



# City of Otsego

*The Greatest Small Town in Michigan!*



## 2025 MASTER PLAN

Originally adopted February 17th, 2014.

Updated and revised \_\_\_\_\_, 2025.

*This page is intentionally left blank.*

*This page is reserved for the Resolution of Adoption.*

*This page is intentionally left blank.*

# Table of Contents

<b>Introduction.....</b>	<b>1</b>
--------------------------	----------

<b>Executive Summary .....</b>	<b>1</b>
--------------------------------	----------

<b>Vision Statement .....</b>	<b>1</b>
-------------------------------	----------

---

## **1 The Master Plan..... 3**

<b>What is a Master Plan? .....</b>	<b>3</b>
-------------------------------------	----------

<b>How Will the Plan Be Used? .....</b>	<b>3</b>
---	----------

<i>Lawful Zoning Ordinances Need a Master Plan .....</i>	<i>3</i>
--	----------

<i>Refer to the Master Plan in All Zoning Decisions .....</i>	<i>3</i>
---	----------

<i>Keep the Plan Current .....</i>	<i>3</i>
------------------------------------	----------

<i>Developing a Master Plan.....</i>	<i>4</i>
--------------------------------------	----------

<b>Relationship to Zoning.....</b>	<b>4</b>
------------------------------------	----------

<b>Previous Planning Efforts.....</b>	<b>5</b>
---------------------------------------	----------

<i>Master Plans .....</i>	<i>5</i>
---------------------------	----------

<b>The Otsego Master Plan Process.....</b>	<b>5</b>
--	----------

<i>Community Issues.....</i>	<i>5</i>
------------------------------	----------

<i>Data Collection.....</i>	<i>5</i>
-----------------------------	----------

<i>Community Vision and Goals.....</i>	<i>5</i>
--	----------

<i>Future Land Use .....</i>	<i>5</i>
------------------------------	----------

<b>History of Master Plan Amendments .....</b>	<b>6</b>
--	----------

<i>2007 Master Plan Amendments.....</i>	<i>6</i>
---	----------

<i>2013 Master Plan Updates .....</i>	<i>6</i>
---------------------------------------	----------

<i>2024 Master Plan Updates.....</i>	<i>6</i>
--------------------------------------	----------

---

## **2 Community Profile..... 7**

<b>Demographics .....</b>	<b>7</b>
---------------------------	----------

<i>Location.....</i>	<i>7</i>
----------------------	----------

<i>Population Characteristics .....</i>	<i>8</i>
---	----------

<i>Neighboring Populations .....</i>	<i>8</i>
--------------------------------------	----------

<i>Age.....</i>	<i>9</i>
-----------------	----------

<i>Education.....</i>	<i>9</i>
-----------------------	----------

<i>Income .....</i>	<i>10</i>
<i>Employment.....</i>	<i>10</i>
<i>Occupancy and Vacancy.....</i>	<i>12</i>
<i>Home Value.....</i>	<i>12</i>
<i>Housing Stock.....</i>	<i>13</i>
<i>Wetlands.....</i>	<i>14</i>
<i>Forested Lands .....</i>	<i>14</i>
<i>Public/Quasi-Public Land Uses .....</i>	<i>14</i>
<b>Transportation Network .....</b>	<b>15</b>
<b>Public Utilities .....</b>	<b>15</b>
<i>Existing Land Use.....</i>	<i>16</i>
<i>Residential Land Uses.....</i>	<i>16</i>
<i>Commercial Land Uses .....</i>	<i>16</i>
<i>Industrial Land Uses.....</i>	<i>16</i>
<i>Public/Quasi-Public Land Uses .....</i>	<i>17</i>
<i>Vacant Lands and Mixed Use.....</i>	<i>17</i>

---

## 3 Community Issues and Vision..... 23

<b>SWOT .....</b>	<b>23</b>
<b>2023 Otsego Master Plan Suvey .....</b>	<b>24</b>
<i>Demographics.....</i>	<i>24</i>
<i>Housing, Employment, and Amenities .....</i>	<i>24</i>
<i>Opinions.....</i>	<i>25</i>
<i>Action Statements .....</i>	<i>25</i>
<b>Dot Plotter .....</b>	<b>25</b>
<b>A-MAZE-ing Otsego Event.....</b>	<b>27</b>

---

## 4 Goals and Objectives ..... 29

<b>Goals, Policies, and Strategies .....</b>	<b>29</b>
--	-----------

---

## 5 Future Land Use Plan..... 33

<b>Future Land Use Designations .....</b>	<b>33</b>
<i>Central Business District.....</i>	<i>33</i>
<i>Low Density Residential .....</i>	<i>34</i>
<i>Medium Density Residential .....</i>	<i>35</i>

## Table of Contents

<i>High Density Residential</i> .....	35
<i>Office and Commercial</i> .....	36
<i>Industrial</i> .....	37
<i>Planned Redevelopment</i> .....	38
<i>Schools</i> .....	38
<i>Library</i> .....	38
<i>Parks</i> .....	38
<i>Public Services</i> .....	39
<i>River Protection Overlay</i> .....	39
<i>Commercial Corridor Overlay</i> .....	39
<b>Zoning Plan</b> .....	<b>41</b>
<b>Conclusions</b> .....	<b>43</b>

---

## **6** Implementation ..... 45

<b>Project Priorities</b> .....	<b>45</b>
<i>Priority 1</i> .....	45
<i>Priority 2</i> .....	45
<i>Priority 3</i> .....	45
<b>Implementation Strategy</b> .....	<b>46</b>

---

## **A** Appendix: Survey Results.....51

*This page is intentionally left blank.*

# Introduction

## Executive Summary

This Master Plan is an update and amendment to previous plans, most recently amended in 2014, and is developed under the Authority of the Michigan Planning Enabling Act, PA 33 of 2008. This document represents a vision for how the City of Otsego will develop and redevelop in the future. This document was developed through an investigation of demographic and land use trends as well as input from community members sharing their vision, desires and needs of the city. The basic purpose of the Plan is to manage the intensity and configuration of land use in a manner that supports safe, environmentally sound, economically viable, and aesthetically pleasing growth for current and future residents and visitors.

The Plan will help ensure that the **City** of Otsego remains a highly desirable community by enabling residents, business owners and developers to make investments with a reasonable expectation of the future. In essence, the Plan considers and attempts to balance the sometimes competing interests of individual land ownership and overall community interests.

This Master Plan consists of several components, including:

- Public input, which is an essential part of the planning process. It is critical to understand what city stakeholders think of the issues.
- Background research regarding housing, population and other current conditions within the city.
- Development of goals, objectives and strategies that define how the city will address identified concerns and trends.
- The Land Use section that describes

which types of development would be most appropriate within the community and suitable locations for that development.

- The Future Land Use Map which is an illustration of the long-range land use pattern proposed for the city.



*Otsego City Hall, located at 1117 E Orleans Street.*

When the above components are combined, a picture is created that will serve as a guide for the city as it faces important decisions now and for years to come, such as policy changes and budget allocations. It will also serve to guide land use decisions that are both proactive and reactive, such as zoning text amendments, rezoning requests and development reviews, to ensure compatibility of development with the overarching vision of the community.

## Vision Statement

The Master Plan reflects the desires of Otsego's citizens for the future of their community. Through a public process of focus groups, online surveys and public meetings, citizens made known their desires for the coming decades.

