

**TO:** Downtown Development Authority Board of Directors  
**FROM:** Andrew Haan, Executive Director  
**DATE:** January 13, 2017  
**RE:** January Meeting

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The next regular meeting of the Kalamazoo Downtown Development Authority is scheduled to take place on Monday, January 20, 2017 at 3:00 p.m. in the Community Room, City Hall - 241 West South Street.

**WE ARE SEEKING REPLACEMENTS FOR (2) BOARD MEMBERS WHOSE TERMS ARE EXPIRING. PLEASE SEND ANDREW HAAN ANY RECOMMENDATIONS YOU MIGHT HAVE. ANDREW WILL COMPILE A LIST FOR THE BOARD MEETING. PLEASE SEND THEM BY CLOSE OF BUSINESS ON FEBRUARY 17, 2017**

SD  
Attachments

pc: Michael O'Connor  
City Clerk

[Type text]

**The Downtown Development Authority** exists to correct and prevent deterioration in the downtown district; to encourage historical preservation; to create and implement development plans in the district; and to promote the economic growth of the district.

**DOWNTOWN DEVELOPMENT AUTHORITY  
BOARD OF DIRECTORS  
REGULAR MEETING AGENDA**

**DATE:** Monday, February 20, 2017

**TIME:** 3:00 p.m.

**PLACE:** Community Room, City Hall

- I. CALL TO ORDER
- II. ADOPTION OF AGENDA
- III. MINUTES – January 16, 2016
- IV. FINANCIAL REPORT – 2 MILL and TIF January 2017,  
TPM December 2016
- V. ACTION ITEMS
- VI. DISCUSSION ITEMS
  - A. Urban Growth Initiative
  - B. Update on Arcadia Commons West
  - C.
- VII. COMMITTEE REPORTS (Time Permitting)
  - A. Transportation, Parking, & Mobility
  - B. Capital Improvements
  - C. Project Review
  - D. Citizens Council
  - E. Safety
- VIII. DIRECTOR COMMENTS
- IX. PUBLIC COMMENTS
- X. ADJOURNMENT

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DOWNTOWN DEVELOPMENT AUTHORITY  
MEETING PROCEDURES

1. A person may speak on “Action or Discussion” items on the Downtown Development Authority’s agenda. The Chairperson will ask for people’s comments as each of these agenda items are discussed.
2. To address the Downtown Development Authority, please clearly state your name and business or home address for the record so that a response to your inquiry can be completed if necessary. Please limit your comments to four minutes.
3. Comments on non-agenda items are reserved for “Public Comments” agenda item prior to adjournment of the meeting.
4. Out of respect for business being conducted during the meeting, please turn off all cell phones and pagers prior to the start of the meeting.

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**DOWNTOWN DEVELOPMENT AUTHORITY  
BOARD OF DIRECTORS**

**REGULAR MEETING MINUTES**

**January 23, 2017**

**DIRECTORS PRESENT:** Jim Escamilla, Greg Taylor, Patti Owens, Bob Miller, Grant Fletcher, Susan Lindemann, Carl Brown, Bobby Hopewell, Stephanie Hinman

**DIRECTORS ABSENT:** Bjorn Green, Derek Wissner

**STAFF PRESENT:** Patrick Halpin, Deb Houseman, Sarah Mead, Sue Huggett

**OTHER:** Leslie Hoffman, Chris Shook, Sonja VanderVeen, Andy Vorbrich, Patsy Moore, Bob Lewis

**I. CALL TO ORDER**

Director Escamilla called the meeting to order at 2:59pm.

**II. ADOPTION OF AGENDA**

Director Hinman added Property Standards in line with UGI Plan as Discussion Item A.

Director Owens added DDA New Board Member Orientation as Discussion Item B.

