

IMAGINE STUART

Neighborhood Plan 2023

Stuart Historic
Neighborhood
Association



Acknowledgments

Many people throughout Kalamazoo volunteered their time and expertise to help with the creation of this plan.

Thank you to all of the residents who helped inform this plan.

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KALAMAZOO PLANNING COMMISSION

KALAMAZOO CITY COMMISSION

FOUNDATION FOR EXCELLENCE



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INTRODUCTION

Neighborhood Planning

In 2017, the City of Kalamazoo adopted their Strategic Vision and the Imagine Kalamazoo 2025 Master Plan ('IK 2025'). Of the ten strategic goals the city has set out to achieve, the Complete Neighborhood goal aims to support the full range of people's daily needs within residential areas. A complete neighborhood has safe walkable streets and housing options to meet residents' needs throughout one's life.

During the engagement phase for IK 2025, residents voiced the limitations to enact change at the neighborhood level. As a result of these community conversations, the City's Master Plan outlines its neighborhood planning strategy and model. City



staff works with each of the 22 neighborhoods to develop a plan that captures what is most important to its residents. Furthermore, neighborhood plans are instrumental in developing strategies for how individuals can meet the Complete Neighborhoods criteria.

Through the neighborhood planning processes, residents can use their neighborhood plan as a tool to pin-point locations where the City's Master Plan strategies can be applied at the neighborhood level.



The Stuart Neighborhood's six goals, shown below, directly align with the City's ten strategic vision goals. Strong alignment between city plans ensure resources and projects are coordinated appropriately and support the achievement of Kalamazoo's overall vision at the neighborhood level.

Imagine Kalamazoo Strategic Vision Alignment



Stuart Neighborhood Goals

Strategic Vision Goal	Shared Prosperity	Connected City	Inviting Public Places	Environmental Responsibility	Safe Community	Youth Development	Complete Neighborhoods	Strength Through Diversity	Economic Vitality	Good Governance
IMPROVE CONNECTIVITY FOR ALL USERS		●	●		●		●			
ENHANCE THE PUBLIC REALM		●	●	●	●	●	●			●
CHAMPION COMMUNITY BUILDING	●	●	●		●	●	●	●	●	●
ADDRESS HOUSING NEEDS	●		●	●	●		●		●	●
PROMOTE HISTORIC PRESERVATION	●	●	●	●		●	●	●	●	●
SUPPORT WOODWARD SCHOOL	●		●	●	●	●	●		●	●

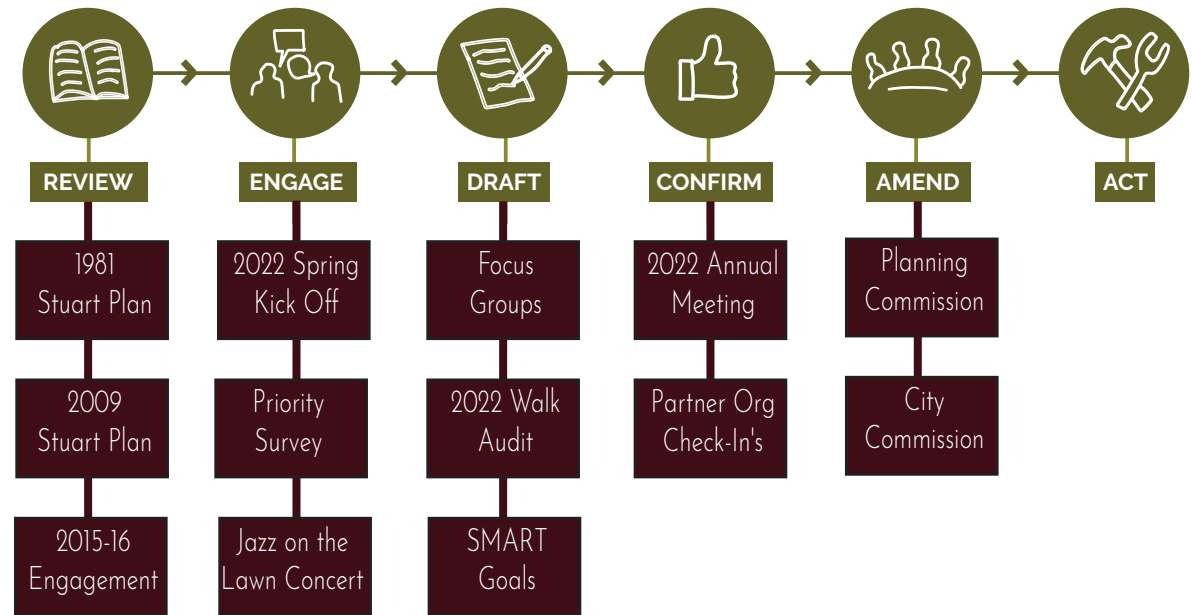
Neighborhood Plan Process

As outlined in the Master Plan, the neighborhood plan process is inclusive of six steps that include activities that help organize the neighborhood, identify past and present community plans, connect with city staff, build a neighborhood coalition, engage community to establish neighborhood goals, develop a plan, review for feedback, present to Planning Commission for approval, and implement neighborhood projects.

Neighborhood Association

Motivated residents first formed as the Stuart Area Restoration Association on November 14, 1973 due to growing concerns about the condition of the housing stock. Three years later, the Stuart

Stuart Neighborhood Planning Process



neighborhood successfully became a local historic district and has also received national recognition.

The Association acquired a house on Douglas Ave. in 1995 that serves as a neighborhood office and has an affordable rental unit on the second level.

Established as a 501(c)3, the

10-member board is presently made up of Stuart resident volunteers that represent different geographic pockets of Stuart, demographics, length of residency, and perspectives. Today, historic preservation and general housing supports still remain central to the group's mission, while also expanding their role in supporting a range of

community building activities in the neighborhood.

The organization has since rebranded as the Stuart Historic Neighborhood Association and has been a key stakeholder and facilitator for community engagement throughout this neighborhood planning process.



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EXISTING CONDITIONS

Site Area

The Stuart Neighborhood is located just west of downtown. It's nestled between West Main Hill and Douglas neighborhoods, an area that has been referred to as the west end district in the past, and borders the Northside neighborhood along North Street and the Kalamazoo River Valley (KRV) trail as it connects into Westnedge Ave.

Streets that currently serve as internal boundaries/barriers to residents when walking within their neighborhood is the City's infamous 4-lane one-way Kalamazoo Ave and Michikal. These streets cut through the neighborhood, separating the northern part of Stuart from the southwest and southeast residential pockets.

The neighborhood also features a railroad that further isolates the southeastern area of the neighborhood. It runs along Arcadia Creek, which can be seen near West Main Park, and then quickly disappears underground from Elm Street to Westnedge Ave.

While there are a few vacant lots along the northern border, the neighborhood's fabric remains rather intact with mostly residential, single-family home, and light commercial on W Main/Michigan Ave, and Kalamazoo Ave.

The preservation of housing stock may be due in part to local historic district regulations that have been in place since the later half of the 20th century to help protect the housing stock from significant alterations. The majority of Stuart Neighborhood is located within

the Stuart Historic District, which also includes properties from along the edges of the Northside and Douglas neighborhoods.

This local district has helped preserve the notable architectural elements that exemplify the Greek and Gothic, Italianate, Second Empire, Queen Anne, and Colonial Revival styles.

Also, located within the neighborhood are St. Augustine Catholic School and Woodward Elementary. Nearby just outside the boundaries of Stuart is Kalamazoo College and Western Michigan University's campuses.

Stuart Neighborhood Snapshot

DOUGLAS

Active Neighborhood Groups:
Stuart Historic Neighborhood Association

Special districts or overlays:
Stuart Historic District

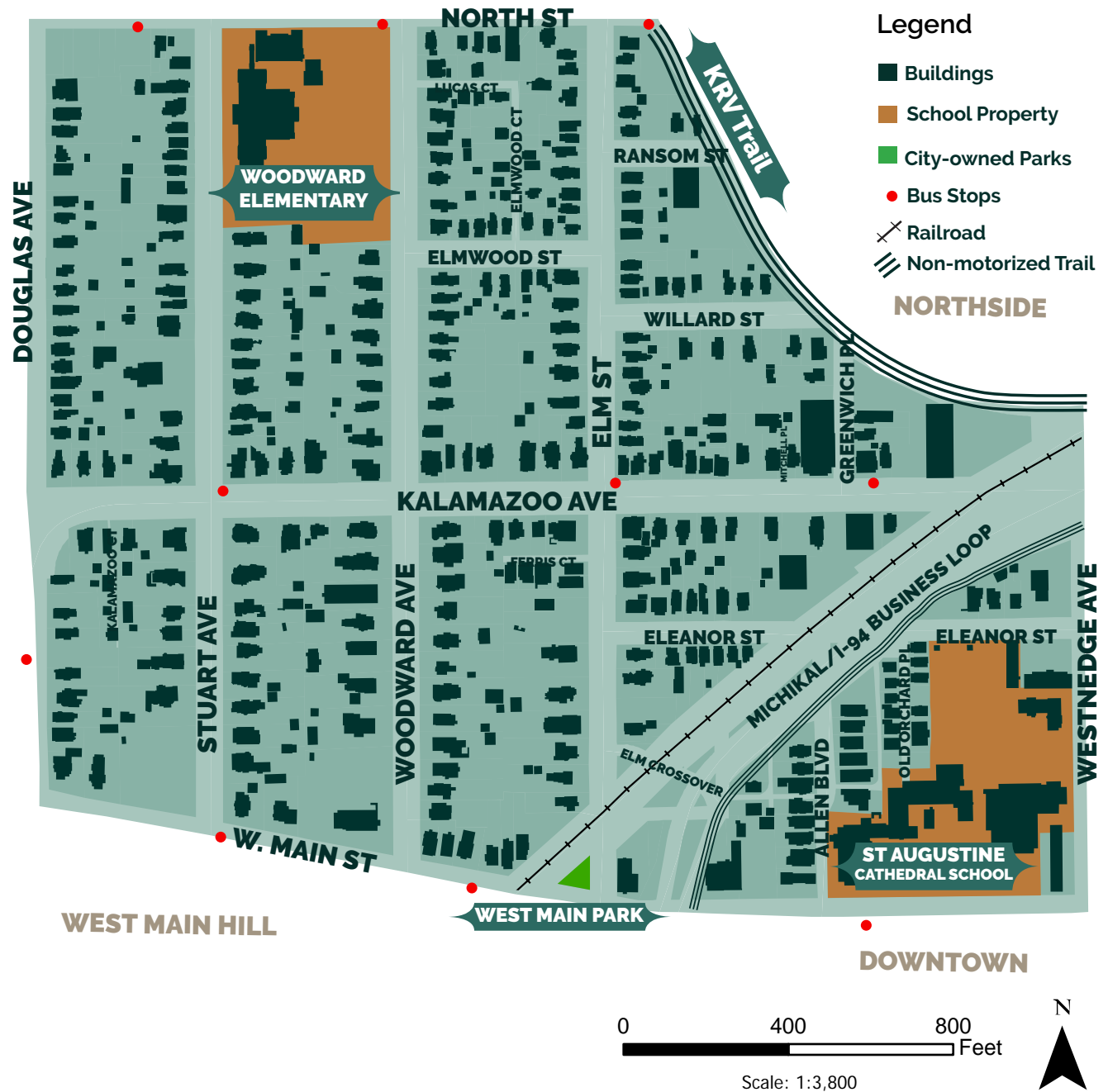
Parks & Open Spaces:
West Main Park (City),
Woodward Playground,
St. Augustine's Playground,
Kalamazoo River Valley Trail

Schools:
Woodward Elementary (KPS),
St. Augustine Cathedral School

Places of Worship:
3 churches

Public Transit:
Metro Bus Routes 7- Alamo,
14 - West Main

Regional Transit:
I-94 (AmVets Memorial Parkway),
Amtrak



Demographics

Due to the size of the neighborhood's geography, a majority of the area falls within census tract 5 which also includes Douglas and West Main Hill populations. As a result, much of the following demographic and socioeconomic data was analyzed at the block and block group levels when available to provide a more accurate profile for the Stuart neighborhood..

Population



A 16% decrease in population since 2010.

56% report living alone.

Age

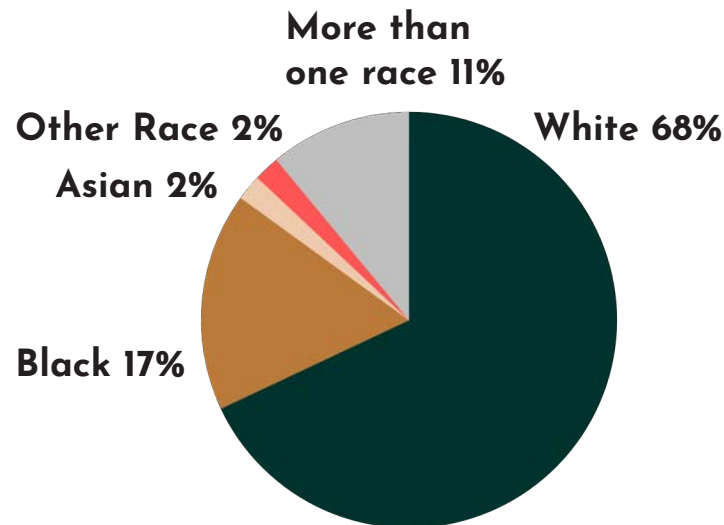
Median Age ranges between

Mid 20s-Early 30s



This lower median age may be a result of college students choosing Stuart as their home because of its close proximity to both Kalamazoo College and WMU.

Race



Data reported for Blocks 2012-14, 2027-31, 3000-13, and 5011.. U.S. Census (2020)

Median Income

\$26,128

Data reported for Census Tract 5. U.S. Census (2020)



Employment Rate

Above 91%*

41+ points higher than the city's employment rate of 60%.

*Data reported for Block Groups 2,3, and 4.. U.S. Census (2020)

Neighborhood History

This area's earliest, known inhabitants were the Match-E-Be-Nash-She-Wish Band of the Pottawatomi. They ceded their Reserve to the U.S. Government by treaty in 1827. In the late 1840s, the area began to attract permanent non-native residents.

The neighborhood's namesake, Charles Stuart, purchased a house that Hiram Arnold constructed, a three-story mansion featuring a ballroom and the village's first indoor bathroom. Stuart was an attorney and a U.S. Senator.

The neighborhood grew slowly until the advent of horse-drawn streetcars in the 1880s made the area more accessible to the middle class, ushering in a period of growth that continued until the turn of the twentieth century.

In this period the Stuart neighborhood became the city's most fashionable residential quarter, as the city's leading carriage, paper, and plow manufacturers and other businessmen and professionals located there. There have also been two United States senators, Charles E. Stuart and Julius C. Burrows, whom have called Stuart home.

A number of factors brought about changes to the neighborhood. Some of the larger houses began to be subdivided into smaller apartment units as housing shortages occurred in the 1920s.

A growing student population at Western Michigan University also brought challenges with some of the larger residences converted into fraternity houses, including the Stuart House.

The neighborhood attracted a growing number of student renters as the University dropped the mandatory on-campus residency policy in the 1970s.

The conversion of major streets to one-way and the construction of Michikal in 1965 also changed traffic and connectivity.

In 2019, MDOT transferred jurisdiction of Kalamazoo Ave and Michigan Ave. back to the City of Kalamazoo with the goal to convert both corridors from one-way to two-way.

Neighborhood history prepared by Stuart residents, Dr. Sharon Carlson and Fred Edison.

Local Historic District

Stuart residents have been long-time champions of History. In 1976, Stuart became the second local historic district in the city of Kalamazoo in an effort to preserve the buildings in the neighborhood for future generations to enjoy.

On the right is a 1976 Kalamazoo Gazette article on the topic, just before the district was approved that year. Almost 50 years later, the area remains one of the city's five local historic districts.

Residents posed the question, 'Why do we need a historic district?' during the neighborhood planning process. There seems to be a number of property owners who are unfamiliar with the benefits of historic districts and the value in the regulations that accompany them.

New Historic District Proposed For City

Suburb Fashionable In 1880s, Old Landmarks And Some New Buildings Within Boundaries

By TOM DONIA
Gazette Staff Writer

Public hearings have been scheduled for March 30 on a city ordinance to create a large new historic district in Kalamazoo.

The hearing will be held at 7 p.m. in the City Commission chambers on the second floor of City Hall.

At that time, all property owners within the proposed historic district

as well as the general public will be allowed to comment on the new district.

The new district includes much of the Stewart-Woodward-Elm street neighborhood, an extension of the present South Street Historic District and six individual historic landmarks.

The Stewart-Woodward-Elm neighborhood was one of Kalamazoo's fashionable suburbs

when it developed in the 1870s and 1880s. It contains many large, magnificent homes as well as the houses of skilled tradesmen and workers.

About 216 houses are within the proposed district boundaries there.

A committee has recommended extending the South Street district west to Oakland Drive and east to Bronson Park. Among the buildings in the extension are several large old churches surrounding the park, the

park itself, City Hall, the Marlborough Apartment building, the Kalamazoo Art Center and the Civic Theater.

Not all of the properties are old. The Kalamazoo Art Center, for example, is a relative newcomer to the landscape, as is Schwarz's Chalet restaurant on the far western edge of the extended historic district boundary. But historic preservationists feel that neighborhood development, even recent development, is an important part of a city's history.

The six individual historic landmarks in the proposal are "Henderson Castle" (1895) on W. Main street hill, "The Oaklands" (1893) on the campus of Western Michigan University and formerly the home of WMU presidents, the "Octagon House" (1850) at 925 S. Westnedge, the Michigan Central Railroad Station (1887) at 459 N. Burdick which now serves Amtrak trains, the water tower (1885) about to undergo restoration at the Kalamazoo State Hospital, and the gatehouse (1877) which is now a museum at the same hospital.

"A historic district study commission," appointed by the City Commission, has worked for 15 months to draw up its recommendations for the new district. The committee has asked the advice of two architectural preservation experts, Robert Miller from the National Trust for Historic Preservation and Richard Frank of the architectural firm of Preservation Urban Design, Inc.

In addition, a group known as the Stuart Area Restoration Association (SARA) has been pushing for a historic district in its neighborhood.

A copy of the committee's recommendations has gone to the Michigan Historical Commission and the Michigan Advisory Council, as required by law. Another copy will go to the city's planning commission.

Within a few weeks, owners of property within the proposed district will be receiving notices about the March public hearing. Along with the notices, they will get a copy of a brochure prepared by the South Street Historic District Commission.

The brochure outlines what it means to be part of a historic district under Michigan law.

It notes that the purpose of a historic district is to preserve an area's architectural features. Property owners are not required to change anything or spend any money. However, if they plan to make changes which would affect the exterior architecture (interiors are not controlled), they must first get approval from a historic district commission.

