quiet neighborhood and should be protected from unnecessary delivery traffic.

Potential Development Actions

- i. *When considering driveways and circulation patterns for deliveries and pick-ups, route trucks directly back to Crosstown Parkway rather than through the neighborhood.*

Portage Street Mini Charrette

As the new HLC development comes together, it will be an incredible opportunity for evolving the surrounding areas on the Southside of Kalamazoo. During the initial project discussions Portage Street was mentioned several times as the main east boundary street and as a potential gateway. Portage Street which carries around 18,000 cars a day historically, was heavily industrial. Currently, it is filled with very few neighborhood uses and has seen recent disinvestment. The Land Bank, a non-profit organization has recently begun restoring buildings and purchasing property for reinvestment since 2010. This strategy has successfully seen resurgence of steady and positive interest in the Washington Square district, near the Healthy Living Campus. To build on that energy MML, the city of Kalamazoo and LSL partnered with the Land Bank to hold the mini charrette in the Edison Place building.

The city also announced they would like to invite stakeholders and the community to share their input into a new design update for a paving project that would take place in 2017 and 2018, giving the charrette an even more significant role. With the new development coming, the Portage Streetscape master plan from 2005 was in the perfect position to be updated. With help from the city and the master plan document we worked to create the following transportation and community goals:

- **Improve pedestrian and vehicular safety**
- **Create a catalyst at Washington Square**
- **Maximize the neighborhood potential**
- **Add to the 'place with streetscape recommendations from the 2005 master plan**
- **Better balance of vehicle and pedestrian service operations**



Using the Portage Streetscape 2005 Master Plan Study as the foundation for the charrette for great design standards, LSL gathered new traffic counts, and used potential new development traffic demand strategies to determine the impact that a reduction in lanes would have on traffic; going from 4 lanes to 3 lanes, one travel lane in each direction with a dedicated center left turning median. The charrette concentrated on transportation and community building considerations along a 1.5 mile stretch of Portage Street from Walnut Street to Stockbridge. Approximately 80 community members and stakeholders attended the charrette over the two day open house.

Kalamazoo Area Transportation Study Data	
Traffic Counts	24 HR Counts
On Portage at Edgar	13,559
On Portage at Jackson	12,515
On Portage at Stockbridge	16,714
On E. Vine	4,499
On Crosstown near John	7,378
On Walnut near John	5,880

*Typical benchmark: 3 lanes can accommodate 12,000 to 18,000 vehicles/ day.

Throughout the two day charrette the team of consultants, MML staff, city staff, traffic engineers, city planners, stakeholders, and interested community members discussed a full range of transportation alternatives and design ideas. Several street designs that were fully vetted with the stakeholders for buy in were produced. Below each design is shown and the pros and cons that were discussed for each consideration are outlined.

1. The original re-design from the 2005 Portage Streetscape Master Plan kept a 4 lane configuration throughout the corridor. This design adjusted the varied travel lane widths to a consistent 10.5 feet per lane. Currently, Portage Street has a very inconsistent range of widths from block to block. This design however, was not as conducive to pedestrian or cyclist activity. Crossing four lanes of traffic without the presence of a pedestrian refuge still creates a barrier for the walking public. Vehicular speeds are also not decreased with the presence of the same amount of lanes which is seen as a deterrent for local businesses to locate on Portage.



2. This option reduced the lanes from 4 to 3 lanes, introduced a planted median at strategic places along the 1.5 mile stretch of Portage Street. However, while this option was considered with both bicycle lanes and on street parking options (as shown), stakeholders felt this alternative still lacked the complete access that businesses would require. A planted median may restrict access to much, and the maintenance may also be too much for the city to handle at the present time. It was necessary to be investigated further because of lifecycle cost, maintenance, and access management for driveways. The schemes also needed to be investigated further for parking both in on- and off-street locations.



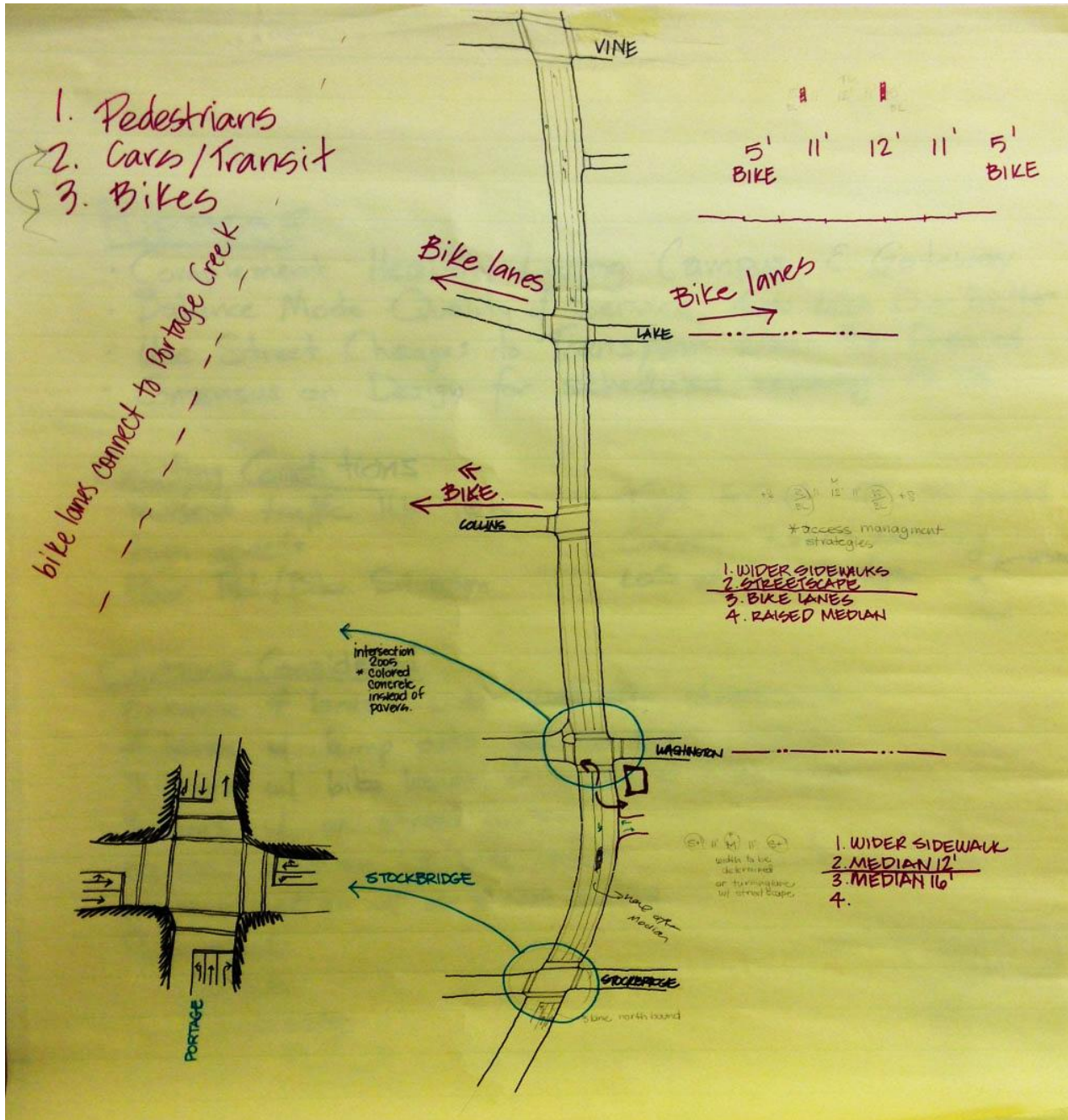
3. In this option, the turning median was considered. While achieving the traffic calming necessary with a lane reduction strategy, it also overcame the maintenance and access management obstacles that currently exist. On-street parking is still considered a priority for some, but not by others. Because Portage Street is not yet developed, it may not be a concern. However, allowing developers to include on-street parking as an option may be a possibility.