Based on that input, the City of Otsego has been operating with an intentional direction of the city. That is one of being a family friendly city that continues to be a safe place to raise a family and support economic development opportunities to provide employment

opportunities. To implement that a mission statement was crafted to establish a foundation for goals, strategies and the overall vision for the future land use plan. The guiding vision for the plan is identical to this mission statement:

*"The City of Otsego strives to provide excellent and friendly public services to its residents, business owners and visitors. With measures of success being public health and safety, quality recreation, inclusion, innovation, stewardship and economic vitality for all today and tomorrow."*

# Chapter 1

## The Master Plan

### What is a Master Plan?

Every community has a responsibility to look beyond day-to-day issues and focus on the long-range consequences of its land use and zoning decisions. Therefore, the community needs a document that provides guidance for land use and development by considering a wide range of possible futures. The Michigan Planning Enabling Act (Act 33 of 2008) empowers each municipality to create this document: the community Master Plan.

In truth, no community can solve every problem or answer all of the contrasting concerns about growth and land development. But advocates for both development and preservation have common goals; each wants “better planning.” Decision makers, then, must balance the interests of landowners wishing to develop their properties with maintaining the features that attracted people to the community in the first place.

Those “quality of life” features – rural atmosphere, friendly neighbors, scenic vistas, small lakes, the Kalamazoo River valley, quality schools – are among the elements that make Otsego special. A successful master plan must consider these elements, along with consideration for the economy and the environment, and take steps to ensure that development “fits.” Accordingly, use of the right planning tools is needed to ensure that the city continues to be a special place.

This master plan is a look into the next 5-25 years, based on the desires of the citizens and the realities of the economy and surrounding influences for the use of land within the City of Otsego.

### How Will the Plan Be Used?

The Master Plan can be used in a number of ways, but above all it should be consulted prior to making a land use decision. A Master Plan for land use can also include supplemental reports such as a Capital Improvement Plan, a Housing Plan and/or a Recreation Plan. Often these are stand alone documents, but when supplemental to the Master Plan they act to fortify the city’s ability to defend land use decisions.

#### ***Lawful Zoning Ordinances Need a Master Plan***

According to the Zoning Act, legal Zoning Ordinances must be established on certain prescribed reasons. The Master Plan provides the backbone to establishing a legal zoning ordinance. The Master Plan has several important aspects that promote a sound zoning ordinance, including promotion of the public health, safety, and general welfare; encouragement of the use of lands in accordance with their character and adaptability; and to limit the improper use of land.

#### ***Refer to the Master Plan in All Zoning Decisions***

Use of the Master Plan ensures that the city’s desires regarding future development are translated into action. It is the action today for each rezoning, site plan review, special land use approval, planned unit development, and variance that, when added up together, will create the future land use pattern for Otsego.

#### ***Keep the Plan Current***

The Planning Commission should conduct an annual review of the Plan to ensure that the Plan

is kept current. Any amendments to the Plan can be done at that time to keep it up to date and consistent with community philosophies and needs. Technically, prior to the Planning Commission recommending approval of a rezoning that is contrary to the Master Plan, the Master Plan should be amended. Minimally, the Planning Act requires a review of the Master Plan at least every five years.

### ***Developing a Master Plan***

A Master Plan is made up of a number of different components, including a Community Profile, Community Vision, Goals and Policies, and Future Land Use. The Community Profile discusses current trends and conditions in the city, while the Community Vision provides an overall focus to the Plan. Goals and Policies are used in combination with the Future Land Use section to improve and strengthen those aspects of the community that citizens are proud of, and to change those areas and issues that have been identified as problems.

Throughout the process of developing a Master Plan, public input and participation is very valuable and important. Public participation not only provides a forum for city leaders to hear what citizens value in the city, but it is an effective tool to determine current and potential problems, including some valuable solutions.

Communities have a responsibility to develop a Master Plan by looking beyond the day-to-day zoning issues and providing guidance for the community's future land use and development. A properly developed, well thought-out Master Plan can be of great value to the city. The Master Plan can help preserve the quaint residential atmosphere that citizens value and encourage quality, sustainable growth that will allow the city to prosper well into the future.

However, the effectiveness of the Master Plan is directly related to the willingness of the Planning Commission and of the citizens to follow the plan and keep it current. It is a

time-consuming process, but the rewards will make the effort well worthwhile.

## **Relationship to Zoning**

The Michigan Zoning Enabling Act (Act 110 of 2006) states that the *"zoning ordinance shall be based upon a plan designed to promote the public health, safety and general welfare, (and) to encourage the use of lands in accordance with their character and adaptability..."* The master plan is the long-range planning document upon which zoning decisions are based, including creating and amending the Otsego zoning ordinance. Although the master plan is a policy document and does not have the force of law, it is the basis of the Zoning Ordinance and zoning map, and zoning decisions that are inconsistent with the master plan may be found to be improper by the courts.

The master plan is the document that lays out the city's future, while the zoning ordinance provides the day-to-day regulations for land use. Therefore, the land use designations on the future land use map may not directly correlate with the zoning districts or existing uses. However, the master plan reflects the community's long-range desires for land development, so as land uses and market demands change, it is expected that future zoning decisions will conform to the master plan.

The areas delineated on the future land use map are called "land use designations" and are different from zoning districts on the zoning map. It is important to remember the differences between a land use designation and a zoning district. The land use designation is the desired long range land use, whereas the zoning district dictates what can happen now.

**Chapter 5** includes a "zoning plan" that describes how the land use designations on the future land use map correlate to the zoning districts on the zoning map. The zoning plan can

be used as a guide to determine how the zoning ordinance should be amended to implement the recommendations of this master plan.

## Previous Planning Efforts

### *Master Plans*

The City of Otsego updated the 1980 Master Plan in 2002 to help redirect and focus their efforts on creating a sustainable community. As a community, Otsego realized that surrounding Township development pressures could have potential negative effects on their downtown and community, including increased traffic problems, loss of downtown retail and industry, and a loss of community security. The plan was subsequently revised in 2007 and again in 2013 and 2014 with revised goals, objectives, future land use plan and implementation strategy. This 2024 amendment again brings updated data, reviews changing climates of economy, demography and related needs to the forefront as a cohesive document to continue guiding efforts in the chosen direction of Otsego's stakeholders.

## The Otsego Master Plan Process

### *Community Issues*

The process for public engagement reflects an effort to reach out into the community instead of simply hoping the community participates. Public hearings are required along the way, however the city also chose to include other outreach attempts such as inviting community members to complete an online survey, reaching out to upper level high school students for input, and offering some interactive opinion gathering at the city's annual Easter Egg Hunt event to include young families.

### *Data Collection*

The purpose of data collection is to form a picture of the community as it is now, compared to the past. The data collected and included in the Plan relates directly to the character of the area. The Plan incorporates Census data about the population, economic, and social status of the community. Another part of the data collection process included a Land Use Survey. Through the Land Use Survey, individual properties in the city were inspected to determine existing uses of land and to form a picture of land use development over the past several decades.

Existing land use can speak volumes about past development policies and how effectively they were implemented. Even a cursory look at mapped land uses will present an interesting picture of how the community has developed. For example, incompatible land uses in close proximity to residential uses may be a reflection on past indiscriminate zoning and land use decisions and could complicate planning of those mixed areas.