Landscaping, painting and routine maintenance are not controlled by the historic district. But major changes, such as adding a wing or removing one, adding or changing windows and doors and other such architectural alterations do fall under the control of the historic district commission, which is appointed by the city commission.

After the public hearing about the proposed district, the committee which drew up the recommendation will make any changes it feels necessary and present a final report to the City Commission.

If the commission adopts the ordinance, it will also appoint the historic district commission to enforce the ordinance.

Richard Spigelmyer, chairman of the historic district study committee, says he expects little opposition to the proposal to extend the South Street Historic District. He said many property owners had already been contacted in that area and they had indicated their support.

He said all the owners of the individual landmarks also supported the move to include their properties in a new historic district.

In the Stuart-Woodward-Elm neighborhood, there is strong support from the SARA organization, Spigelmyer noted. "SARA really started us moving, and they have been very anxious for this proposal to be adopted," he said.

"But we may have some opposition from the absentee landlords in that area." He added that while there is organized support in the neighborhood, there is no organized opposition.

"The City Commission has shown interest in this proposal for some time," Spigelmyer said. "Several of the commissioners have not stated either support or opposition. They are waiting, along with the historic district study committee, for the results of the March hearing."

Spigelmyer said he believes a historic district in the Stuart-Woodward-Elm area would benefit property owners and residents.

"That neighborhood is beginning to perk up again. Things are coming full circle, and once again people are buying houses in the neighborhood for use as single family homes."

"What we're proposing is to preserve the neighborhood as well as individual buildings. I believe that creating a historic district is the lowest cost 'urban renewal' the city can get."

"In every city which has established a historic district, the value of the area and its desirability have improved. I know of no exceptions. A historic district has never hurt an area."

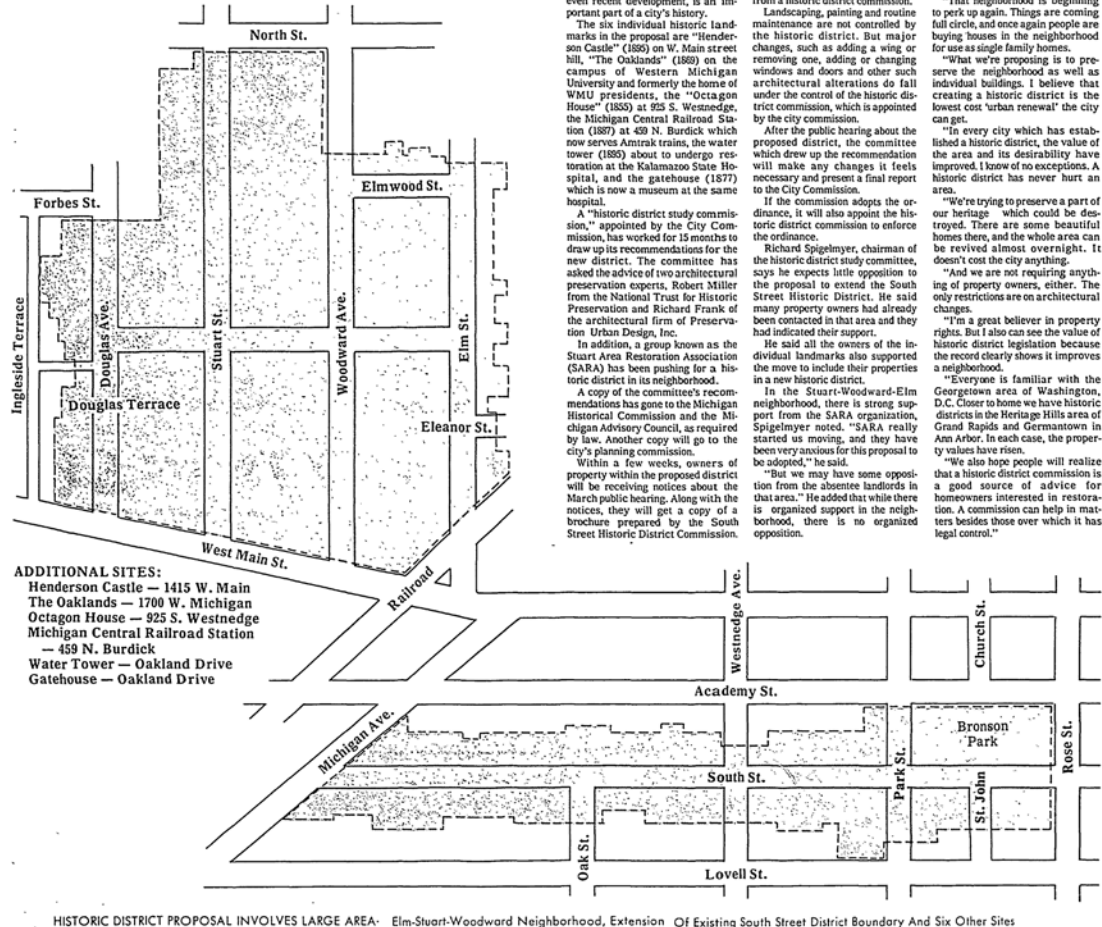
"We're trying to preserve a part of our heritage which could be destroyed. There are some beautiful homes there, and the whole area can be revived almost overnight. It doesn't cost the city anything."

"And we are not requiring anything of property owners, either. The only restrictions are on architectural changes."

"I'm a great believer in property rights. But I also can see the value of historic district legislation because the record clearly shows it improves a neighborhood."

"Everyone is familiar with the Georgetown area of Washington, D.C. Closer to home we have historic districts in the Heritage Hills area of Grand Rapids and Germantown in Ann Arbor. In each case, the property values have risen."

"We also hope people will realize that a historic district commission is a good source of advice for homeowners interested in restoration. A commission can help in matters besides those over which it has legal control."



HISTORIC DISTRICT PROPOSAL INVOLVES LARGE AREA—Elm-Stuart-Woodward Neighborhood, Extension Of Existing South Street District Boundary And Six Other Sites

1976 Kalamazoo Gazette article about the historic designation.

In 2016, the Michigan Historic Preservation Network (MHPN) published a report, 'Local Historic Districts and Property Values in Michigan Neighborhoods.' MHPN reviewed the impact of historic designation on four Michigan communities - Ann Arbor, Bay City, Grand Rapids, and Kalamazoo.

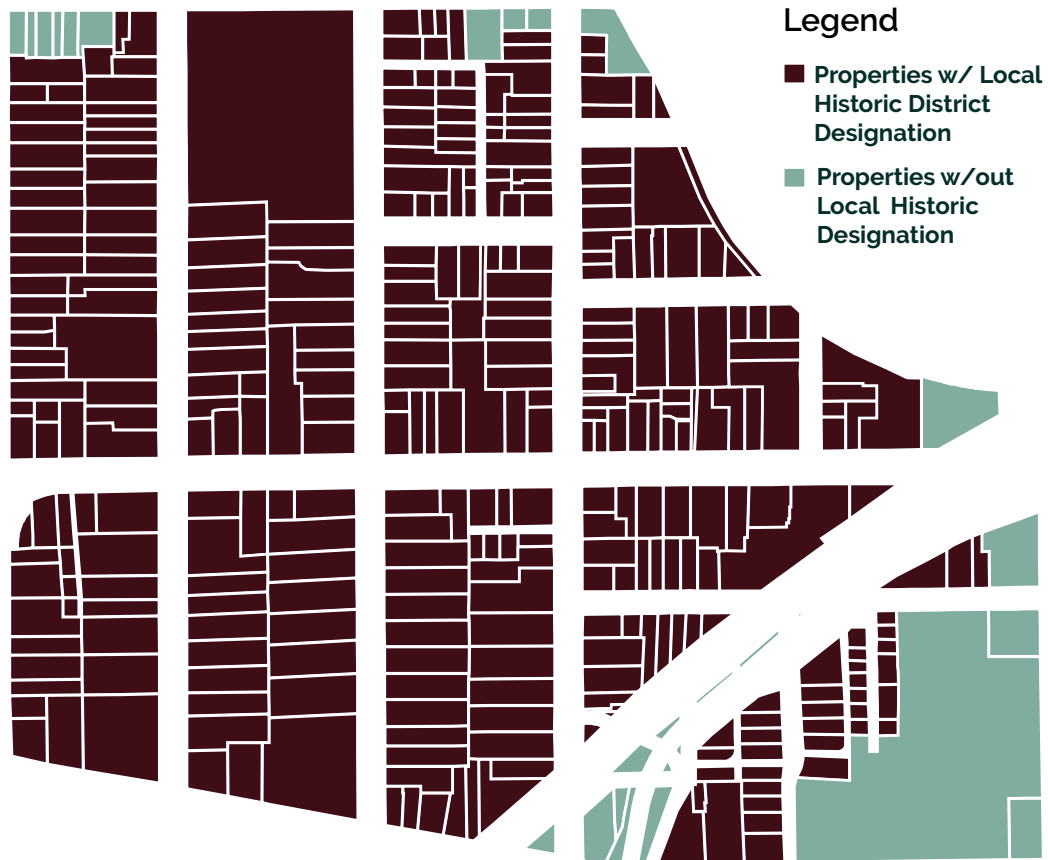
It concluded that local historic designations had 'contributed positively to property values in every year of the study' compared to areas that were not designated in the same city. In 2015, MHPN observed that local historic district designation added 16% in value when compared to similar non-designated properties in Kalamazoo.

PlaceEconomics prepared a 2020 report on the 'Twenty-Four Reasons Historic Preservation is Good for Your Community,' highlighting the

benefits of historic preservation programs. Across the country, communities that invest in historic preservation, have experienced higher property values, higher expenditures among tourists, and lower foreclosure rates.

Kalamazoo also receives access to exclusive benefits as a Certified Local Government (CLG) through the State Historic Preservation Office (SHPO). This includes special eligibility for grants and priority for technical assistance on special projects.

Stuart Local Historic District



Neighborhood Green Spaces & Recreation

First City-Owned Park

West Main Park is 'a tiny park with a tragic story,' which is also the title of NPR's 2016 origins story of this park. This property was established as a park due to a tragic train accident that occurred just a few feet away in 1886. A horse-drawn street car collided with a train on W. Main Street, killing 5-6 people. This resulted in local safety changes for street cars, which included street cars stopping before crossing the railroad, and stronger enforcement of the 10 mph speed limit for trains.

The significance of the park in this event, is actually the owner who had lived in a house on that property. The owner also served as the gate tender for the railroad crossing and



West Main Park located at 800 W Main St. on the southern edge of Stuart neighborhood.

had been missing from his post during the time of the accident. After this event, the owner sold the property to the

City to be used as a park.

Over 100 years later, the use of West Main Park has not

changed. It is classified as an urban pocket park and is 0.11 acres in size. This triangle shaped park is bordered by West Main Street, Elm Street, and the railroad tracks. It offers visitors a place to stop and rest, grab a drink of water, and enjoy the flowers. Arcadia Creek also runs through the park.

The park is open daily from 8 a.m. to sunset. People often use the bench here while waiting for the bus. Due to its size there is limited programming but serves as an unofficial south gateway for the neighborhood and has the potential to be utilized more by immediate residents and professionals working downtown.

In 2019, the City adopted its latest Parks & Rec Master Plan. As part of this plan, no improvements were slated for this park. However, resident

input that was gathered during this planning process included, creating a mobility hub where pedestrians, and cyclists can stop and rest with access to convenient amenities, adding outdoor fitness equipment, adding more pathways, installing green stormwater infrastructure, and relocating the park bench so that it's accessible along the existing sidewalk.

West Main Park currently has an accessibility rating of 3, on a scale of 1-5, 5 being the most accessible. Parks & Rec defines level 3 accessibility as 'The park is mostly accessible to people with a broad range of physical disabilities. Most of the parking areas and pathways are paved, and some of the facilities such as play equipment or picnic areas are accessible but may not be completely barrier-free.'

The Parks & Rec Master Plan plan is required by the State to be updated every 5 years. Community engagement will begin this summer for the 2024 plan update which provides another opportunity for Stuart residents to reimagine their neighborhood park.

Woodward Playground

The Stuart neighborhood is fortunate to also have access to a large field, walking track, and playground at Woodward Elementary School. Outside of school hours, families can be seen enjoying the open space for walks and free play.

The Association hosts most of their outdoor events here due to its size and amenities such as parking. The field welcomes a range of possibilities for fun activities, with past events including music concerts, and resource fairs, and picnics.

Kalamazoo River Valley (KRV) Trail

This 24-mile multi-purpose trail is part of a larger, regional trail system that connects more than 140 miles of trail together across Michigan for non-motorized transportation and recreation.

This trail in particular directly connects to Battle Creek via the Linear Park, Portage via the Bicentennial Park Trail, Richland via the Gull Road Path South Haven via the Kal-Haven Trail and even to out-of-state destinations via North Country Hiking Trail.

Operated as a Kalamazoo County Park, the KRV Trail open from 7 a.m. to sunset and has been a free recreational amenity available to the public since 1998. The KRV Trail is ADA compliant, and motorized and non-motorized

mobility devices are allowed for reasonable and equitable access by persons with a disability who require the use of such mobility devices.

A section of the KRV Trail runs along the northeast part of the Stuart neighborhood, serving as one of its east boundary

lines. At Westnedge Ave. the trail intersects with the Western Michigan University/ Kalamazoo College Connector Trail that runs along Michikal, connecting trail users to nearby college campuses.

Map of existing non-motorized trail system. Kalamazoo Count (2023).



Legend

- KRV Trail
- WMU/K College Connector Trail
- P# Official Trail Head

Stuart's Trails



KRV Trail crossing going southbound.



KRV Trail amenities off of Westnedge Ave.



KRV Trail section in the Stuart neighborhood.



KRV Trail crossing going northbound.



WMU/K College Connector Trail along Michikal.

Transportation

Regional

Located just outside of downtown, the Stuart neighborhood is close to regional transportation hubs such as Amtrak and Greyhound. The closest highway exits are U.S. 131 (north) and I-94 (east).

Public Transit

Local bus routes 7 and 14 run through and around the neighborhood. These routes connect riders to shopping centers located along the W Main St commercial corridor and downtown. Metro also provides curb-to-curb service called Metro Connect which allows a Kalamazoo County resident to schedule a ride up to 7 days in advance.



Non-motorized

In addition to the KRV Trail and Connector Trails, there is a signed/sharrowed route for bikes along Douglas Ave. north of Kalamazoo Ave. This route feeds into a bike lane along Douglas Ave. starting at North St. In 2022, a protected bike lane pilot was installed along Westnedge Ave.

Stuart neighborhood seems relatively accessible for people to walk to other areas of the city when looking at a city map. However, streets with high traffic volumes and the railroad do pose as barriers both physically and psychologically for residents.

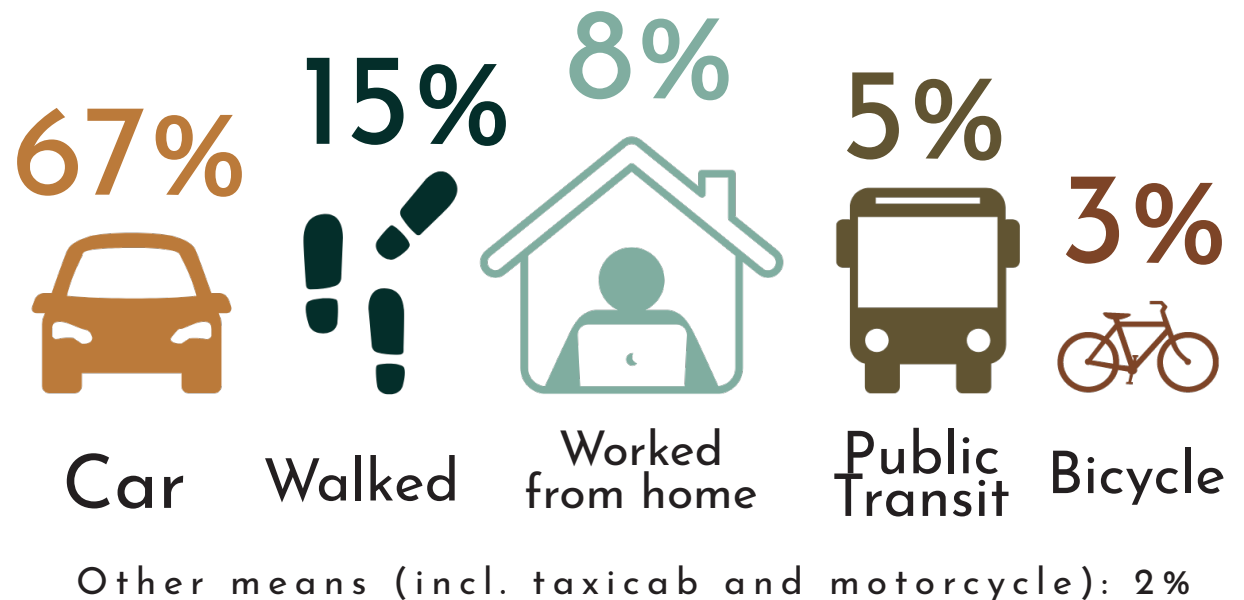
Over the next few years, streets will be evaluated for proposed bike lanes based on resident feedback and funding. As W Main St and W Michigan Ave are converted to two-way traffic, the goal will be

to install bike facilities along this corridor to strengthen the city's bike network downtown.

Mode Choice

Despite barriers for pedestrians, according to the 2020 American Community Survey, walking was the 2nd most chosen mode to get to work in the area (15%).

Over time, the effects of the COVID-19 pandemic made lead to higher rates of remote work, which is currently at 8%. As of 2020, the car remains the top mode of choice (67%), with 7% of those households carpooling.



Data reported for Census Tract 5. American Community Survey (2020).

Vehicular Circulation

Although Stuart is a small neighborhood geographically, it is dominated by streets with some of the highest traffic volumes in the city. Its north-south streets are often used for cut-through traffic due to the one-way streets. The mid-20th century legacy of designing cities around the car is still felt in the heart of Kalamazoo.

The ideal street typology for the section of Kalamazoo Ave. that runs through Stuart neighborhood is 'Neighborhood Network Street' per the City's Street Design Manual. This corridor is often described as a highway by residents and does not currently act as a neighborhood connector.

On the following page is a map of reported car crashes over the last 10 years (2012-21), ranging from none to incapacitating injury.