**DIRECTOR MILLER MOVED TO ADOPT THE AGENDA AS PRESENTED.  
SUPPORTED BY DIRECTOR OWENS. MOTION CARRIED.**

**III. MINUTES – December 19, 2016**

**DIRECTOR OWENS MOVED TO APPROVE THE MINUTES FOR 12/19/16.  
SUPPORTED BY DIRECTOR FLETCHER. MOTION CARRIED.**

**IV. FINANCIAL REPORT- 2 MILL and TIF Preliminary December 2016,  
TPM November 2016**

D. Houseman reviewed the financials, and opened for questions. There were no questions.

**DIRECTOR LINDEMANN MOVED TO APPROVE THE FINANCIAL  
STATEMENTS AS PRESENTED. SUPPORTED BY DIRECTOR TAYLOR.  
MOTION CARRIED.**

## **V. ACTION ITEMS**

### **A. Approval of revised line items in the TPM 2016 Budget.**

D. Houseman shared that TPM went over budget by \$20,000 on snow removal in December. Money saved in the salaries and wages line items will be moved to cover contract services to cover the snowfall costs. \$1,500 will be moved from signage to repairs and maintenance to cover for repairs when a passenger was trapped in a elevator on December 31, 2016. Funds also will be transferred from utilities to help cover the legal costs for the sale of ramp four.

The bottom line budget will not change; this is just a move between line items. The budget must be amended for legal reasons.

**DIRECTOR LINDEMANN MOVED TO APPROVE THE REVISED LINE ITEMS IN THE TPM 2016 BUDGET. SUPPORTED BY DIRECTOR FLETCHER. MOTION CARRIED.**

### **B. Approval of Resolution 17-01**

This resolution is to officially adopt the 2017 DDA Budget that was approved at the December Board meeting. The budget comes back to the Board for adoption once it is approved by the City Commission.

**DIRECTOR MILLER MOVED TO APPROVE RESOLUTION 17-01. SUPPORTED BY DIRECTOR TAYLOR. ROLL CALL VOTE: 9-0. MOTION CARRIED.**

### **C. Approval of the recommendation of the PARCS Equipment vendor**

C. Shook shared that TPM interviewed all five bidders that sent in a proposal, and TPM recommends the hiring of Traffic and Safety. They scored 888 out of 900 points, with second place coming in at 775 points. They are also the lowest bidder at \$833,793. No payment is required until after a successful installation.

The equipment is made in the US, and Traffic and Safety has four fulltime technicians within one hour of Kalamazoo. Their equipment is currently installed at the Kalamazoo Airport and will be installed in Bell's new parking lot.

If approved today, the installation will be on schedule. Ramp 2 and 4 will be completed by June first, and Ramp 3 and Lot 9 will be completed by September first. All bidders were made aware of the possibility of the removal of that Ramp 4.

Director Owens shared that the Radisson and other businesses in town uses that company as well.

Director Miller complimented the TPM committee on their analysis of the bidders.

**DIRECTOR LINDEMANN MOVED TO APPROVE THE RECOMMENDATION OF TRAFFIC AND SAFETY AS THE PARCS EQUIPMENT VENDOR. SUPPORTED BY DIRECTOR BROWN. ROLL CALL VOTE: 9-0. MOTION CARRIED.**

## **VI. DISCUSSION ITEMS**

### **A. Property Standards in line with UGI Plan**

Director Hinman asked if the Board has control over what happens to our property once it is sold, to make it follow the UGI plan. Director Owens replied that property can be legislated based on zoning ordinances. The Downtown Design Review Board also offers regulations for developers. Director Miller stated that restrictions can be set when selling property. A. Vorbrich replied that restrictions expire after a certain amount of years.

Director Escamilla stated that the DDA does not own any other properties since the ACW property has will be sold.

### **B. DDA New Board Member Orientation**

Director Owens suggested that new DDA Board members sit on a DDA committee to be engaged more with the board. Director Mayor Hopewell suggested that the Executive Committee create a strong orientation process for new board members.

## **VII. COMMITTEE REPORTS**

### **A. Transportation, Parking & Mobility**

No report was given.

