

Areas highlighted in green are changes made in response to comments made at past workshops, as well as additional objectives added.

Goal/Policies	Objectives	Comments
ECONOMIC DEVELOPMENT		
<p>A. Harbor Commercial. Douglas will ensure land use along the Kalamazoo Lake waterfront permits small-scale commercial development that supports the marina use and attracts visitors on foot and by boat.</p>	<ol style="list-style-type: none"> 1. Build more flexibility into the Zoning Ordinance that fosters innovative business and unique uses that cater to the character of the waterfront. 2. Create a separate Harbor Commercial zoning district for waterfront areas along Kalamazoo Lake to take on the non-residential uses in the R-4, Harbor Residential zoning district. [REWORD] 3. Encourage the adaptive reuse of historic landmarks such as lighthouses and [boats?] in the Harbor Commercial zoning district. 4. Adjust the zoning and regulatory ordinances to allow theme-based vending on private property and in conjunction with waterfront uses. 	
<p>B. Efficient Use of Land. Douglas will support the efficient use of land to reduce costs for developing and occupying property in commercial zoning districts.</p>	<ol style="list-style-type: none"> 1. Consider alternatives to on-site parking minimums for new businesses within small-scale business districts. 2. Amend the zoning ordinance to reduce the space dedicated to parking in new developments. 	
<p>C. Adaptive Reuse of Buildings. Douglas will support the adaptive reuse and redevelopment of existing buildings and sites to support small businesses.</p>	<ol style="list-style-type: none"> 1. Amend the Zoning Ordinance to remove requirements to construct additional parking in conjunction with a change in land use. 	
<p>D. Micro-Scale Commercial Zone. Douglas will create a micro-scale commercial zone to cater to the needs of the immediate neighborhood residents and users of the Beach to Bayou Trail.</p>	<ol style="list-style-type: none"> 1. Amend the Zoning Ordinance and map to create a new zoning district that permits micro-scale commercial enterprises, such as ice cream shops, coffee shops, convenience stores, equipment rental, or other beach amenities on Center Street from Blue Star Highway west to Ferry Street. 	


	<ol style="list-style-type: none"> 2. Restrict new commercial to a mixed-use form, with a maximum of 1,200 square feet on the main floor. 3. Allow the conversion of residential homes with frontage on Center Street to commercial spaces or mixed-use buildings to promote business, while preserving the character of the area. 4. Modify parking requirements for non-residential uses. 5. Continue the pattern of on-street parking within the right of way along Center Street west of Blue Star Highway to Ferry St., as identified on the transportation and mobility map [MAP X] 	
<p>E. Downtown Mixed-Use. Douglas will carefully plan for a mix of land uses that will improve the economic viability and attract more visitors to the Downtown areas.</p>	<ol style="list-style-type: none"> 1. Amend the zoning ordinance to restrict main floor street-facing suites to service and retail uses and require offices in rear facing and upper floor suites. 2. Assist the DDA in communicating resources and tools offered by the MEDC for small businesses. 3. Work with the DDA and other organizations to support the promotion of the downtown and events planned in the downtown area. 4. Carefully plan for future uses of the City Hall Dutcher Lodge that will bring economic vitality to the downtown area. 	<p>Added objectives shown in green highlight.</p>
<p>A. Blue Star South Commercial Corridor. Douglas will offer opportunities for large-scale businesses in areas south of Wiley Street, by reserving those areas with frontage on Blue Star Highway for such uses.</p>	<ol style="list-style-type: none"> 1. Amend the zoning ordinance and map to restrict C-2 zoning to only those parcels between Wiley Road and the southern City boundary. 2. Reduce the depth of existing C-2 zoning for parcels with Blue Star Highway frontage in the Blue Star South Commercial Sub Area. 3. Amend the Zoning Ordinance to restrict drive-through establishments from all zoning districts with the exception of parcels zoned C-2 and located between Enterprise Drive and 129th Avenue. 4. Amend the Zoning Ordinance to allow for light industrial uses in the C-2 Zoning District in an effort to allow businesses to be eligible for MEDC funding. 	<p>Blue Star South Commercial Sub Area</p> <p>Changes shown in Green highlight</p>
<p>B. Land Use Compatibility. Douglas will ensure the compatibility of land uses between residential and non-residential uses.</p>	<ol style="list-style-type: none"> 1. Adjust the Zoning Ordinance to increase buffering and screening requirements between more intense commercial and industrial uses and residentially zoned areas and uses. 	