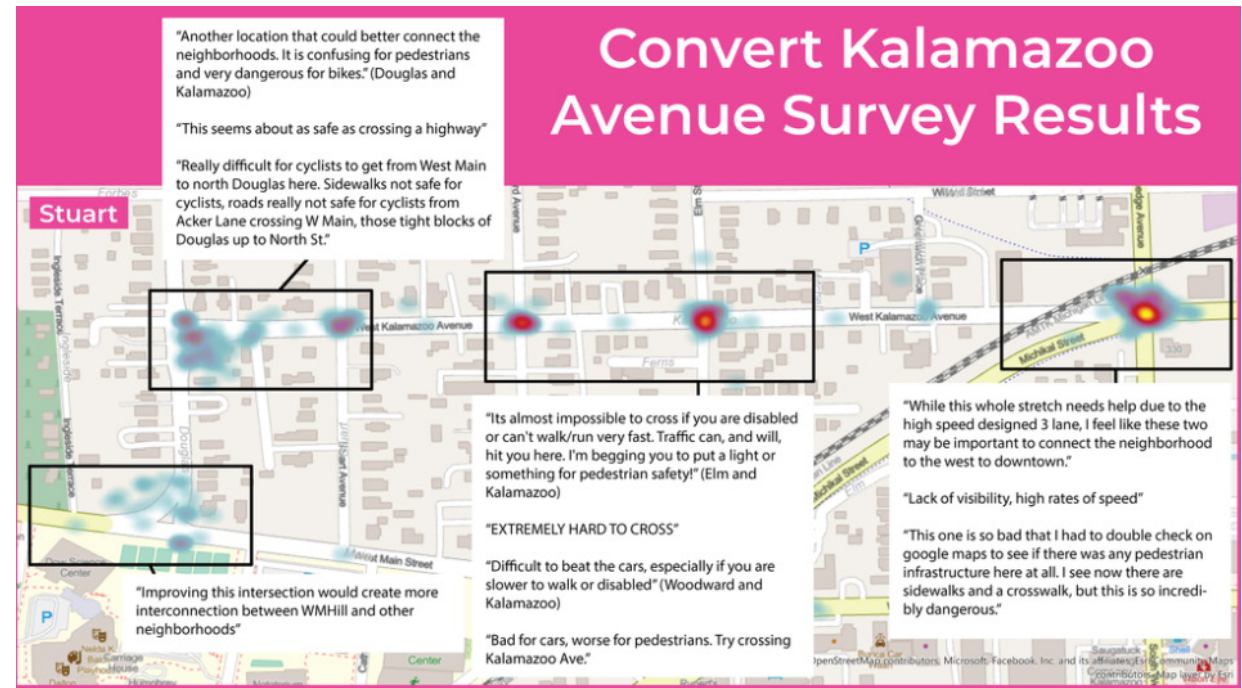
Key intersections along Kalamazoo Ave. that feature high concentrations crashes align with the areas residents expressed the most safety concerns in the heat map below.

In an effort to reverse the effects of the one-way streets, the City is working with Wightman and Progressive AE to convert Kalamazoo Ave back to two-way, and explore

how to transition the section that runs through the Stuart neighborhood to function more like a Neighborhood Network Street.

Parking

A recent announcement of a \$300M arena coming to downtown may also have a big impact on the Stuart neighborhood, particularly its on-street parking. This private

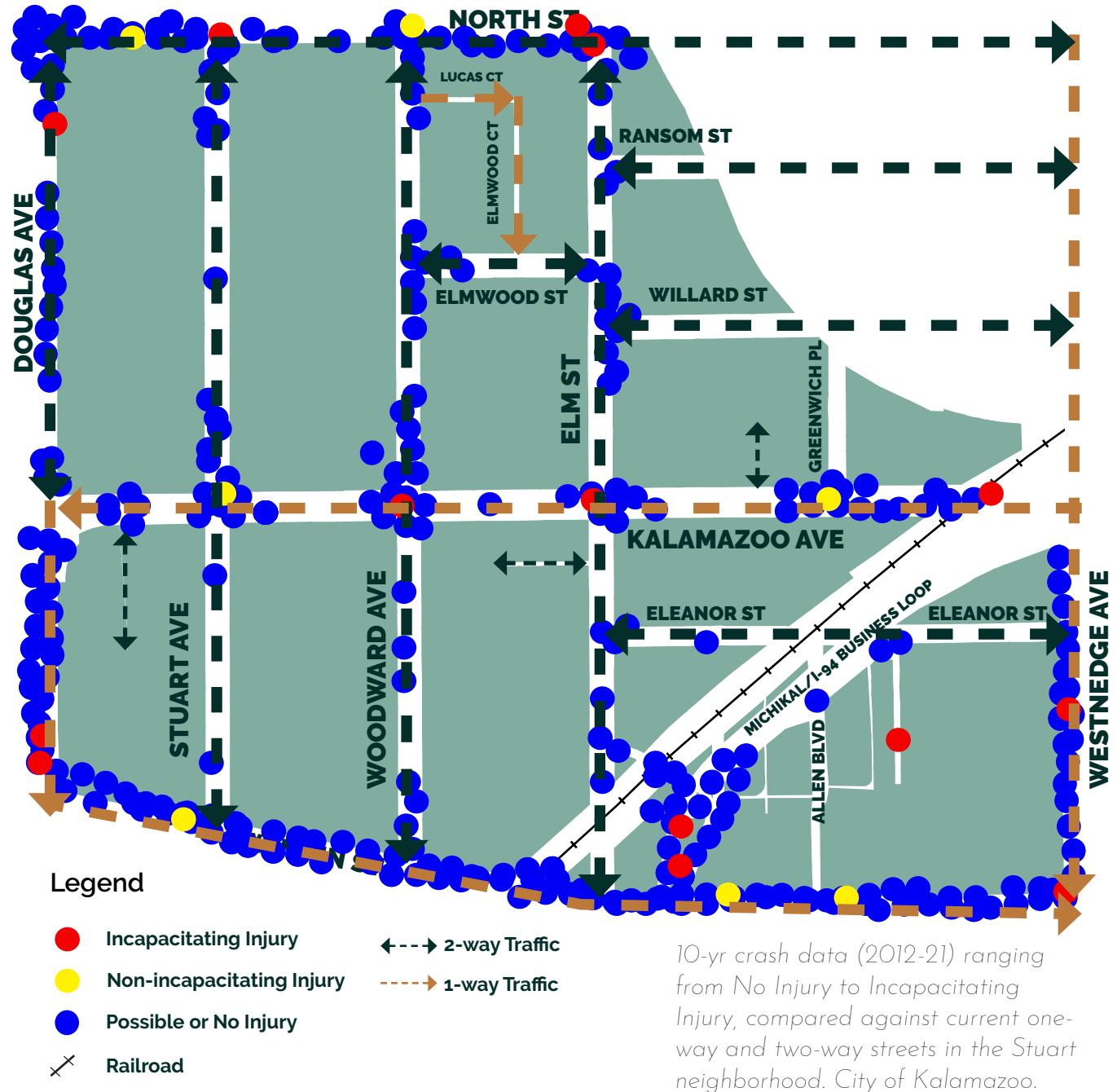


Resident feedback collected from open house events in 2022.

development is proposed to include an arena, event hall, practice facilities, and up to two parking decks.

To date, this project has not gone through the City's site plan review, and plans are only preliminary at this time. However, the neighborhood should anticipate an increase in demand for on-street parking, since residents already experience challenges with parking during school hours near Woodward Elementary and St. Augustine, as well as college event days.

Currently, overnight parking is only allowed on Allen Blvd. Residents cite overnight parking occurs along many streets around the neighborhood, suggesting that this policy is not being heavily enforced at this time.



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ENGAGEMENT & OUTREACH

Past Outreach Efforts

The Stuart Historic Neighborhood Association ('Association'), initially kicked off the neighborhood planning process prior to the COVID-19. During this time, residents completed a sidewalk assessment and collected initial community feedback to identify priority issues, narrowing it down to the following six:

1. Slow down traffic,
2. Fix streets,
3. Fix sidewalks,
4. Improve lighting,
5. Promote historic preservation, and
6. Support Woodward school.

However, due to board turnover and the onset of COVID-19 in 2020, neighborhood planning was

put on pause indefinitely.

2022 Engagement Activities

In the last eighteen months, the Association has rebuilt a full board that is more representative of the diversity of the neighborhood. The neighborhood also has had a resurgence of interest with new residents and redevelopment, the most recent being the Westgate Commons Apartments completed in 2022.

In April of 2022, the Association's board renewed its commitment to engage with the City of Kalamazoo and develop a plan to help guide the Association as it enters into its next 50 years.

Neighborhood Outreach

In partnership with the City, the association leveraged



English-version of the door hanger survey that went out to homes in May 2022.

an event and neighborhood beautification program to bring Stuart residents together.

Spring 2022 Kick Off

In May, the neighborhood association hosted their Spring Kick Off event at Woodward Elementary, featuring entertainment, city and community resources, games & activities, food, and sign-ups for neighbors to receive flowers for their yards through the City's program. Over 60 people attended the event and shared their ideas for what to include in the neighborhood plan.

Door Hanger Survey

Following the event, board members walked around the neighborhood and distributed door hangers (in English & Spanish), to survey residents to confirm their top six priorities. These priorities are embedded within the plan and reflected

as two priority goals, two priority strategies, and two priority projects. Additionally, new topics emerged from recent outreach efforts, including housing resources and community building.

Summer Engagement

The neighborhood association solicited more specific feedback on these topics at their June Jazz on the Lawn event at Woodward Elementary, Kalamazoo Ave Open House held at Station 5 in July, and their annual meeting at Woodward's school garden in August. Engagement activities offered at these events included interactive mapping, polling/ranking, and open discussion with city staff.

Fall Focus Groups

Topic-specific activities were coordinated with the board which included a walkability

audit conducted in September and a neighborhood trail walk in November.

Coalition Building

Strength is found in numbers. Coalition-building is an important part of the neighborhood planning process during its engagement phase. These partners may be agencies or non-profits located within the neighborhood or may service the area at-large. These organizational partners may also include neighborhood businesses or public/civic institutions like a college or library.

Based on the top priorities identified by Stuart residents, the board has strengthened and built new relationships with key organizations like Woodward Elementary School (KPS), Communities in Schools Kalamazoo, Western Michigan University, Kalamazoo College,

and Kalamazoo Nature Center.

Cross-Departmental Engagement

The City's Neighborhood Activator is the lead contact with the neighborhood association to facilitate the neighborhood planning process. The Neighborhood Activator is responsible for coordinating with relevant city departments to review and provide feedback on the projects and ideas brought forth by the neighborhood. Staff from these departments also connected with residents directly at the neighborhood engagement events and set up site specific reviews with residents.

Plan Review, Feedback, and Approval

Review of the proposed plan is a critical step in the process

to ensure there is a shared understanding of expectations and alignment between the neighborhood, city staff, and other partners on which projects the neighborhood plan will include.

After review of the initial ideas and concerns, staff worked with the neighborhood association to refine these thoughts into actual projects that are specific, measurable, and realistic. A draft of the neighborhood plan is then created and shared out to the community, staff, and partner organizations to review and provide additional feedback to be integrated into the final version.

After a 2-3-week review period open to the community, the neighborhood plan is presented to the Planning Commission for consideration of approval. Once approved, the neighborhood plan is

officially adopted under the City's Master Plan as an amendment. The plan will also be presented to the City Commission following Planning Commission approval.

Planning for people. Who lives in Stuart?



Meet the Carlson Family

Why did you choose the Stuart neighborhood?

The historic houses, great neighbors, and proximity to WMU and downtown. Both of us could walk to work before we retired. Tom worked at the Kalamazoo Valley Museum and I worked at WMU.

- Dr. Sharon Carlson

Meet the Gamble Family

What does having a neighborhood plan mean to you?

Having a plan means that our voices are being heard. It means that we have a say in how we want to define our neighborhood. It allows us to collaborate with the city and other partners to see the vision of our neighborhoods throughout the city of Kalamazoo come to life.

- Matthew Gamble



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GOALS & IMPLEMENTATION

Goals, Strategies, and Projects

Each neighborhood's plan is unique based on its residents, geography, land use, and history.

The creation of these goals was driven by the feedback collected from the various outreach events and engagement activities used. They represent the areas of great interest where residents wanted to see further investment and improvements.

As progress is made on implanting the plan, each goal aims to bring the Stuart neighborhood closer to being a complete neighborhood to support the full range of people's daily needs.

— Stuart Neighborhood Goals —

Increase Connectivity for All Users

Enhance the Public Realm

Champion Community Building

Address Housing Needs

Promote Historic Preservation

Support Woodward School

Strategies

To focus the six goals into manageable and meaningful projects that help express the intent of the goal through programming, policy, or the built environment, a set of accompanying strategies were created for each goal.

These strategies help further define what these goals look like to Stuart residents, compared to what another neighborhood might describe as community building or public realm improvements, when put into action.

Projects

As an extension of these strategies, specific projects/ activities were developed to help make residents ideas implementable. Each project is intended to help support the achievement of Stuart's six goals. A project generally has a start to end, or another way to measure progress if it's an ongoing activity (maintenance, annually scheduled events, etc.).

Priorities

This plan lays out over 80 projects across its six goals. To help the neighborhood prioritize the implementation of projects most important to them, key actions rose to the top during engagement. These six priority actions appear as goals, strategies, and individual projects and are noted below.

When selecting which projects to make progress towards implementing, from year-to-year, special attention should be given to these priorities to ensure these are completed timely and planned with ample resources and support.

Neighborhood Priority Actions		Where do these show up in the plan?
Promote Historic Preservation	- Priority Goal ->	Stuart's Six Goals
Support Woodward School	- Priority Goal ->	Stuart's Six Goals
Improve lighting	- Priority Strategy ->	Enhance the Public Realm Strategy #1
Slow down traffic	- Priority Strategy ->	Increase Connectivity for All Users Strategy #1
Fix Streets	- Priority Project ->	Enhance the Public Realm Strategy #3
Fix Sidewalks	- Priority Project ->	Increase Connectivity for All Users Strategy #2



Goal: Increase Connectivity for All Users

Three of the top six priorities that were identified by Stuart residents are related to transportation and getting round the neighborhood easily and safely, whether by wheel or foot. Improving connectivity with all users in mind - motorists, pedestrians, and cyclists - will create a more complete neighborhood, unifying residents from all parts of Stuart. Furthermore, improvements to the larger city streets, sidewalk, and trail networks will improve residents' sense of connectivity to downtown, college campuses, and adjacent neighborhoods. Groups of interests when considering what connectivity looks like in Stuart included disabled residents, families with small children, and college students living off campus in neighborhood housing.

Increase Connectivity for All Users Goal's Strategies and Actions	Project Lead
Strategy #1: Enhance Pedestrian Safety and Visibility at Key Crossings.	
Explore interventions like RRFB or raised crosswalks at priority crossings: Woodward & W Main, after Michikal, Woodward & Kalamazoo or mid-block Stuart & Woodward.	Public Works
Set-up a DSTR meeting with MDOT and Amtrak and study feasibility of pedestrian crossings / pedestrian improvements at Elm St, Elm Crossover, West Main, and Kalamazoo Avenue.	Public Works
Explore speed humps, diverters, or other traffic calming alternatives on Elm and Stuart (north and south of Kalamazoo) to reduce cut-through traffic.	Public Works
Convert Kalamazoo Avenue to two-way traffic.	Public Works
Pilot a 4-way no turn on red control at the intersection of Douglas Ave and North St.	Public Works
Strategy #2: Improve the Non-motorized Network.	
Repair / replace damaged and missing sidewalk to be ADA compliant near Woodward School, along Kalamazoo Avenue, Greenwich Pl, Eleanor St and Lucas/Elmwood Ct.	Public Works
Completely Remove Triangle Islands at Main-Douglas and Douglas-Kalamazoo and replace with T-intersections and other pedestrian safety improvements.	Public Works
Improve / Create the greenway from West Main Park along Michikal and explore the feasibility of a crossover for non-motorized users.	CPED & Public Works
Strategy #3: Increase connectivity to Downtown, adjacent Neighborhoods, and College Campuses.	
Work proactively with appropriate City departments on open space redevelopment as streets are converted or eliminated (Michikal, Elm Street Crossover).	Neighborhood Association (NA)
Convert W Main St and W Michigan Ave. to two-way traffic.	Public Works
Repaint crosswalks at the intersection of Douglas Ave and North St.	Public Works
Install wayfinding and street signs that are stylistically aligned with the overall neighborhood character throughout Stuart. Prioritize main corridors and any areas that have missing or damaged signs.	NA
Strategy #4: Re-evaluate and Enhance Parking Options and Circulation in the Neighborhood.	
Provide Advisory Bus Parking / Queue Lane in Front of Woodward School.	NA & Woodward
Designate Bus Loading Only with pavement markings & signage in front of Woodward School.	Public Works & Woodward
Explore alternative parking options for parents during pick up & drop off for neighborhood schools.	Public Works & Woodward
Work with Public Works staff to explore the accommodation of parking and bike lanes along Douglas Avenue from Kalamazoo Avenue to North Street.	Public Works
Explore a parking permit system or other programs that protect & enforce resident parking regulations.	CPED & KDPS

Strategy #1: Enhance Pedestrian Safety and Visibility at Key Crossings

In collaboration with the City's Public Works staff, resident would like to see improved safety features installed at key crossing to be able to connect to different areas within the neighborhood as well other parts of the city.

A location many residents referenced needing improvement is a mid-block crossing at W. Main St. near the railroad. While pedestrian crossing signage already exists in this location, residents would like to see more intervention, such as a Rectangular Rapid Flashing Beacon (RRFB) or raised crosswalks.

The City has installed RRFB around Kalamazoo. Prioritizing heavily crossed intersections such Woodward & W. Main St.,

Woodward & Kalamazoo Ave. and near Michikal can increase residents' sense of safety when moving around their neighborhood. City staff will review these crossings over the next few years and select the best traffic calming measure for each location through pilots and crash data analysis.

The City has recently installed a 4-way no turn on red traffic control at the intersection of Douglas and North St. This traffic control is intended to eliminate cars turning right on red with low visibility conditions present.

Signs were installed early 2023 and will be monitored and evaluated for permanent installation. With new mixed use, form-based zoning that encourages density being proposed, this pilot could model an effective approach to increasing motorist and cyclist safety at these kinds of

intersections.