4. The preferred option by community members and most stakeholders was three lanes, with a dedicated turning median and bicycle lanes. This street section allowed for the maximum benefit to widen sidewalks, increase bicycling and streetscape. While the entire length of Portage Street would still need to be evaluated for equal treatment, some areas may not get the exact same size of sidewalk, the street section could be accommodated throughout the 1.5 mile area.



In conclusion, options 3 and 4 were the most preferred by community members and stakeholders. At the final stakeholder meeting a brainstorming design session took place with the city traffic engineers, planners, staff, and others. Below is a drawing and notes that were taken away from that session. The action items from the session are listed below.



OPTIONS CONSIDERED

- ☐ Enhance 4 lanes – wider sidewalks, streetscape
- ☐ 4 lanes with bump outs for on street parking
- ☐ 3 lanes with bike lanes or buffered bike lanes (1.5 foot hatched stripe)

- ☐ 3 lanes with on street parking
- ☐ Narrow median with bike lanes
- ☐ Narrower median with on street parking
- ☐ Roundabouts
 - Walnut Street
 - Stocking
- ☐ Create a complete bicycle network – continue bicycle lanes on Lake and Race Streets
- ☐ Next Steps
 - MDOT Charrette
 - Model Practical and Preferred Alternatives based on ‘menu’ above

Details regarding the street lane widths, traffic counts, Portage Street Level of Service, and explanation of Level of Service can be found at the end of this report in the full presentation in the Appendix.

BEST PRACTICES & TRENDS

Multi-modal Networks

The goals for overall multi-modal transportation strategies:

- **Travel demand management for the KVCC Culinary Arts School and WMU Medical School – with no future significant traffic growth on Portage Street**
- **Bicycle opportunities between campuses and downtown**
- **Bus loop between campuses and downtown – WMU, KVCC, K-College**
- **Park once with student and employee incentives – build no more parking than absolutely necessary**

Improving the quality of the multi-modal connections through better design and improved coordination among the new developers is a priority of the project stakeholders. The members of the Mobility committee realized early that the streets are a large public asset and they reflect the character of the area. Taking on projects like re-imagining Portage Street through the recent charrette was the perfect example of the need to coordinate amenities and enhance the quality of the area. Capitalizing on the opportunity of using the new developments to reenergize the conversation to create a new streetscape. These ideas brought on more discussion for economic development and bringing residents into the neighborhood, while the city brings investment in. The main topic of discussion was how the new streetscape would significantly reduce traffic congestion and bring new amenities that would add significant value to the neighborhood.

Maximizing pedestrian connections is the preferred transportation management goal between all of the new developments in the immediate HLC area. This immediate goal will be a challenge with the current layout of

buildings and lack of supportive housing, mixed-used development, and downtown connectivity. However, while in the first stages of building development the goal could be overcome with quicker multi-modal modes like bicycling routes, bicycle share or bus shuttle routes to keep people moving in short loops between campuses. Particularly in colder months. In later stages of development, when more mixed-use residential development is able to close the gaps between buildings and fill in blocks, making walks more interesting, destinations inviting, and routes seem like routine, pedestrians will be more enticed to explore further than the few blocks outside of their campus.

Pedestrian network

Consider the pedestrian at every point in the design. Arriving at the building door, parking your car, standing at the bus, and walking down the street. The more urban the place, the better able and more likely the pedestrian is to move from place to place.

Priorities include: crosswalks, wide sidewalks, sound and vibration enhanced pedestrian signals, curb extensions that reduce crossing times and increase pedestrian visibility, and landscaping. The sidewalks that exist in the South Town area are in fair to good condition on all primary roads that students will utilize.

While the condition of the infrastructure is one reason people will choose to walk, it is not the only reason; using these recommendations as design guidelines to better placemaking and with the help of future development the HLC will be a pioneer in the region.

ACTION PLAN

- ☐ *Complete the sidewalk connection at Jasper and Vine to Crosstown Parkway and along Crosstown Parkway on the northwestern curve running north to Vine and south to John Street.*
- ☐ *Repair existing sidewalks throughout the neighborhood.*
- ☐ *Evaluate the corners at X and X to ensure they meet ADA guidelines.*
- ☐ *Portage Street and others should be evaluated for utilities placement that is not impeding on the pedestrian paths.*

Bicycle network

Bicycling is quickly becoming a popular mode of transport across the city of Kalamazoo for commuting to work, school and recreational activities downtown. The goal for the HLC is to create opportunities to make bicycling an a more enticing choice by offering bike parking inside/outside buildings, in parking lots, and within bus stops. These infrastructure investments cut down on the cyclists concern of bike theft, offer a last mile commute resource, and give precedence and priority to the cyclist over the vehicle as a commute option. Making people comfortable before they even make the travel choice is key in converting commuters.

Many of the downtown streets are slated for the addition of bike lanes in the 1998 master plan. That is the easy part, we have the plans in place. Now comes the hard part – WHY did we choose those streets and are the reasons still relevant today? Have those streets changed character in the past 16 years? My guess is that maybe some

have. A study certainly should be done to evaluate the bike lane potential throughout neighborhood streets downtown and implementation should take place shortly after the study.

ACTION PLAN

- ☐ *Continue to work with bicycle coalition, traffic planners, and city staff to develop the updates to the master plan at every project opportunity.*
- ☐ *Partner and coordinate with surrounding trails planners and make connections to create a network of continuous bike lanes, trails, and routes.*
- ☐ *Make Kalamazoo an outstanding example for other regional active transportation plans.*
- ☐ *Improve bike parking access throughout the HLC to encourage cycling to campus.*

Street Network

The majority of streets within the HLC are two lane, or if a three lane, have a center left turn lane. Traffic is relatively light, but steady. Some topography around the hospital campus does make it difficult for sight distances in some areas. The streets all have good to fair striping, but are not adequately striped for on-street parking or crosswalks. Street name signs are easy to read and indicate cross streets. Curb cuts are a safety issue for pedestrians and interruptive to traffic flow on most side streets.