### **B. Capital Improvements**

P. Halpin shared that Bate's Alley Patronicity campaign was approved, and the next step is to create a video. The City is planning to pave the street this spring/summer.

Director Owens suggested to look at the underground infrastructure when the alley is torn up and look for expired utilities. P. Halpin shared that there are three storm drains that need to be repaired or rebuilt.

### **C. Project Review**

No report was given.

#### **D. Citizens Council**

P. Halpin shared that DDACC would like to have more input/awareness in DDA Board decisions. There are residents that use Ramp 4 for parking and do not want to lose their parking privileges or have their rates increase. Director Escamilla replied that M. O'Connor will look at the agreement for residents parking in Ramp 4.

#### **B. Safety**

P. Halpin shared that the most discussed item at Safety Committee meetings is panhandling. The City is currently working on hiring more police officers.

### **VIII. DIRECTOR COMMENTS**

Director Fletcher suggested including a brief committee report in the Board agenda packet.

Director Mayor Hopewell suggested the Board create a new and more positive mission statement.

Director Mayor Hopewell asked for an update on the Exchange Project. Director Taylor replied that the developers were successful in getting approval from MEDC for the three requested items that we have been working on with the City and the D's on December 20<sup>th</sup>. These included extending the timing on the existing MBT grant; approval of a MCRP low interest loan; and approval of the 381 Work Plan necessary for the TIF Agreements with the City DDA and BRA. Ground breaking will be announced sometime in the first quarter of 2017.

Director Lindemann appreciated the new board member discussion, and believes that new members would greatly benefit from it.

Director Brown stated that it is a pleasure to work with this group.

Director Hinman shared that Minneapolis created a safety program for panhandling in their theatre district. P. Halpin described Denver's Change for Change program to support the homeless. Director Owens stated that downtown is the safest neighborhood in the city and does not believe we need to focus new police hires downtown. Instead, we should put together current resources.

Director Taylor congratulated Director Fletcher on his new business.

Director Escamilla stated that Andrew Haan will join DKI as President in two weeks.

**IX. PUBLIC COMMENTS**

There were no public comments.

**X. ADJOURNMENT**

The meeting was adjourned at 4:13pm.