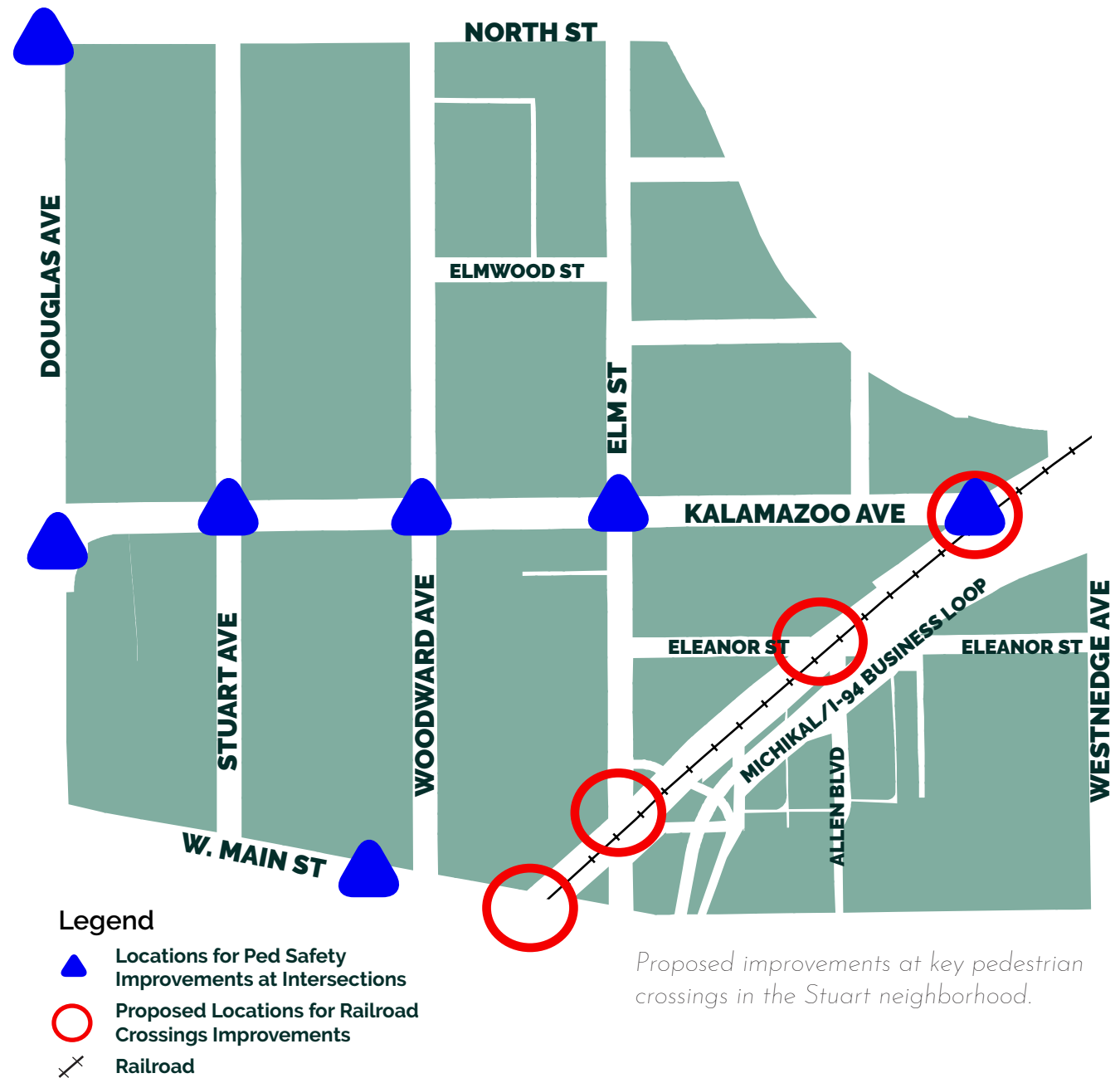
Pedestrian safety enhancements will supplement the conversion of Kalamazoo Ave from one-way to two-way traffic, along with other traffic calming measures. Furthermore, this will help promote cohesion between the northern and southern parts of the neighborhood.

Stuart residents are looking to limit cut-through traffic in the neighborhood. Most of this traffic is occurring along north-south connector streets like Stuart, Woodward, and Elm, where motorists want to get from W. Main St over to Kalamazoo Ave (and vice-versa).

Speed humps, diverters, or other traffic calming alternatives on these streets (north and south of Kalamazoo Ave.), will be piloted to study impact on traffic speeds.

Crossing the railroad tracks was one the most cited concerns during the engagement phase. Residents want to be able to connect to downtown more regularly but feel unsafe as they approach the tracks.

City staff have already begun conversations with MDOT and Amtrak to review crossings city-wide, and looking into the feasibility of pedestrian crossings/pedestrian improvements at Elm St, Elm crossover, West Main, and Kalamazoo Ave. Scheduling a Diagnostic Safety Team Review (DSTR) is the first step in the process to explore the feasibility of improved safety measures or potentially closing a crossing in the neighborhood.





An example of a raised crosswalk in Brooklyn. NYCDOT Street Design Manual.



An example of a Rectangular Rapid Flashing Beacon (RRFB) sign.



4-way No Turn on Red piloted at Douglas Ave. and North St.

Strategy #2: Improve the Non-motorized Network.

The residential character of the neighborhood and presence of Woodward School and St. Augustine necessitates the need for safe, accessible, and easy to use non-motorized network for both pedestrians and cyclists. The neighborhood's sidewalk ranges in condition and ADA compliance. Sidewalk replacement and repairs should focus on increasing ADA compliance along Woodward Ave., Kalamazoo Ave., Lucas Ct., Eleanor St.

To better enhance connections outside of the neighborhood, city staff plan to remove the triangle islands at Douglas Ave. and W. Main St. which are underutilized and not pedestrian friendly. A realigned T-intersection with additional pedestrian safety improvements will replace

the existing islands as part of the Kalamazoo Ave. two-way conversion project slated for 2024 and 2025.

The existing state of the trail/walkway along Michikal is not appealing for residents. While Michikal will most likely remain open to traffic once the Kalamazoo and Michigan two-way conversions are completed, Stuart residents would like to work with city staff to reimagine this space as a more vibrant, safe, and accessible greenway.

If funding is available, the exploration of installing a non-motorized cross-over in this area to help further bridge the Stuart neighborhood and downtown to the west side of the city, could be a creative solution for crossing the railroad tracks and accessing additional green space in the neighborhood.

2022 Walk Audit



STUART AVE



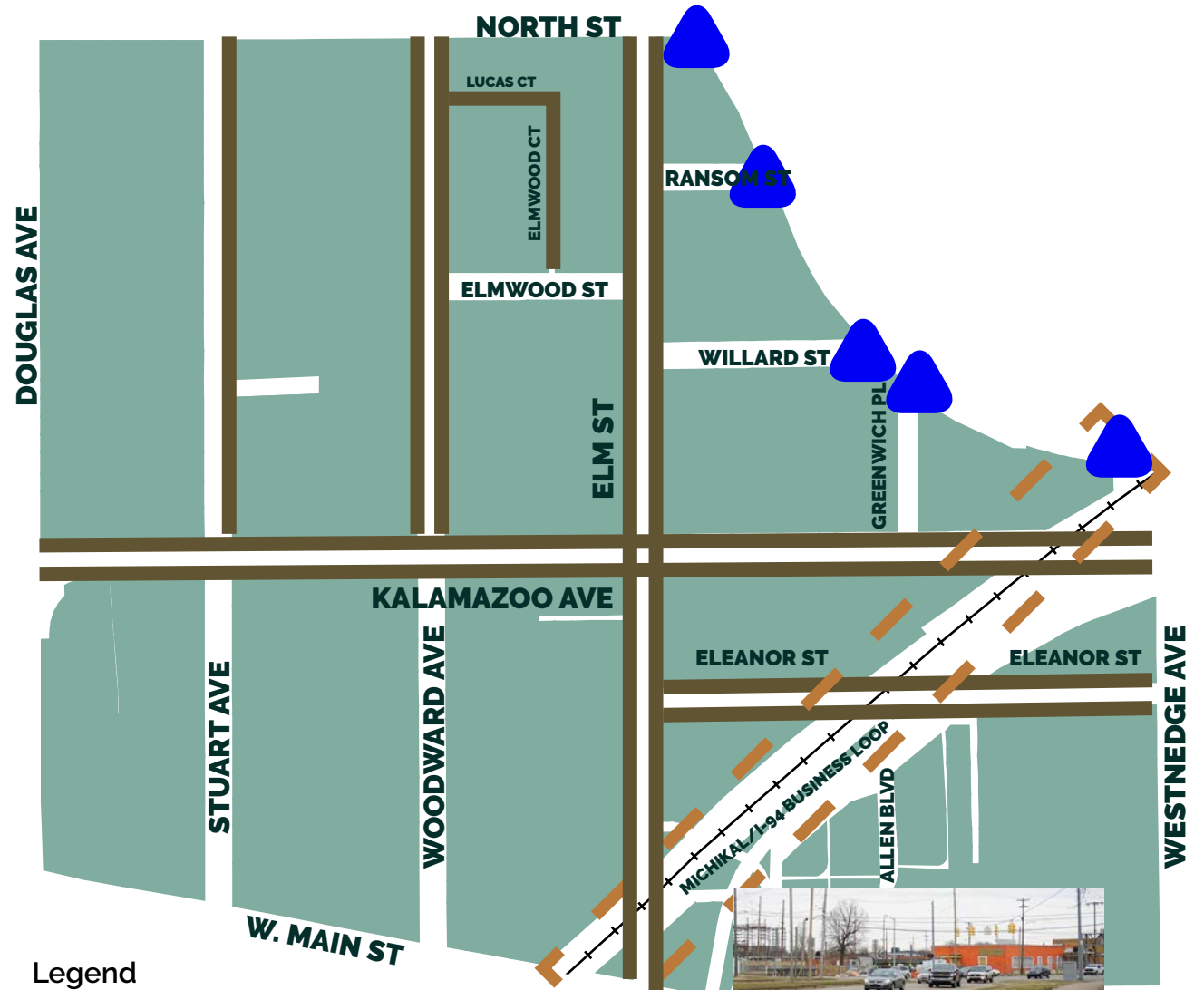
LUCAS CT



WOODWARD AVE



ELEANOR ST



- Legend**
- Area for desired trail/greenway upgrades
 - Locations for Trail Crossing Improvements
 - Proposed Locations for Sidewalk Repair/Replacement
 - Railroad

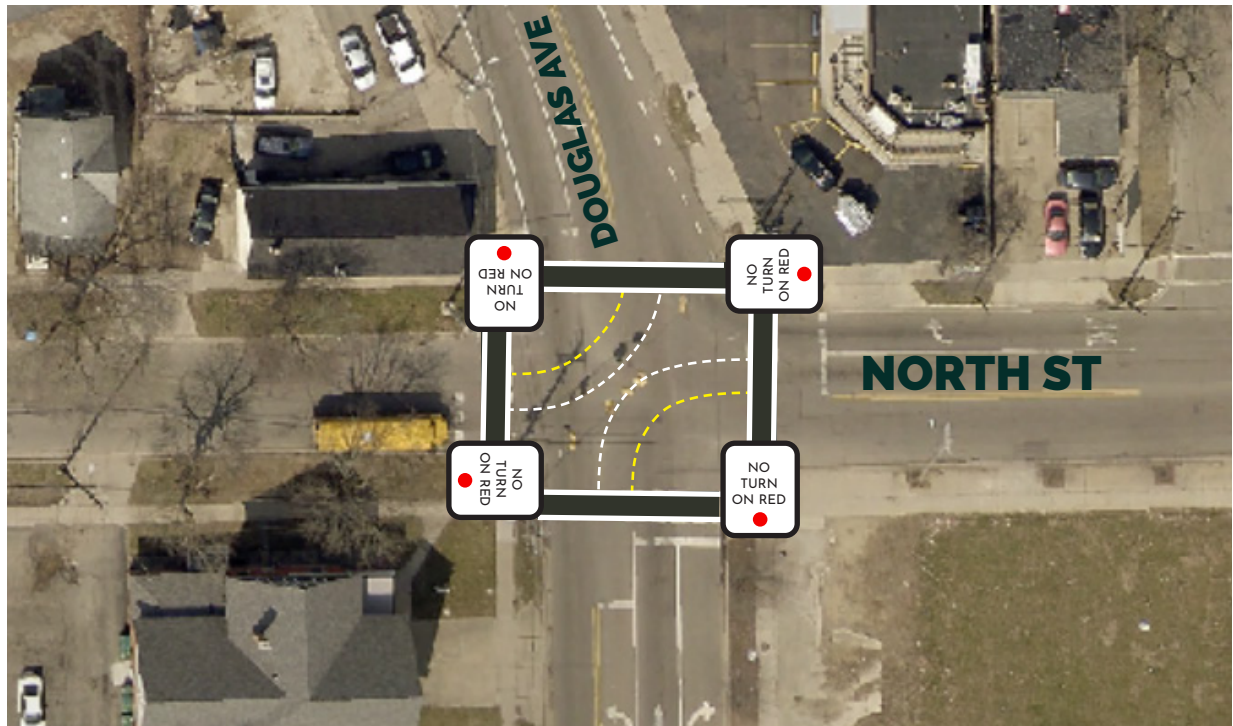


Existing Right of Way along Michikal.

Strategy #3: Increase connectivity to Downtown, adjacent Neighborhoods, and College Campuses.

Residents would like to place greater focus on connecting to other areas of the city, mainly nearby college campuses, and downtown. In addition to the two-way conversions of Kalamazoo Ave. and Michigan Ave., the association welcomes opportunities to work with City staff to improve walkability along Michikal as the streets are converted or eliminated (ex. Michikal, Elm Street Crossover, etc.)

Another opportunity for greater connectivity is at the intersection of North St and Douglas Ave. It is at this location where three neighborhoods meet - Douglas, Northside, and Stuart. This area is also proposed to



Douglas Ave and North St intersection with proposed safety improvements.

be zoned as a neighborhood node which will require new commercial buildings to be constructed up against the property line, particularly at the corner. The existing building there on the northeast corner already poses a sight line concern for drivers with nearby residents reporting

accidents here as a result.

In addition to piloting the 4-way No Turn on Red traffic control, other pedestrian safety measures should be explored such as the repainting of crosswalks and adding dotted lines “cat tracks” as guidance for left turns.

Local Wayfinding Examples



Oakwood Neighborhood Wayfinding Signage.

Improvements to the crosswalks and the installation of branded wayfinding and placemaking signage, that align with the overall neighborhood character, will help residents easily navigate to their favorite Kalamazoo destinations. Residents are looking to prioritize main corridors and any areas that



Downtown off-street parking signage.

have missing or damaged signs. With more housing and commercial development proposed for the downtown area, pedestrian traffic will only continue to increase.

Gateway and wayfinding signage can guide residents and tourists around the core neighborhoods of Kalamazoo.



Downtown Destination Wayfinding Signage.

The Association can explore exciting partnerships with other organizations to launch their historic tours and other activities that help connect people to retail and entertainment (ex. Brewery/pub crawls, Art Hop, etc.).

Strategy #4: Re-evaluate and Enhance Parking Options and Circulation in the Neighborhood

Given the narrowness of Stuart's streets within the neighborhood, creative solutions are required to enhance parking options and improve circulation, particularly during school pick up and drop off hours.

One area of concern is the bus-parent-resident interactions along Stuart Ave. Working with Woodward school staff, the Association is interested in exploring options for safer parking.

This includes a range of interventions including more immediate pavement markings to indicate a bus loading zone, cutting into the Right of Way directly in front of the Woodward School to designate

a space for a bus queue, and adding loading spaces along North St. near the school for parents.

Residents would also like to see parking maintained along Douglas Ave. The City has future plans to resurface Douglas and explore the addition of marked bike lanes or on-street parking on this corridor. Stakeholder engagement will be important once this project comes online to help mitigate conflicting priorities.

Upcoming developments like the Event Center that have been proposed for Downtown may impact the availability of parking in adjacent neighborhoods like Stuart. The neighborhood already experiences parking challenges daily during school hours and in the evenings and on weekends due to nearby college events.

To help balance the on-street parking needs of residents and visitors, the City will need to evaluate the best way to regulate and enforce parking in these areas, especially along the edges of the neighborhood and downtown.



School bus waiting for students in front of Woodward school on Stuart Ave. Up to 10 buses can be queued up at once in this location.



Map of Woodward Elementary School's existing and proposed parking areas. Residents would like a designated area for parents that reduce congestion along Stuart Ave.

Goal: Enhance the Public Realm

Public realm improvements can support safety, wayfinding, neighborhood visibility, and placemaking. What Stuart residents consider as public realm in this plan is the public Right-of-Way (ROW), streets, and open/green spaces in the neighborhood. As the other goals aim to enhance homes, commercial properties, and other public infrastructure, enhancing the public realm serves as the other puzzle piece for a complete neighborhood, improving curb appeal, utilities, and other amenities.



Enhance the Public Realm Goal's Strategies and Actions	Project Lead
Strategy #1: Foster neighborhood beautification and promote the neighborhood identity.	
Install banners around the periphery of the neighborhood to welcome people to the Stuart Historic District.	CPED & Public Works
Collaborate with local partners to roll out a curb appeal project, prioritizing gardens along Kalamazoo Ave and W Main St.	Neighborhood Association (NA)
Install/repair streetlights to achieve lighting consistency and reduce light pollution throughout Stuart. Prioritize main corridors - Kalamazoo Ave, Douglas Ave, North St., the trail, Greenwich, Old Orchard, and courts.	NA & Utilities
Install pedestrian lighting (including yard and porch lights) that is stylistically aligned with the overall neighborhood character. Prioritize main corridors, Old Orchard, Greenwich, and courts.	NA
Advocate for undergrounding telecom utility poles, wires, and cables as major redevelopment occurs with streets, sewer lines, and other public infrastructure along main corridors, when feasible.	Public Services & Utilities
Strategy #2: Preserve existing inventory & expand Stuart's tree canopy coverage to meet the City's average over the next 30 years.	
Develop a tree planting guide that supports best practices for tree planting and care.	Public Works
Host annual tree planting events for tree plantings in ROW and private property - arbor day, earth day, etc.	NA
Host a workshop to help educate residents on tree care & maintenance.	NA
Create a tree registry to raise awareness and celebrate the value that mature public trees provide to the neighborhood.	NA
Strategy #3: Establish regular ROW maintenance schedule and review.	
Resurface Elm, Greenwich, Old Orchard Place and Allen Boulevard in the next 10 years.	Public Works
Remove stumps identified in the Street Tree Inventory from the Right of Way.	Public Works
Invite City Public Works Staff to meet with residents on regular maintenance schedule for tree trimming, stormwater, etc.	NA
Invite 311 staff to meet with residents and promote 311 resources.	311
Connect with KRV Trail Volunteer Coordinator to recruit college students to help maintain Kalamazoo River Valley Trail near Neighborhood.	NA & County
Strategy #4: Mitigate Flooding and Flood Hazards through Stormwater Management	
Distribute Rain barrels throughout the neighborhood for two years.	NA
Partner with Kalamazoo River Watershed Council to explore offering a resident rain garden class.	KRWC
Study the City's stormwater system and identify infrastructure that needs relining.	Public Services
Install bioswales in curb lawns with identified flooding issues	NA

Strategy #1: Foster neighborhood beautification and promote the neighborhood identity

The Association and its residents are passionate advocates for historic preservation and restoration. Over the last five decades, the neighborhood has received national and local recognition, and the neighborhood association has successfully led and facilitated projects such as the Woodward school clock tower restoration. The architectural styles and stories associated with these buildings contribute greatly to the overall character of the neighborhood.