The campus does include two one way streets which are not conducive to transit and multi-modal streetscapes. Restricting traffic flow to one-way impedes the goals of the HLC.

ACTION PLAN

- ☐ *Lovell Street should become a two-way street.*
- ☐ *South Street should become a two-way street.*
- ☐ *Crosstown Parkway and Vine should be studied to be engineered as a '4 corner' intersection. Jasper could continue straight South and 'pick up Crosstown'. Crosstown could then be vacated from Jasper to Vine and the grid could become regular. A similar vacation would need to take place from Crosstown to Portage. This could have a few issues or opportunities:*
 - ☐ *Opportunity: Upjohn Park would no longer be separated by Crosstown and the Farmer's Market would have a larger corner lot without circulation issues.*
 - ☐ *Opportunity: The Crosstown to Vine triangular parcel would become large and regularly shaped enough for good street frontage development along Vine.*
 - ☐ *Possible Issue: Traffic counts with student impact would need to be studied to see if the new Jasper/Vine intersection could handle the number of thru and right turn movements.*

Transit Network

Kalamazoo currently runs a limited bus route system through the area. Discussions need to continue with Metro Transit as Bronson, KVCC, WMU, retailers, and other employees expand their employment, entertainment, and campus offerings in the downtown area to provide safe, convenient, and accessible transit to their students, employees, and visitors.

ACTION PLAN

- ☐ *Locate transit in already pedestrian heavy locations. Pedestrian traffic is transit oriented traffic.*
- ☐ *All significant stops should be right in the heart of the action. Transit stops should be first priority followed by bike and pedestrian facilities and lastly vehicle parking.*
- ☐ *Each route should be a simple line or loop from campus to campus, the more direct and efficient the route the happier the rider.*
- ☐ *Provide service frequently and into the night. Frequent predictable service (15 to 20 minute intervals) is what captures ridership.*
- ☐ *The bus is “a mobile form of public space” (Darrin Nordahl), the look of your bus says a lot about your city. Buses must offer modern amenities like bike racks, safe access points, and an easy and quick payment system in order to capture the commuting population.*
 - *The data utilized, including maps, traffic counts, project images, site plans and other preliminary project information provided may have been in progress when recommendations were made please check for updated traffic count information when making new recommendations.*

Transportation Demand Management

Transportation demand management (TDM) strategies are those that help to reduce automobile dependence and reduce single occupancy vehicle trips. These strategies, especially when combined, can work to get people to drive less and walk, bicycle and/or bus more. This could also help to make people feel as if they have a more streamlined and productive work or school day.

As an example, these practices in particular could be utilized in regards to Portage Street as a key traffic route to the HLC and as a gateway to downtown Kalamazoo, a common perception is that there is consistent congestion. There is certainly peak and some rush hour moments that last around 15 minutes. These happen around 7:30 am and again around 3:30pm in the afternoon at the peak traffic times for the Zoetis and Bronson Hospital shift changes. If TDM practices were put in place, many of these single vehicle trips could be dispersed through other modes of transportation alleviating road congestion.

Transportation demand management is achieved by providing incentives to modify travel behavior or to reduce the need to travel by a certain mode by providing another alternative. For example, to help KVCC students park once at the Arcadia Campus and walk or bicycle to their next class at the Culinary Arts school by creating bike share, installing bicycle parking, helping students to know the routes, give them the tools to plan ahead rather than drive again. The cumulative impact of these TDM strategies can have a significant benefit on the system as a whole.



michigan municipal league



Kalamazoo Place Plans Strategy

MML Mobility & Placemaking

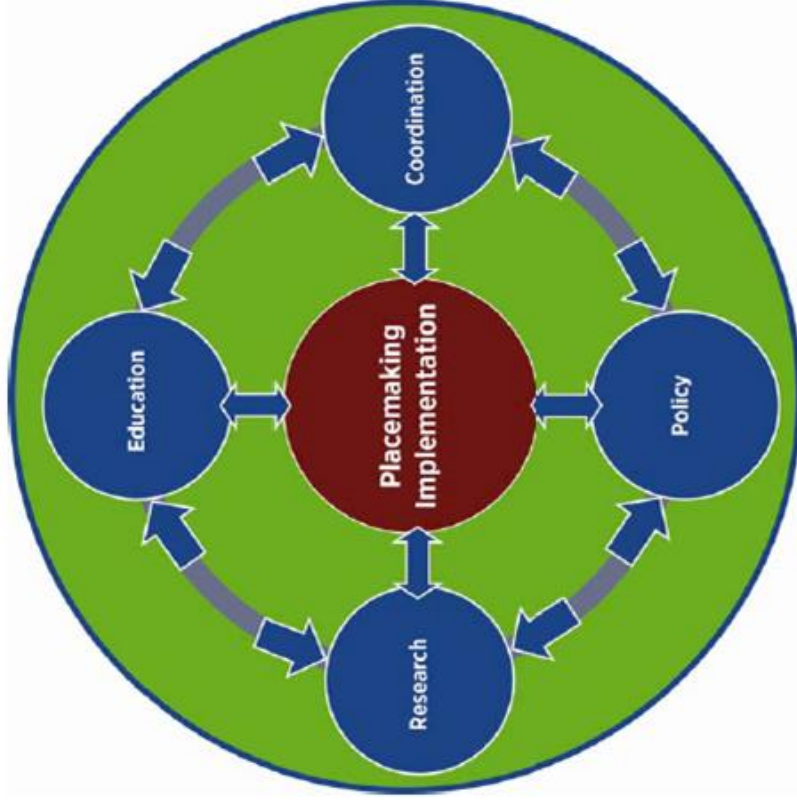
Brad Strader, AICP, PTP
Planning Division Manager

Rebekah Kik
Senior Planner / Urban Designer



MiPlace Initiative Components

- Placemaking Toolkit (ICC)
- Education/Research (MSU)
 - Curriculum
 - Training
- Engagement (MML)
 - Regional Strategic Plans
 - Local Action Plans
- “Team Michigan” (ICC)
- Measurement & Outcomes



“The most valuable resource in the 21st century is brains. Smart people tend to be mobile. Watch where they go! Because where they go, robust economic activity will follow.”

Rick Karlgaard
Publisher, *Forbes*



Better Communities. Better Michigan.