Another important part of the character of Otsego is embodied in its proximity to US-131 and the city's relationship with surrounding Otsego Township. These two areas impact the Otsego community in numerous ways and are further explained in this Master Plan. Much of the information collected as part of this analysis is contained in Chapter 2, Community Profile.

### *Community Vision and Goals*

Determining the overall direction of the Plan, and that of the community, took place during a goal setting process. Review of not just demographic data, but also survey and participation input was considered to determine goals and action plans to achieve a community which better reflects the city's vision and mission statement. These are contained in Chapter 4.

### *Future Land Use*

When developing Future Land Use policies and the Future Land Use Map, it is important to

review the collected land use information. This information is used to help determine broad land use patterns including residential and commercial concentrations and the influence of public land uses on development.

Future land use planning also involves considering environmental conditions. Environmentally sensitive areas are determined and appropriate development limitations are established for these areas.

The establishment of a Community Vision, along with the Goals and Policies played an important part in determining future land use patterns. The Future Land Use map reflects these elements. The future land use map reflects:

- Environmental constraints;
- Locations of proposed and needed Land Uses in the community;
- Watershed management; and
- Effects on existing land uses.
- A description of existing and future land uses is contained in Chapter 5.

## History of Master Plan Amendments

### *2007 Master Plan Amendments*

After the closing of the Rock-Tenn paper plant in 2005 and the closing, sale and reopening of the Menasha Paper Plant (now Otsego Paper), it was realized that an update to the Master Plan was needed. In addition, the 2002 amendments to the Municipal Planning Act require the Planning Commission to review the Master Plan at least once every five years to determine if the plan should be revised or replaced with a new plan.

The Planning Commission and city staff reviewed the Goals and Objectives that were adopted in 2002 and determined that, although some goals had been met and were being implemented,

overall, the Goals and Objectives continue to meet the long-term development needs of the city. Therefore, an update to the 2002 Plan was considered all that was necessary. This Master Plan amendment considered the desired changes in land use in the Rock-Tenn area and proposes some new land use designations to better serve the city's future land use needs.

### *2013 Master Plan Updates*

Through multiple Planning Commission meetings and an open public workshop, the city reviewed the Master Plan and worked through a SWOT community assessment and analysis, goals, objectives and a revised future land use map. Also included in the revision were updates to all city demographic data and existing land use mapping. To ensure the plan remains dynamic and relevant, an implementation strategy with specific actions, responsible parties, priorities, and timeframes is also included in the Master Plan.

The Planning Commission and City Council and city staff assumed their responsibility to look beyond the zoning issues of the time and provide long term guidance for the city's land use and future development through the adoption of this Master Plan.

### *2024 Master Plan Updates*

Again in 2024, changing technologies, community needs and demographics inspired city leaders to review and update the plan, knowing that a properly developed master plan can provide tangible benefits in improved quality of life, efficient use of financial and other resources, a cleaner environment, and an economically healthy community. However, those benefits are directly related to the willingness of the city's citizens to follow the plan, and to keep the plan current. It is hard work, but the rewards will make the effort well worthwhile.

# Chapter 2

## Community Profile

Understanding the past decisions of a community helps provide a direction to its future. By analyzing existing trends and conditions, we can begin to learn how and why, and use patterns have changed over time. This analysis of the issues can offer alternatives to the city to service its residents more efficiently. The following trends and conditions are generally considered:

- Demographic data helps in determining the social and physical needs of the community.
- Inventorying community land uses, the types of development including their densities, are necessary to determine build-out potential under current conditions.
- Identifying environmental conditions helps to establish limitations on the extent that some areas of the city will develop.
- Existing land use patterns reveal past decisions, good and otherwise, regarding the development of the city.
- Public involvement allows citizens an opportunity to voice their opinion about concerns they have about their community. It also provides a chance for the public to offer suggestions, provide insight, and through their involvement they help to strengthen the position of a community Master Plan.
- The issue identification process is essential to the formation of a sound vision for the future of the City of Otsego.

Unless problems are accurately identified, and

the proper solutions sought, the Plan will not achieve its full potential as a policy guide

### Demographics

Demographics help paint a picture of the community's diversity (age, ethnicity, occupations, etc.) and establish trends which provide rationale for land use decisions. Since the last update to the Master Plan in 2014, the US Census Bureau has released 2020 Census data and conducted various American Community Surveys.

### Location

The City of Otsego is located in southwest Michigan in Allegan County. Just a mile from U.S.-131, Otsego is within 15 miles of Kalamazoo and less than 40 miles from Grand Rapids. Michigan highway M-89 traverses east-west through the city's downtown carrying just over 26,000 vehicles a day through Otsego's 1.8 square mile area.

### Population Characteristics

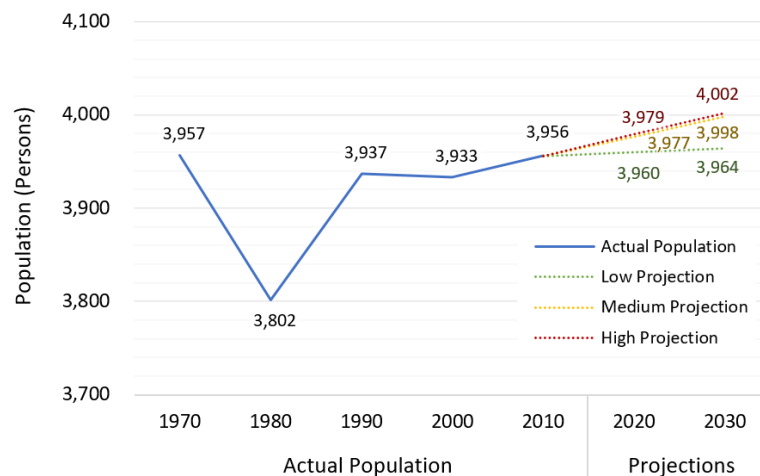
Between the 2010 and 2020 censuses, Otsego gained 164 residents, an approximate 4.14% increase. Otsego's population has historically increased each decade to an all-time high of 4,142 residents in 1960. Over the next few decades, the city would remain stagnant at just under 4,000 residents until 2020, whereby the city broke that threshold for the first time in sixty years.

In 2014, the West Michigan Regional Planning Commission projected Otsego's population to remain largely unchanged. Low projections placed the 2020 population at 3,960 (an increase of four residents) and 3,964 by 2030. High

projections predicted the city's population to increase to just over 4,000 residents in 2030 (Figure 1). In reality, the 2020 census indicates that the city exceeded the high projection for that year by 141 residents and even surpasses the high projection for 2030 by 118 residents (Figure 2). Given the higher-than-predicted figures and current economic conditions, the Otsego population may see a significant increase in the near future. However, as the conditions of the time period impacted the initial projections made by the West Michigan Regional Planning Commission, so too will today's economic and social trends impact future projections. 2014's economic conditions were largely influenced by the lasting effects of the 2008 financial crisis. As such, today's projections are likely to be skewed by lasting impacts of COVID-19 and the subsequent housing shortage.

**Figure 1: Historic Population and Projections.**

Source: WMRPC, 2014.