Residents would like to apply a similar lens to the streetscape and invest in improvements that help enhance and beautify the public realm.

Streetscape and other elements that add to curb appeal may include banners, directional signage, street and pedestrian lighting, street trees & landscaping, street furniture, waste receptacles, utility boxes, mailboxes, green stormwater infrastructure (GSI) and public art. Collaboration with local partners for these curb appeal projects will help incorporate the neighborhood's unique feel and character.

Stuart residents have traditionally invested in planting corner gardens in the Right of Way near intersections. The Association hopes to support this in the future and ensure consistency throughout the neighborhood, expanding the community gardens along Kalamazoo Ave and W Main St.

In the Fall of 2022, residents participated in a walk audit throughout the neighborhood

to identify areas for improvements such as pot holes, cracked sidewalks, overgrown trees, stumps, and missing or damaged lighting.

There has been a particular focus placed on matching the appearance of certain public realm elements, like signage and lighting, to the overall style of the neighborhood.

When replaced, the lighting will be chosen with regards to the neighborhood's style and character in mind, this includes pedestrian lighting along with yard and porch lighting. Not only does lighting lend itself to creating a safer environment, attention to the consistency in the design and styles can make public spaces more inviting, reduce overall light pollution, and strengthen neighborhood identity.

Currently, the lighting in Stuart ranges widely in style,

temperature, and frequency. Special consideration should be given to lighting features to ensure specific models selected help reduce light pollution rather than exasperate it. Nonetheless, improvements to the right of way can create fun, community building activities for neighbors to come together and work on a project that enhances the overall neighborhood environment.

When installing new street lighting, the city will be prioritizing main corridors such as Kalamazoo Ave, Douglas Ave, North St, the trail, Greenwich, Old Orchard, and courts. Special attention should be given to lighting features to ensure specific models selected help reduce light pollution rather than contribute to it further.

To the right are examples of lighting inspiration and other Right of Way project

inspiration for future exploration. All lighting should comply with the City's Street Design Manual and Zoning Ordinance.

As major redevelopment occurs with streets, sewer lines, and other public infrastructure in the neighborhood, residents would like the city to incorporate underground telecom utility poles, wires, and cables.

The neighborhood association will explore partnerships with different organizations with assistance from City staff to identify funding sources that can support the implementation of these projects which often can be expensive and time intensive.



An example from Indiana University of hooded street lighting featuring ornamental elements with a frosted globe to prevent glare.



An example of hooded LED street lighting with ornamental elements.

Strategy #2: Preserve existing inventory & expand Stuart's tree canopy coverage to meet the City's average over the next 30 years

When walking around the Stuart neighborhood one may notice several mature trees that provide great shade and adds to the overall neighborhood character.

However, based on the City's 2018 analysis and 2021 street tree inventory, Stuart found itself in the bottom third for tree canopy cover; 7 percentage points below the City average (33%). Of the 22 neighborhoods in Kalamazoo, Stuart is ranked 18th (see table on next page).

Planting additional trees in the public right of way will help add to the canopy cover over time. Most importantly,

properly maintaining and preserving existing mature trees will help keep Stuart's canopy intact, as newer trees begin to grow and reach full maturity over the next 30 years.

To help raise awareness of the importance of preserving trees, the Association will work with the City's Community Planning and Economic Development (CPED) staff to create interactive markers/signs that help identify the tree species and offer interesting stories and facts related to the tree and its location. Promoting this on future historic tours will also help bring light to the value that trees can provide to residents and the community at-large.

Along with preserving existing trees, the neighborhood would like to promote the planting of new trees by developing a planting guide that supports

Tree canopy cover by neighborhood from NAIP imagery analysis (2018)			
Neighborhood	Canopy Size (acres)	Total Size (acres)	Tree Canopy Cover (%)
CBD	25	286	9
WMU/KRPH	154	641	24
Milwood	762	3,116	24
Northside	284	1,118	25
Stuart	28	109	26
Edison	505	1,776	28
Colony Farm	121	407	30
Knollwood	143	481	30
Arcadia	185	613	30
West Main Hill	59	192	31
Southside	46	138	33
Vine	179	520	34
South	497	1,331	37
Westnedge	127	325	39
Douglas	188	479	39
Westwood	286	664	43
Hill	556	1,286	43
Oakland/Winchell	129	295	44
Burke Acres	522	1,174	44
Hill N' Brook	97	214	45

Published in the City of Kalamazoo's Community Sustainability Plan, 2022.

best practices for tree planting and long-term care. Providing ways for residents to connect through this initiative, like hosting an annual tree planting event and tree maintenance workshops will help add to the tree inventory and support preservation of these trees in the future.



Example of a youth project at Woods Lake Park to help educate visitors about the trees.



Proposed tree registry project that encourages residents to learn about the trees in their neighborhood.

Strategy #3: Establish regular Right of Way (ROW) Maintenance schedule and review

Regular and consistent maintenance of the ROW will help prevent more complex infrastructure problems in the future and reduce issues that impact residents as a result. Routine maintenance activities within the ROW may include tree trimming and other tree maintenance, stump removal, street resurfacing of Elm St, Greenwich Pl, Old Orchard Pl, and Allen Blvd, street sweeping, and litter/waste removal.

Promoting the use of 311 will help direct residents to customer service specialists that serve as the bridge for the city to connect residents to the appropriate staff or agency. This provides an opportunity for residents to take agency

in reporting issues timely and aid in City staff responding to concerns as soon as they're able to.

The Association has connected with the Kalamazoo River Valley Trail (KRVT) coordinator to facilitate conversations about trail maintenance and improvements. The trail serves as a wonderful recreational amenity in the Stuart neighborhood for both pedestrians and cyclists.

Feedback from residents have highlighted concerns about litter and safety, including lack of lighting. Identifying a model for funding and support (i.e. volunteers, etc.) can help turn the trail into a reason why people choose Stuart as their neighborhood.

Placemaking at the trail head and key trail crossings would serve as a great community

building initiative among Stuart residents and also in collaboration with Northside residents and other groups that share this resource.

With recent clean-up activities coordinated by the Association, momentum for ongoing support is building. Additional elements such as public art and active programming along the trail could help sustain the impact of clean-up events by adding more 'eyes on the street.'



Proposed improvements to the KRV Trail Head located off of Westnedge Ave.

Strategy #4: Mitigate Neighborhood Flooding and Flood Hazards through Stormwater Management

Flooding is a serious concern for many city residents, especially those who live within a floodplain. Stuart is not largely affected by this issue compared to other core neighborhoods; however, residents cite issues with stormwater drainage and water pooling near their homes, particularly near Elm St. and Elmwood St., and in the southeastern part of the neighborhood.

Most of the stormwater infrastructure in the Stuart neighborhood is very old (>70 years) and, even if functioning properly, may be susceptible to damage. This can be mitigated by the placement of a liner in pipes



An example of a rain garden downtown Kalamazoo. Courtesy of the Kalamazoo Valley Museum.

and structures; specifically, this is recommended for all vitrified clay pipe and concrete pipe.

In order to more accurately determine stormwater infrastructure needs, it is necessary to complete an

analysis of existing assets. This includes determining the locations, size, slopes, and conditions of existing storm sewers, manholes, catch basins, and inlets. The City has initiated this process and will begin work with their

consultant on this inventory over the next year.

There are also other activities residents can participate in to support stormwater management on their own property. The Associations is looking to partner with local organizations like the Kalamazoo River Watershed Council and Kalamazoo Nature Center to explore neighborhood programming for residents to get trained in rain garden design.

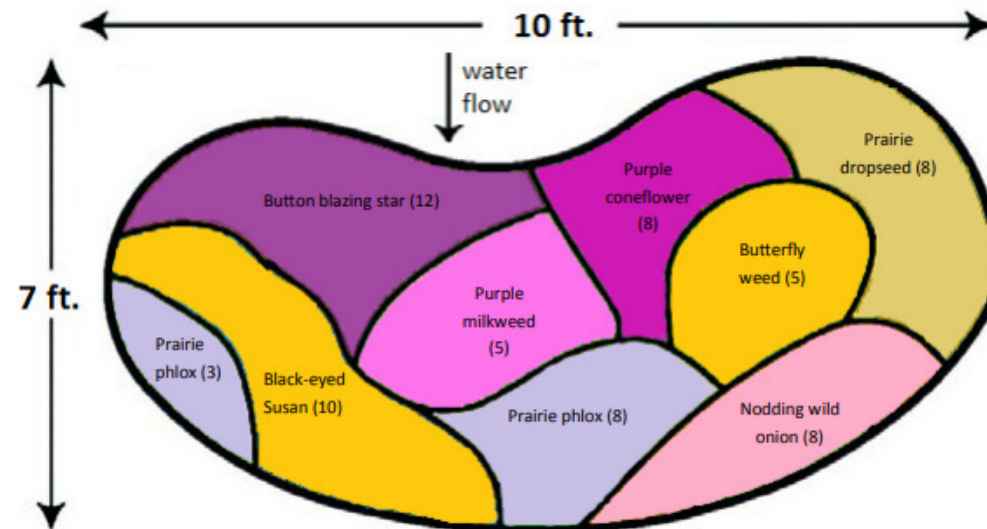
Rain gardens can play a role in water capture and help lower costs associated with lawn care maintenance. Similarly, bioswales in the ROW can help filter out pollutants and capture water. Rain barrels can also be added to these workshops or distributed out to residents as a separate program.

These measures are inexpensive and have co-benefits that help reduce the impact of flooding. Tools like these can be incorporated into education materials and neighborhood activities, like events that can bring residents together around a common cause.

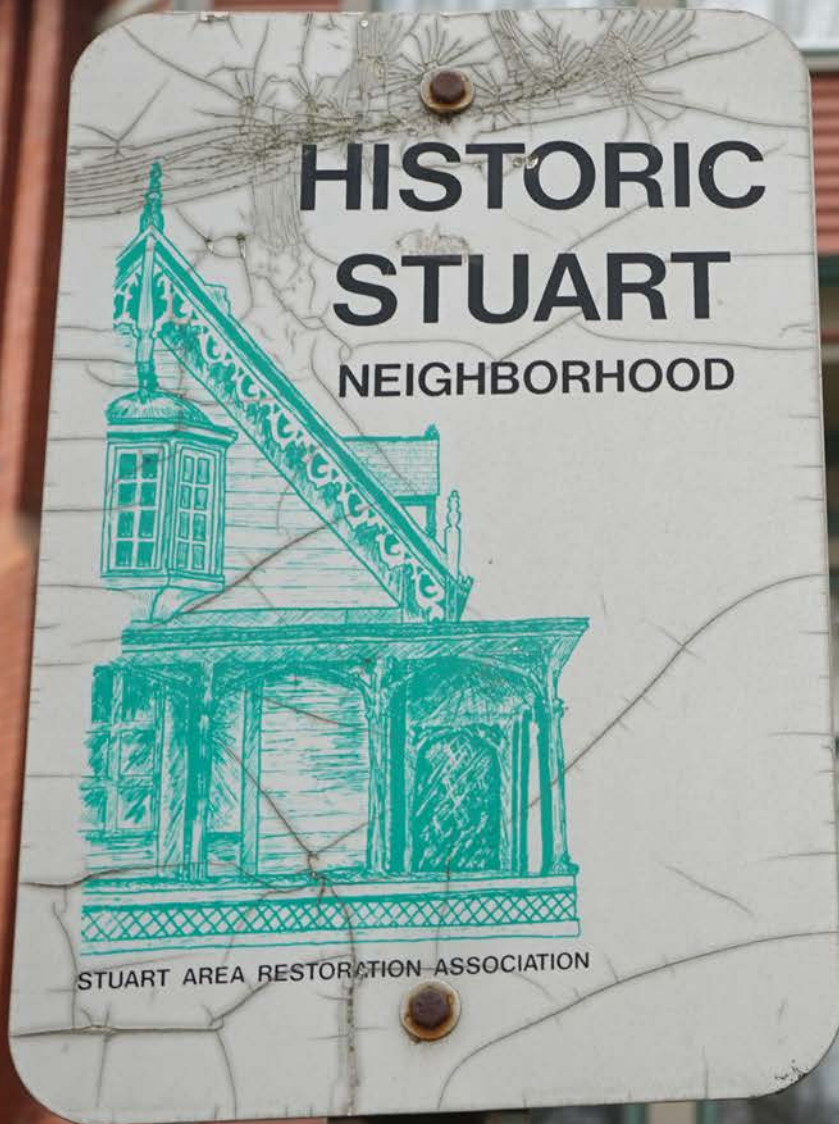


City of Battle Creek's 2023 promotional for their rain barrel sale.

Rain Garden Layout Example



An example of a rain garden layout based on Kalamazoo County Drain Commission's Rain Garden Installation Guidelines.



Goal: Champion Community Building

During the engagement phase, one thing that became abundantly clear, was that residents wanted to come together as a neighborhood and have fun! The neighborhood association invested in hosting several events through the year. Ongoing engagement is critical to successfully implementing the projects outlined in this plan. An emphasis on community building activities will help build capacity, motivate residents to get involved, and support their neighbors.

Creating a welcoming environment requires thoughtful planning. Residents have voiced interest in putting in place systems to better inform residents of opportunities, stronger visual neighborhood identity, and customs that create a sense of belong, especially for new residents and renters.

Champion Community Building Goal's Strategies and Actions	Project Lead
Strategy #1: Strengthen neighbor relations and sense of belonging in Stuart, with emphasis on bridging the eastern and western parts of the neighborhood.	
Promote the Association's annual meeting and increase attendance at regular board meetings.	NA
Sponsor events throughout the year that take place at different locations around the neighborhood.	NA
Create an electronic newsletter and publish it quarterly.	NA
Partner with KYD Network to build capacity around youth development opportunities for neighborhood youth.	NA
Celebrate the 50th Anniversary of the Stuart Historic Neighborhood Association.	NA
Strategy #2: Welcome new homeowners and tenants that relocate to Stuart.	
Develop a welcome kit that includes information on Historic District Standards, city services, downtown activities, and a neighborhood association welcome basket.	NA
Connect with apartment complexes and landlords to identify ways to greet new tenants and share ongoing updates on future neighborhood events and opportunities.	NA
Establish a neighborhood coalition of businesses, churches, and other organizations to plan opportunities to welcome new and connect with existing residents.	NA
Strategy #3: Sustain neighborhood leadership through capacity building, recruitment, and strategic marketing.	
Develop a marketing plan and branding/identity for the Stuart Historic Neighborhood Association.	NA
Explore hosting an AmeriCorps member or interns to help support outreach and event planning for the association.	NA
Collaborate with a college through UniZooCity to redesign the Stuart Neighborhood Association's logo.	NA
Invite advisory members that represent WMU, Kalamazoo College, Woodward Elementary, and St. Augustine to attend regular board meetings.	NA
Launch a capital campaign in honor of the Association's 50th anniversary milestone to pay the mortgage and make repairs to its meeting housing, 530 Douglas Ave.	NA
Strategy #4: Create opportunities to engage and support neighborhood businesses, artists/entrepreneurs, and churches.	
Utilize city funding to help neighborhood businesses make improvements to their building.	CPED
Connect home-based businesses with the City's technical assistance grants for logistics and marketing support.	NA
Create a neighborhood business directory.	CPED
Develop info materials to help raise awareness of local and regional business support grants.	CPED
Work with small businesses to receive the designation of Bike Friendly Business through the League of Bicyclists.	CPED

Strategy #1: Strengthen neighbor relations and sense of belonging in Stuart, with emphasis on bridging the eastern and western parts of the neighborhood.

Due to existing physical constraints of the railroad, Kalamazoo Ave, and Michikal, residents feel disconnected from different parts of their neighborhood. Those that live in the area just southeast of Michikal have voiced their sense of isolation and lack of representation.

Many of the neighborhood events are currently held at Woodward school, one of the only large open spaces in Stuart. The Association and City have also planned events at Station 5 just outside the boundaries of Stuart. Working with partners like St. Augustine and the City, the association

would like to explore other areas in the neighborhood and rotate events throughout the year in these different locations.

The Association would like to promote their neighborhood annual meeting, sponsor events all year around, and increase attendance at regular board meetings with representation from the colleges, neighborhood schools, renters, and youth.

The Association will find innovative ways to leverage their online presence, as well as start a quarterly electronic newsletter, so that resident can stay up to date on happenings and events within the neighborhood.

To welcome new families to the neighborhood, the Association plans to connect with KYD Network, a local nonprofit that builds capacity among

other organizations who work directly with youth. Youth (ages 0-25) are also a stakeholder within Stuart. Creating opportunities for families and college students to be involved will add to the diversity and inclusiveness of neighborhood programming.

2023 marks the 50th year of the Stuart Historic Neighborhood Association. A Capital Campaign is planned to kick off in the Fall to celebrate this milestone and share the Association's history and future outlook with its residents.



Stuart Historic Neighborhood Association celebrates 50 years this year.

