

March 6th, 1957

Downtown Property Owners' Association
Kalamazoo Chamber of Commerce
438 West South Street
Kalamazoo, Michigan

Gentlemen:

Outlined below is a work proposal for the furnishing of our services for a planning study of the Kalamazoo Central Business District. In this proposal, the term Architect shall refer to Victor Gruen & Associates, Inc., and the term Client shall refer to the Downtown Property Owners' Association of Kalamazoo, Michigan.

I. SCOPE OF PROJECT

The project for which the planning services shall be rendered is that area commonly termed the Central Business District of Kalamazoo, Michigan. This study will deal specifically with downtown Kalamazoo, and only incidentally (and insofar as they affect downtown directly) with planning considerations relating to the overall city and the surrounding area.

II. SCOPE OF ARCHITECT'S SERVICES

The services rendered by the Architect shall be furnished substantially in two phases, as described below:

Phase I

A. Field Work - Survey and Research

Members of the Architect's staff will conduct a field survey to collect data and investigate local conditions which are of influence on the planning. This field work will include a study of existing land uses,

Downtown Property Owners' Association
Page 2

March 6th, 1957

familiarization with downtown and suburban development, and contact and coordination with city, state and local authorities having jurisdiction over the planning, all for the specific purpose of establishing a detailed background for study of the planning problems involved.

B. Review and Analysis of Background Material

The material collected by the Architect's staff will be collated and studied and evaluated, so as to determine deficiencies and excesses, predict future needs, and to prepare a preliminary program of the planning.

C. Exploratory Planning Studies

Next, various concepts and alternatives will be formulated by the Architect, and decisions on certain ideas will be made. Such decisions will take into consideration:

1. The integration of existing and proposed expressway plans, as they relate to the Central Business District.
2. The movement and relation of pedestrian, passenger, automobile and truck traffic in the Central Business District.
3. Parking facilities in the Central Business District.
4. Assessed valuation of downtown properties.
5. Optimum land usage and its relation to the Central Business District function.
6. Those plans which are now proposed or underway, and which may have an influence on the future of the Central Business District.

At the completion of Phase I, the Architect will have prepared a group of schematic land use studies suitable for preliminary discussion, and accompanied by recommendations for subsequent planning stages.

The estimated time for completion of Phase I is approximately fifteen weeks.

March 5th, 1957

Phase II

A. Detailed Planning Studies

At this time, the Architect will consider all suggested revisions resulting from discussions of the exploratory studies prepared as a result of Phase I, will refine the exploratory plans, and will bring the planning study to a stage where the presentation material can be prepared.

B. Presentation

The presentation will consist of the drawings necessary to outline the proposed redevelopment program, and will be accompanied by a written report containing recommendations and conclusions, and outlining a program of implementation to guide the Redevelopment Committee. The illustrative material will be in the form of sketches, plans and renderings, all as required to assist in the visualization of suggestions formulated during the planning study. The originals of the illustrative material will be mounted on panels for ease of presentation. Ten copies of the written report will be prepared, and the illustrative material reproduced and included in these copies.

Estimated time for completion of Phase II is approximately twelve weeks.

Within the terms of this agreement, the Architect's services are specifically and exclusively limited to the above. Any work by the Architect following the presentation of the drawings and written reports, as described in Phase II, above, shall be reimbursed to the Architect under a separate agreement.

III. COMPENSATION

For those services outlined under Scope of Architect's Services, we will be reimbursed in the amount of \$40,000 (Forty Thousand Dollars). Travel and living expenses which are necessary to gather information and to present the material prepared during Phase I and Phase II, described under Scope of Project, are included in the fee. If, at the request of the Client, additional trips are required, the Architect will be separately reimbursed by the Client, at cost, for transportation and living expenses incurred by the Architect and his staff in connection with such specially requested trips.

March 6th, 1957

Payment for each portion of the fee set forth above shall be as follows:

During Phase I

A retainer upon acceptance of this agreement \$4,000.00

A progress payment during the development of Phase I, to be billed at such time as determined by the Architect \$5,000.00

Upon the presentation of the material described in Phase I, under Scope of Architect's Services, above, for a total under Phase I of \$20,000.00 \$11,000.00

During Phase II

Monthly payments, as the work progresses, the total not to exceed \$15,000.00 \$5,000.00 per month

Upon the completion of our services, and the presentation of the material described in Phase II, under Scope of Architect's Services, above, the balance, for a total of payments under Phase II to equal \$20,000.00

If duplication, changes or revisions of any of the work already performed by the Architect are occasioned by circumstances beyond the control of the Architect, or by requests of the Client affecting any of such work previously approved by the Client, the Architect shall be reimbursed by the Client at two times the direct wages of the personnel required to perform such additional services.

All invoices submitted to the Client by the Architect shall become payable fourteen days following the date of presentation.

IV. GENERAL CONDITIONS

1. Registration

All services to be rendered under this agreement which are required by law to be performed by, or under the

March 6th, 1957

direction of, a duly licensed or registered Architect or Professional Engineer shall be rendered in compliance with such requirement.

2. Consultants

If it is in the interest of the project to engage or retain the services of any specialized consultant with respect to any problem related to the project, then, upon written authorization by the Client, the Architect may engage or retain any such consultant, and the costs resulting from the engagement of such consultant shall be reimbursed to the Architect.

3. Estimates

The architect shall have no responsibility other than to use his best reasonable efforts with respect to the accuracy of any estimate furnished the Client by the Architect, including any estimate of cost or progress.

4. Successors and Assigns

This agreement shall be binding upon the Client and the Architect and their respective partners, successors and assigns, and, in the case of the Client, upon such Client's personal representatives. The Architect reserves the right to subcontract any of the services hereunder to any of the companies affiliated with the Architect, without, however, relieving the Architect of any of the Architect's obligations to the Client hereunder.