Physical Design
& Walkability



Green Initiatives



Cultural Economic
Development



Entrepreneurship



Multiculturalism



Messaging &
Technology



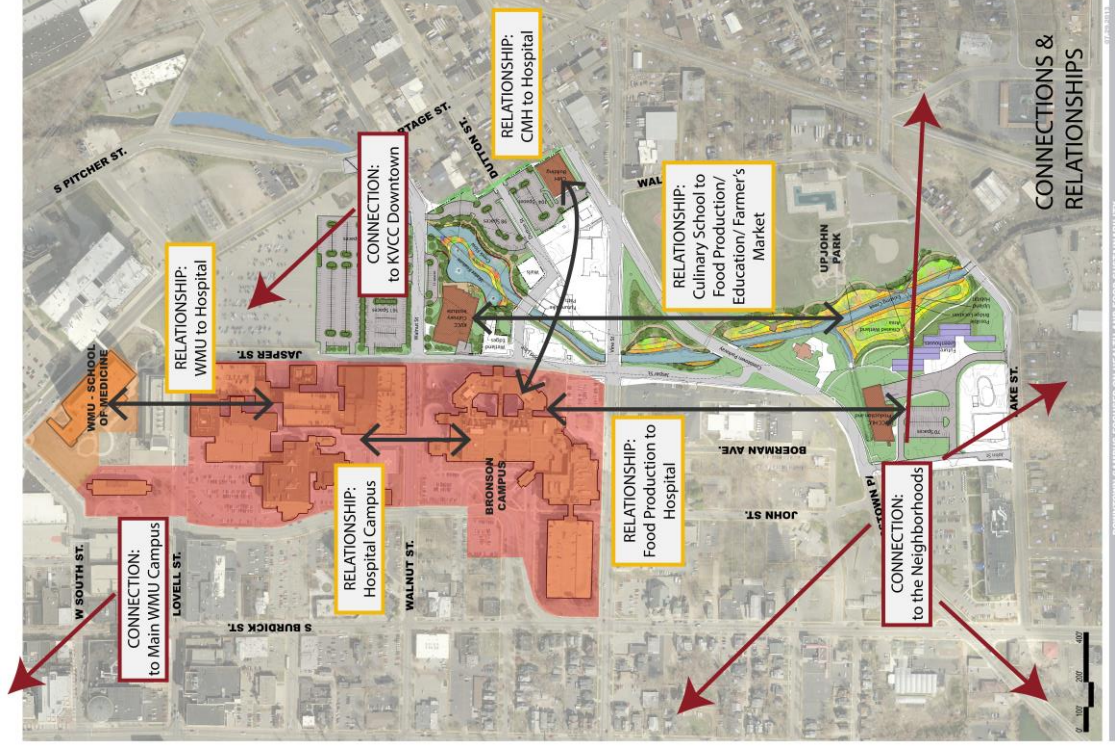
Transit



Education

Relationship to Healthy Living Campus: Bronson, KVCC, WMU, Farmer's Market

- ✓ Advise on multi modal transportation
- ✓ To look at ways of getting people out of their cars
- ✓ Portage Street is a major connection and the eastern gateway to the Healthy Living Campus



Portage Street Connectivity and Transportation Goals

- ✓ Improve pedestrian and vehicular safety.
- ✓ Create a catalyst at Washington Square.
- ✓ Maximize the neighborhood potential.
- ✓ Add to the 'place' with streetscape recommendations from 2005.
- ✓ Better balance of vehicle and pedestrian service operations.



Portage Street Today

- ✓ Portage Street is an important connection to downtown Kalamazoo.
 - Make it a **destination** rather than just a place to drive through.
- ✓ Historically an Industrial corridor – Portage St. has been transforming slowly over the last 20 years.
 - Efficient for cars, not as convenient for pedestrians.
 - Relatively high crashes near Washington because of curb geometry at the curve.