<p>A. Blue Star Small Business Corridor. Douglas will reserve a new corridor for small businesses to ensure appropriate future economic growth while preserving the small-town charm of Douglas.</p>	<ol style="list-style-type: none"> 1. Amend the Zoning Ordinance and map to create a new zoning district for a Small Business Corridor on Blue Star Highway between Main Street to the north and Wiley Road to the South. 2. Amend the Zoning Ordinance to create standards for streetscaping within the Small Business Corridor. 3. Amend the zoning ordinance to allow for small-scale industrial uses within the Small Business Corridor to allow for eligibility for grant funding from MEDC. 	<p>Blue star Small business corridor</p>
<p>B. Former Haworth Property. Douglas will ensure that the future development of 200 Blue Star aligns with the land uses and layout of the plan that was favored by the public as part of the public engagement related to the grant funding for environmental remediation of the site in 2023.</p>	<ol style="list-style-type: none"> 1. Require the rezoning of the 200 Blue Star Property to PUD to allow for flexibility in dimensional elements. 2. Guide proposed developments to align with the desired uses and layout of the 200 Blue Star Sub-Area Plan within this Master Plan. 3. Restrict specific land uses on the site in accordance with the 200 Blue Star Sub-Area Plan to comply with the uses permitted per the extent of contamination remediation. 	

HOUSING & NEIGHBORHOODS

<p>A. Decrease housing costs. Douglas will take proactive steps to reduce housing costs while increasing the City's housing stock.</p>	<ol style="list-style-type: none"> 1. Amend the Zoning Ordinance to reduce minimum lot sizes in residential zoning districts. 2. Amend the Zoning Ordinance to remove the minimum floor area for dwelling units. 3. Allow multi-family developments by right in the zoning districts in which it is permitted. 4. Amend the Zoning Ordinance to allow accessory dwelling units in all districts that allow residential single-family homes. 5. Amend the Zoning Ordinance to allow homes deemed nonconforming by way of use, dimensions, or lot size, to be rebuilt after being destroyed by fire or other natural disaster. 6. Consider designating areas within the City for affordable housing and utilize a pattern book, such as the Michigan Municipal League's Pattern Book to keep construction costs low. 7. Incorporate the multifamily design guidelines into the Zoning Ordinance and make changes to the requirements that would reduce the cost to build multifamily housing, while aligning with the character of the City and the desire for connected, walkable neighborhoods. 	<p>Zoning Reform Toolkit: https://www.planningmi.org/aws/MAP/asset_manager/get_file/886922?ver=0</p> <p>MML: Pattern Book Homes for the 21st Century https://mml.org/resources-research/publications/pattern-book-homes-for-21st-century-michigan/</p>
<p>B. Provide better opportunities for affordability. Douglas will provide opportunities for housing across all income levels.</p>	<ol style="list-style-type: none"> 1. Participate in the West Michigan Regional Housing Partnership to 2. Engage the public in workshops that provide educational opportunities on what affordable housing is, who it benefits, and what its costs are. 	<p>West Michigan Housing Partnership Action Plan - F</p> <p>Affordable Housing Infographic</p> <p>Success Stories in Northern Mi</p>