Strategy #2: Welcome new homeowners and tenants that relocate to Stuart

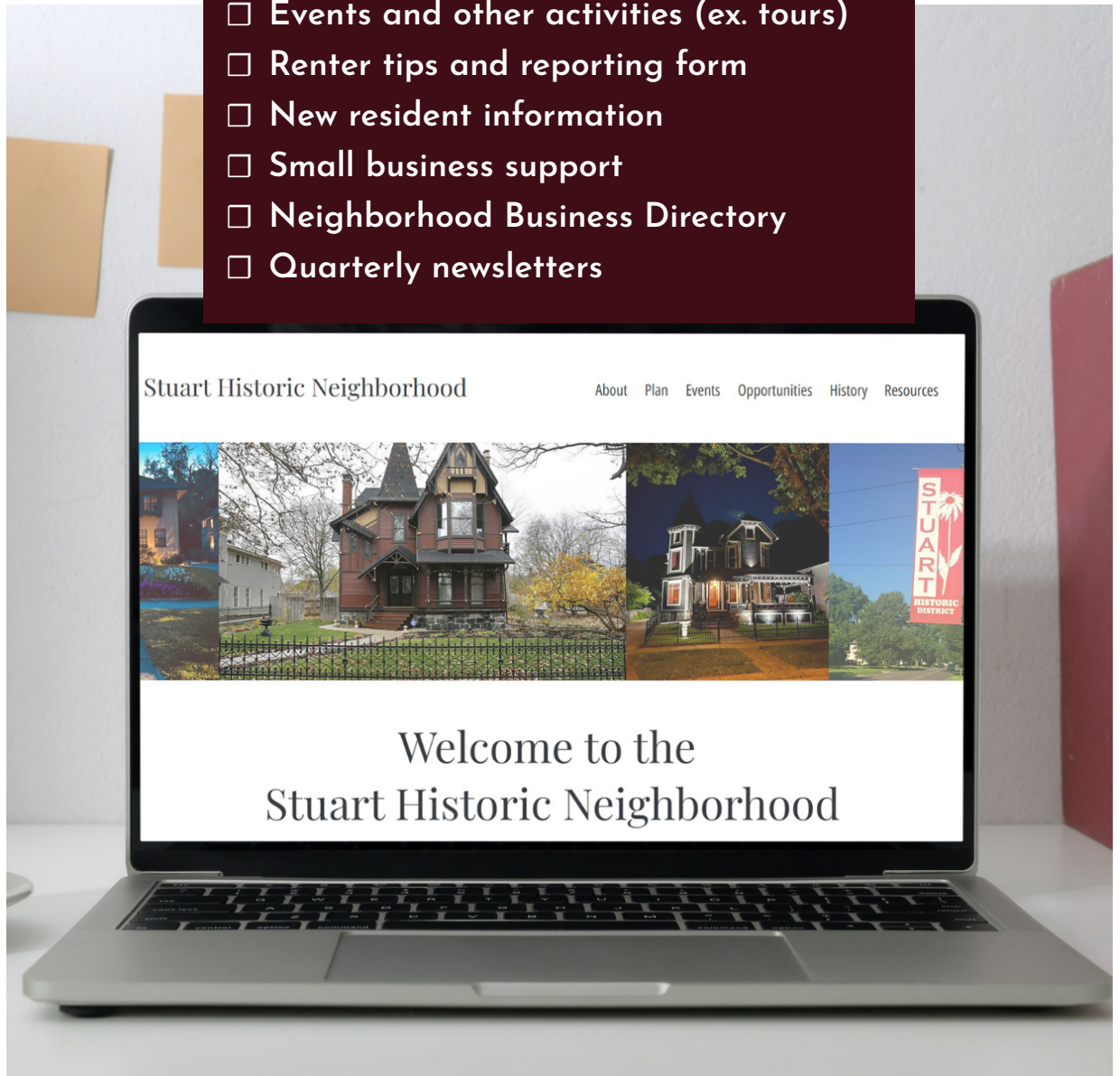
While the neighborhood has experienced a decline in population, recent housing projects in downtown and potential large commercial developments like the proposed arena could change this trend.

The Association has set out to implement practices that help welcome new residents like welcome kits and updating their website with helpful information and resources, as well as support renters and landlord relations.

The Association would also like to establish a coalition of businesses, churches, and other organizations to plan events, help welcome new residents, and connect with existing residents.

Website Update #1: Community Building Support

- Events and other activities (ex. tours)
- Renter tips and reporting form
- New resident information
- Small business support
- Neighborhood Business Directory
- Quarterly newsletters



to include more resources that promote school enrollment, housing resources, and historic tours.

Strategy #3: Support neighborhood leadership through capacity building, recruitment, and strategic marketing

Neighborhood associations have an important role in connecting residents to resources and opportunities. An intentional communications strategy is vital to ensuring engagement activities are reaching everyone in the neighborhood.

The Association has recently invested in improving their online presence with regular updates on their website social media pages. With these latest changes to their outreach strategy and their

name change, the Association is working towards a more clear and consistent identity. This will be further reinforced by the development of a marketing plan and finalizing other branding elements, like their logo.

A strong neighborhood identity can be attractive to those relocating to Kalamazoo and choosing a neighborhood to live, as well as cultivating pride among existing residents.

In order to sustain this level of work and help steward the implementation of neighborhood projects, the Association recognizes the need for capacity building. The Association will collaborate with local colleges through the UniZooCity initiative to offer an opportunity to students to design a new logo and branding guidelines for the organization.

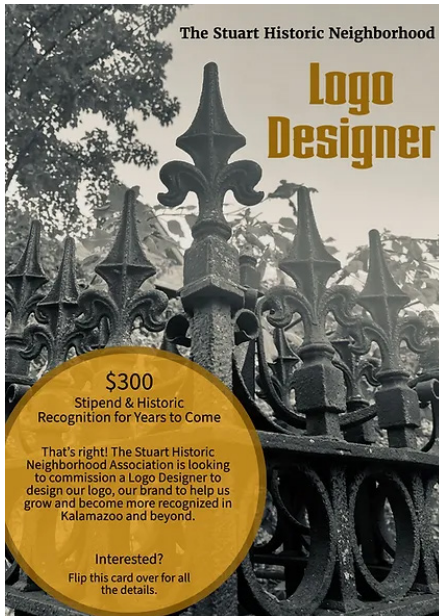
The Neighborhood Association wants to explore hosting an Americorps member or interns to help support planning and outreach for the neighborhood. Over time, the Association will work to identify and invite advisory members that represent WMU, Kalamazoo College, Woodward Elementary, and St. Augustine to attend regular board meetings.

As the association turns 50, the Association looks forward to leveraging this milestone as an opportunity to launch a major fundraiser with the goal to create a fund that helps sustain ongoing neighborhood activities and programming for residents.

This fund will also go towards paying off the mortgage and making repairs to the Association's meeting housing at 530 Douglas Ave. This building has served as the

Association's main office, as well as a community gathering space for neighborhood board meetings on the main floor.

The Association currently provides affordable rental housing to a family on the second floor. This campaign will help preserve the Association's continued use of the building to serve the community.



Recent campaign for logo submissions to support the rebranding of the Stuart Historic Neighborhood Association.

Strategy #4: Create opportunities to engage and support neighborhood businesses, artists/entrepreneurs, and churches

The Stuart neighborhood is more than residential. There is commercial, including home-based businesses, as well as churches, and schools that make up the neighborhood. Strengthening supports and connectivity to these existing businesses and institutions contributes to being a Complete Neighborhood.

These supports can range from helping businesses receive the designation of Bike Friendly Business through the League of American Bicyclists' program, connect home-based businesses with the City's technical assistance grants for logistics and marketing support, developing

info materials to help raise awareness of local and regional business grants, to improving facade appearance with available grant funding.

A neighborhood business directory is another tool the neighborhood hopes to connect residents to what goods and services are available right in their neighborhood. This directory can help highlight home-based businesses, as well as professionals who work on artistic and entrepreneurial endeavors.

The city has had recent success in partnering other neighborhood associations like Northside Association for Community Development (NACD) to offer small business resources at open house-style events. Similar programming/materials can be made available in Stuart.



Goal: Address Housing Needs

As more commercial and resident development occurs downtown, Stuart must balance responding to the growing interest in downtown living, as well as calls for support from existing homeowners and renters in maintaining their properties. The redevelopment of vacant land like the corner site on North St. and Douglas Ave. raises interest among residents. Stuart residents have also cited concerns through outreach events held this summer and at board meetings about availability of resources and continued enforcement of code violations to help better maintain existing housing.

Address Housing Needs Goal's Strategies and Actions	Project Lead
Strategy #1: Assist property owners with maintenance and upgrades to increase the home's energy efficiency.	
Host annual info sessions for residents to raise awareness of energy efficiency upgrades and funding opportunities that align with historic district regulations.	CPED
Develop informational materials that encourage homeowners to get an energy efficiency audit that identifies potential upgrades.	CPED
Develop informational materials and promote resources for weatherization and home improvement.	CPED
Host a resource fair to connect residents with services and resources for home improvement projects.	CPED
Code and Rental Inspectors attend board meetings and provide relevant updates regarding ongoing code enforcement activities.	CPED
Strategy #2: Encourage healthy and safe home environments, with emphasis on seniors and families with young children.	
Promote the Tire Blitz and other existing city and county programming that supports recycling hazardous materials.	NA
Host neighborhood recycling days to collect and dispose of hazardous materials.	NA
Promote the city's water filters program to encourage safe and clean drinking.	NA
Replace lead service lines throughout the neighborhood.	Water
Promote lead and radon remediation services in partnership with Kalamazoo Neighborhood Housing Services.	NA
Promote ways for individual households to improve indoor air quality at home.	NA
Strategy #3: Increase affordable housing options through form-based code and mixed-use development incentives.	
Incentivize mixed-use development that provides safe and easy access to goods & services that meet residents' daily needs, including a laundromat, coffee shop, and restaurants.	CPED
Encourage the redevelopment of the southeast corner of Douglas Ave and North St to feature mixed-use to attract more commercial and residential tenants to the neighborhood.	NA
Support affordable infill housing in vacant lots in Stuart and along its boundaries.	CPED

Strategy #1: Assist property owners with maintenance and upgrades to increase the home's energy efficiency.

During the engagement phase, several residents lifted their concerns about homes needing repair. Both affordability and navigating historic district regulations were cited as barriers for residents when seeking to do a home repair or upgrade. When looking at code complaints over the last ten years (see table on the right), this feedback is reflected in the top 10 complaints.

Directing people to existing resources and developing tools that help streamline the process will make property owners and tenants feel welcomed in their community. The Association would like to start guiding homeowners and renters towards resources

that can be easily accessed online and in-person. An example of this would be the Association promoting how to schedule an energy efficient audit appointment. This audit can identify potential home updates or teaches residents how to weatherize their home - and it's free!

The Association would also like to host more events that educate residents on homes maintenance, existing programs and resources for home improvement assistance, and informational sessions on how to install energy efficient upgrades that align with historic district regulations.

Residents have expressed interest in Code and Rental Inspectors attending board meetings so they can receive relevant updates regarding ongoing code enforcement activities.

Top 10 Code Compliance complaints in the last 10 years (1/1/12 - 11/2/22)

Category	# of Complaints	Rank
Curb Lawn Trash	536	1
Private Property	311	2
Weeds	183	3
Housing	156	4
Recycling	59	5
Bulk Trash	50	6
Zoning	32	7
Historic District	25	8
Streets & ROW	15	9
Building	12	10

2022 City Report via BS&A.

Strategy #2: Encourage healthy and safe home environments, with emphasis on seniors and families with young children

Trash in the curb lawn is the most common violation in Stuart. Junk and debris stored in the curb lawn is a major issue. A housing violation addresses any issue with the physical structure/dwelling. Private property violations may include trash, porch, graffiti, junk auto, and other situations that are nuisances on private property.

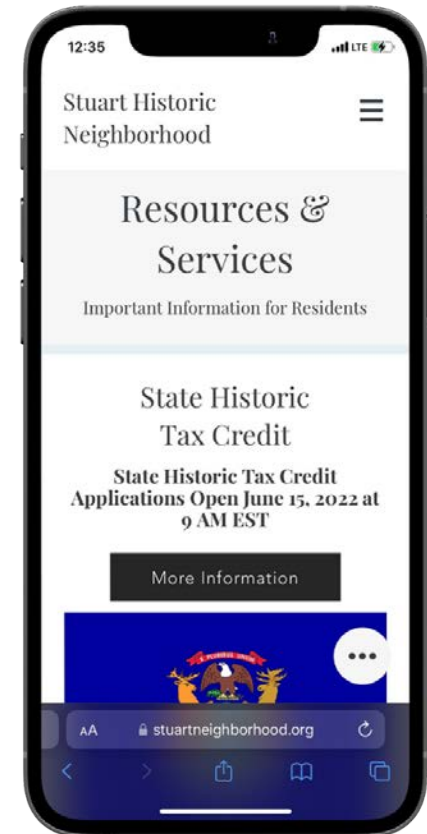
When walking around the neighborhood, maintenance needs are visible, as well as junk and trash violations. Continuing to invest in recycling programs, especially for hazardous materials, and educate on how to dispose of waste and plan small home

improvements in alignment with local historic district regulations can boost the appearance of properties and empower families to maintain safe and healthy homes. The Association wants to work towards reaching individual households on ways to improve indoor air quality and begin hosting neighborhood recycling days.

The Association will also start promoting the Kalamazoo Conservation District's Tire Blitz and City-led programs like the free water filter to encourage safe and clean drinking water, and lead and radon remediation in partnership with Kalamazoo Neighborhood Housing Services (KNHS). Residents would like to see any lead service lines in the neighborhood replaced.

The Stuart neighborhood boasts older housing stock,

Website Update #2: Housing Resources



- Recycling Coach App
- Water filter program
- Remediation services
- Energy Efficiency Audits
- Home weatherization tips
- Indoor air quality info

which often means a higher likelihood of having significant levels of lead. There can be several sources of lead in homes that were built before the late 1970s, including plumbing, windows, paint, and soil.

Stuart is planned to receive focus over the next few years for lead service line replacement. These are pipes that connect the City's water main to the home. Lead can be released into drinking water from corrosion in these lead service lines. As a result, communities around the country have been working towards the replacement of these lines as funding allows.

On the right is a map of where lead service lines have already been replaced in the Stuart neighborhood.



Completed Lead Service Line replacements reported as of April 2023. City of Kalamazoo.

Strategy #3: Increase affordable housing options through form-based code and mixed-use development incentives

With little available property to redevelop in the neighborhood, it can be a challenge to create more affordable housing options or attract new commercial interests. College students continue to choose Stuart neighborhood as an area to live nearby campus, while seniors who age out of their single-family homes are looking to downsize but remain conveniently close to downtown and hospital. Diversifying housing options in the neighborhood can cater to a range of existing and future residents.

A long-standing desire of residents in the area has



Empty lot on the corner of North St. and Douglas Ave. is waiting to be redeveloped.

also been to have a third-place. These spaces are often described as community anchors; places where people can gather outside of home or work and build community, like a coffee shop or laundromat. With independently-owned restaurants like Comensoli's and downtown nearby, these additional amenities would appeal to existing and new residents, especially students and other renters, and professionals that may work from home.

Encouraging redevelopment on the North & Douglas corner lot could be a catalyst for more investment at the core of this commercial node. A mixed-use approach can help create an attractive destination for those looking to live, work, and play right in their neighborhood. Supporting the City in upcoming zoning updates to commercial and residential districts can help ensure Stuart has multiple housing options to offer its residents while staying in alignment with the historic character of the neighborhood.



Goal: Promote Historic Preservation

As a local historic district, the Stuart neighborhood benefits from certain protections that help aid in the preservation of the area's historic architectural character. In addition to this important regulatory tool, residents have also expressed an interest in sharing the neighborhood's rich history through other modes such as storytelling, education, neighborhood branding, and historic-related events.

Promote Historic Preservation Goal's Strategies and Actions	Project Lead
Strategy #1: Celebrate the history of the Stuart neighborhood and the role historic preservation plays in preserving the neighborhood's character.	
Promote Historic Preservation Month.	NA
Promote Stuart history at the association's Annual Meeting in partnership with WMU and Kalamazoo College students.	NA
Develop a house model program for WMU and Kalamazoo College students to gain skills by creating 3D models of Stuart homes to present to residents as an educational tool and keepsake.	NA
Recognize the history of West Main Park as Kalamazoo's first city-owned park through the installation of educational signage at the site.	Parks & Rec
Host an annual Research-a-thon to assist residents and students with researching the history of Stuart homes.	NA
Establish a neighborhood tour to help promote the history of Stuart to residents and tourists.	NA
Build a relationship with Gun Lake tribe to identify ways to recognize their presence - historically and contemporary.	NA
Strategy #2: Educate residents on historic district regulations and funding mechanisms.	
Host an annual financial literacy workshop in partnership with the State Historic Preservation Office to discuss Certified Local Government (CLG) community grant opportunities.	CPED
Develop an awareness campaign to promote the Federal and State historic preservation tax credits.	NA
Create a project planning series that will include support on topics such as project logistics, budgeting, contractor selection process.	CPED
Create a helpful planning guide for budgeting and fixing common home improvement issues.	CPED
Promote Historic District Standards in publications such as View of the Curb, neighborhood newsletter, and neighborhood welcome kit.	CPED
Strategy #3: Preserve the neighborhood's existing building stock and historic fabric through regulations and programming.	
Update zoning code to promote and preserve the scale and character of the neighborhood for new development.	CPED
Recognize the local Stuart Historic District boundaries by adding 'Stuart Historic District' to street signs.	Public Works
Work with the Historic Preservation Commission to establish regular DIY home improvement training sessions.	CPED
Update the Historic District Standards & Guidelines within the next five years.	CPED
Research & identify locations to install historical markers.	NA

Strategy #1: Celebrate the history of the Stuart neighborhood and the role historic preservation plays in preserving the neighborhood's character

Stuart residents recognize the capacity they gain by being surrounded by two local universities and community college. The Association wants to pursue more collaborations with college faculty and students to host enrichment opportunities that connect students with other residents in the area, while also gaining knowledge and skills.

Promotional events with partners from WMU and Kalamazoo College could include neighborhood tours of historic homes and Kalamazoo's first city-owned park. Installing interactive, educational signage along these tour routes can enhance

the experience for residents and tourists; providing an opportunity for information to be updated more regularly using QR codes.

Year-round workshops that support residents' and college students' research interests can serve as a fun, community building activity and equip participants with important research skills. In addition to research workshops, the Association would like to partner with WMU to develop a housing model program for students to gain skills by creating 3D models of Stuart homes and presenting them to residents as a gift/souvenir.

Historic Preservation Month celebrations each year in May can showcase the neighborhood's past and be a great introduction to preservation for community members. This is a great time to collaborate with

other preservation groups like the Historic Preservation Commission to host historical and preservation-related events. Furthermore, the Association would like to consult with the Kalamazoo Reservation Public Education Committee of Gun Lake Tribe and find ways to uplift and recognize their presence in the neighborhood, historically and contemporary.



In 2019, street signs were installed that mark the historical boundaries of the 19th Century Native American Reservation in Kalamazoo. Courtesy of Sevilla Mann, WMUK.

Strategy #2: Educate residents on historic district regulations and funding mechanisms

Residents are seeking more guidance on navigating the project and review processes for historic homes. Through community input sessions, residents have voiced experiencing confusion and conflict during the project planning phase.

Educating residents in historic districts about the City's standards and guidelines and building code can lead to earlier compliance with the Historic District Standards & Guidelines, and the City's building code, and higher quality projects completed in the neighborhood.

The Association will work with City staff and other partners like the State

Historic Preservation Office (SHPO) and Michigan Historic Preservation Network (MHPN) to host workshops and develop materials that cover topics like financial literacy, project planning and contractor selection.

Feedback from residents regarding historic district regulations also included concern for the affordability of home repairs and maintenance. Financial literacy training and project budgeting information can help demystify the process and guide residents successfully through a project.

In collaboration with SHPO, residents can learn about Federal and State historic preservation tax credits made available exclusively to property owners in historic districts.

The Association would like to also start promoting Historic

guidelines in publications like, *View from the Curb*, the Stuart neighborhood newsletter, and the neighborhood welcome kit so residents can access these guidelines and other resources through multiple channels.



2023 window repair workshop hosted by the City in the Vine neighborhood.



Stuart residents want to improve their home. Updating and streamlining city review processes will make this even easier.

Strategy #3: Preserve the neighborhood's existing building stock and historic fabric through regulations and programming

The City kicked off the update to the Local Historic District Standards and Guidelines at the beginning of 2023. During the engagement phase, input has been collected at the neighborhood level through surveys and meetings.