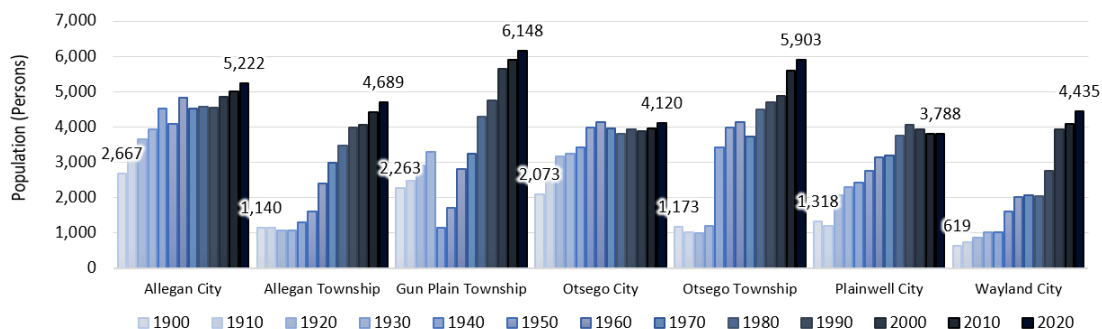


### Neighboring Populations

In formulating goals and strategies for the Master Plan, the City should consider the various trends occurring in neighboring cities and townships within Allegan County. Figure 2 below illustrates the change in population since the 1900 U.S. Census. While the City of Otsego (center) has stayed relatively level and stable, other cities within the county have either gained or lost population. The City of Wayland has more than doubled its population since 1980, currently with over 4,400 residents. Gun Plain Charter Township, to the east has experienced the greatest increase with over 2,600 additional residents over the last fifty years. Otsego Township recently experienced a major increase in population adding an additional 700 residents (15%) to its total population.

**Figure 2: Populations, 1900 – 2020.**

Source: U.S. Census Bureau Decennial Census, 2023.

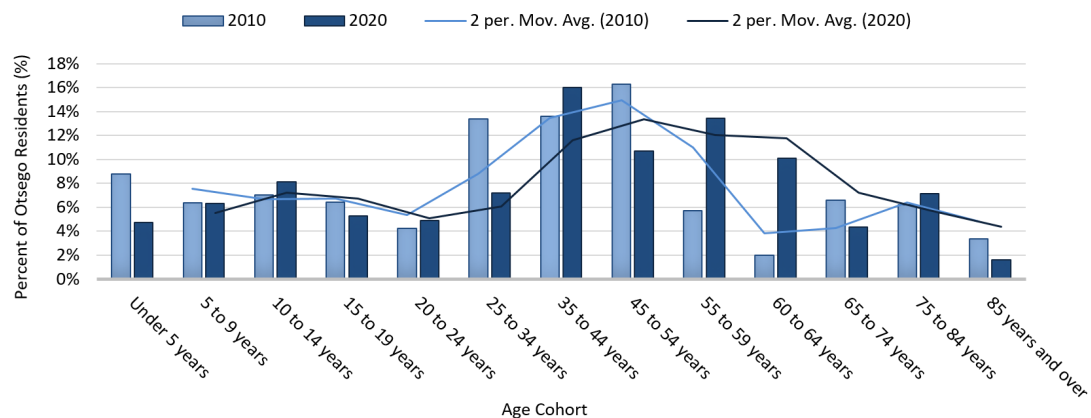


## Age

Like many communities across the nation, Otsego's population is aging. The median age of all residents in the City according to the 2000 U.S. Census was 34.1 years. By 2010, the Census reported the median age had risen to 36.1 years and by 2020, 37.2 years. The moving average in Figure 3 above illustrates this continuing trend. Notably, the percentage of young adults aged 25-to-34 years has fallen by nearly fifty percent (-46.01%) since 2010. Likewise, those aged 55-to-59 and 60-to-64 years increased dramatically from 2010 (135.42% and 401.63%, respectively).

**Figure 3: Age Distribution by Cohort, 2010 and 2020.**

Source: U.S. Census Bureau 5-Year American Community Survey, 2023.

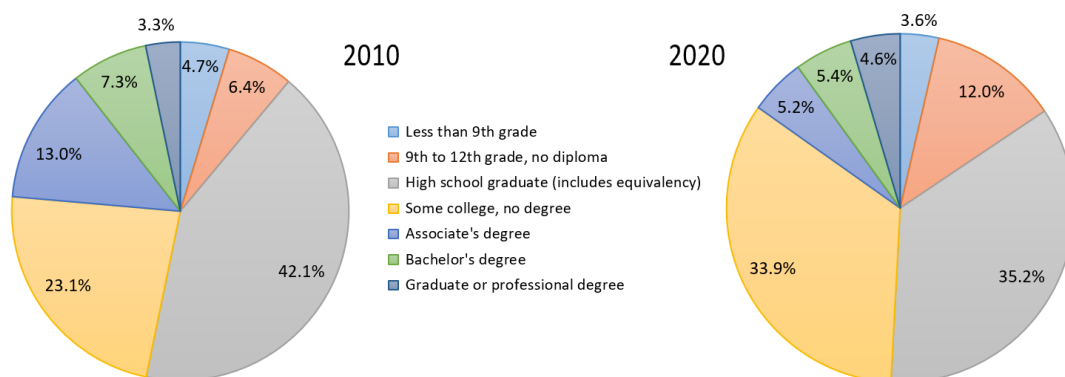


## Education

Otsego's educational attainment increased over the 2010s, but at some costs (Figure 4). Since 2010, the percentage of residents with some college education but no degree increased by 10.8%. However, the percentages with associate's and bachelor's degrees decreased by 7.8% and 1.9%, respectively. The combination suggests more residents are attempting to acquire higher education but are unable to receive degrees for their commitment. Potential factors influencing this trend may include the rising cost of tuition, a State-wide emphasis on trade careers, or students living at home and commuting to school.

**Figure 4: Educational Attainment, 2010 and 2020.**

Source: U.S. Census Bureau 5-year American Community Survey, 2023.

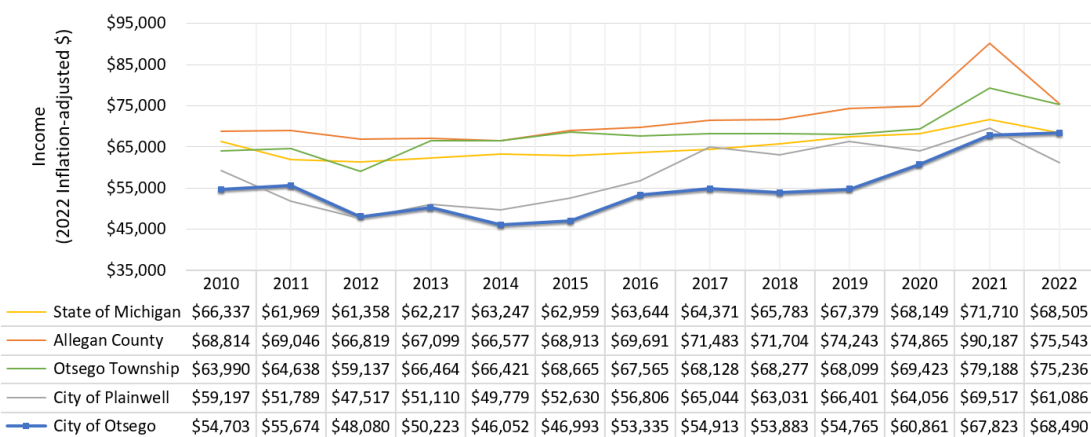


## Income

Figure 5 below depicts estimated real (2022-inflation-adjusted) incomes for the City, Otsego Township, Allegan County, and the State of Michigan each year from 2010 through 2022. Otsego residents consistently earned about \$10,000 less than their contemporaries throughout the 2010s. A turbulent beginning illustrates the aftermath of the 2008 Housing Crisis and ensuing recession while the steady climb suggests recovery thereafter. In 2021, income spiked dramatically throughout Otsego Township and Allegan County, likely induced by various economic stimuli in response to the COVID-19 pandemic. These numbers returned just as dramatically to historically projected levels in 2022. The City of Otsego, however, remained unaffected by this phenomenon.