	<ol style="list-style-type: none"> 3. Market the City's economic tools and partnerships to attract developers to the City to construct workforce housing and other types of attainable housing. 4. Partner with the Tri-Community jurisdictions to plan for affordable and /or attainable housing opportunities that benefit all three. 	<p>Michigan Statewide Housing Plan</p>
<p>C. Permanent Residency. Douglas will encourage more people to seek long-term, permanent residency within the City.</p>	<ol style="list-style-type: none"> 1. Seek opportunities to support seniors and maintain their connections to neighbors, families and friends, through creative residential development designs that foster aging in place without isolation. 2. Promote incentives for the development of workforce housing 3. Design marketing materials to share with different organizations working to relocate and attract people to Douglas. 4. Explore opportunities to advertise permanent residency to people who visit Douglas 5. Create a "housing dashboard" on the City's website to allow existing and potential residents to view data and information related to existing housing, proposed housing, and easy access to minimum requirements for new housing, as well as access to tools for incentives to create attainable housing units. 	
<p>D. Character Preservation. Douglas will preserve the character of all residential zoning districts.</p>	<ol style="list-style-type: none"> 1. Allow missing middle housing in the R-1, R-2, and R-3 zoning neighborhoods that is designed to give the exterior appearance of a single-family home, while preserving the character of existing neighborhoods. 	
<p>E. Short Term Rental Control. Douglas will address the challenges and opportunities associated with short-term rentals.</p>	<ol style="list-style-type: none"> 1. Adopt a policy to collect an "accommodation tax" which would be levied on revenue generated by properties used for STR. Place funds captured through this taxation into a fund that can be used to bolster the City's efforts to provide affordable housing. 2. Adopt additional provisions within the zoning and regulatory ordinances to provide clear procedures, standards, requirements, and restrictions for short-term rental uses, such as the posting of signage making it easier to contact STR owners. 3. Prioritize certain areas in the City for allowing the STR use of property, while delineating other areas where STRs should be prohibited. 4. Amend the zoning ordinance and regulatory ordinances to develop a lottery program to issue annual short-term rental licenses. 5. Consider the adoption of a vacancy tax on homes that are unoccupied for more than 6 months out of the year. 6. Adopt an ordinance to place a maximum ratio of short-term rental homes to homes occupied year- 	<p>Vacancy tax examples: https://www.mlive.com/politics/2023/06/property-tax-proposal-would-let-michigan-cities-raise-taxes-on-vacant-land.html</p>

	<p>round, and place a maximum of licenses that can be issued annually.</p> <p>7. Increase enforcement efforts to discourage unlicensed short-term rentals.</p>	<p>https://www.cityofslt.us/DocumentCenter/View/19548/Final-9212-Report-for-Residential-Vacancy-Tax-Initiative?bidId=</p> <p>https://www.planetizen.com/taxonomy/term/51165</p>
<p>PEOPLE, ARTS & CULTURE</p>		
<p>A. Inclusivity. Douglas will continue to prioritize inclusivity by attracting and welcoming all people.</p>	<ol style="list-style-type: none"> 1. Partner with community organizations and cultural institutions to facilitate dialogue, collaboration, outreach efforts, and events that promote understanding and inclusion across diverse communities. 2. Seek equitable representation from the City's diverse demographics on Boards and Commissions. 3. Ensure that LGBTQ+ and other diverse populations are represented with language and imagery in City communications, publications, and outreach materials. 	<p>Other suggestions?</p>
<p>B. Family-Friendly. Douglas will strive to become an attractive community for families and provide needed family-based services and opportunities.</p>	<ol style="list-style-type: none"> 1. Incorporate amenities in public spaces that are attractive to children, such as a water table 2. Utilize public spaces on waterfronts for year-round events that incorporate hands-on activities for children 3. Ensure pedestrian connectivity between neighborhoods and schools 4. Seek opportunities to provide a community space/building for all residents. 5. Prioritize family-friendly events and amenities within the City's parks 6. Work with the Tri-Community Parks and Recreation board to communicate events and activities to the community and the public. (add to City website?) 7. Look for opportunities for year-round recreation 8. Partner with private businesses and other organizations to utilize City property for water safety for people of ages. 	 <p>Water Table Example</p>
<p>C. Placemaking. Douglas will foster place-making whenever possible to encourage gathering among</p>	<ol style="list-style-type: none"> 1. Amend the Zoning Ordinance to include provisions for mobile food vendors, and to allow mobile 	<p>DDA TIF plan</p>