5. Arbitration

All questions in dispute under this agreement shall be submitted to arbitration at Detroit, Michigan, at the direction of either party, in accordance with the rules and regulations then obtaining of the American Arbitration Association. Judgement upon any award rendered in such arbitration may be entered in any court having jurisdiction thereof.

6. Completion of Work

The Architect will make every effort to complete his work described under Scope of Architects Services.

March 6th, 1957

above, within a period not to exceed nine months from the date of acceptance of this proposal. If delays in the prosecution of the work are caused by circumstances not under the control of the Architect, appropriate extension of the estimated date of completion will be made in consultation with the Client.

If the above is satisfactory to you, please sign the three copies enclosed, returning two to us for our files. Upon receipt of these, we shall consider this agreement to be in effect.

Our staff looks forward to the possibilities inherent in any study as significant as that proposed for the Central Business District of Kalamazoo. We are happy to be able to share in this project with you, and are certain that it will be a significant turning point in the history of your community.

Very truly yours,

VICTOR GRUEN & ASSOCIATES, INC.

Ralph J. Stephenson
Vice President

Accepted and Agreed to this

_____ day of _____, 1957

RJB/PWS

Ralph


interoffice communication

date	March 11, 1958
subject	Kalamazoo Presentation
to	Ulrich Weil
from	Ralph Stephenson

Dear Ulrich:

Outlined below is the basic material which we should cover in our Kalamazoo presentation next Tuesday and Wednesday. Present plans call for two programs - one at 3:30 in the afternoon, Tuesday, March 17, and one at 7:30 that same evening. Both will be held in the Council Chambers of the Kalamazoo City Hall.

The formal part of the afternoon presentation should not last more than one hour, and probably can be presented using the original art work. Those attending the afternoon presentation will be the officers of the committee, the Mayor, the City Manager, and the City Commission.

Although these people are also invited to the evening presentation, it is hoped that the preview in the afternoon will give them an opportunity to ask questions and to familiarize themselves with the plan without public commitment on their part.

The evening program should be tailored to last between an hour and one-half to two hours, not including the question and answer period. Probably we should aim for the lower limit since two hours is a bit long for any program.

Dennis has expressed a desire to participate only in the question and answer portion of the program. I agree with this, and feel it will give depth to that portion of the program where the unexpected is most likely to happen. Dave also will be of great help during this period.

The formal presentation should be divided between you and me - my portion being the more formal opening and closing, while you pour forth your efforts on the romantic exposition of the plan itself.

As I expressed today, we should be very selective in the number of slides used. My recommendation is that we limit it to no more than 40 - even at one minute per slide, this already requires forty minutes.

Date: March 11, 1958
Subj: Kalamazoo Presentation
To: Ulrich Weil
Page: Two

The program outlined should probably be somewhat as follows:

Ralph-----

I. Introduction

Similar to brochure - also include mention of Downtown Committee

II. The Problem

A. Commerce

B. Obsolescence

C. Traffic

(Slides - serial view of Kalamazoo, vacant retail, run-down buildings, traffic jam)

III. Why should we do anything

(Slides - variety downtown, possibly tax base)

IV. Philosophy and Goals

(Slides - possibly Fort Worth philosophy slide?)

V. Beginning of the Plan

A. Trade area definition

B. Downtown survey

C. Personal conferences with Kalamazoo people

(Slides - map of Michigan, trade area map, photo of typical retail street, schematic present land use, external influences)

Up to this point we will have had only one projector going. However, the last two slides in the above subheading will be external influences, followed by a projection of present schematic land use on the second screen.

Date: March 11, 1958
 Subj: Kalamazoo Presentation
 To: Ulrich Weil
 Page: Three

After I explain the external influence drawing and the existing use sketch, I will then say something like, "Now that we have gathered our data and established the design discipline into which we must fit our future downtown, we can begin the creation of our new plan. To explain how this new plan was evolved, I would like to introduce Mr. Ulrich Weil, our director of Planning and Design."

You then take over and, at this point, replace schematic present land use with schematic future land use on screen one. During this time, the large map of Kalamazoo, showing external influences remains (screen two) so that you can better define the regional implications of the downtown plan.

You then proceed somewhat in accordance with the following:

VI. Physical Limitations on Downtown Growth

VII. Elements of the New Plan

		Screen 1	Screen 2
A. Land use	III. A.	a. Schematic view	External influence
1. Area of old and new downtown	b.	" "	Overpasses
2. Compaction of function	B. c.	" "	Peripheral roads
3. Reorganization of function	C. d.	" "	Parking areas
	e.	" "	Walking distance (described)
B. Traffic	A.	f. Pedestrian view	Car jam up (tubes as road space)
1. Major interconnectors	g.	" "	Ultimate plan
2. Peripheral roads	VIII. B. h.	Aerial view	" "
3. Parking	C. d. i.	" "	Service 3.0111
4. Creation of pedestrian environment	E. j.	" "	Walking distance

(During the dissertation of traffic, you may want to use cartoon slides showing overpasses, parking areas, and people walking)

C. Thus, we arrive at the concept of a pedestrian core

P.	k.	"	"	Northland
G.	l.	"	"	Ultimate plan
	m.	"	"	

Date: March 11, 1958,
 Subj: Kalamazoo Presentation
 To: Ulrich Weil
 Page: Four

VIII. Detailed description of pedestrian core

A. Advantages

B. Beauty elements

(during this pedestrian discussion, screen one has the external influences on and you have probably been flipping some pedestrian scenes on screen two. Stopping at a good one of these, we probably should here flip on the ultimate plan. I am not certain whether this should be done in conjunction with the aerial perspective or alone. Perhaps the aerial perspective should replace external influences on screen one and the pedestrian scene on screen two should be replaced with the ultimate plan. It would probably be a good idea to keep the aerial perspective in front of the audience as much as possible during the exposition of the various stages. In any event, let's assume that we now have on screen one the aerial perspective and on screen two the ultimate plan.)