**Figure 5: Median Income, 2010 – 2020.**

Source: U.S. Census Bureau 5-Year American Community Survey, 2024.



Source: WMRPC, 2014.

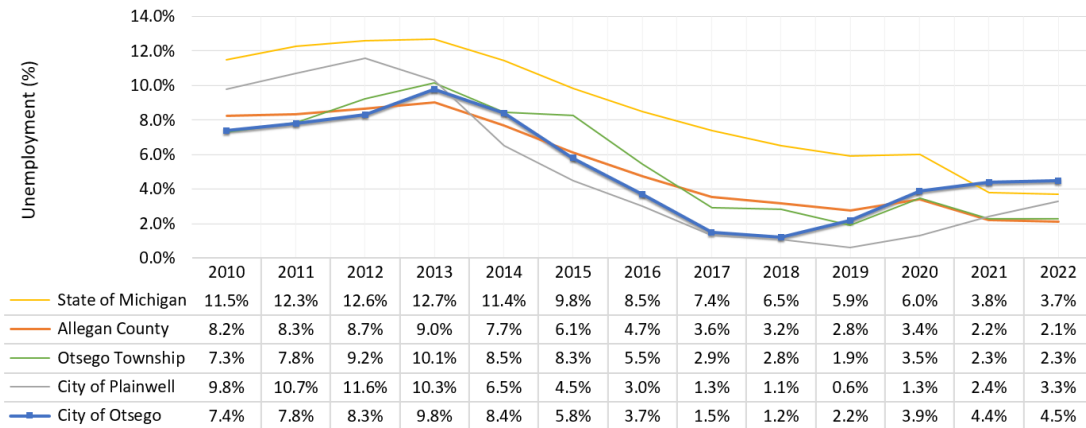
## Employment

Unemployment rates have been volatile between 2010 and 2022. Figure 6 on the following page further demonstrates the lasting impacts of the 2008 Housing Crisis as nearly all measured jurisdictions—City, Township, County, and State—reached peak unemployment levels in 2013 (Plainwell peaked the year prior). West Michigan remained insulated from State and national trends throughout the decade, however, consistently staying about three (3%) percent lower than that of the State. In 2018, Otsego reached its lowest unemployment level of just 1.2% and the second lowest of all measured jurisdictions (behind Plainwell at 0.6% the year after). During the late 2010s, all West Michigan communities featured unemployment levels below the natural rate of unemployment for the given period (approximately five (5%) to six (6%) percent) as determined by the Congressional Budget Office<sup>1</sup>. Since then, Otsego's unemployment rates have risen to 4.5% again, Plainwell close behind, while other jurisdictions (excluding a slight spike during 2020 likely induced by the COVID-19 pandemic) stagnated or declined. Otsego now has the highest unemployment rate of those jurisdictions measured.

While historically on the decline for several decades in the city, manufacturing-related industries still comprise of a very significant number of employment opportunities in the city, as illustrated in Figure 8 and Table 1 as follows. Nearly one-third employed Otsego residents work in some type of manufacturing-related industry. This figure declined since the 2000 census due to the closing

**Figure 6: Unemployment, 2010 – 2022.**

Source: U.S. Census Bureau 5-year American Community Survey, 2024.



of the Rock-Tenn paper mill in 2005, but received a small, lasting resurgence in 2018 that has sustained its numbers better than other industries.

Nonetheless, education and health care services are on the rise along with entertainment, accommodation, and food services.

**Figure 7: Employment by Industry, 2010 – 2022 (including 2000).**

Source: U.S. Census Bureau 5-year American Community Survey, 2023.

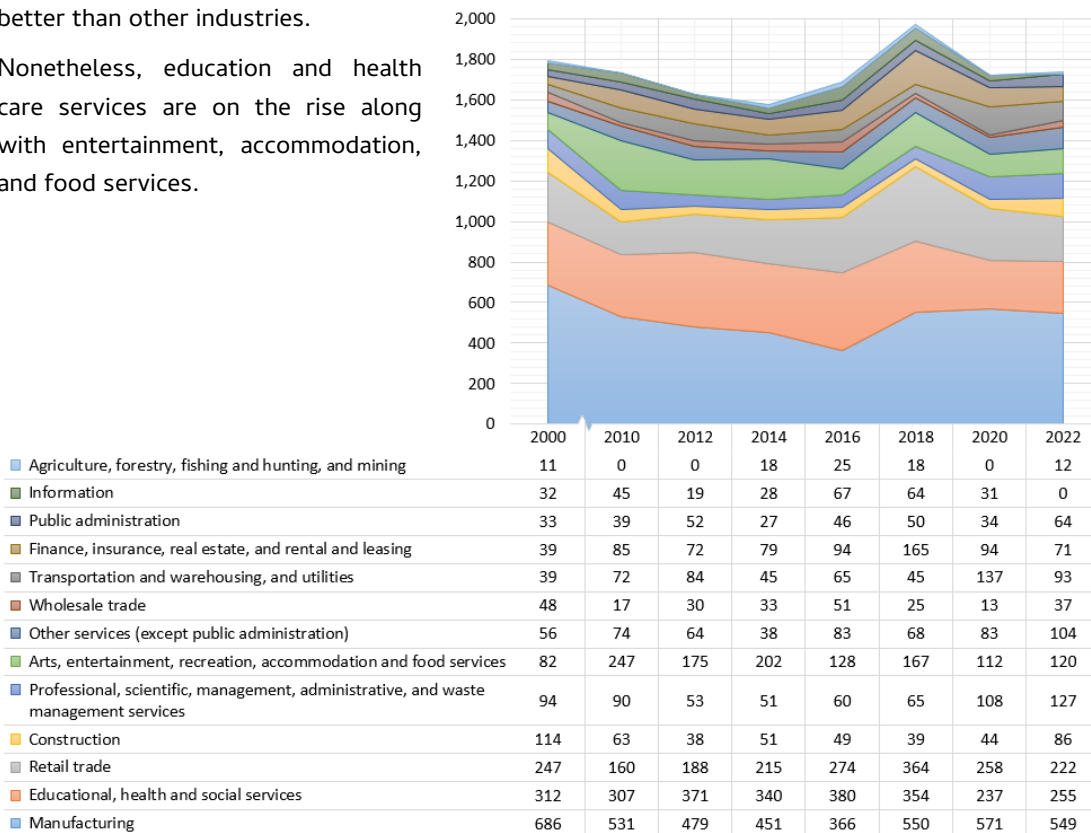
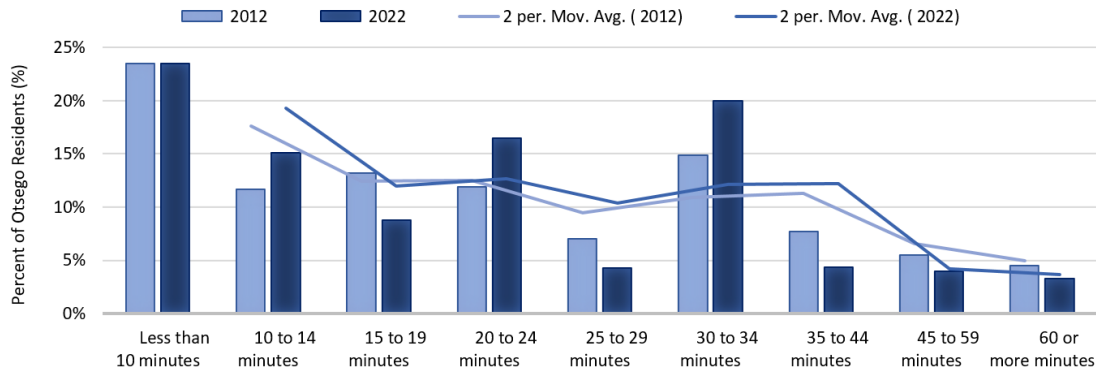