<p>visitors and residents from all its neighborhoods and to enhance public spaces and connectivity.</p>	<p>food vendors to be stationed on private commercially zoned property for events open to the public.</p> <ol style="list-style-type: none"> 2. Amend the Zoning Ordinance to add the requirement for specific active and passive recreation and gathering space amenities within all new Planned Unit Developments, condominiums, and site condominium developments. 3. Work with the DDA to implement the TIF plan elements related to the improvement of public spaces that facilitate the gathering of the City's residents and visitors. 4. Work with the DDA and Harbor Authority to construct an amphitheater within Wade's Bayou or Beery Field to allow for regular concerts and other events in these public spaces. 	
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INFRASTRUCTURE AND UTILITIES

<p>A. Connections Between Neighborhoods and existing Regional Non-motorized pathways. Pedestrian and non-motorized connections will be developed and expanded between and among land uses and neighborhoods to promote safe, healthy, and attractive alternatives to vehicular travel and to reduce emissions and the reliance on parking.</p>	<ol style="list-style-type: none"> 1. Amend the Zoning and General ordinances to allow the Planning Commission to require pedestrian pathways in conjunction with development proposals that fall within the sidewalk improvement zone as shown on the sidewalk inventory map (Map X). 2. Create non-motorized connections between neighborhoods and areas not currently connected, such as the C-2 zoned parcels south of Wiley Road. 3. Provide incentives to businesses that promote alternative forms of transportation, such as bike racks and tool stations. 4. Partner with Safe Routes to School of Michigan to secure funding for sidewalk projects that would benefit k-12 school-age children. 5. Collaborate with representatives of Saugatuck Public Schools, DPW, Saugatuck City and Township, parents, students, and other community members to form a Safe Routes to School Team. 6. Develop and implement a Safe Routes Action Plan to be eligible for funding for infrastructure projects. 	<p>https://saferoutesmichigan.org/</p> <p>see attached maps</p>
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<p>B. Future Roads. Douglas will identify areas where road connections should be implemented as part of private development design, and ensure the proper construction of all new roads.</p>	<ol style="list-style-type: none"> 1. Adjust the Zoning Ordinance to add the requirement for private development to be designed to implement the "future road connections" as identified on the mobility plan map within this Plan. 2. Amend the Zoning Ordinance and/or the Code of Ordinances to include provisions for robust and comprehensive procedures and specifications for the construction of public roads. 3. Adjust the Code of Ordinances to remove the provision to accept private roads into the public system. 4. Amend the Zoning Ordinance to include additional provisions for the review and approval procedures for the approval of private roads. 	<p>see attached maps</p>
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<p>C. Existing Road Infrastructure. Douglas will continue to maintain the existing public road network and utilize funding and regulatory controls to wisely improve existing roads.</p>	<ol style="list-style-type: none"> 1. Prioritize the maintenance of Lakeshore Drive and adopt an ordinance that prohibits certain activities in or near the public right-of-way. 2. Repeal ordinances that would allow the City to accept a private road into the public system. 3. Ensure that only improved, public rights of way are being maintained by the City’s Department of Public Works. 	
<p>D. Utilities. Douglas will ensure the availability and the capacity of public utilities for existing and future users of the system.</p>	<ol style="list-style-type: none"> 1. Adopt a general ordinance that prohibits private connection lines to other private connection lines (“spaghetti lines”) 2. Establish special assessment districts for parcels currently privately connected to private water lines to fund and require the connection to a distribution main to serve those parcels once constructed. 3. Collaborate with the Kalamazoo Lake Sewer and Water Authority to identify the current and future needs of the water and sewer systems. 4. Require development agreements for subdivisions and large-scale development that outline the financial obligations of the developer and/or property owner related to required improvements or extensions to the water or sanitary sewer system necessary to accommodate the proposed development. 	
<p>E. Communications. Douglas will prioritize the expansion of fiber optics into the City to bolster the quality and reliability of the internet and enhance communications infrastructure.</p>	<ol style="list-style-type: none"> 1. The City shall 	
<p>F. Public Transportation Douglas will encourage the use of alternative transportation to the City Center commercial sub-area, Small-Scale Business Corridor, and the .</p>	<ol style="list-style-type: none"> 1. Amend the Zoning Ordinance to parking minimums for new developments and changes in the use of existing buildings. 2. Maintain a working relationship with Interurban Transit and provide support when possible, for route expansions and servicing “park and ride” options throughout the Tri-Community area. 	
<p>G. Safety. Douglas will prioritize safety in all transportation infrastructure design and implementation.</p>	<ol style="list-style-type: none"> 1. Provide opportunities to obtain public input when making changes to the existing transportation infrastructure. 2. Amend the Zoning Ordinance to create an access management overlay district in C-2 zoned parcels south of Wiley Road to reduce the number of curb cuts onto Blue Star Highway. 	