Portage Street Traffic looking South

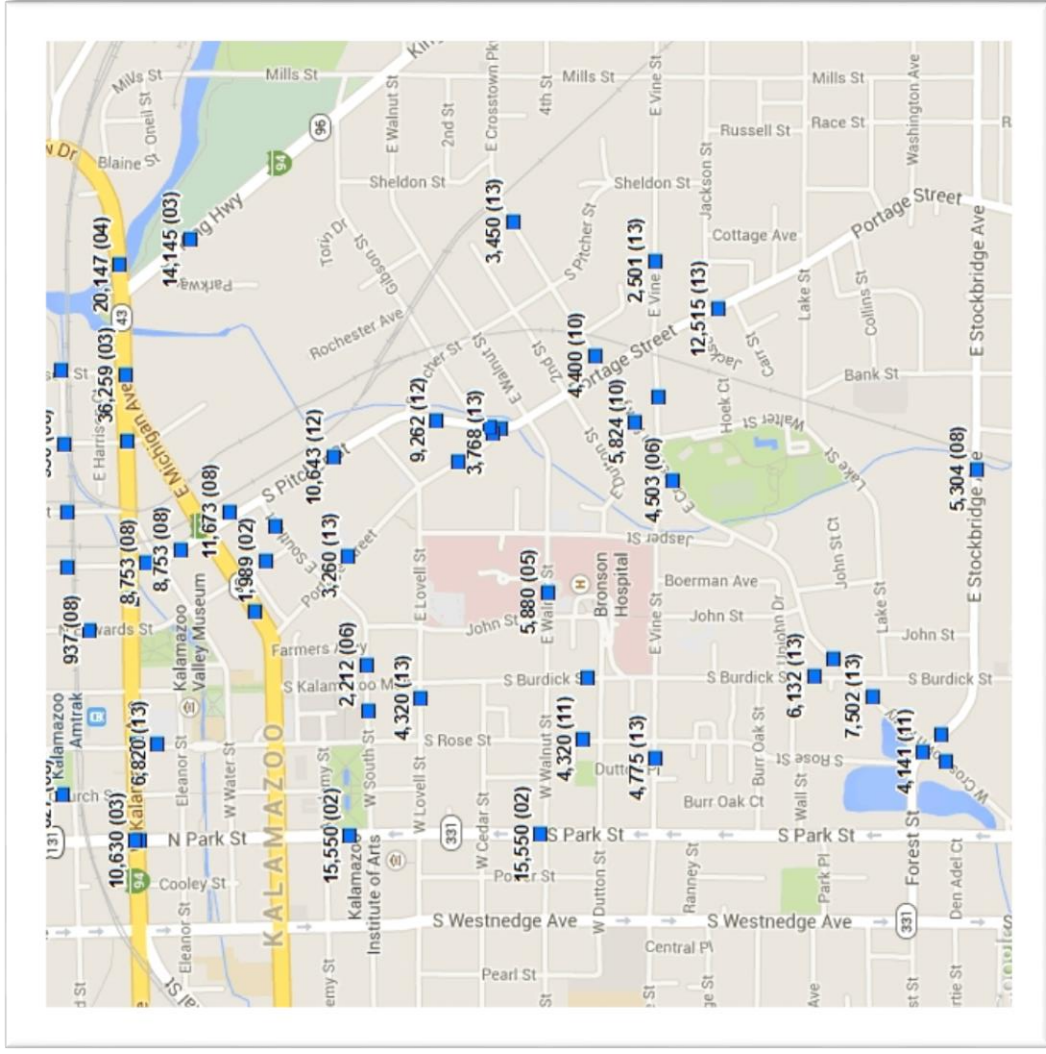


Portage Street Traffic looking North

The Details – Current Traffic

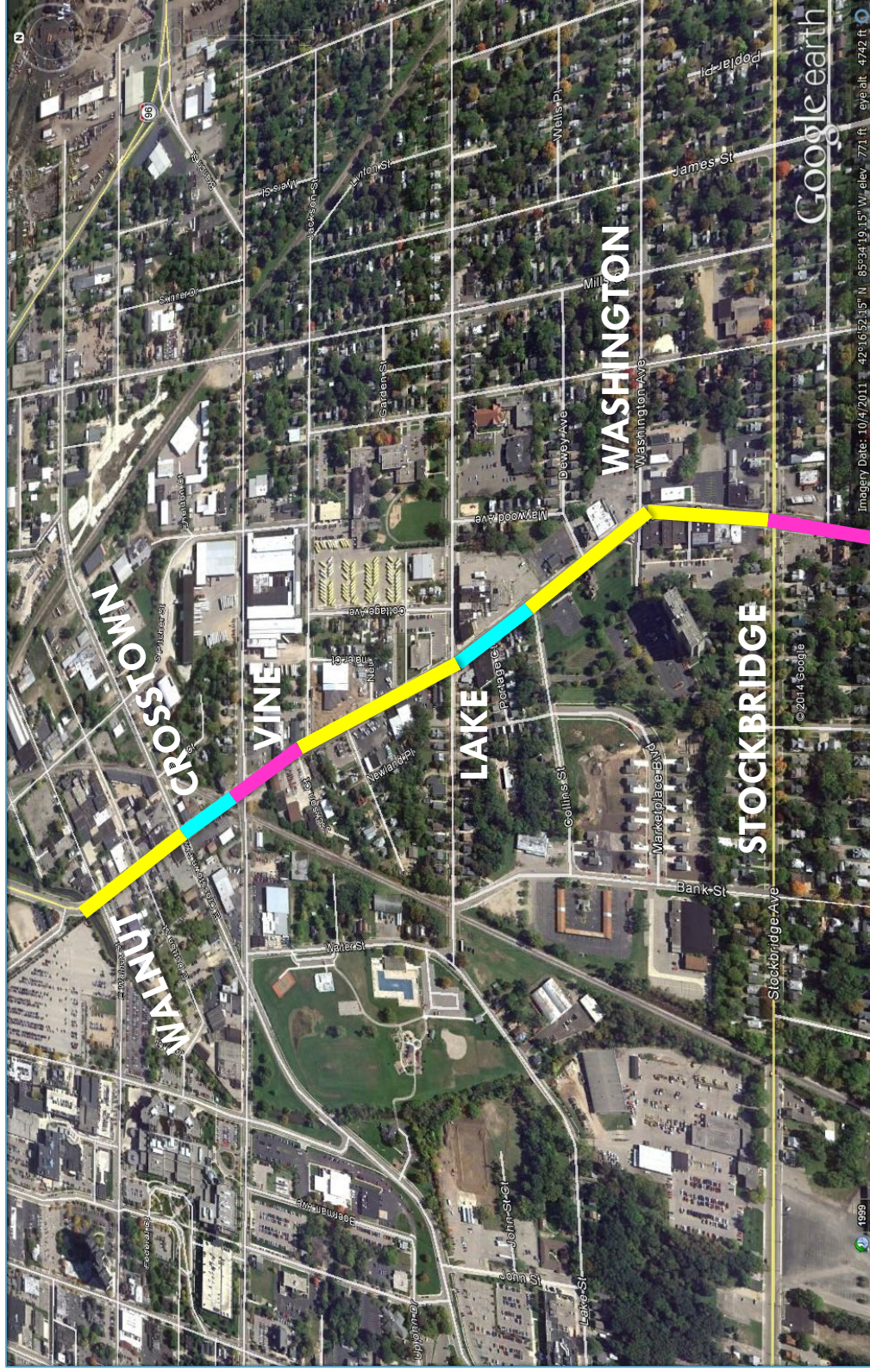
Portage Street can carry upwards to 18,000 cars a day. During the fall when school is in session that number may be higher.

Kalamazoo Area Transportation Study Data	
Traffic Counts	24 HR Counts
On Portage at Edgar	13,559
On Portage at Jackson	12,515
On Portage at Stockbridge	16,714
On E. Vine	4,499
On Crosstown near John	7,378
On Walnut near John	5,880



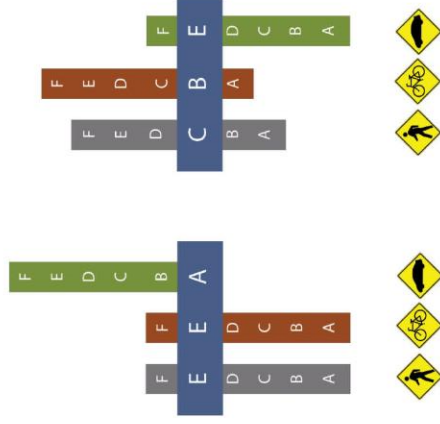
Typical benchmark: 3 lanes can accommodate 12 to 18K vehicles per day

The Details – Current Lane Widths



Level of Service Explained

- ✓ Level of Service = measurement of performance.
- ✓ Traditionally done for traffic flow.
- ✓ Measurement for peds and bikes in the new Capacity Manual.
- ✓ Usually requires tradeoffs.
- ✓ Can prioritize LOS by user for street type.



Automobile/ Transit



Automobile Level of Service

A +No delay at intersections.

C/D +Drivers wait no more than 1 red light

F -Longer delays at intersections.