Figure X in Chapter X of this Master Plan illustrates resident and stakeholder survey data in which respondents were asked to list their preferred metropolitan place for work, essential shopping, and recreation. In considering the first of these metrics, Figure 7 below illustrates changes in distribution of Otsego residents' commute times from 2010 to 2020. Among those who work onsite, nearly twenty-five (25) percent continue to live within ten minutes from work. Contrarily, those between

ten to fourteen, twenty to twenty-four, and thirty to thirty-four minutes all increased by 3.4%, 4.6%, and 5.1% respectively, while all other commute cohorts declined.

**Figure 8: Commute Times, 2012 and 2022.**

Source: U.S. Census Bureau 5-year American Community Survey, 2024.

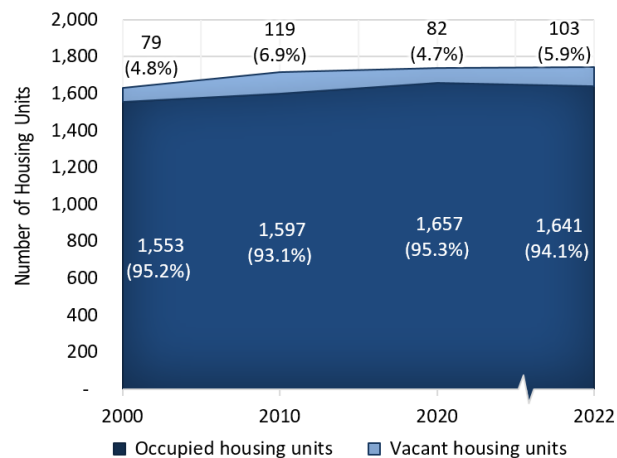


### Occupancy and Vacancy

From 2000 to 2002, Otsego maintained a consistent vacancy rate between four (4%) and six (6%) percent. The highest of these metrics, as illustrated in Figure 9 at right, was recorded in 2010 at 119 vacant housing units and 6.9% of the total housing stock. The ensuing recovery and understocking of the housing market has brought this figure down to 5.9% of housing units, despite the city acquiring an additional twenty-eight (28) housing units over the decade. Given the shortage of housing availability following the COVID-19 economic shutdown of 2020-2021 and the City's stable history, vacancy rates are unlikely to become a concern anytime in the near future.

**Figure 9: Occupancy Rates, 2000 – 2020 (including 2020).**

Source: U.S. Census Bureau Decennial Census; 5-year American Community Survey, 2023.



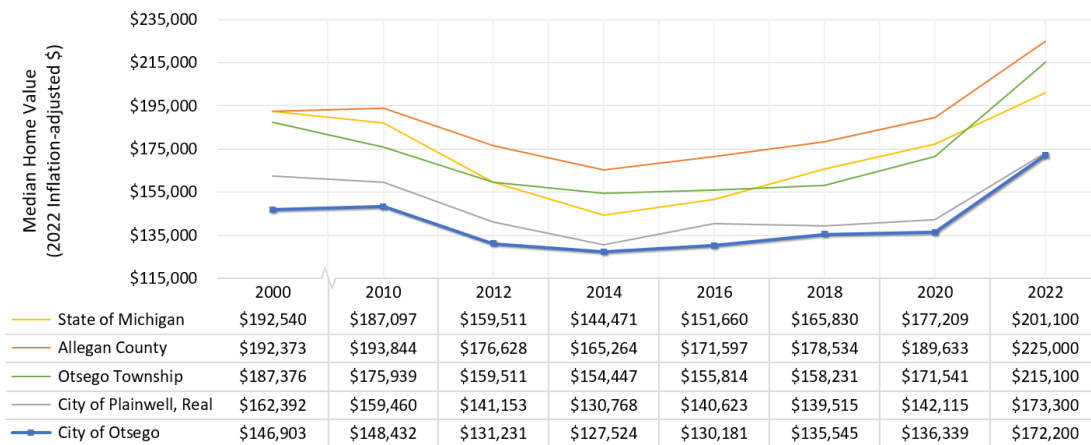
### Home Value

While median incomes weathered the fallout of the 2008 recession fairly well across all measured jurisdictions, median home values did not. Figure 10 illustrates median home values across relevant jurisdictions, inflation-adjusted for 2022 dollars. From 2010 to 2020, the median value of homes in every jurisdiction dipped, only beginning to recover around 2015. By the turn of the decade, homes in all jurisdictions were still worth less than in 2010, with the city showing a discrepancy of over \$12,000, or nearly ten percent of the home's entire value by that time (8.9%), second only to Plainwell's \$17,345 discrepancy (10.9%). Between 2020 and 2022, however, the housing market underwent a dramatic shock. Effects from the COVID-19 pandemic and economic shutdown

exacerbated a supply-demand imbalance that had formed over the last decade, causing existing and new housing values to skyrocket. For Otsego, this means median home values increased more than \$35,000 in two years—almost three times the amount that value had previously declined up to that point. Continuing economic trends and data suggest the new values are robust and may remain for the foreseeable future.

**Figure 10: Median Home Values, 2010 – 2022 (including 2000).**

Source: U.S. Census Bureau 5-year American Community Survey, 2024.



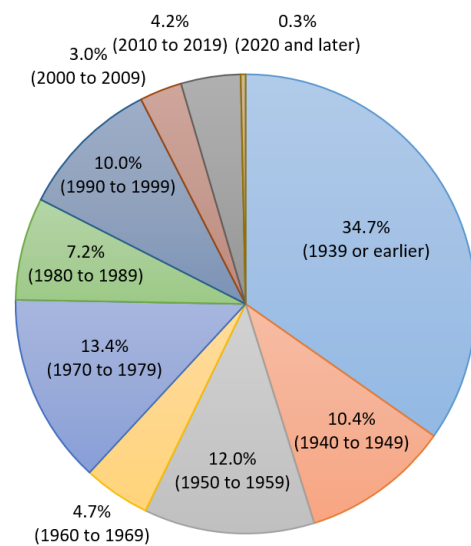
## Housing Stock

The majority of housing units within the city were constructed prior to 1940 as indicated in Figure 11 to the right. Only 7.5% of the city's housing stock has been built since 2010. With such a large portion of the housing stock beginning to age, it is important to monitor housing conditions as time goes on. This is exacerbated by the fact so many of the city's housing units are traditional detached single-family, owner-occupied housing units.