SUSTAINABILITY AND RESILIENCY		
<p>A. Resilient Coastal Community. Douglas will become a Resilient-Ready Coastal Community that will be prepared to withstand and recover from flooding, beach erosion, and similar coastal hazards.</p>	<ol style="list-style-type: none"> 1. Adjust the zoning map to delineate the high-risk erosion areas and critical dune areas, as identified by EGLE. 2. Form a coastal resilience committee trained by the Coastal Leadership Academy, and advise on development projects proposed along the City's shorelines. 3. Conduct a vulnerability assessment to identify gaps and recommendations for resiliency. 4. Amend the Zoning Ordinance to incorporate additional setbacks and no-build zones along the Lakeshore. 5. Adopt a riparian area overlay to protect waterbodies that flow into Lake Michigan. 	<p>Resilient Coastal Communities Planning Guide</p> <p>Protecting Michigan's Inland Lakes: A guide for Local Governments</p>
<p>B. Minimize Contamination Exposure. Douglas will take a proactive approach to protect the health of current and future residents and take measures to prevent and reduce exposure to contaminated soils, air, and water whenever possible.</p>	<ol style="list-style-type: none"> 1. Take advantage of grant programs that assist with the environmental cleanup of Brownfields and other areas of contamination. 2. Adjust the Zoning Ordinance to <i>require</i> environmental assessments for site plan review applications for development in areas of known contamination. 3. Implement land use controls and restrictions to prevent exposure to contaminated soils, water, and air. 4. Amend the Zoning Map to show locations of known contamination. 	<p>#4 - it should not be difficult to find information related to known contamination - such as the Haworth plume. Such data can be mapped and used as a resource to developers and current and future residents.</p>
<p>C. Source Water Protection. Douglas will ensure the protection of groundwater that is sourced from within the City.</p>	<ol style="list-style-type: none"> 1. Partner with Kalamazoo Lake Sewer and Water Authority to re-activate the Wellhead Protection Program within the Tri-Communities. 2. Amend the Zoning Ordinance to create a Wellhead Protection overlay district and include the delineation of each wellhead protection zone on the zoning map. 3. Prohibit land uses that have the potential to contaminate groundwater in wellhead protection overlay zones. 	<p>KLSWA Wellhead Protection Plan 2017</p>