C. Description of general elements of the plan

D. Service

(new slide on screen two)

1. Trucks
2. Public transit
3. Inter-core
4. Emergency

E. Walking times

F. Comparison of Northland

G. Description of retail, hotel, civic and cultural, research, parking facilities, parking areas, et cetera.

(Some sketches should probably be shown here, possibly even one of the big production jobs)

Date: March 11, 1938
Subj: Kalamazoo Presentation
To: Ulrich Weil
Page: Five

IX. Staging

- A. Initial Stage
- B. Second Stage
- C. Third Stage

(During this portion of the presentation, it would be good to flash on screen one actual photos of the plan areas you are describing on screen two. These should be tied into the photos that Dave took last week. Thus, for example, when describing the intersection of the interregional roads, we can show what exists there at the present time, et cetera.)

- D. Ultimate

(At this point, we have the ultimate plan on one screen and should have one screen open upon which we can flash and you can describe the sketches of Michigan Mall and Burdick Mall.)

After you have waxed poetic about these perspectives, perhaps I will then take over again and speak in a somewhat flowery manner of the continuing attention and studies that must made.

At this time, we will project the organization chart of the planning effort, and I can use this as a talking point:

X. Continuing Studies

(With organization chart and perspective showing)

XI. Closing Remarks

(After whipping them into a frenzy to get going on the plan, we will flash the stooped-shouldered gentlemen looking out the window, coupling it up with either the ultimate plan of the bird's-eye view perspective, and round out the whole soiree.)

Date: March 11, 1958
Subj: Kalamazoo Presentation
To: Ulrich Weil
Page: Six

Naturally, all of the above is subject to any change that any of us might feel appropriate.

So far as time is concerned, in referring to my opening remarks as part one, your middle section as part two, and my closing remarks as part three, I recommend that we give part one about twenty-five minutes, part two about fifty minutes, and part three about fifteen minutes.

Detailed adjustment of the slides will naturally have to be made, and we should set up some kind of a two-schedule procedure so that everything doesn't get ~~huddled~~ up.

So far as text is concerned, I would strongly recommend that we both adhere somewhat to the material so laboriously put together in the brochure.

I plan to prepare my portion next Saturday with Grayce, so would appreciate very much if you could have yours all wound up by that time.

By Monday, we will have the slides, the talks, et cetera in our hands, and should plan to carry through one dress rehearsal at least.

Good Writing!!!

Ralph

RJS:gc
cc: Dave Pfluke
Hugh Ritchie

PRESENTATION SPEECH

Delivered by

Ralph J. Stephenson and Ulrich Weil

March 18, 1958 - Kalamazoo, Michigan

Good evening ladies and gentlemen

About one year ago a group of Kalamazoo citizens expressed interest in what communities throughout America were planning for their future downtown areas. This interest resulted in the formation of a permanent committee with the avowed purpose of devoting time and energy to continued efforts aimed at making Kalamazoo a better place in which to live.

One of their first projects was the preparation of a long range master plan for the Kalamazoo central business district.

Nine months ago, we were asked by the Committee to prepare such a plan and during the intervening period we have worked closely with the committee and with concerned municipal agencies.

The plan is not conventional by normal yardsticks but it is creative--it is imaginative--and what is most important--it is a practical and very necessary plan.

(lights out)

Slide No. 1 This is downtown Kalamazoo today; the urban heart of a prosperous, expanding region. It is the center of a community that has displayed civic leadership. A community of parks, trees, beautiful homes and colleges. One which has gained world-wide recognition as representative of America and its great Midwest.

Kalamazoo can insure continued healthy growth or it can face the already noticeable threat of physical and economic blight.

The time for action is now, before the cure becomes too costly.

The Downtown Kalamazoo Committee has recognized many of the problems which exist. They have seen that the community must somehow insure continuing leadership and realize its maximum potential.

Their question is "How"?

Although planning problems exist throughout Kalamazoo, no section is so immediately threatened as the core of the City.

This threat, in turn, endangers the entire metropolitan area. Just as the human body is dependent upon its heart for a life giving beat, so does our downtown provide the life beat of the modern urban Kalamazoo community.

The study which we will show you tonight is not in itself an end, but a beginning. It establishes a concept which, by its implementation, will fuse community interest into a force to assure and guide the future healthy growth of Kalamazoo.

The problems faced by Kalamazoo's central business district, indeed, have much to do with growth.

Slide No. 2 Cities must continually adapt themselves and upgrade those areas which tend to deteriorate. If portions fail to keep pace with the times, they either die or become a burden upon the remainder.

Normally expected benefits of community expansion economic gain, upgrading of buildings, construction of new facilities have not been shared by Kalamazoo's downtown. However, in our intensely competitive free enterprise system, we cannot, nor should we expect to receive automatic benefits.

If Kalamazoo's downtown is to maintain its rightful place, it must meet the challenge of our changing times.

Slide No. 3 We must realize that we no longer live in the horse-and-buggy days. The age when you could park directly in front of a store has almost disappeared. New means of transportation, material handling, and construction are in common use daily. Our downtown must now aggressively meet the challenges and gain the advantages offered by new efficiencies, new economic concepts, and new techniques - all of which have become a part of the American way of life.

A close look at the more complex and inter-related factors shows clearly the outstanding problems of Kalamazoo's downtown.

Slide No. 4 Perhaps the most dramatic of these is how to live better and more safely with the automobile. Our constantly increasing population demands a higher and higher number of private automobiles. It is estimated that by 1980 Kalamazoo County can expect a 45 per cent increase in automobile registration.