Figure 12 on the following page indicates that 79.5% of housing units in Otsego are 1-unit detached homes. This percentage is up 6.9% from 2000. In contrast, the City's stock of multi-unit housing between 10 and 19 units has nearly tripled, increasing from just 3.3% in 2000 to 9.7% in 2022. Housing configurations between these two extremes, however, have markedly declined their share in the City. This, coupled with the data in Figure 7, suggests that the City may be burdened with what land use scholars have termed a missing middle<sup>1</sup>.

**Figure 11: Year Built.**

Source: 5-year American Community Survey, 2024.

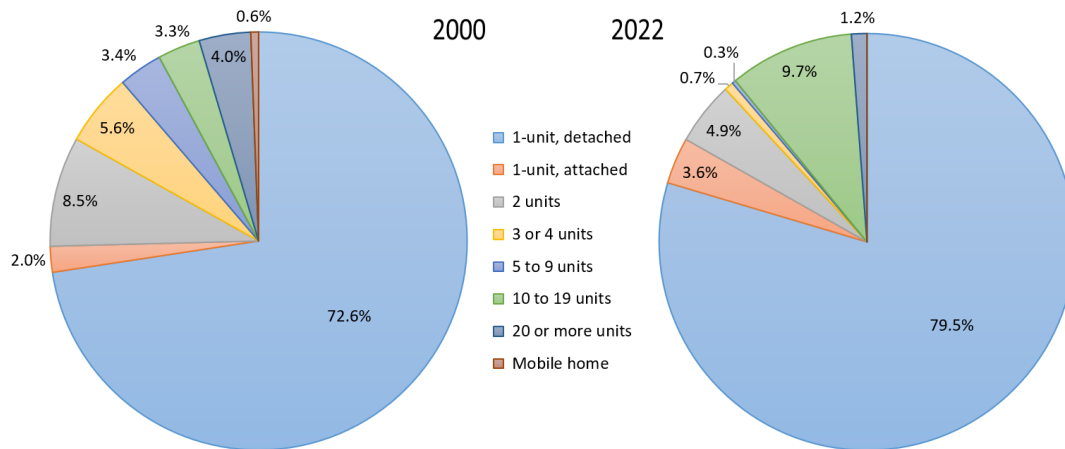


1. "Missing middle housing refers to housing that provides diverse housing options along the spectrum of affordability, which includes duplexes, triplexes, fourplexes and bungalows. Middle housing is not eligible for tax credits or most other federal, state or local government subsidies. Typical middle housing types include multiunit structures such as townhomes, duplexes, triplexes and fourplexes. Other examples can include cluster homes and cottage courts."

Chapman, M. (2024, January 23). What is missing middle housing? National League of Cities. <https://www.nlc.org/article/2024/01/23/what-is-missing-middle-housing/>.

**Figure 12: Housing Configuration, 2000 and 2022.**

Source: U.S. Census Bureau 5-year American Community Survey, 2024.



## Natural, Hydrological, and Recreational Features

The City of Otsego is fortunate to be situated next to the Kalamazoo River that offers wetland areas, abundant mature bank vegetation and natural scenic views. The city's mature tree cover can be found along most city streets and throughout city parks. The city's pathway system winds through many residential areas and provides access to the riverbank.

The City of Otsego portion of the Kalamazoo River has been designated an EPA Superfund site. This has allowed for significant cleanup and restoration work in the river and along the shoreline. This work is partially completed and is sporadic. This project also includes the eventual removal of the dam in the downtown. The completion of this project will alter the water levels above the current dam.

### Wetlands

There are several areas along the Kalamazoo River within the city limits that are classified as wetlands. There is a large wetland area located around the perimeter of Brookside Park at the eastern boundary of the city. The FIRM (Flood Insurance Rate Map) produced by the Federal Emergency Management Agency shows

the locations of the wetlands in relationship to Brookside Park and the Kalamazoo River. Within the current city boundaries, there is little development space available near these wetland areas. Industrial users (Otsego Paper in particular) in close proximity to wetlands are highly regulated and discharges are monitored for proper river water quality. The river flows into the city near Brookside Park and after flowing past the wetlands, passes the city's major industrial properties. Wetland protection is vital to the sustainability of the local watershed.

### Forested Lands

The forested lands occur in pockets throughout the city. Much of the concentration is located along the banks of the Kalamazoo River. Pockets of forested land can be found around the perimeter of the city limits. Most of the remaining vacant parcels include dense forestation.

### Public/Quasi-Public Land Uses

There is a significant amount of public or quasi-public land in the city. The Otsego Public School system has two elementary schools, one middle school and one high school within the City of Otsego. City-owned properties include: City

Hall, Fire Department, Police Department, Department of Public Works, City Wastewater Treatment Plant, and the Community Center/ Scout House. There are four public parks that have varying degrees of amenities. Some of these parks allow more active recreation, such as ball fields, and playground equipment, while others are more passive in design using natural amenities such as the Kalamazoo River as the backdrop for natural relaxation. It is important for communities to provide different levels of public recreation that allows opportunities to relax, educate, socialize, and participate in passive and active exercise.

The city has numerous opportunities to improve the quality of recreation along the Kalamazoo River. Several properties along the River could be developed improving river walkways and other recreational opportunities. The city's Recreation Plan identifies extensions of the river trail system including wetland walks near Brookside Park, river and dam overlooks.



## Transportation Network

M-89/Allegan Street is a major state trunk line that traverses the city from east to west. M-89 is also classified as a Federal National Truck Network (NHS) route. The local roads that carry a majority of the traffic throughout the city include:

- Morrell Street
- Orleans Street
- Dix Street

- River Street
- Franklin Street
- Farmer Street

There is an abandoned railroad line that is located on the north side of the Kalamazoo River. There is a network of sidewalks around most city blocks allowing residents to walk from their homes to the CBD, down to the river, or to any of the several city parks.



## Public Utilities

The City of Otsego provides public water and sanitary sewer services to its residents. These provisions significantly impact the community's ability to develop and expand. Commercial and Industrial development require a substantial amount of utility service. The ability of the city to provide quality and demand oriented water and sewer services will allow existing and potential businesses to provide a supportive tax base along with local employment opportunities. The further extension of services should be given consideration within the context of the Master Plan, with regard to the planned intensity of development and subsequent extension of services. The largest city water users are industrial customers, with Otsego Paper being the largest.

A recent water feasibility study prepared for the city identified a concern that future growth will result in a water carrying-capacity deficiency given the current water carrying

capacity. The city system contains a significant amount of undersized water mains. In addition, commercial and industrial areas are generally not provided with recommended fire flows. The city effectively operates and maintains their water system and as funding sources become available, the city will continue to improve their system.

In recent years, the city continued their Wellhead Protection program. This will help secure the city's aquifer going forward. Continuing to provide high water quality and quantity are two of the largest obstacles the city faces in today's world.