Pedestrian



Bicycle Quality of Service

A +Complete system for all types of users.
+Good condition, few stops, and conflicts with autos

C/D Cyclists of various skill levels are able to bike comfortably to key destinations

F -More gaps in system
-More stops and auto conflicts
-Poor pavement



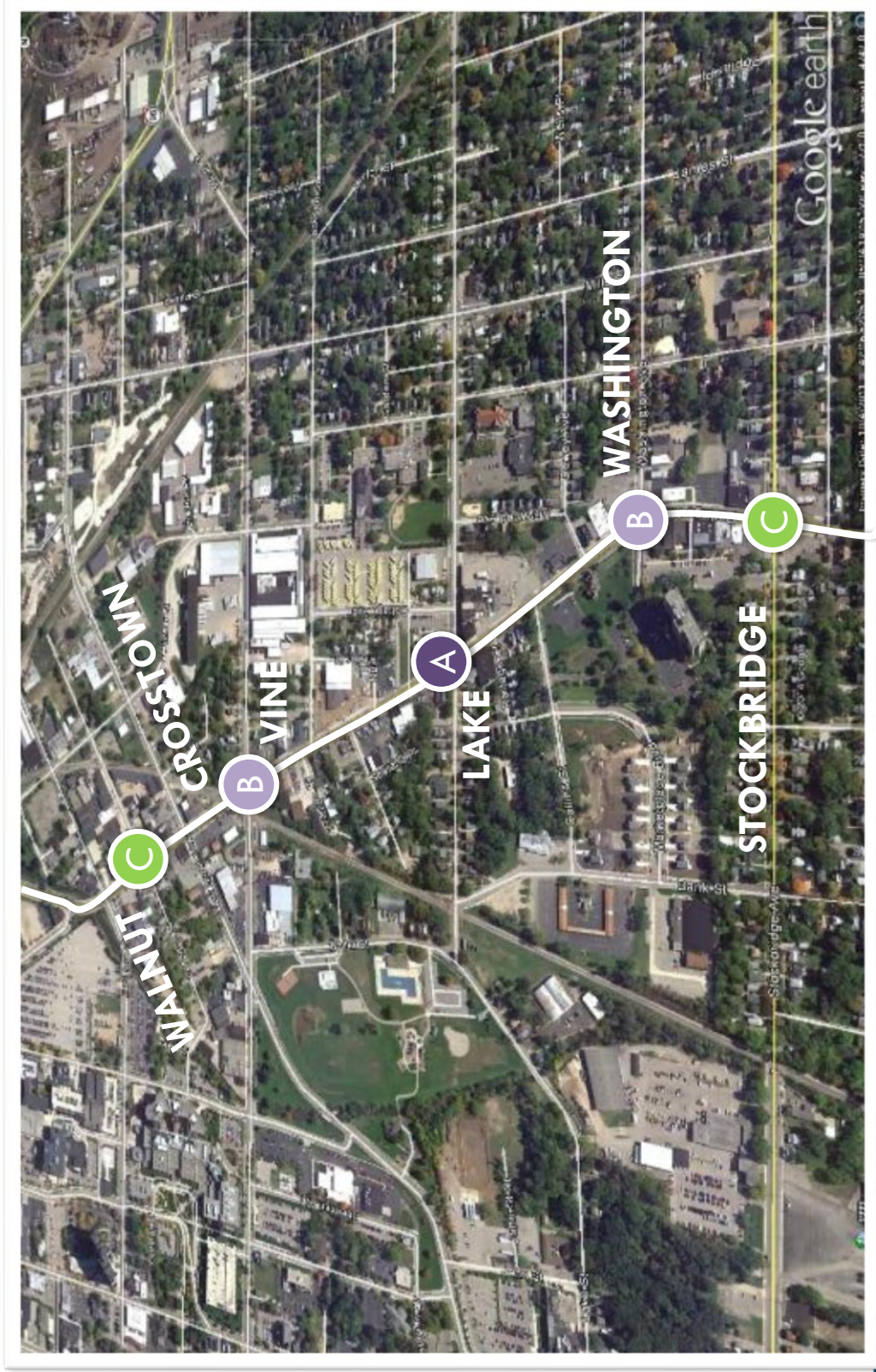
Pedestrian Quality of Service

A +Complete system
+Easier to cross
+Improved Comfort

C/D An adequately complete network of decent sidewalks

F -Gaps in system.
-Poor pavement
-Less inviting.

Portage Street – Vehicle LOS by Intersection



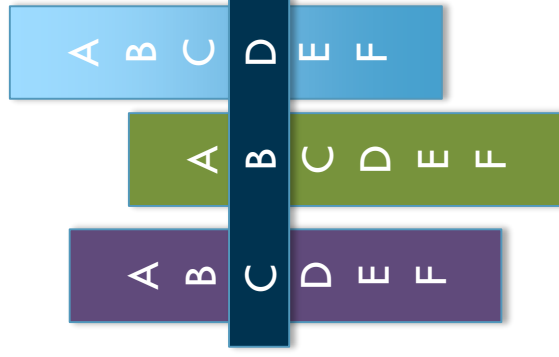
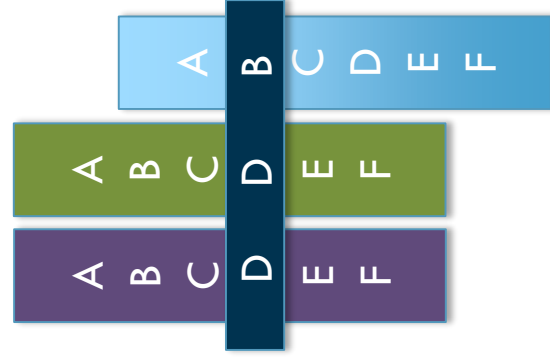
Multi Modal Level of Service