If we were to accommodate the automobile in our 1980 Kalamazoo downtown as we do now, more than five million square feet of roads would be required to move it from place to place. This is more than four times the area now utilized for public rights of way in the central business district.

The motor car has become an integral part of our community life, and we must realistically solve the problem of how to accommodate it.

Slide No. 5 Another serious problem is that of meeting competition from outlying shopping districts. The natural growth of our urban areas in the last 25 years has been concentrated on the fringes. This accounts for the enormous growth of outlying commercial facilities.

Extemporize

Slide No. 6 Although such facilities would, under any condition, siphon some sales and business formerly going downtown, a portion of this loss must be assigned to the failure of downtown to properly meet its challenges.

Slide No. 7 A third and equally serious problem is the encroachment of blighted, vacant and deteriorated buildings upon the core of our cities.

A natural result of functional decline in the spread of low grade, inconsistent, and uneconomical land use. This blight starts on the fringes of the central business district and, as buildings age, deteriorate, and become

obsolete, and vacant, it moves closer and closer to the hard core. Ultimately even the hard core feels the effect and itself may become blighted.

(8 minutes to this point)

Many people ask: "Why should we do anything about downtown? Is it worth saving? Why not be satisfied with the present conditions? Why not let the business centers move north, south, east, or west?"

Slide No. 8 It should be kept in mind that Kalamazoo's downtown is not just a retail district. It houses medical facilities, places of entertainment, hotels, offices, and is, of course, a major governmental center. It is the terminus for practically all mass transportation entering and leaving the city.

Slide No. 9 It is where one employed person out of every ten in the community spends his working day. Downtown Kalamazoo will always remain the focal point of community life. Eighty per

cent of the attorneys, sixty per cent of the physicians, and twenty-three per cent of the real estate brokers in Kalamazoo have their offices downtown.

These are only a few examples of the diversity and magnitude of the population that uses and works in Kalamazoo's central business district, the most accessible part of the entire metropolitan region.

If downtown suffers, the city will also suffer. For example, nearly seven per cent of Kalamazoo's total city real estate tax is borne by downtown property. Yet this property occupies only 0.8 of one per cent of the entire city area. If the central district is allowed to deteriorate, the rest of the city must bear its share of taxes which formerly and properly were borne by the central business district.

Historically, the downtown district, being the original core of Kalamazoo, inherits the advantages of central location. It benefits by the advancement of transportation facilities.

Slide No. 10 The area surrounding Bronson Park is the hub of Kalamazoo's cultural and civic activities. Around it are grouped the Playhouse, the City Hall, the County Building, churches, the new library-museum, and other important public buildings.

This historical pattern of growth makes it likely that downtown will remain at its present location and that no major displacement will occur.

Finally, when we examine the ultimate measure of what makes a downtown successful, we find it concerns, most importantly, the feelings of the people who are the final judge.

Slide No. 11 It has been demonstrated time after time that people still prefer downtown for their many diverse activities. In our planning we must always recognize that the essence of the successful business district lies in the

Slide No. 12 creation of an environment where person-to-person contacts can be enjoyed, not in a

harassed, frantic fashion but in a convenient, pleasant, and relaxed atmosphere.

Once we understand the importance of Kalamazoo's downtown to the health of the city, its problems can be realistically attacked and solved.

Kalamazoo has repeatedly demonstrated it has the will, the ability, and the economic foundation upon which to base healthy growth. There is no reason to believe that its central business district cannot participate in this growth process.

Our planning philosophy and goals must be broad and bold. We must think in terms of comprehensive long range planning rather than in terms of temporary stop-gap measures.

Further, we cannot and must not take the defeatist attitude of merely saving Kalamazoo's downtown, but must take active and positive steps to retain it as the heart of the entire metropolitan community.

From this philosophy, we have derived our planning goals:

The most productive use of the land, A free flow of traffic throughout the tributary area, A non-conflicting circulation pattern, and provision for vehicular storage, A reintegration of commercial and non-commercial activities, And a minimizing of demolition necessary to implement the plan.

Because the concept involving the separation of vehicles and pedestrians forms an important part of our plan, we should examine it in more detail.

Slide No. 13 Each year the American public is using more and more automobiles. Each year the automobile is using more and more space. This trend can do nothing but eventually squeeze the pedestrian out of the streets and out of downtown.

But, it is this pedestrian, and not his automobile, who buys goods, sees movies, eats in the restaurants, and signs the mortgage.

It has become obvious that no matter how many millions of dollars are spent in widening and improving streets which now crisscross our downtown, we can never hope to properly and safely accommodate the automobile within its boundaries.

We propose instead that these same millions be spent on a realistic alternative. On a downtown replanned so that it is no longer necessary for vehicles to enter the heart of the city on the creation of a pedestrian central business district.

Slide No. 14 The best illustration of this plan can be seen by the comparison of a river in nature. Let's look at a stream and its tributary area. Water originating from an endless number of springs collects into brooks, which, in turn, flow into rivulets and rivers until they all combine into the mighty stream.

Slide No. 15 The river of traffic simulates nature's stream in many respects. Its springs are the residences in the metropolitan area; they feed brooks or

small roads, which, in turn, combine into larger roads and into highways. The highways carry all onrushing traffic toward the metropolitan core.

But here the comparison with nature's river ends. There is no ocean provided for the stream to run into. Instead, we expect the swollen water of the traffic stream to suddenly disperse into narrow street canyons where, just as water would do, traffic

Slide No. 16 backs up until it swells for miles, like behind a dam.

We must decide whether it is to the interest of the central business district to allow this river of traffic to flow on through. It should be remembered that of all traffic entering our downtown areas, only about forty per cent has its destination there.