**APPROVED:** \_\_\_\_\_

Sarah Mead

Recording Secretary

2017 DDA COMBINED BUDGET FOR 2 MILL, TIF, AND TPM																								
January 31, 2017																								
2 MILL			TIF			TPM			TOTAL DDA			DKI												
MONTH TO DATE	YEAR TO DATE DATE	2017 BUDGET	MONTH TO DATE	YEAR TO DATE DATE	2017 BUDGET	MONTH TO DATE	YEAR TO DATE DATE	2017 BUDGET	MONTH TO DATE	YEAR TO DATE DATE	2017 BUDGET	MONTH TO DATE	YEAR TO DATE DATE	2017 BUDGET										
<b>REVENUES:</b>																								
2 MILL LEVY CURRENT YEAR	\$0.00	\$0.00	\$269,237.00									\$0.00	\$0.00	\$269,237.00										
2 MILL LEVY PRIOR YEAR(S)	\$0.00	\$0.00	\$1,000.00									\$0.00	\$0.00	\$1,000.00										
INTEREST	\$0.31	\$0.31	\$100.00	\$61.23	61.23	\$450.00					\$70.00	\$61.54	\$61.54	\$620.00										
MISC	\$0.00	\$0.00	\$1,500.00									\$0.00	\$0.00	\$1,500.00										
USEABLE TIF COLLECTIONS				\$0.00		\$922,553.00						\$0.00	\$0.00	\$922,553.00										
DEBT SERVICE TIF COLLECTIONS				\$0.00		\$730,800.00						\$0.00	\$0.00	\$730,800.00										
FESTIVAL PLACE MAINTENANCE FEES				\$0.00		\$26,000.00 #1						\$0.00	\$0.00	\$26,000.00								\$26,000.00 #1		
CITY OF KALAMAZOO MALL MAINTENANCE				\$0.00		\$55,343.00						\$0.00	\$0.00	\$55,343.00										
BOND REFINANCE SAVINGS FROM TPM				\$0.00		\$63,861.00						\$0.00	\$0.00	\$63,861.00										
STREET METERS											\$449,802.00	\$0.00	\$0.00	\$449,802.00										
UNATTENDED											\$433,179.00	\$0.00	\$0.00	\$433,179.00										
ATTENDED											\$1,935,836.00	\$0.00	\$0.00	\$1,935,836.00										
ENFORCEMENT											\$378,423.00	\$0.00	\$0.00	\$378,423.00										
METRO TRANSIT FEE											\$2,447.00	\$0.00	\$0.00	\$2,447.00										
ARCADIA LAND CONTRACT											\$3,320.00	\$0.00	\$0.00	\$3,320.00										
TIF DEBT SERVICE ASSISTANCE											\$253,200.00 #5	\$0.00	\$0.00	\$253,200.00										
TIF RAMP 3 SUBSIDY											\$19,271.00	\$0.00	\$0.00	\$19,271.00										
TIF CONTRACTED DOWNTOWN MAINTENANCE											\$40,000.00	\$0.00	\$0.00	\$40,000.00										
CONTINGENCY											-\$15,298.00	\$0.00	\$0.00	-\$15,298.00										
REVENUE BOND											\$1,705,825.00	\$0.00	\$0.00	\$1,705,825.00										
<b>TOTAL DDA REVENUES</b>	<b>\$0.31</b>	<b>\$0.31</b>	<b>\$271,837.00</b>	<b>\$61.23</b>	<b>\$61.23</b>	<b>\$1,799,007.00</b>			<b>\$0.00</b>		<b>\$5,206,076.00</b>	<b>\$61.54</b>	<b>\$61.54</b>	<b>\$7,276,919.00</b>										
BRAND AND ENGAGEMENT REVENUES FROM TIF																						\$50,000.00 #2		
BUS RECRUITMENT & RETENTION REV FROM TIF																						\$80,000.00 #3		
DKI DOWNTOWN MAINTENANCE GRANTS																						\$60,000.00 #4		
<b>TOTAL DKI REVENUES</b>																						<b>\$216,000.00</b>		
<b>EXPENDITURES:</b>																								
<b>OPERATING EXPENDITURES:</b>																								
D&O INSURANCE	\$0.00	\$0.00	\$3,500.00									\$0.00	\$0.00	\$3,500.00										
LEGAL SERVICES	\$0.00	\$0.00	\$5,000.00			\$24,000.00					\$30,000.00	\$0.00	\$0.00	\$59,000.00										
LEGAL NOTICES	\$0.00	\$0.00	\$800.00									\$0.00	\$0.00	\$800.00										
AUDIT	\$440.00	\$440.00	\$6,000.00	\$560.00	\$560.00	\$7,200.00					\$12,875.00	\$1,000.00	\$1,000.00	\$26,075.00										
REBATED TAXES	\$0.00	\$0.00	\$20,000.00			\$100,000.00						\$0.00	\$0.00	\$120,000.00										
DKI SERVICE AGREEMENT	\$19,337.50	\$19,337.50	\$232,050.00	\$6,250.00	\$6,250.00	\$75,000.00					\$80,000.00	\$25,587.50	\$25,587.50	\$387,050.00										
MISC	\$0.00	\$0.00	\$500.00									\$0.00	\$0.00	\$500.00										
LIABILITY INSURANCE											\$6,630.00	\$0.00	\$0.00	\$6,630.00										
SALARIES & WAGES											\$807,954.00	\$0.00	\$0.00	\$807,954.00										