CURRENT

AVERAGE



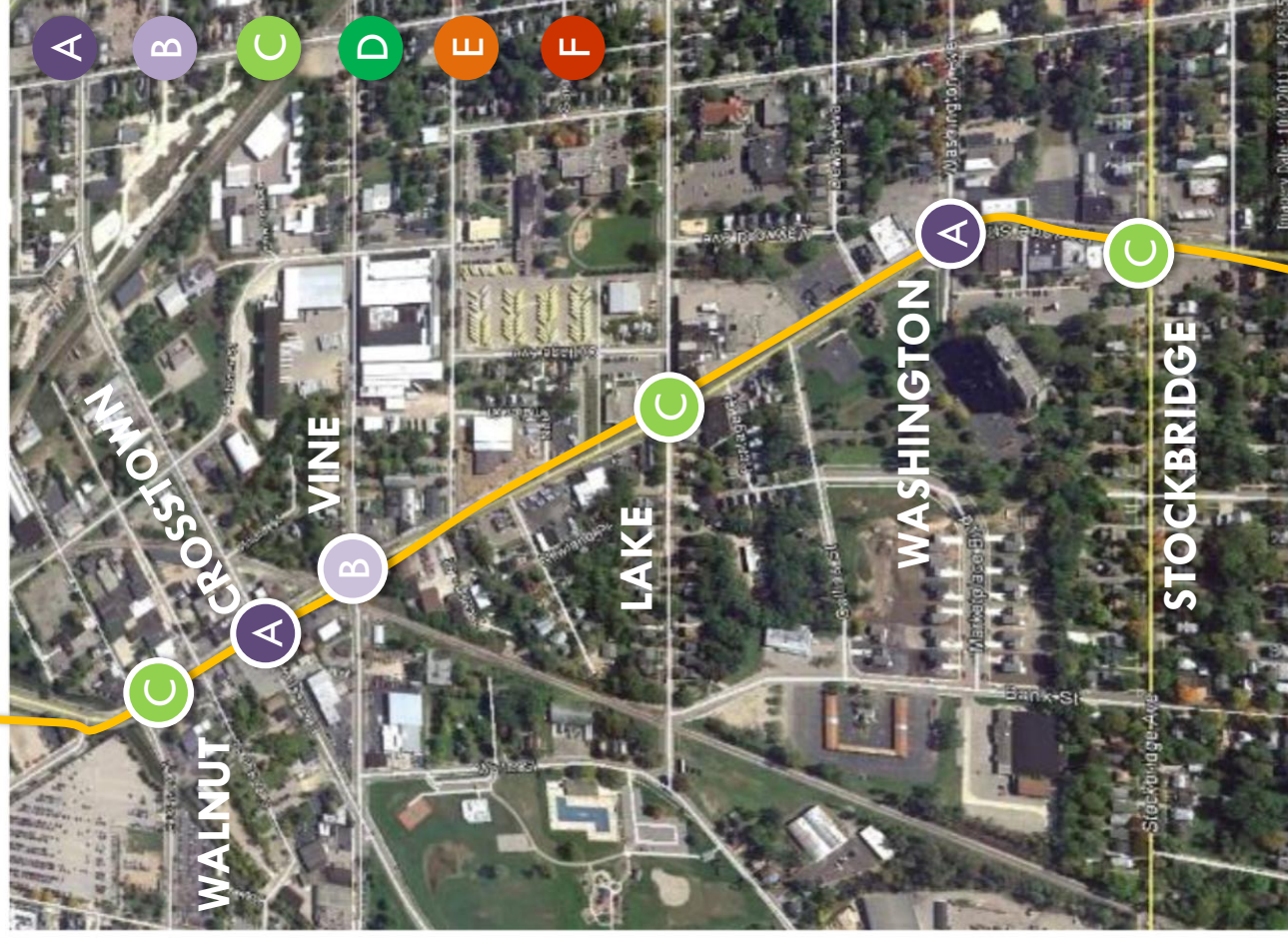
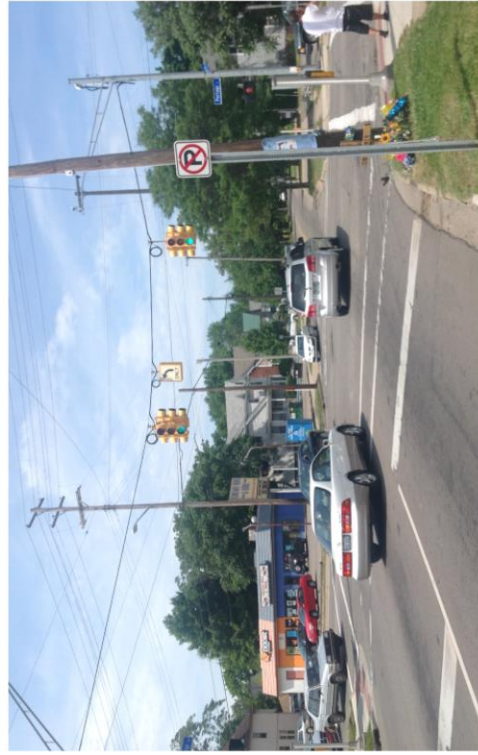
NEW GOALS



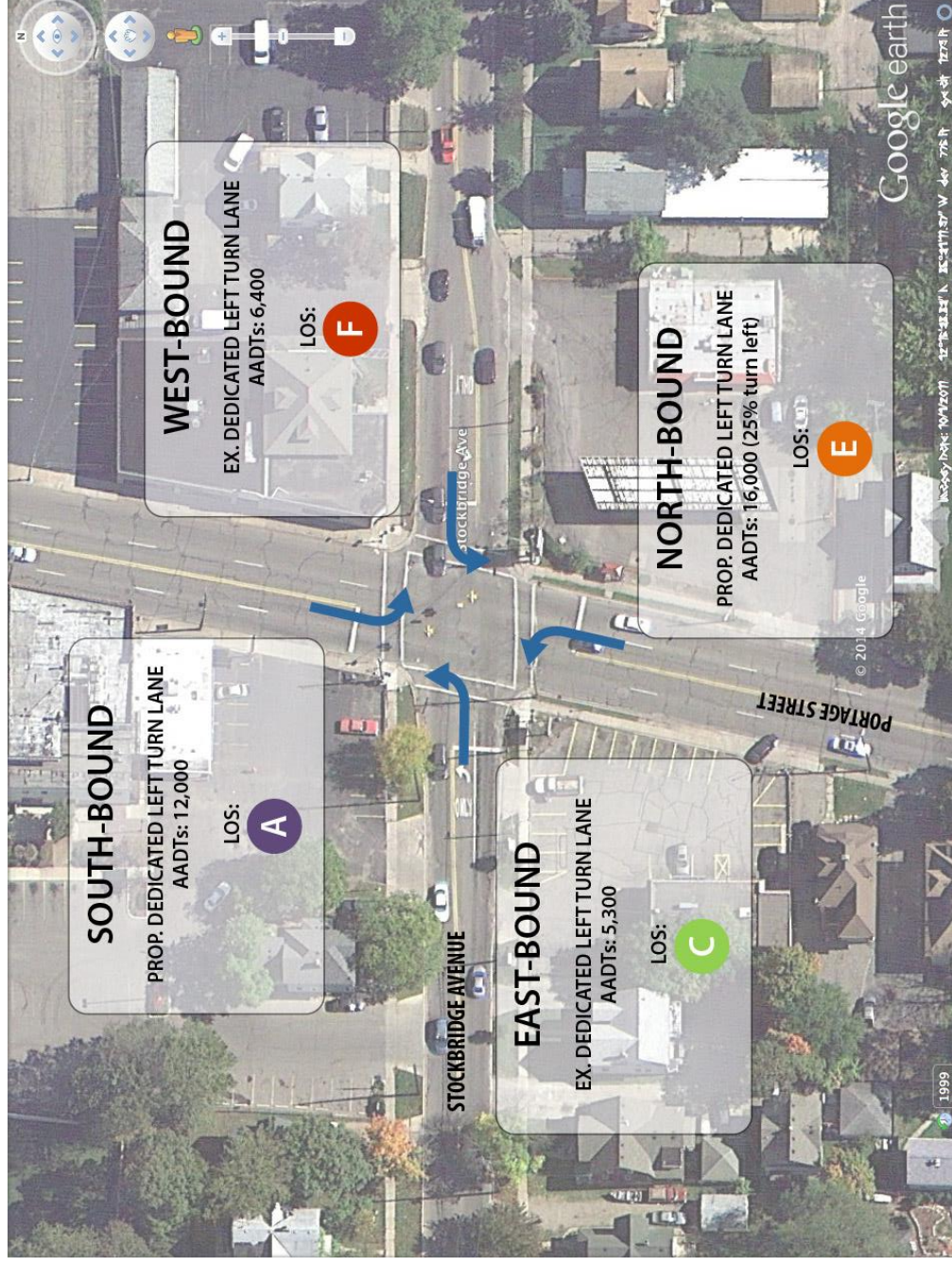
- ✓ Vehicular Level of Service is meeting the city standard of D or better /
- ✓ Pedestrian quality of service is more subjective, and does not feel comfortable.
- ✓ A 3 Lane model along the route would not meet the goal of LOS D for some movements at 4 of the intersections.