Slide No. 17 In some cases it has been proposed to let this traffic stream flow right through the business core. If the stream is well banked and only the smallest number of entrances and exits for

traffic are permitted, traffic will probably move half-way satisfactorily.

However, is it really in the interest of the central business district to see to it that as much traffic as possible flows from north to south or south to north, right through the downtown, without the driver ever being able to enter into the business area?

If such a traffic pattern occurs, it effects nothing else than that suburban areas to the north are connected to suburban areas to the south, or eastern ones to western ones, in a more efficient manner than they were before; and that the downtown area is eliminated not only from the traffic, but also from the patronage and interest of the entire metropolitan population.

On the right half of this slide you see another pattern. It seems to us to approach the solution in the right spirit. Traffic flows

into a broad, many-laned highway loop surrounding the core of the downtown area.

Slide No. 18 Such a loop does not necessarily have to be a circle. If a larger pedestrian area has to be serviced, it might take the form of a figure eight, or of a clover leaf, with possible underground connections at the narrow portions of the loops. Extemporize

Once we have made the major decision to eliminate all vehicular traffic from the central core and reserve this core for pedestrians; once we have properly used the land and brought people safely into our downtown; and once we have provided them with the ultimate in goods, services, and attractiveness, they will once again find it a pleasure to do their errands; they will find that it is possible to walk from one activity to another in pleasant and attractive surroundings.

The many natural beauties of downtown Kalamazoo will again be a source of genuine pleasure to the pedestrian.

Now that we have recognized the problems, realized the importance of the downtown, and have established our planning philosophy and goals, we can begin the creation of the plan.

Slide No. 19 Kalamazoo is a major economic center, sharing the South Michigan trade region with Battle Creek and Grand Rapids.

Kalamazoo's trade area is part of the rapidly developing urban belt joining Detroit and Chicago. It lies on U. S. 12, the spinal artery of this belt, and on U. S. 131, a major north-south thoroughfare.

The city's regional sphere of influence is determined primarily by four factors:

- The major settlement pattern
- Location and character of natural and man-made barriers
- The competitive influences of outlying facilities, and
- Access characteristics of the area

Sequence A To reflect significant variations in the influence and drawing power of Kalamazoo's central business district, we have recognized two zones, a primary and a secondary, within the city's trade area.

The primary zone immediately surrounding Kalamazoo contains the majority of the urban population and feels the greatest impact of the central business district.

Surrounding this primary zone is the more distant secondary zone, which, although still influenced by central business district facilities, feels their impact much less than does the primary zone. This secondary zone contains a predominately rural population.

Having determined the extent of both the primary and secondary trade areas, we next estimated the income available to the central business district facilities based on income levels and expenditure patterns.

Sequence B **Factors which influence and establish the city's trade area also strongly affect the central business district's form and function. Competitive facilities, thoroughfares, rivers, railroads, and industry all exert their influence.**

Most often, physical features present barriers and divisions preventing healthy growth and development of central business areas. In Kalamazoo these physical features are arranged so that the Kalamazoo River, the railroads, and resulting industry have blocked growth to the north and east. Therefore, expansion has been to the west and south. Here, however, lack of a well defined boundary has diluted and weakened the fringe of the downtown core.

Shifting our gaze to the central core itself, let us first take inventory of this area's assets and liabilities. To do this we must discover where business is conducted now, and we must evaluate these present activities, considering their condition, size, and use.

Sequence C Extemporize on building condition

Sequence D Our detailed studies of present land use have shown a clear-cut occupancy pattern. Retail

Sequence E areas stretch out along Burdick Street and Michigan Avenue, with their geographical center somewhere between Michigan and South Street.

Extensive, pleasant green areas are concentrated around the civic and religious institutions bordering on Bronson Park; hospital and research facilities are conveniently grouped in the southeast corner of downtown. However, industrial, warehousing, and older residential buildings, many of them fast declining, surround, penetrate, and blight the core on all sides.

This pattern of land use is punctured by isolated and sometimes unrelated parking facilities. The pattern is further complicated and disrupted by major traffic arteries which compartmentalize the area, destroying its cohesiveness.

Now that we have gathered our data and established the design discipline into which we must fit our future downtown, we can begin the creation of our new plan. To explain how this plan was evolved, I would like to introduce Mr. Ulrich Weil, our director of planning and design.

Ulrich-----

Thank you Ralph - - and may I have the next slide please.

Sequence B -
1.1.1.1.1

This is now a schematic plan of the new central business district. The land uses that Ralph Stephenson has talked about have now been reapportioned and so located that a maximum mutual benefit from neighboring uses could be realized. You will notice the commercial area, in deep yellow, has been considerably compacted. There are no disturbing penetrations left. These were the penetrations caused by industry, shops and warehousing; all considered detrimental to downtown business life. This compaction generates better comparative shopping, intensifies all activities and values and shortens walking distances. The commercial area continues, as before, to be successfully connected to the civic and cultural area around Bronson Park and also to the research complex occupied by the Upjohn Company and the Bronson Methodist Hospital. This all forms a compact nucleus which you might compare with the yellow of

an egg. The nucleus, then, is surrounded as much as possible by parking areas which you might compare to the white of an egg. These parking areas are so located that a maximum of functions can be served with a minimum of walking on the part of the motorist.

Sequence - G -
5. 1. 1. 1. 1.

We have talked earlier about the limitations that the downtown faces, have examined the fact that the industrial and railroad locations appear to be the strongest limiting factors around the CBD, particularly to the north and to the east. This meant that the most natural and least painful expansion can take place towards the west and south, where older homes, fast becoming obsolete and substandard are located. A detailed analysis indicated that we would - - for the ultimate development - - have to go to Walnut Street at the South and halfway between Park and Westnedge at the West, on a line with Potter Street and Cooley Street.