<p>D. Stormwater Management. Douglas will ensure responsible and sustainable stormwater management for all development types.</p>	<ol style="list-style-type: none"> 1. Amend the Zoning Ordinance to incorporate the requirement to meet the ACDC standards for stormwater management for all site plan reviews 2. Incentivize the incorporation of sustainable stormwater practices using a points system for all new residential developments proposed as a Planned Unit Development (PUD). 3. Develop provisions in the Zoning Ordinance to link landscaping requirements with stormwater management designs. 4. Partner with the Kalamazoo River Watershed Council or similar groups to hold workshops for residents on sustainable stormwater management practices at home, such as rain barrels, rain gardens, green yard practices, and native plant landscaping. 	<p>ACDC Procedures and Design Standards for Stormwater Management</p>
<p>E. Infrastructure. Douglas will promote climate-resilient infrastructure for public and private development and facilities.</p>	<ol style="list-style-type: none"> 1. Amend the Zoning Ordinance to add lighting provisions that align with Dark Sky Lighting Principals. 2. Amend the Zoning Ordinance to require EV-ready parking spaces in new developments 3. Provide incentives for installing EV charging stations, such as a reduction in required parking spaces for new development. 4. Install bike racks in public spaces and require installation in new commercial developments to encourage travel by bike. 5. Explore funding options to install bike repair stations in at least two locations along the Beach to Bayou trail. 6. Adjust the Zoning Ordinance to revise sections related to on-street parking to add parking maximums and consider user-driven required parking quantities to reduce the amount of impervious surfaces in the City. 	<p>Dark Sky lighting principles: https://darksky.org/resources/guides-and-how-tos/lighting-principles/</p>
<p>F. Natural Features. Douglas will protect natural features such as steep slopes, critical dunes, high-risk erosion areas, riparian areas, wetlands, and waterways.</p>	<ol style="list-style-type: none"> 1. Amend the Zoning Map to include the critical dune and high-risk erosion areas, as delineated by the Department of Energy, Great Lakes, and Environment (EGLE). 2. Amend the Zoning Ordinance to include provisions for construction within critical dune 3. Amend the zoning ordinance to restrict specific uses in areas defined as "sensitive lands" 4. Amend the Zoning Ordinance to create a riparian area overlay that would apply to all HUC-5 and up streams and County drains 5. Adjust the Zoning Ordinance to remove the acreage minimum for Planned Unit Developments, and offer a density bonus through a points system. Points awarded for clustered designs that preserve natural features, sustainable development practices, green infrastructure, and reliance upon 	<p>EGLE Local Wetland Protection website</p> <p>PUD Eligibility Example</p>

	renewable energy, etc. will allow for increased density and modification of minimum dimensional requirements such as setbacks, lot sizes, etc. of the underlying zoning district.	
G. Trees. Douglas will continue to prioritize the preservation of trees within the City limits.	<ol style="list-style-type: none"> 1. Enhance the Tree Protection and Preservation zoning requirements to provide acceptable locations for planting that do not compromise public utilities. 2. Enhance the Tree Protection and Preservation zoning requirements to require a tree inventory on-site plans, and require re-planting of at least 50% of the trees that must be cut for the development of a parcel. 3. Incorporate an acceptable native species tree list into the zoning ordinance. 4. Amend the zoning ordinance to incentivize the preservation of large stands of old-growth trees when land is proposed for development. 	
H. Waterfront Preservation. Douglas will focus on the environmental remediation of the waterfront and protect the shore for passive recreation uses.	<ol style="list-style-type: none"> 1. Revise the future land use map to designate conservation and open space uses for waterfront areas encumbered with wetlands and/or floodplains. 2. Encourage low-impact recreational activities that allow people to enjoy waterfront areas without causing harm to the environment. 	
I. View Preservation. Douglas will preserve the existing views of Douglas Harbor and Kalamazoo Lake.	<ol style="list-style-type: none"> 1. Amend the zoning map to create a view preservation overlay district and identify parcels that are subject to restrictions within the overlay. 2. Amend the Zoning Ordinance to create a view preservation overlay district that restricts the height of buildings to one story. 3. Develop a <i>purchase of development rights</i> ordinance that allows the City to purchase development rights from parcels owned by willing participants, and allows those rights to be sold to other property owners. 	Purchase of Development Rights program - MZEA Excerpt: https://www.legislature.mi.gov/Laws/MCL?objectName=MCL-125-3508
J. Sustainability Plan. Douglas will develop a sustainability plan	<ol style="list-style-type: none"> 1. Form a sustainability committee comprised of community members to lead sustainability initiatives through partnerships with local businesses, schools, neighborhoods, and parks. 2. Engage the public and sustainability experts to develop a sustainability plan focused on realistic goals for the City of Douglas to become sustainable. 3. Focus on reducing emissions, increasing water usage efficiency, increasing renewable energy usage, waste reduction, and green infrastructure on City-owned property, buildings, vehicles, and facilities. 	https://www.rockfordsuscom.us/