2017 DDA COMBINED BUDGET FOR 2 MILL, TIF, AND TPM														
January 31, 2017														
2 MILL			TIF			TPM			TOTAL DDA					
MONTH TO DATE	YEAR TO DATE DATE	2017 BUDGET	MONTH TO DATE	YEAR TO DATE DATE	2017 BUDGET	MONTH TO DATE	YEAR TO DATE DATE	2017 BUDGET	MONTH TO DATE	YEAR TO DATE DATE	2017 BUDGET	DKI		
PAYROLL TAXES								\$144,462.00	\$0.00	\$0.00	\$144,462.00			
WORKERS COMPENSATION								\$40,332.00	\$0.00	\$0.00	\$40,332.00			
HOSPITALIZATION & BENEFITS								\$130,977.00	\$0.00	\$0.00	\$130,977.00			
EMPLOYEE RELATIONS/TRAINING								\$1,500.00	\$0.00	\$0.00	\$1,500.00			
PERSONNEL SELECTION								\$3,500.00	\$0.00	\$0.00	\$3,500.00			
EQUIPMENT PURCHASE/LEASE								\$10,100.00	\$0.00	\$0.00	\$10,100.00			
LIABILITY CLAIMS								\$3,000.00	\$0.00	\$0.00	\$3,000.00			
AUTO & TRUCK EXPENSE								\$13,825.00	\$0.00	\$0.00	\$13,825.00			
REPAIRS & MAINTENANCE								\$133,976.00	\$0.00	\$0.00	\$133,976.00			
UTILITIES								\$169,000.00	\$0.00	\$0.00	\$169,000.00			
TELEPHONE								\$16,770.00	\$0.00	\$0.00	\$16,770.00			
WEBSITE								\$2,050.00	\$0.00	\$0.00	\$2,050.00			
SIGNAGE								\$5,000.00	\$0.00	\$0.00	\$5,000.00			
MATERIALS & OFFICE SUPPLIES								\$20,167.00	\$0.00	\$0.00	\$20,167.00			
CUSTOMER SERVICE PROGRAM								\$1,700.00	\$0.00	\$0.00	\$1,700.00			
POSTAGE								\$8,350.00	\$0.00	\$0.00	\$8,350.00			
FORMS & PRINTING								\$28,800.00	\$0.00	\$0.00	\$28,800.00			
OUTSIDE CONTRACT SERVICES								\$337,220.00	\$0.00	\$0.00	\$337,220.00			
OFFICE LEASE								\$27,487.00	\$0.00	\$0.00	\$27,487.00			
RAMP 3 RESERVE								\$37,500.00	\$0.00	\$0.00	\$37,500.00			
ABM MGMT FEE								\$187,254.00	\$0.00	\$0.00	\$187,254.00			
OPERATING CONTINGENCY								\$3,019.00	\$0.00	\$0.00	\$3,019.00			
12% CASH RESERVE					\$35,544.00				\$0.00	\$0.00	\$35,544.00			
<b>INITIATIVES/PROGRAMS:</b>														
FESTIVAL SITE MAINTENANCE FEES TO TIF											\$0.00	\$26,000.00	#1	
BRAND & ENGAGEMENT					\$50,000.00	#2			\$0.00	\$0.00	\$50,000.00	\$50,000.00	#2	
BUSINESS RECRUITMENT & RETENTION					\$80,000.00	#3			\$0.00	\$0.00	\$80,000.00	\$80,000.00	#3	
MALL ASSESSMENT					\$15,000.00				\$0.00	\$0.00	\$15,000.00			
BUILDING REVITALIZATION					\$15,000.00				\$0.00	\$0.00	\$15,000.00			
DOWNTOWN MAINTENANCE			\$1,221.78	\$1,221.78	\$250,000.00				\$1,221.78	\$1,221.78	\$250,000.00	\$60,000.00	#4	
SPECIAL PROJECTS					\$10,000.00				\$0.00	\$0.00	\$10,000.00			
<b>DEBT SERVICE/OTHER OBLIGATIONS:</b>														
ARCADIA CREEK BONDS					\$477,600.00				\$0.00	\$0.00	\$477,600.00			
BUILDING AUTHORITY BONDS					\$253,200.00	#5		\$253,200.00	#5	\$0.00	\$0.00	\$506,400.00		
TIF CAPTURE RAMP 3					\$19,271.00				\$0.00	\$0.00	\$19,271.00			
MILLER CANFIELD TIF CAPTURE					\$20,793.00				\$0.00	\$0.00	\$20,793.00			
PLAZA CORP DEPOT PROJECT					\$2,800.00				\$0.00	\$0.00	\$2,800.00			
FESTIVAL PLACE					\$128,473.00				\$0.00	\$0.00	\$128,473.00			
METROPOLITAN CENTER					\$48,900.00				\$0.00	\$0.00	\$48,900.00			
ZOETIS TAX APPEAL					\$47,611.00				\$0.00	\$0.00	\$47,611.00			
CITY OF KALAMAZOO LOAN					\$76,460.00				\$0.00	\$0.00	\$76,460.00			
RAMP #3 DEBT SERVICE								\$643,253.00	\$0.00	\$0.00	\$643,253.00			
TIF CONTRIBUTION								\$63,861.00	\$0.00	\$0.00	\$63,861.00			