We also examined the need of efficient

north-south and east-west thoroughfares or connectors for the kind of traffic that has to go around our central business district area and does not intend to stop there. In order to make it possible for this north-south and east-west traffic to function properly and at the same time funnel the central business district's intended traffic into the downtown area smoothly, we must pay special attention to these connectors. They intersect close to the central business district area.

Sequence H -
100'

You see here the east-west connector which not only crosses the north-south connector but also crosses a series of railroad tracks, the Kalamazoo River and other north-south arteries. The park elevation of this east-west thoroughfare is essential to allow smooth traffic movements to enter the central business district area.

Sequence D -
nation 2

to prevent scenes like this. It is further necessary to install certain grade separations.

Sequence E -
nation 3

to facilitate proper traffic movements, particularly turns on street level, with a minimum of controls and signals. When these

Sequence K -
nation 4

structures are installed, traffic will be able to move onto the peripheral circulatory road which is, in our analogy, the shell of our egg, holding the entire organic structure of our downtown together. This peripheral road, which gathers traffic from the city at various points (point out at plan) is again a limited access facility with no signals or devices that might stop the even flow of traffic. Speed limits will be relatively low so that it will be possible to peel off into the parking lots or leave the parking lots and enter this road without undue delay at the peak hours in the morning and in the late afternoon.

Sequence 1 -
nation G

We have examined in detail the workings and mechanics of traffic and are satisfied that we can fill the demands of this traffic in the future at all times. But, we must also examine and satisfy ourselves as to the uses this downtown area must contain. This chart shows the proportionate land uses of the areas within the peripheral circulation road, in 1957 and in 1980. These are percentages---not actual sizes. We analyzed the future requirement of the various central business district functions and made certain projections.

Sequence 2 -
nation H.

Let me start out with the most obvious difference which is parking. It is estimated that in 1980 approximately 11,500 parking spaces will be needed, using some 4,000,000 square feet of land alone. A good portion of this land will come from former industrial warehousing and wholesale uses which have now been reduced in size and have relocated themselves so that only a number necessary for an efficiently functioning central business district has been left. Another

Sequence N
11.1.1.1

portion of land needed for parking has been obtained by the replacement of older residential areas within the perimeter of our downtown such as these. Starting now at the beginning of the column, we notice that the percentage of space devoted to retailing has remained about the same. This is a result of the more efficient use of existing space, rather than of a decrease or stabilization of total business volume. Retail activities in 1980 not only make use of the now vacated floor space, but also of more, new, efficient replacements. It also assumes a change in the character of retailing, that certain less specialized convenience-oriented facilities might continue to be attracted to outlying suburban locations while at the same time, specialized less convenience-oriented units catering to specific retail activities needed by the whole metropolitan area, might concentrate more and more in the central business district.

We come now to office space. The space-needs here have increased, reflecting the needs of a growing population.

Next, the allotment of space allocated for service has been somewhat reduced. This reflects the relocation of several large service plants having light industrial characteristics. However, it is expected that a good deal of this space will be made up by new service operations, more valuable for downtown efficiency.

As far as the civic and cultural needs are concerned, adequate space is available now in the downtown and is not expected to change materially. Change here depends not so much on economics as on policy decisions. However, again, it is possible that the composition of the space may change and that certain church or fraternal organizations will find it to their advantage to relocate nearer their membership as the central business district expands.

Also, the hotel space is not expected to change appreciably. However, it is expected that a substantial amount of upgrading, remodeling

and replacement of present facilities with new structures will undoubtedly occur as downtown becomes once again an important stopping point for travelers and sales people, and hotels become competitive with motels.

We already have illustrated the change that will take place caused by the increase of parking and decrease of industrial wholesaling, warehousing and dwellings. Automotive facilities will be reduced to the point necessary for immediate central business district use, such as service stations and emergency repairs.

All of these land use-allocations are based on certain research and have been sufficiently tested by us as to their reasonable validity. Having ourselves satisfied on this point, let us become motorists and drive along the peripheral road and enter a parking lot nearest our intended destination- - an office building, maybe a store or a movie. We leave the car and become pedestrians, leaving all gasoline fumes, traffic dangers, noises and other nuisances behind, and

Sequence 03 -
action 5

enter not only a revitalized downtown but also an entirely new atmosphere for shopping; an environment where all business transactions can take place with ease. Let us now board a helicopter and look over our new downtown Kalamazoo from the air. This is now your Kalamazoo as it might appear in 1980. It is a bold and imaginative concept that you see here, but it will accommodate the changing needs and demands of a growing city. We can now readily see how you can approach from any part of the community, not only by private car but also by bus, experiencing a minimum of irritating, nerve frazzling congestion. You are surprised, undoubtedly, by the graceful manner in which Bronson Park blends with its new surroundings. New vistas and a genuine pedestrian environment have not made walking really enjoyable. Many queries, polls and other means of research have shown that people really do prefer to use their legs properly. They like to walk and to stroll as long as they have fun doing so and they are

Sequence P

Sequence Q

Sequence R

Sequence S

captivated by window shopping, parks, pieces of art and many other elements of interest.

For your orientation, I want to point out a few recognizable land marks. You are looking here, on the aerial view, at what was once Michigan Avenue. You will be able to recognize the old Post Office building in the foreground, then the County Building and further down the American National Bank. You will recognize the Upjohn structures, most of Bronson Methodist Hospital, and closer to us, the City Hall, the Play House and some of the churches. There are many new buildings, some of them replacements, some of them expansions or entirely new.