Updates include the overall readability of the guidelines, clarifying and streamlining the project review process, adding references to renewable energy infrastructure such as solar panels, and transferring certain projects from Historic District Commission (HDC) to administrative review.

City staff are also working on updates to its commercial and

residential zoning. With these upcoming changes, Stuart residents advocate for form-based code that helps promote and preserve the scale and character of the neighborhood for new development.

The City's Historic Preservation Commission (HPC) has considered developing a local historical marker program in past years. Such an initiative could support groups at the neighborhood level who have had interest in recognizing significant people or events.

Markers can also lend themselves as useful stops for tours and serve as a recreational amenity that is both interactive and educational for residents and visitors strolling past.

Wayfinding signage can also help reinforce the identity and boundaries of a neighborhood for utility and

social purposes, like the City's recent project where historical Native American reservation boundaries were added to contemporary street signs. A historic district identifier could be installed onto street signs around the neighborhood to enhance the environment without increasing visual clutter in the ROW.

The HPC is known for hosting workshops each year to provide residents an opportunity for hands-on training. The Association will work with the HPC to host workshops in the Stuart neighborhood on topics like window and masonry to empower residents to repair their own homes and learn about historic building systems

Historical Marker Examples



England's historic Blue Plaque Program - one of the first commemorative marker programs in the world. Courtesy of English Heritage.



Historical Happenstance Markers Courtesy of Scottsdale Public Art.



New York State Historic Marker. Courtesy of William G. Pomeroy Foundation.



Portland Brick Historical Markers. Courtesy of Portland Brick Project.



St. George Hotel's historical marker in Sacramento, CA.

The image shows the front facade of Woodward School. It features a prominent white portico with six columns. Above the columns, the words "WOODWARD SCHOOL" are inscribed in black capital letters. In the center of the pediment above the text is a circular emblem. The building is constructed of red brick with white window frames. The sky is overcast.

WOODWARD SCHOOL

Goal: Support Woodward School

While Kalamazoo Public Schools does not operate on a community school model, many Stuart residents still value Woodward Elementary School as a neighborhood asset. The neighborhood association would like to further explore ways to strengthen the relationship between the school and the Stuart neighborhood that centers reciprocity and community. Residents have communicated the importance of advocating for the building's continued use as an active elementary school and supporting its students, as well as the desire to expand programming and other activities that welcomes and supports the neighborhood at-large.

Support Woodward School Goal's Strategies and Actions	Project Lead
Strategy #1: Strengthen the relationship between the neighborhood and Woodward School.	
Invite a rep from Woodward to attend Neighborhood Association board meetings throughout the year, prioritizing the annual meeting.	Neighborhood Association (NA)
Host 1-2 events a year at Woodward school.	NA
Promote volunteer opportunities on the Neighborhood Association's website and social media.	NA
Work with school building staff to create/improve volunteer opportunities throughout the year such as reading buddies, career day, and after-school programming.	NA & Communities in Schools (CIS)
Host an annual back-to-school drive in partnership with Communities in Schools (CIS).	NA
Work with Kalamazoo Public Schools to establish a meaningful community engagement plan for involving the Stuart neighborhood in decisions regarding the future use of the Woodward site.	NA & Woodward
Promote the Facilities Rental application on the Neighborhood Association's website.	NA
Strategy #2: Create and promote opportunities for staff and students to get involved in the Stuart neighborhood to enrich their learning and workplace.	
Host at least one evening skills-based program at Woodward for parents and Stuart residents.	NA & Woodward
Promote and host 1-2 clean up and gardening events each year for residents, the school, and the Kalamazoo Nature Center to maintain the Woodward School Garden.	NA
Register for and utilize PeachJar to promote community events to the school community.	NA
Strategy #3: Support the continued use of the Woodward school building as an active elementary school through promotion and attraction	
Create and display 'We Support Woodward School' yard signs in front yards.	NA
Promote enrollment to Woodward School on the Neighborhood Association's website and social media during open enrollment in late Summer.	NA
Feature Woodward School promotional materials in neighborhood welcome kits	NA
Add Woodward School as a stop on neighborhood tours to highlight its historic value.	NA
Attract day care centers to the neighborhood to support working families with young children and serve as a feeder to Woodward.	NA
Host an annual workshop in partnership with CIS to share information about ways to financially support student success.	CIS

Strategy #1: Strengthen the relationship between the neighborhood and Woodward School

Schools naturally serves as neighborhood hubs, offering large spaces for community events, access to resources like summer food distribution, outdoor recreational amenities, and computer labs, as well as volunteer opportunities for those interested in giving back to their community.

Woodward continues to be a focal point for the neighborhood, both architecturally and socially. Through creative partnerships, the neighborhood and school can work together to develop programming that benefits for students and Stuart residents.

A great example of this, is when the Association recently worked with Kalamazoo Public

Schools administration and Woodward school staff to restore the school's historic clock tower to full capacity.

The Association initiated this restoration project, identified a contractor and coordinated the consultation and ultimate repair of the clock. At the end of 2022, the clock was successfully repaired. after being inoperable for the past three decades.

The Association would like to continue strengthening this partnership with the school. Reinstating representation from Woodward School at board meetings is the first step.

Additionally, the establishment of a meaningful community engagement plan for future neighborhood outreach is welcomed by the Association. This plan would outline the outreach methods the district

could take when reach out to community members regarding changes to the school that may impact immediate residents.

Neighborhood events will continue to be hosted at the school as often as possible, while accommodating new venues to reach the rest of the neighborhood, and coordinating with the school's schedule.

The school offers several opportunities for residents to volunteer and support. The Association will help promote these events and programs online and at meetings. In partnership with Communities in Schools (CIS), the Association will host a back-to-school event and explore the addition of new afterschool programming that support the needs of students and their families.

Website Update #3: Woodward School Information



- School Enrollment
- School Facility Rental Application
- Donations/Fundraising Info

- Woodward School Garden Events
- Volunteer Opportunities
- Woodward Yard Sign Request

Strategy #2: Create and promote opportunities for staff and students to get involved in the Stuart neighborhood to enrich their learning and workplace

Schools have been challenged with a teacher shortage and low teacher retention across the country in recent years. Woodward Elementary School is not immune to this national crisis.

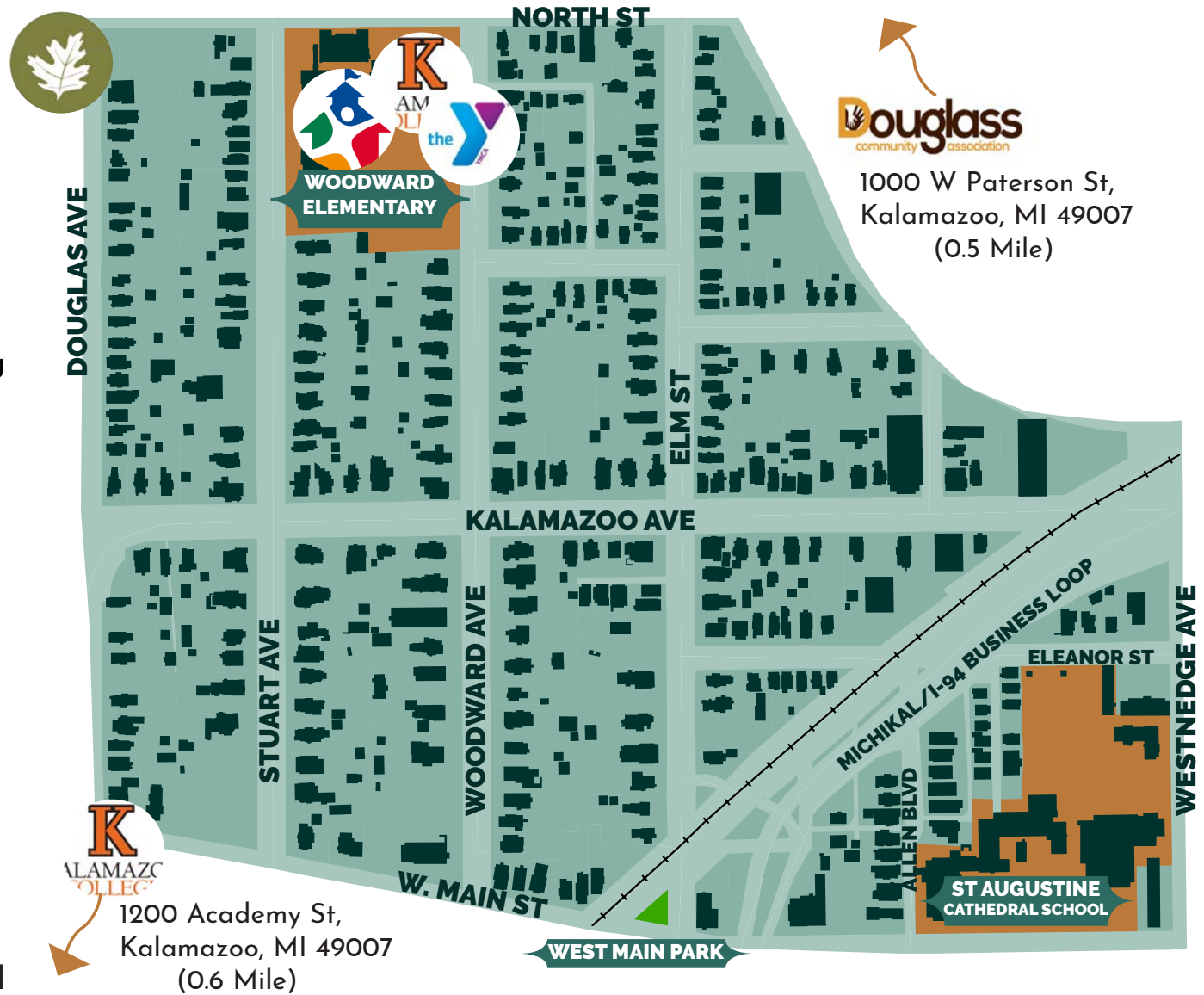
Supporting students and families at Woodward through stronger partnerships with neighborhood could create capacity to offer exciting enrichment opportunities led by volunteers rather than increasing after school commitments for teachers.

The Association met with CIS to learn about existing programming and volunteer

opportunities. New program ideas were exchanged at this meeting, and CIS has shown interest in working with the Association to do more volunteer outreach in the Stuart neighborhood.

With this new partnership, the plan is to explore programming that promotes skills-based learning. The school has expressed interest in initiatives that involve gardening and sustainability for students. These themes align well with the existing Woodward School Garden and their partnership with the Kalamazoo Nature Center for its maintenance.

The map on the right shows the existing youth programming in the area. There currently are limited pathways for the neighborhood to be involved in supporting after school programming. There is opportunity for the Association and other partners



Legend

-  Douglass Community Association
-  Kalamazoo Parks & Rec
-  Communities in Schools
-  YMCA
-  Kalamazoo College

to provide additional activities that students, their families, and residents can participate in together.

To keep families and staff at Woodward aware of all the events being hosted in the neighborhood, the Association will register for and utilize PeachJar to promote opportunities to the school community.

Strategy #3: Support the continued use of the Woodward school building as an active elementary school through promotion and attraction

Many residents remember when Woodward Elementary was considered a neighborhood school before it became a designated magnet school. Stuart has also experienced a decline

population over the last 10 years.

An investment in supports and amenities that attract families who also choose Woodward School can aid in the continued preservation of housing, support neighborhood community building, and keep Woodward operating as an active elementary school and a viable neighborhood asset.

The neighborhood can help build community and give residents the opportunity to show support for their local school with yard signs that read 'We Support Woodward School.'

The Association would like to find more ways to promote Woodward by featuring the school in the neighborhood welcome kits, promoting school enrollment in late summer on their website and social media, and adding Woodward School

to the neighborhood tour to highlight its historic value.

The Association will work with CIS to host an annual workshop to share ways residents can financially support student success.

As the neighborhood grows and attracts more businesses, they hope to entice more childcare centers, to support working families with young children and potentially serve as a feeder to Woodward.

Recently a zoning variance was granted for a day care in the neighborhood. The Association wants to continue its advocacy for businesses like this to locate in or near Stuart to meet the demand for this service in the area.

Implementation

The plan does not end with ideation. One of the most important phases is implementation! During this stage of the plan, we not only see the fruits of our labor, but we also get to measure and evaluate the effectiveness of these ideas to inform future planning efforts.

This is a great time for residents to be reengaged with opportunities where they can take action and finally experience the improvements or activities they've envisioned throughout earlier stages of the process.

Project Leads & Support

The neighborhood projects

outlined in this plan will be implemented by the assigned lead organization and supported by relevant partners.

The project lead is expected to champion and steward the execution of the project. Their responsibilities may include initiating and coordinating neighborhood and partner meetings; creating a budget and soliciting necessary quotes; and promoting engagement opportunities, meeting/events, and project updates.

Supporting partners may aid in connecting the lead organization with additional partners or key stakeholders; sharing promotional materials; and providing relevant information and guidance on project implementation.

Funding

A range of funding sources will need to be sought out and

leveraged to complete these projects.

Neighborhood projects that are described in this plan are eligible for neighborhood planning dollars distributed by the City of Kalamazoo's Community Planning & Economic Development Department, as funding allows. This funding is meant to support implementation of projects that serve as 'quick wins' for the neighborhood.

Quick win projects are generally activities that can be done within a one-year time frame and engage residents in participating in the implementation of the project as a community event.

Timing

Neighborhood Plans should be used as a short-range planning tool. While some goals or projects may take

longer to complete due to available funding sources, laws & regulations, and other external factors, most the project outlined in the plan are designed to be implemented with 3-5 years of the plan's adoption.

Any projects that are considered as city core services, will be integrated into city departments' Capital Improvement Plans and budgets as timing and funding allows.

Communications

Once the plan has been adopted, frequent updates to the neighborhood will remain important in building interest among volunteers and thought partners to get started on the implementation phase. The neighborhood association and city staff will continue to meet on a regular basis as decided by the Association

and staff to ensure there is regular monitoring of projects' progress and open dialogue regarding next steps.

The neighborhood association will continue to explore and put in place best practices for communicating with residents and other key stakeholders, with the support of City Staff and other partner organizations.

The City will share ongoing project updates on its websites and social media pages to help document and track neighborhood plan progress.

Evaluation

Each project has success metrics tied to them (see Appendix 1 for project summary chart). In addition to achieving these metrics, the impact of projects that have been initiated or completed will be evaluated at the

end of each calendar year. Neighborhood engagement tools such as surveys, focus groups, and testimonials will be used to capture this impact along with quantitative methods to help discern trends and patterns.

The feedback and other data collected for evaluative purposes will be used to optimize project delivery and help inform us of more effective practices to be on future projects.

Updates/Amendments

Most projects should fall within the 3-5-year implementation phase. As such, updates post-plan adoption should be done sparingly to preserve the integrity of the neighborhood plan. In the event, that a project is deemed no longer feasible upon further study, and there is a consensus a month the

neighborhood association and the most impacted community stakeholders, the project may be eliminated. A summary will be provided in the next major update of the neighborhood plan. In this context, a project that is considered infeasible would meet one or more of the following criteria:

- A. After conducting a study or assessment, it has been determined that either:
 - i. This activity would result in a negative impact to the neighborhood and no reasonable accommodations can be made; or
 - ii. It is no longer physically feasible due to new or unforeseen space or other engineering constraints, and no reasonable alternative exists; or
 - iii. Cost estimates are so exorbitant, and no funding mechanism exists to properly finance the project, the project will be deemed

‘indefinitely postponed.’

- B. The partner/lead organization dissolved or discontinued their service/product, and a peer organization does not exist.
- C. A change to legislation has resulted in a ban or regulations that significantly alter the project/activity and no alternative or accommodations can be made.
- D. Other external factors that significantly alter a project or project site and there exists no reasonable accommodations or alternatives. This may include:
 - v. Demolition or redevelopment of property
 - vi. Natural disasters
 - vii. Public health outbreaks

This project status should be determined at the end of the year during the annual

evaluation and documented appropriately by city staff.

Since neighborhood plans are adopted under the City’s Master Plan, additions (i.e., new goals, strategies, or projects) should go before the City Planning Commission as a proposed amendment.

If an addition is deemed necessary the neighborhood association must facilitate and document the engagement activities held with neighborhood residents, including attendance, contact information, and feedback. This could be in the form of a petition, survey, recorded neighborhood meetings, or a study.

Stay Connected

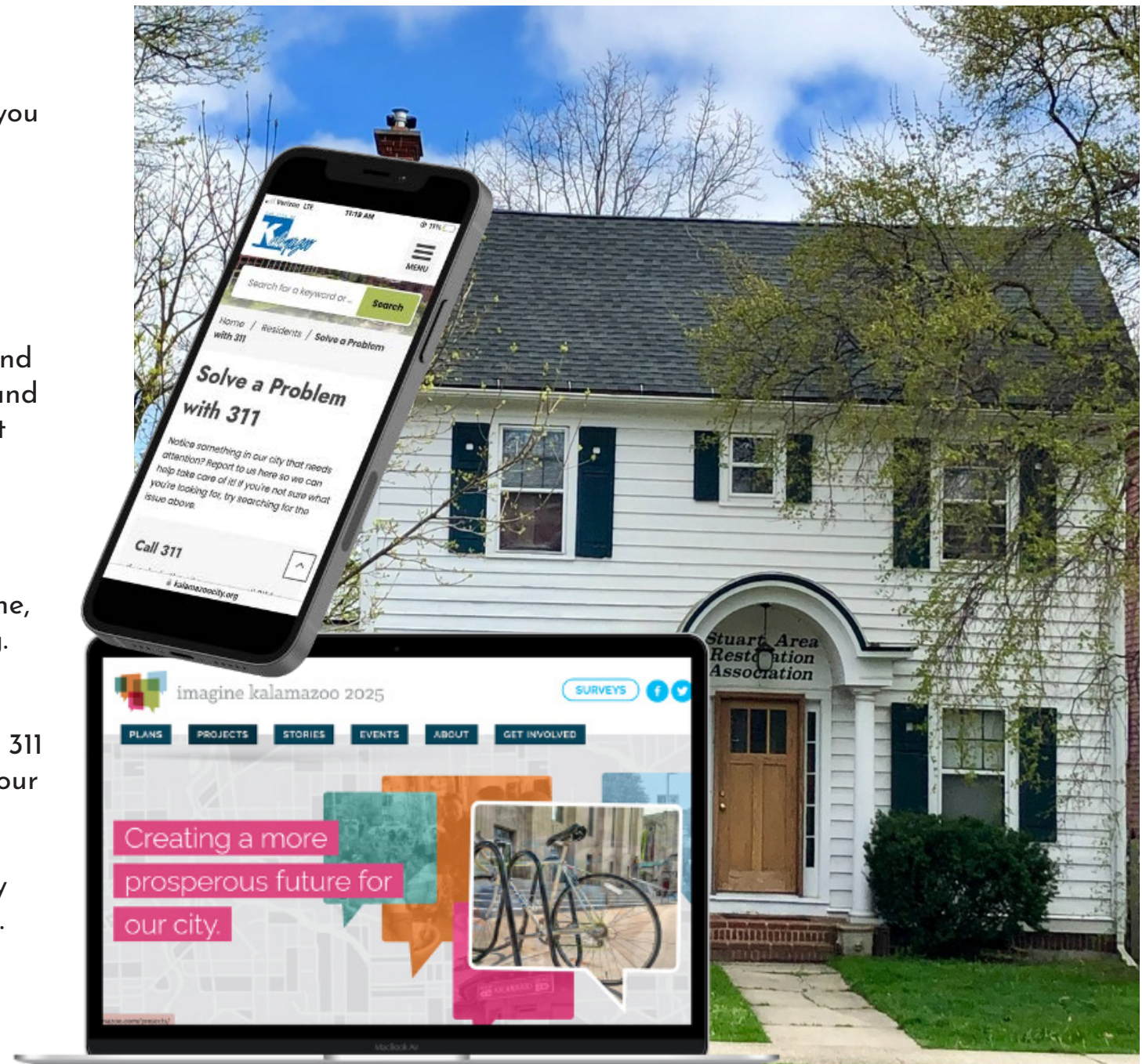
There are several channels you can use to stay involved.