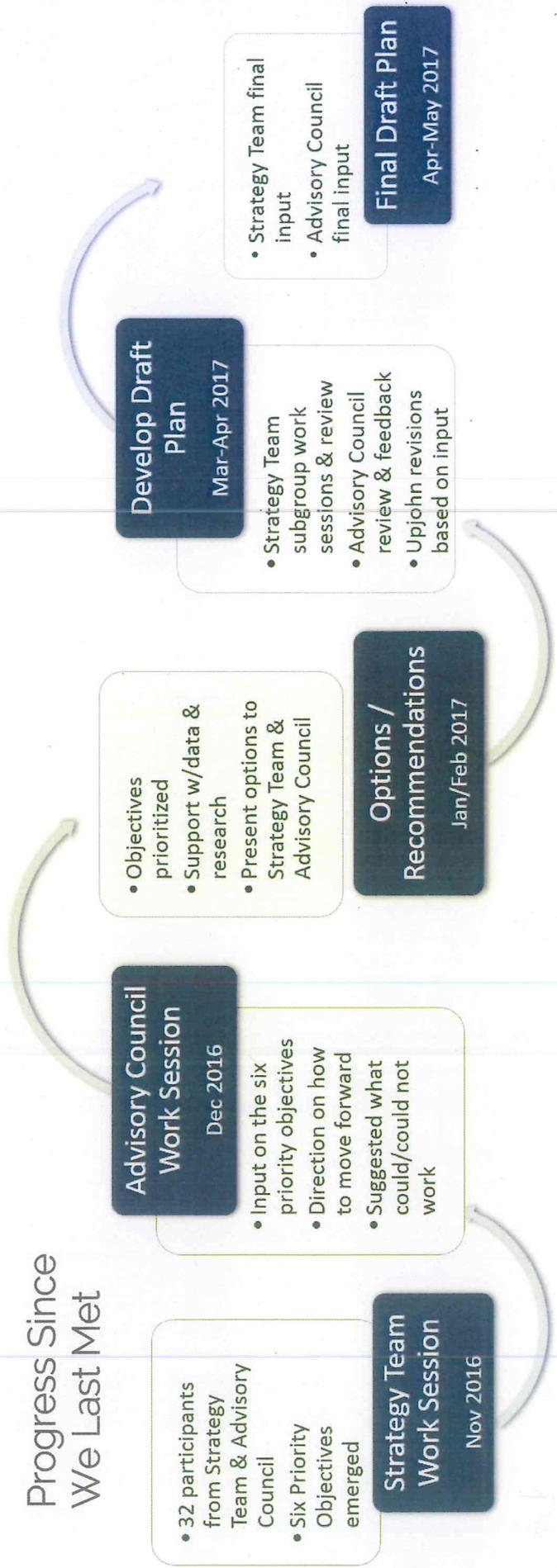
Downtown Kalamazoo is the largest employment center in the county. Forty percent of this employment is based in 12 firms and employment has been relatively stable. The other 60% of employment is based in small-to-medium-sized firms, which have experienced significant turnover. Availability of downtown housing is scarce. Based on U.S. Census data, there is currently less than 100 people both living and working in downtown Kalamazoo.