Sequence T -

Particularly around Bronson Park, you will notice the openness, making it possible to build new civic structures. This is, for your orientation, the plan of downtown Kalamazoo around 1980. It is now a pedestrian core. (orient people as to land marks). In the deep gray color, we illustrated just how many 1937 buildings could be still standing. However, many would be new or replaced, and where necessary, higher structures or lower structures

would be built. The deep red and deep blue indicate high rise buildings, old and new. The light brown and dark brown colors indicate low rise buildings, all new. Michigan Street, which is now Michigan Mall, has a number of trees, covered walks and kiosks and, naturally, Burdick Street, which is now Burdick Mall, also has kiosks, shops where people can buy newspapers, candy or jewelry and many other impulse items, or where small lunch counters will make it very pleasant for customers as well as employees to enjoy a lunch or a refreshing milk shake, at the same time, watching the ever changing scene of intense shopping activity. The bridge that you see on this sketch here in the background is the same bridge that you might manage to pick out here in the aerial view, connecting a now enlarged parking deck with the more intense retail operations in the center of town. You also notice in this sketch, a little glass-enclosed shuttle bus similar to the ones you may have seen in fairs or at the zoo. These electric shuttle busses will run throughout the downtown area along certain routes at a slow pace (point out). There might be a nominal charge,

Sequence U

Sequence V

and they will make it easy for people who are either handicaped or too tired, to reach almost any point in the downtown area. The diagram also shows where public transportation can enter and leave the downtown area and drop off their passengers. We have indicated here three strategic locations and you can see that a bus from Parchment, for instance, can enter from the north into the parking area and return by means of a loop back to the point of origin. This can happen at many other points also. Greyhound service can continue to operate at its present location without any complicated rerouting.

We also have to talk about another kind of traffic. (point out) It is very important to know what happens to all service trucks and police vehicles. The police vehicles, fire equipment and ambulances will be able to operate throughout the downtown area on predetermined routes and in case of fire, for instance, a series of red flashes, imbedded in the pavement, will serve to warn the people to clear the path.

The yellow areas indicate service yards and it is easy to see that trucks can enter these yards from the parking lots without any difficulty. All of these yards are hidden from public view by means of efficient screens which might be at the same time, a backdrop for tasteful advertising and announcements. There are only a few interior areas to which it will be more complicated for a truck to enter into. However, employing certain regulations, the presence of trucks crossing at Michigan Mall and a few other points will hardly be noticeable. It is visualized that deliveries will take place early in the morning or late in the afternoon. In short, all deliveries, except special deliveries, will take place during off-business hours. It is interesting to note that the walking distances within the new downtown are remarkably short. We have shown here some typical possible distances--all distances that people might cover, and none of them will be longer than five minutes. It is surprising, however, how the downtown Kalamazoo compares to a major regional shopping center.

Sequence W

Sequence X

We see here an overlay of Detroit's Northland, where people walk similar distances everyday, consuming the same amount or even more time without complaint. (explain) The reason for all this is that walking within the parking lots is short, many times shaded and not like this. Once the edge of town is reached, the pedestrian's attention is focused on many activities--merchants changing windows for new events--and this new downtown of ours will have many. (Ad-lib - - Easter flower show, ceramic show, auto show, boat show, etc.) I can visualize that at least every month a new promotional affair, backed by all the downtown business men and interested parties will be put on.

This new Kalamazoo, of course, will not appear over night by magic, it will take much detailed planning and careful attention to the many problems that will arise. Concerted effort will be necessary on the part of many to adjust themselves properly to this new environment, aligning individual desires with

Sequence A-A

the community effort. However, Kalamazoo is in a very fortunate position. Almost immediately, this long range program can be initiated. You see here your present downtown, where the green indicates the first pedestrian nucleus, freed of all automotive traffic except, of course, needed service and official uses. This first initial

Sequence B-B

area is bound by Park Street in the West, Michigan Avenue in the North, Portage Street

Sequence C-G

in the East and Lovell in the South. The traffic will go around this area clockwise, almost the same as it does now. All that is necessary to initiate this are certain negotiations to inaugurate a one-way traffic pattern on Michigan and also on Kalamazoo; Michigan Avenue taking the west-east traffic and Kalamazoo Avenue taking the east-west traffic. ✓ Some of the closed streets will become parking areas, while others will be turned over completely to the pedestrian. It is possible, with only minor adjustments, to institute a preponderance of cohesive parking areas within this perimeter so that customers, after leaving their cars, do not have to cross any traffic arteries anymore. I say customers advisably, because

I feel that no employees or other all-day parkers should be allowed to occupy these areas. The yellow lines and areas indicate where servicing will continue to take place, as it does now. With a slight shift of a driving route, the drive-in bank located in the big block west of Burdick will be able to continue to operate without the slightest disturbance. The same is also true for private and public parking operations.

Here you have it now; the beginning of a long march towards a new downtown whose revitalization will be assured. The important fact is that this march and development will be based on a long range plan which has been tested not only for its soundness, but also for its validity.

Implementation of such a plan, of course, is a continuous process. Stages can be compared to pictures taken of a growing family. They show the city as it might exist at a particular time. Recognize that there are no sharp transitions, but merely gradual change. Looking into the future a few years, we might expect to see

what we have described as the second phase. You see here that the green area and the core have been considerably increased. The perimeter with the downtown core is now bordered by Park Avenue, Water Street, Edwards, Portage and Cedar. By this time, new buildings are beginning to spring up in many locations formerly considered unproductive business activity; and properties are not only going to change, but are also increasing in value. Owners of light industrial enterprises - - distribution centers formerly located on the fringe of downtown now have found it much more profitable to move out to new locations. Here they find more operating room and more space for horizontal expansion needed to keep pace with the growing business volume. The property vacated by these fringe uses is now being more closely related to CBD activities, and as is to be expected, largely for parking. It is at this time that the right-of-ways for the construction of the north-south and east-west connectors is being acquired. The same is true of acquiring land for construction of the peripheral road.