The Stuart Historic Neighborhood Association currently meets the 2nd Tuesday of each month at 6pm to welcome residents and discuss upcoming business and events. Meetings are held at the SARA house located at 530 Douglas Ave.

For meeting updates or to contact the association online, visit stuartneighborhood.org.

See a problem in your neighborhood? Solve it with 311 on your computer or from your phone.

For more info about this city service, visit KalamazooCity.org.



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APPENDIX

Goal	Strategy	Project/Activity
Increase Connectivity for All Users	Strategy #1: Enhance Pedestrian Safety and Visibility at Key Crossings.	Explore interventions like RRFB or raised crosswalks at priority crossings: Woodward & W Main, after Michikal, Woodward & Kalamazoo or mid-block Stuart & Woodward.
		Set-up a DSTR meeting with MDOT and Amtrak and study feasibility of pedestrian crossings / pedestrian improvements at Elm St, Elm Crossover, West Main, and Kalamazoo Avenue.
		Explore speed humps, diverters, or other traffic calming alternatives on Elm and Stuart (north and south of Kalamazoo) to reduce cut-through traffic.
		Convert Kalamazoo Avenue to two-way traffic.
		Pilot a 4-way no turn on red control at the intersection of Douglas Ave and North St.
	Strategy #2: Improve the Non-motorized Network.	Repair / replace damaged and missing sidewalk to be ADA compliant near Woodward School, along Kalamazoo Avenue, Greenwich Pl, Eleanor St and Lucas/Elmwood Ct.
		Completely Remove Triangle Islands at Main-Douglas and Douglas-Kalamazoo and replace with T-intersections and other pedestrian safety improvements.
		Improve / Create the greenway from West Main Park along Michikal and explore the feasibility of a crossover for non-motorized users.
	Strategy #3: Increase connectivity to Downtown, adjacent Neighborhoods, and College Campuses.	Work proactively with appropriate City departments on open space redevelopment as streets are converted or eliminated (Michikal, Elm Street Crossover).
		Convert W Main St and W Michigan Ave. to two-way traffic.
		Repaint crosswalks at the intersection of Douglas Ave and North St.
		Install wayfinding and street signs that are stylistically aligned with the overall neighborhood character throughout Stuart. Prioritize main corridors and any areas that have missing or damaged signs.
	Strategy #4: Re-evaluate and Enhance Parking Options and Circulation in the Neighborhood.	Provide Advisory Bus Parking / Queue Lane in Front of Woodward School.
		Designate Bus Loading Only with pavement markings & signage in front of Woodward School.
		Explore alternative parking options for parents during pick up & drop off for neighborhood schools.
		Work with Public Works staff to explore the accommodation of parking and bike lanes along Douglas Avenue from Kalamazoo Avenue to North Street.
Explore a parking permit system or other programs that protect & enforce resident parking regulations.		

Project Lead	Costs	Time	Priority?	SP	CC	IPP	ER	SC	YD	CN	SD	EV	GG
Public Works	\$\$	Long	X		X			X		X			
Public Works	\$	Long	X		X			X		X			
Public Works	\$\$	Medium	X					X					
Public Works	\$\$\$	Long	X		X			X		X			
Public Works	\$	Short	X		X			X		X			
Public Works	\$\$\$	Long	X		X			X		X			
Public Works	\$\$\$	Long			X			X					
CPED & Public Works	\$\$\$	Long			X	X		X		X			
Neighborhood Association (NA)	\$\$	Long			X	X							
Public Works	\$\$\$	Long			X			X		X			
Public Works	\$	Short						X					
NA	\$\$	Medium			X	X				X			
NA & Woodward	\$\$\$	Long						X					
Public Works & Woodward	\$	Short						X					
Public Works & Woodward	\$\$	Medium						X					
Public Works	\$	Long			X								
CPED & KDPS	\$\$	Long			X								

Goal	Strategy	Project/Activity
Enhance the Public Realm	Strategy #1: Foster neighborhood beautification and promote the neighborhood identity.	Install banners around the periphery of the neighborhood to welcome people to the Stuart Historic District.
		Collaborate with local partners to roll out a curb appeal project, prioritizing gardens along Kalamazoo Ave and W Main St.
		Install/repair streetlights to achieve lighting consistency and reduce light pollution throughout Stuart. Prioritize main corridors - Kalamazoo Ave, Douglas Ave, North St., the trail, Greenwich, Old Orchard, and courts.
		Install pedestrian lighting (including yard and porch lights) that is stylistically aligned with the overall neighborhood character. Prioritize main corridors, Old Orchard, Greenwich, and courts.
		Advocate for undergrounding telecom utility poles, wires, and cables as major redevelopment occurs with streets, sewer lines, and other public infrastructure along main corridors, when feasible.
	Strategy #2: Preserve existing inventory & expand Stuart's tree canopy coverage to meet the City's average over the next 30 years.	Develop a tree planting guide that supports best practices for tree planting and care.
		Host annual tree planting events for tree plantings in ROW and private property - arbor day, earth day, etc.
		Host a workshop to help educate residents on tree care & maintenance.
		Create a tree registry to raise awareness and celebrate the value that mature public trees provide to the neighborhood.
	Strategy #3: Establish regular ROW maintenance schedule and review.	Resurface Elm, Greenwich, Old Orchard Place and Allen Boulevard in the next 10 years.
		Remove stumps identified in the Street Tree Inventory from the Right of Way.
		Invite City Public Works Staff to meet with residents on regular maintenance schedule for tree trimming, stormwater, etc.
		Invite 311 staff to meet with residents and promote 311 resources.
		Connect with KRV Trail Volunteer Coordinator to recruit college students to help maintain Kalamazoo River Valley Trail near Neighborhood.
	Strategy #4: Mitigate Flooding and Flood Hazards through Stormwater Management.	Distribute Rain barrels throughout the neighborhood for two years.
		Partner with Kalamazoo River Watershed Council to explore offering a resident rain garden class.
Study the City's stormwater system and identify infrastructure that needs relining.		
Install bioswales in curb lawns with identified flooding issues		

Project Lead	Costs	Time	Priority?	SP	CC	IPP	ER	SC	YD	CN	SD	EV	GG
CPED & Public Works	\$\$	Short	X		X	X				X			
Neighborhood Association (NA)	\$\$	Medium	X			X	X	X	X				
NA & Utilities	\$\$\$	Long	X			X	X	X					
NA	\$\$\$	Long	X			X	X	X					
Public Services & Utilities	\$\$\$	Long				X							
Public Works	\$\$	Medium				X	X			X			X
NA	\$\$	Short				X	X						
NA	\$	Short					X						
NA	\$	Medium				X	X	X					
Public Works	\$\$\$	Long	X		X								
Public Works	\$\$	Long				X	X						
NA	--	Short				X	X						X
311	--	Short											X
NA & County	\$\$	Long				X	X	X	X	X			
NA	\$	Medium					X						
KRWC	\$\$	Medium					X						
Public Works	\$\$\$	Long					X	X					X
NA	\$\$	Medium				X	X						

Goal	Strategy	Project/Activity
Champion Community Building	Strategy #1: Strengthen neighbor relations and sense of belonging in Stuart, with emphasis on bridging the eastern and western parts of the neighborhood.	Promote the Association's annual meeting and increase attendance at regular board meetings.
		Sponsor events throughout the year that take place at different locations around the neighborhood.
		Create an electronic newsletter and publish it quarterly.
		Partner with KYD Network to build capacity around youth development opportunities for neighborhood youth.
		Celebrate the 50th Anniversary of the Stuart Historic Neighborhood Association.
	Strategy #2: Welcome new homeowners and tenants that relocate to Stuart.	Develop a welcome kit that includes information on Historic District Standards, city services, downtown activities, and a neighborhood association welcome basket.
		Connect with apartment complexes and landlords to identify ways to greet new tenants and share ongoing updates on future neighborhood events and opportunities.
		Establish a neighborhood coalition of businesses, churches, and other organizations to plan opportunities to welcome new and connect with existing residents.
	Strategy #3: Sustain neighborhood leadership through capacity building, recruitment, and strategic marketing.	Develop a marketing plan and branding/identity for the Stuart Historic Neighborhood Association.
		Explore hosting an AmeriCorps member or interns to help support outreach and event planning for the association.
		Collaborate with a college through UniZooCity to redesign the Stuart Neighborhood Association's logo.
		Invite advisory members that represent WMU, Kalamazoo College, Woodward Elementary, and St. Augustine to attend regular board meetings.
		Launch a capital campaign in honor of the Association's 50th anniversary milestone to pay the mortgage and make repairs to its meeting housing, 530 Douglas Ave.
	Strategy #4: Create opportunities to engage and support neighborhood businesses, artists/entrepreneurs, and churches.	Utilize city funding to help neighborhood businesses make improvements to their building.
		Connect home-based businesses with the City's technical assistance grants for logistics and marketing support.
		Create a neighborhood business directory.
Develop info materials to help raise awareness of local and regional business support grants.		
Work with small businesses to receive the designation of Bike Friendly Business through the League of Bicyclists.		

Project Lead	Costs	Time	Priority?	SP	CC	IPP	ER	SC	YD	CN	SD	EV	GG
NA	\$	Short		X		X			X	X	X		X
NA	\$	Ongoing				X				X	X		
NA	--	Ongoing		X						X			
NA	--	Ongoing		X					X	X	X		
NA	\$\$	Medium				X				X			
NA	\$	Short				X				X	X	X	
NA	\$	Medium	X			X				X	X		
NA	--	Short	X							X	X	X	
NA	\$	Medium								X		X	X
NA	\$	Short							X				
NA	--	Short							X	X			
NA	--	Short	X						X	X	X		
NA	\$	Medium				X				X			
CPED	\$\$\$	Long	X			X		X		X		X	
NA	--	Short		X						X	X	X	
CPED	--	Short							X	X		X	X
CPED	\$	Short	X									X	X
CPED	\$\$	Long		X	X	X		X		X	X		

Goal	Strategy	Project/Activity
Address Housing Needs	Strategy #1: Assist property owners with maintenance and upgrades to increase the home's energy efficiency.	Host annual info sessions for residents to raise awareness of energy efficiency upgrades and funding opportunities that align with historic district regulations.
		Develop informational materials that encourage homeowners to get an energy efficiency audit that identifies potential upgrades.
		Develop informational materials and promote resources for weatherization and home improvement.
		Host a resource fair to connect residents with services and resources for home improvement projects.
		Code and Rental Inspectors attend board meetings and provide relevant updates regarding ongoing code enforcement activities.
	Strategy #2: Encourage healthy and safe home environments, with emphasis on seniors and families with young children.	Promote the Tire Blitz and other existing city and county programming that supports recycling hazardous materials.
		Host neighborhood recycling days to collect and dispose of hazardous materials.
		Promote the city's water filters program to encourage safe and clean drinking.
		Replace lead service lines throughout the neighborhood.
		Promote lead and radon remediation services in partnership with Kalamazoo Neighborhood Housing Services.
	Strategy #3: Increase affordable housing options through form-based code and mixed-use development incentives.	Promote ways for individual households to improve indoor air quality at home.
		Incentivize mixed-use development that provides safe and easy access to goods & services that meet residents' daily needs, including a laundromat, coffee shop, and restaurants.
		Encourage the redevelopment of the southeast corner of Douglas Ave and North St to feature mixed-use to attract more commercial and residential tenants to the neighborhood.

Project Lead	Costs	Time	Priority?	SP	CC	IPP	ER	SC	YD	CN	SD	EV	GG
CPED	\$	Ongoing		X			X	X		X		X	
CPED	\$	Short					X					X	
CPED	\$	Short		X				X					
CPED	\$	Short		X						X			
CPED	--	Ongoing						X					X
NA	--	Short				X	X						X
NA	\$	Medium					X	X					
NA	--	Short						X					X
Water	\$\$\$	Long					X	X					X
NA	--	Short		X			X	X					X
NA	--	Short					X	X					
CPED	\$\$\$	Long	X			X				X		X	
NA	\$\$\$	Long				X	X	X		X		X	
CPED	\$\$\$	Long	X			X	X	X		X		X	

Goal	Strategy	Project/Activity
Promote Historic Preservation	Strategy #1: Celebrate the history of the Stuart neighborhood and the role historic preservation plays in preserving the neighborhood's character.	Promote Historic Preservation Month.
		Promote Stuart history at the association's Annual Meeting in partnership with WMU and Kalamazoo College students.
		Develop a house model program for WMU and Kalamazoo College students to gain skills by creating 3D models of Stuart homes to present to residents as an educational tool and keepsake.
		Recognize the history of West Main Park as Kalamazoo's first city-owned park through the installation of educational signage at the site.
		Host an annual Research-a-thon to assist residents and students with researching the history of Stuart homes.
		Establish a neighborhood tour to help promote the history of Stuart to residents and tourists.
		Build a relationship with Gun Lake tribe to identify ways to recognize their presence - historically and contemporary.
	Strategy #2: Educate residents on historic district regulations and funding mechanisms.	Host an annual financial literacy workshop in partnership with the State Historic Preservation Office to discuss Certified Local Government (CLG) community grant opportunities.
		Develop an awareness campaign to promote the Federal and State historic preservation tax credits.
		Create a project planning series that will include support on topics such as project logistics, budgeting, contractor selection process.
		Create a helpful planning guide for budgeting and fixing common home improvement issues.
		Promote Historic District Standards in publications such as View of the Curb, neighborhood newsletter, and neighborhood welcome kit.
	Strategy #3: Preserve the neighborhood's existing building stock and historic fabric through regulations and programming.	Update zoning code to promote and preserve the scale and character of the neighborhood for new development.
		Recognize the local Stuart Historic District boundaries by adding 'Stuart Historic District' to street signs.
		Work with the Historic Preservation Commission to establish regular DIY home improvement training sessions.
		Update the Historic District Standards & Guidelines within the next five years.
		Research & identify locations to install historical markers.

Project Lead	Costs	Time	Priority?	SP	CC	IPP	ER	SC	YD	CN	SD	EV	GG
NA	\$	Ongoing	X			X	X		X	X	X		
NA	--	Ongoing	X	X		X			X		X		
NA	\$\$	Long	X	X		X			X				
Parks & Rec	\$\$	Medium	X			X							
NA	\$	Ongoing	X	X									
NA	\$	Medium	X			X			X	X		X	
NA	\$	Long	X	X							X		X
CPED	\$	Medium	X									X	X
NA	\$	Medium	X									X	X
CPED	\$	Long	X	X		X							X
CPED	--	Medium	X										X
CPED	\$	Ongoing	X			X							X
CPED	--	Long	X										X
Public Works	\$\$	Medium	X		X	X				X			
CPED	\$\$	Ongoing	X	X									
CPED	--	Medium	X										X
NA	\$\$\$	Long	X			X				X	X	X	

Goal	Strategy	Project/Activity
Support Woodward School	Strategy #1: Strengthen the relationship between the neighborhood and Woodward School.	Invite a rep from Woodward to attend Neighborhood Association board meetings throughout the year, prioritizing the annual meeting.
		Host 1-2 events a year at Woodward school.
		Promote volunteer opportunities on the Neighborhood Association's website and social media.
		Work with school building staff to create/improve volunteer opportunities throughout the year such as reading buddies, career day, and after-school programming.
		Host an annual back-to-school drive in partnership with Communities in Schools (CIS).
		Work with Kalamazoo Public Schools to establish a meaningful community engagement plan for involving the Stuart neighborhood in decisions regarding the future use of the Woodward site.
	Strategy #2: Create and promote opportunities for staff and students to get involved in the Stuart neighborhood to enrich their learning and workplace.	Promote the Facilities Rental application on the Neighborhood Association's website.
		Host at least one evening skills-based program at Woodward for parents and Stuart residents.
		Promote and host 1-2 clean up and gardening events each year for residents, the school, and the Kalamazoo Nature Center to maintain the Woodward School Garden.
	Strategy #3: Support the continued use of the Woodward school building as an active elementary school through promotion and attraction.	Register for and utilize PeachJar to promote community events to the school community.
		Create and display 'We Support Woodward School' yard signs in front yards.
		Promote enrollment to Woodward School on the Neighborhood Association's website and social media during open enrollment in late Summer.
		Feature Woodward School promotional materials in neighborhood welcome kits
		Add Woodward School as a stop on neighborhood tours to highlight its historic value.
		Attract day care centers to the neighborhood to support working families with young children and serve as a feeder to Woodward.
	Host an annual workshop in partnership with CIS to share information about ways to financially support student success.	

Project Lead	Costs	Time	Priority?	SP	CC	IPP	ER	SC	YD	CN	SD	EV	GG
NA	--	Ongoing	X	X		X			X	X	X		
NA	\$	Ongoing	X			X				X			
NA	--	Ongoing	X	X					X				
NA & Communities in Schools (CIS)	\$\$	Long	X	X					X				
NA & CIS	\$\$	Ongoing	X	X					X	X			
NA & Woodward	\$	Long	X	X						X			X
NA	--	Short	X									X	X
NA & Woodward	\$\$	Short	X	X					X	X	X		
NA	\$	Ongoing	X			X	X	X	X	X			
NA	\$	Short	X	X					X	X			X
NA	\$	Short	X			X			X	X			
NA	--	Short	X	X						X		X	
NA	\$	Short	X	X		X							
NA	--	Short	X			X							
NA	--	Long	X						X	X			
CIS	\$	Ongoing	X	X					X	X		X	