Downtown urban areas struggle for buoyancy. In Kalamazoo, residential development is not increasing to meet demand, commercial and retail occupancy rates are relatively high, and the functional responsibilities for funding and managing downtown activities and initiatives are scattered among several organizations. A coordinated approach is needed to facilitate investment in Kalamazoo's urban core.

Millennials and baby boomers – Kalamazoo's likely downtown residential candidates – desire an urban living and work environment. Currently in Kalamazoo, demand for downtown housing exceeds supply – there's a need for residential investment in single and multi-tenant properties. But, downtown residents demand an array of jobs and services within the urban core, and in Kalamazoo, supply for these jobs and services may exceed demand. What can be done to facilitate business infill and retention that would entice new development to lure residents to greater downtown Kalamazoo?

The goal of the **Urban Growth Initiative (UGI)** is to affect both residential & business growth downtown. UGI intends to focus on six tactical priority objectives for addressing these and other issues facing greater downtown Kalamazoo – Infill to Meet Residential Demand, Business Recruitment & Retention Strategy, Coordinated Management for Downtown Activities, Large-Scale Transformative Mixed-Use Development, Healthy Living District, and Mobility Improvement.

## Progress Since We Last Met

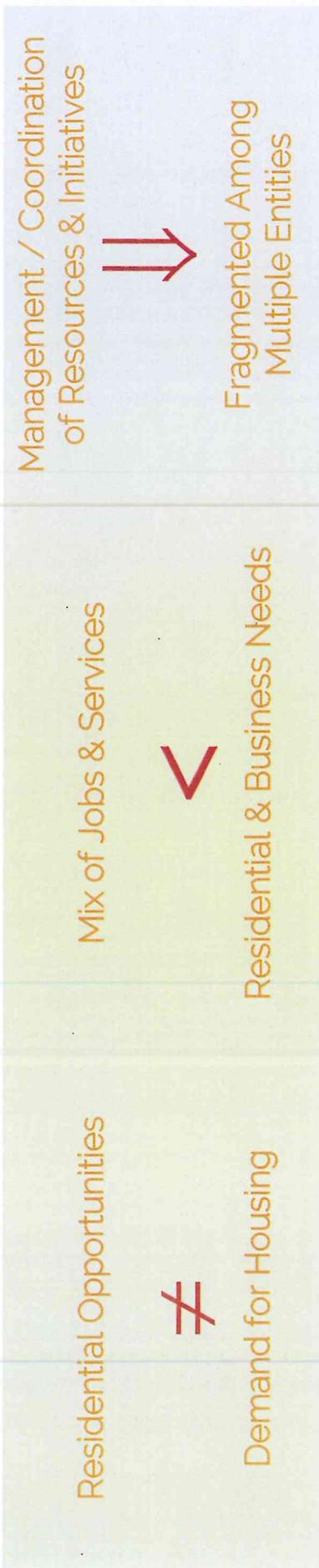


## Moving Forward

In addition to completing our research and preparing options for consideration, an invitation will be extended next week to Strategy Team members to participate in planning sessions for each of the Priority Objectives. In summary, our next steps are:

- Complete case study research for all priority objectives
- Prepare options/approaches for each priority objective
- Subgroups of Strategy Team will meet to review proposed options/approaches, offer input, & prioritize options
- Convene Strategy Team for consensus on options
- Convene Advisory Council for input & counsel on implementation & moving forward
- Finalize draft plan, based on input from both groups
- Present final draft plan to both groups

## Tactical Priority Objectives



Because three of the six Priority Objectives are synergistic and address these issues, we will initially focus efforts on **Infill to Meet Residential Demand, Business Recruitment & Retention Strategy, and Coordinated Management for Downtown Activities**. We will continue to tackle the remaining Priority Objectives and all six will be included in the final draft plan.