Sequence E-E

Now a few more years have passed - - and the development of our downtown has progressed considerably. The construction of the north-south and east-west connectors have been completed. Sections of the peripheral road are in operation and portions remaining to the south and west are under construction. More and more merchants, businessmen and property owners are realizing a share in the general success of the revitalized downtown. Moves to the new quarters are being completed. Long delayed plans are being realized and remodeling and enlarging of shops are visible everywhere. Parking facilities have been expanded without inconvenience to the downtown operation. Trees have been planted to bring shade. Landscaped islands and beautiful flowers begin to be set up everywhere.

Sequence F-F

Kalamazoo's downtown is now very close to completing its development and bringing to a total realization our long range concept and goals. This busy pedestrian scene was formerly Burdick Street, now Burdick Mall. Once it was crowded with cars, trucks and

Sequence G-G

busses. Now, its shops enjoy the benefit of unimpeded pedestrian exposure. Stores formerly separated by streams of on-rushing traffic can now be visited safely and easily. You can recognize the telephone building in the far background and you notice, walking leisurely south, that many stores are new and others have been remodeled. ✓ People stroll from store to store during inclement weather without getting wet. Some downtown visitors can be seen crossing Burdick Mall through the glassed-in overpass connecting with the upper level of one of the parking decks. Husbands relax, keeping an eye on the children while their wives shop in the nearby stores.

Even now, plans are being made to transform this already beautiful Burdick Mall into a year-around roofed and air conditioned plaza.

Everyday we find surprises in this new Kalamazoo. A new sculpture has been placed, a new traveling exhibit has opened, groups of students are holding outdoor painting classes, while others study

Sequence H-H

natural science in outdoor surroundings. Even in the financial district you sense the enthusiasm of prominent business leaders for their new downtown. The banks seem to invite you in with their wide glass entrances, framed by carefully nurtured evergreens and flowering shrubs. The little electric shuttle bus runs safely through the courts and malls, stopping occasionally to pick up a tired shopper; here and there, new buildings are under construction in a pattern of continual growth and improvements.

Now that we have taken you to the culminating point of our revitalization planning, some 20 years hence, let's go back to the present and ask ourselves in detail; how can all this best be brought about? What should the very first steps be to initiate and to implement this long range plan? To give you some key answers to these and other questions, I would like to call once more on Mr. Ralph Stephenson.

Ralph-----

Implementation begins with a drive to align the full support of the community behind the basic goals and objectives of the plan. Ultimately, success depends upon the thoughtful and active cooperation of every citizen.

Throughout Kalamazoo's long history of growth and progress, the power of civic action has been demonstrated on numerous occasions. Now, this civic support is to be summoned to the crucial task of revitalizing the heart of the city.

Sequence I-I First, a permanent citizen's committee should be formed to provide continuous public leadership in carrying out the plan. The committee must be large enough to be representative, small enough to be decisive. It should include representatives from groups such as the Downtown Kalamazoo Planning Committee, the Downtown Merchant's Association, and civic organizations such as the Chamber of Commerce. It should consist of not only business interests but members of local college faculties as well as school and church leaders.

With such a membership drawn from all walks of city life, the committee can weld together public opinion and resources to assist municipal agencies and encourage private investment.

The citizen's committee will be both sounding board and spokesman - sparkplug and generator.

To insure widespread community participation, it would be desirable to have rotating membership in the group. However, despite its changing membership, the committee and its work should be organized on a permanent basis.

Presentation of the plan to city government for official adoption will constitute the first major undertaking of the newly formed citizen's committee.

Only after the plan achieves official status as a statement of public policy, can a revitalized downtown Kalamazoo become a reality. When the city has adopted the fundamental elements of the plan as official planning

goals, accomplishment of the plan's objectives can proceed most effectively through existing agencies of city government.

The plan will coordinate and amplify present policies related to downtown planning. It will insure that the maximum benefits will be derived from all city central business district planning expenditures. It will allow local government and business leaders to coordinate their public and private programs into a single effort focussed on specific goals for downtown Kalamazoo.

Working hand in hand with the citizen's committee, existing agencies can extend and modify their present activities to include the work programs needed for downtown revitalization. Kalamazoo's city government has already acquired a depth of experience in urban planning, traffic management, and municipal parking operations.

Sequence J-J As work on the plan proceeds, some expansion of Kalamazoo's public agencies may be needed to absorb work loads generated by detailed studies.

However, present staffs should be able to absorb the additional planning work during the very early phases of implementation.

Eventually some permanent source of financing may be needed. This need could be met by a number of alternatives which Kalamazoo has employed in the past.

One would be the creation of a special downtown assessment district, similar to that used previously for municipal parking lot development. Another method would be the allocation of a portion of city parking revenues to downtown planning. A selection of these or other alternatives would be premature now. The fact that only modest amounts are required over and above presently budgeted expenses deserves emphasis.

As a start to the creation of a new downtown economic environment, legal and planning work should begin immediately on the closing of certain downtown streets; on creation of

additional open areas for the development of parking lots. The cost of these initial steps would be small. In all probability, they could be easily financed from existing public sources, supplemented by contributions from civic groups.

Thus, the first and perhaps the hardest step toward achieving the plan can be taken with only a modest investment, coupled with civic determination. These two ingredients, plus a strong public faith in the future, can ignite the chain reaction of planning that will restore the regional dominance of downtown Kalamazoo.

Sequence K-K As we look over Bronson Park in 1980, we realize that downtown Kalamazoo is now the undisputed center of a rich, diversified trade region. Glancing over Bronson Park and Michigan Plaza bustling with activity, we realize with satisfaction that twenty years of community teamwork and cooperation has been successful.

Yes, there were doubts when we were called upon several years ago to help bring about an ambitious program of downtown revitalization. Now these

doubts have been dispelled as we find a pleasant
city attracting more new ventures than ever and
holding promise for all.