Level of Service and Concepts

Stockbridge and Portage Street intersection photographs



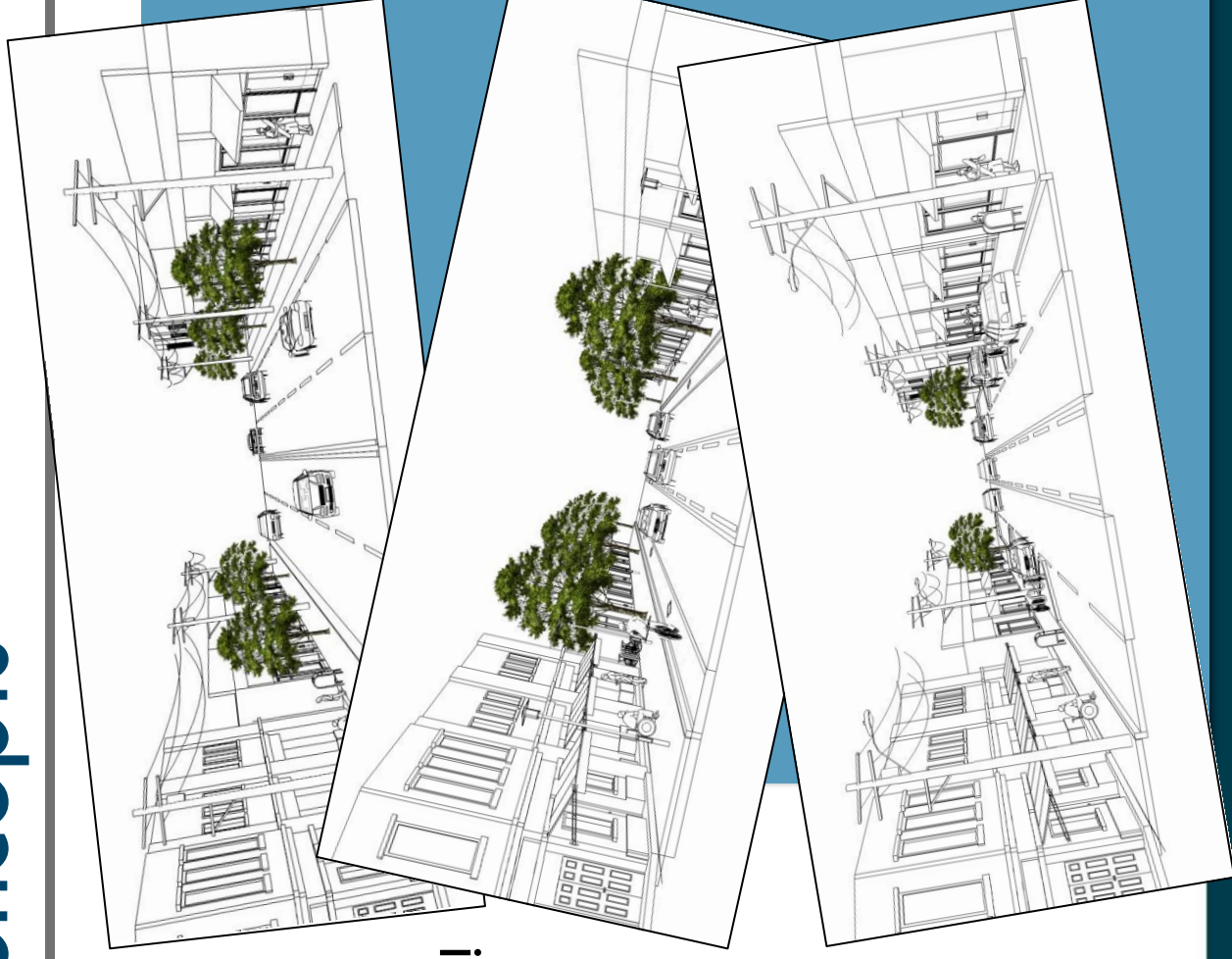
Stockbridge & Portage (left turns)



Portage Street Concepts

- ✓ The 2005 Streetscape Plan
- ✓ Portage Street Conceptual Designs
- ✓ Visit us at the transportation table and give us your ideas!
- ✓ *Other Ideas to Think About*

- Medians
- Roundabout
- Bike Lanes
- Wider Sidewalks
- 3 Lanes
- More Pedestrian Signals



Let us know what your ideas are!

- ✓ Stations set up for:
 - Transportation & Connectivity
 - Land Use & Development
 - Sustainable Communities Initiative
- ✓ Visit the stations, learn about what's going on and give us your ideas!
- ✓ Come back **Wednesday at 4pm** for a progress report and next steps!



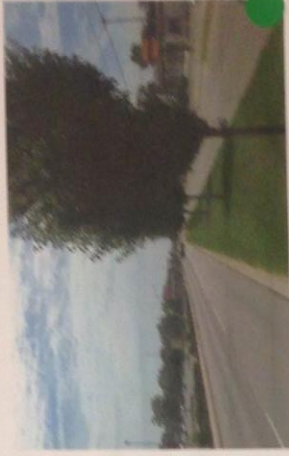
Please vote
with a 'tick'
next to 2
of your
priorities!

Portage Street: What to focus on?

Streetscape	Street Lighting	Write your idea!
Parking	Walking	Unexpected fun, touchable, interactive art
Medians	Bus Shelters	Business Development
Crosswalks	Bus Routes	City to adopt Smart Corridor
Recreation	Traffic Safety	"Complete Streets" Policy
Traffic Signals	Pedestrian Safety	Year round safe paths for walking + biking
Bicycling	Street Signs	Road Diet
Sidewalks	Connectivity	Adapt urban zoning with 2000 setbacks, parking in rear, two-story building height
Commuting	On-street Parking	
"Green" Streets	Other Transit	

Streetscapes you might love

Place a dot on the photo ideas you'd like to see explored a little further...



Other designs, ideas, events to think about... got more? Write them down!