## Infill to Meet Residential Demand

**Purpose:** To develop a strategy that will leverage local, state, & federal resources to meet the need for varied types of additional housing in greater downtown Kalamazoo.

### *Our Approach for this Priority:*

- Examine trends (permits, current & planned construction, land/building use mix)
- Examine city zoning ordinances & map impacts to development, & current master plan & proposed changes
- Identify incentives for development
- Determine market potential for housing

### *Anticipated Outcome(s) for this Priority:*

- Streamline existing processes to identify incentives & accelerate pace of downtown investment
- Determine portfolio of services, capacities, resources, & activities necessary for management entity to fulfill this objective

## Business Recruitment & Retention Strategy

**Purpose:** To develop an attraction & retention strategy targeting small to medium-sized enterprises to greater downtown Kalamazoo.

### *Our Approach for this Priority:*

- Analysis of labor/occupation trends (past, current, & assess future)
- Analysis of downtown industry mix; assess demand & compatibility for supporting industries
- Case-study review of successful business recruitment/retention strategies

### *Anticipated Outcome(s) for this Priority:*

- Determine portfolio of services, capacities, resources, & activities necessary for management entity to fulfill this objective

## Coordinated Management for Downtown Activities

**Purpose:** To develop a strategy for managing, coordinating, & funding activities & initiatives for greater downtown Kalamazoo.

### *Our Approach for this Priority:*

- Identify & catalog current activities & initiatives, duplicative activities, & gaps
- Expand case-study research to seek examples of successful management funding strategies
- Identify what is permissible in Michigan with regard to coordinating management activities for downtown development

### *Anticipated Outcome(s) for this Priority:*

- Determine structure, roles & responsibilities, & funding sources of downtown managing entity

## Large-Scale, Transformative, Mixed-Use Development

**Purpose:** To develop a proactive approach to major investments in attraction & expansion of transformative, mixed-use development, including greater downtown Kalamazoo's anchor organization activities.

### *Our Approach for this Priority:*

- Analyze trends of industry development in downtown Kalamazoo (past, current, & assess future)
- Identify development cost identifiers
- Determine highest & best land use relative to large-scale investment
- Review city zoning regulations, review master plan & proposed changes
- Assess current & future infrastructure capacity for large-scale development
- Identify incentives for large-scale development & job creation

### *Anticipated Outcome(s) for this Priority:*

- Streamline existing processes to accelerate pace of downtown investment
- Determine portfolio of services, capacities, resources, & activities necessary for management entity to fulfill this objective

## Create a Healthy Living District

**Purpose:** To improve the health and well-being of greater downtown Kalamazoo by building & maintaining a Healthy Living community.

### *Our Approach for this Priority:*

- Prepare health overview of greater downtown Kalamazoo community
- Identify grocer/food options for greater downtown Kalamazoo
- Case-study research on Healthy Living Districts
- Assess downtown residential demand from anchor institution employees

### *Anticipated Outcome(s) for this Priority:*

- Become a catalyst for development, research, & education in downtown

## Improve Mobility

**Purpose:** To develop a plan for improving physical connections between commercial & social hubs, housing nodes, & anchor institutions.

### *Our Approach for this Priority:*

- GIS mapping of roadway characteristics before & after one-way to two-way conversion
- Examine existing multimodal mobility network & juxtapose with case-study research
- Case-study research for both two-way conversion & streetscape / mobility impediments in other cities
- Analysis of potential impact of one-way to two-way conversion & other mobility impediments to greater downtown Kalamazoo

### *Anticipated Outcome(s) for this Priority:*

- Identify issues, costs, & solutions for improving multimodal access within downtown