The City of Otsego has a Wastewater Treatment Plant that meets current community demands. As new development occurs in the city or as expansion of the wastewater service district occurs, careful monitoring will be necessary to ensure the carrying capacity of the facility is maintained at manageable levels.

### ***Existing Land Use***

Land use and natural features information is essential in the formation of a Master Plan. This information provides much of the background that will be used in the creation of community goals and objectives. These goals and objectives will be the framework that determines the type and general location for city developments or activities.

The land use pattern seen in the City of Otsego is typical of those found in many older river front communities (see Existing Land Use Map, page 19). The river front has been home to the majority of industrial uses. Nearby, the downtown commercial district is the focal point of the community. Radiating outward from the downtown commercial district is a progression in densities of residential uses. This pattern of development is common from the days when much of the residential land was built close to the downtown, railroad lines, and employment at the local industries. The local industries relied

upon the local labor force, the railroad and the resources that the river provided including cargo shipping, electricity and operating water.

### ***Residential Land Uses***

The largest land use category in the City of Otsego is residential. Much of the residential land use is south of the Kalamazoo River. A majority of this land use is single family residential. There is some medium density residential near and within the downtown business district. As is also typical to many communities, several high and medium density residential projects are located near the city limits. The city has several large developments in the south, especially the southeast.

### ***Commercial Land Uses***

Commercial land use has historically, and continues, to be centered around the M-89 corridor and its closest junction to the Kalamazoo River in the city limits. The commercial development along M-89 is primarily retail and service oriented. New commercial activities in the city have been slow in arriving. Regardless, the city and several area merchants are doing their part to aggressively improve the streetscape and existing commercial exterior facades within the Central Business District (CBD). While the CBD is generally not considered a destination point, in comparison to the commercial development to the east and along US-131, it does offer convenient services to local residents as well as transient traffic.

### ***Industrial Land Uses***

Industrial land use is concentrated mainly along the northern shores of the Kalamazoo River with a couple of industrial sites located in the southeast portion of the city. In 2000 there were an estimated 1,500 industrial jobs currently in Otsego, with Parker Hannifin providing the majority of those jobs.

Since then Rock-Tenn has closed and according

to the Michigan Economic Development Corporation, in 2004 Parker Hannifin employed only 850 people. Overall, this represents a 21% loss in the number of industrial jobs. The southwest edge of the city provides a number of new industrial employers with Tengam and FEMA. These are located next to the mainstay Safari who has been a large employer for decades.

### ***Public/Quasi-Public Land Uses***

There is a significant amount of public or quasi-public land in the city. The Otsego Public School system has two elementary schools, one middle school and one high school within the City of Otsego. City-owned properties include: City Hall, Fire Department, Police Department, Department of Public Works, City Wastewater Treatment Plant and the Community Center/ Scout House. There are four public parks that have varying degrees of amenities. Some of these parks allow more active recreation, such as ball fields, and playground equipment, while others are more passive in design using natural amenities such as the Kalamazoo River as the backdrop for natural relaxation. It is important for communities to provide different levels of public recreation that allows opportunities to relax, educate, socialize, and participate in passive and active exercise.

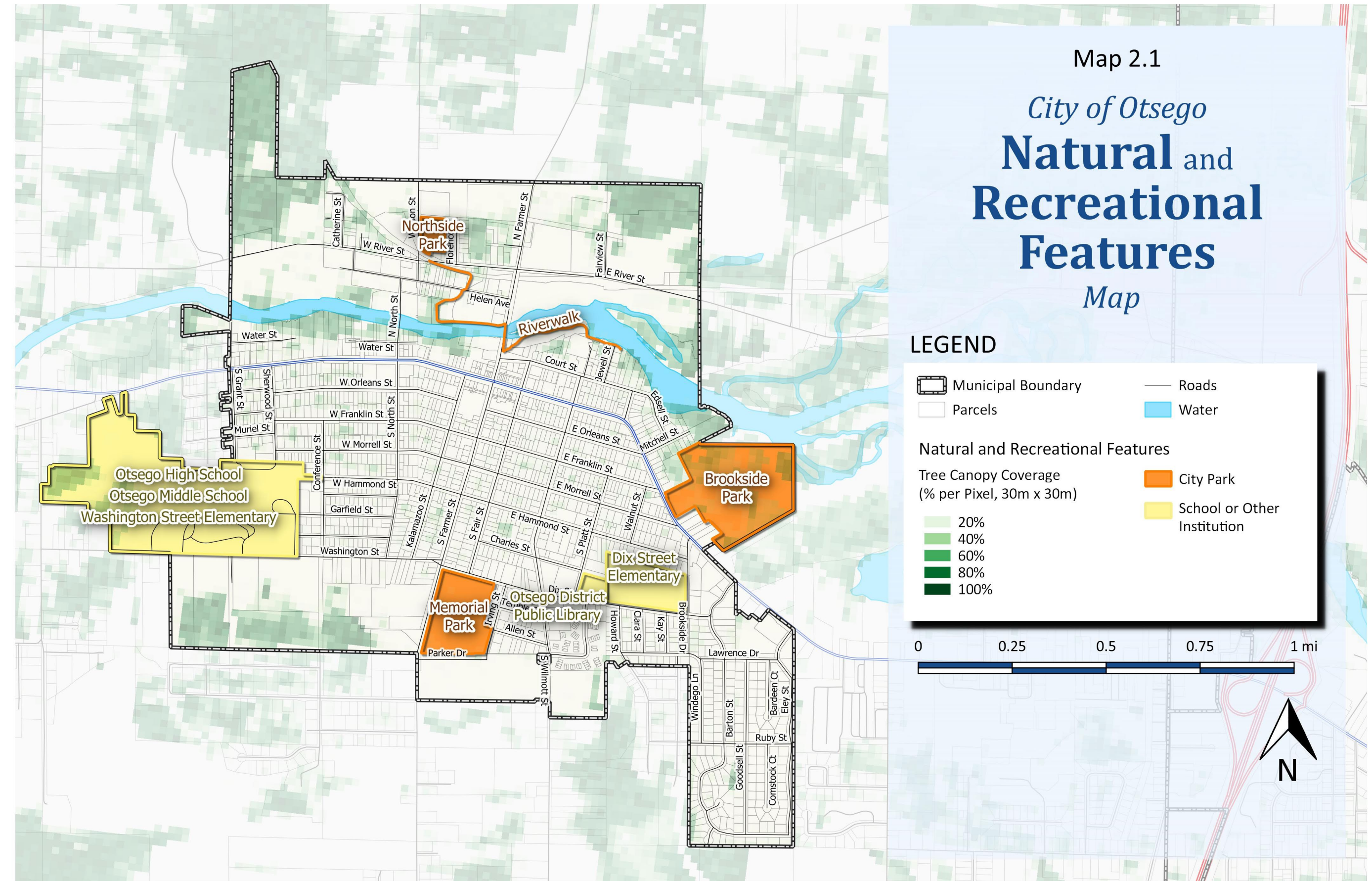
The city has numerous opportunities to improve the quality of recreation along the Kalamazoo River. Several properties along the River could be developed improving river walkways and other recreational opportunities. The city's Recreation Plan identifies extensions of the river trail system including wetland walks near Brookside Park, river and dam overlooks.

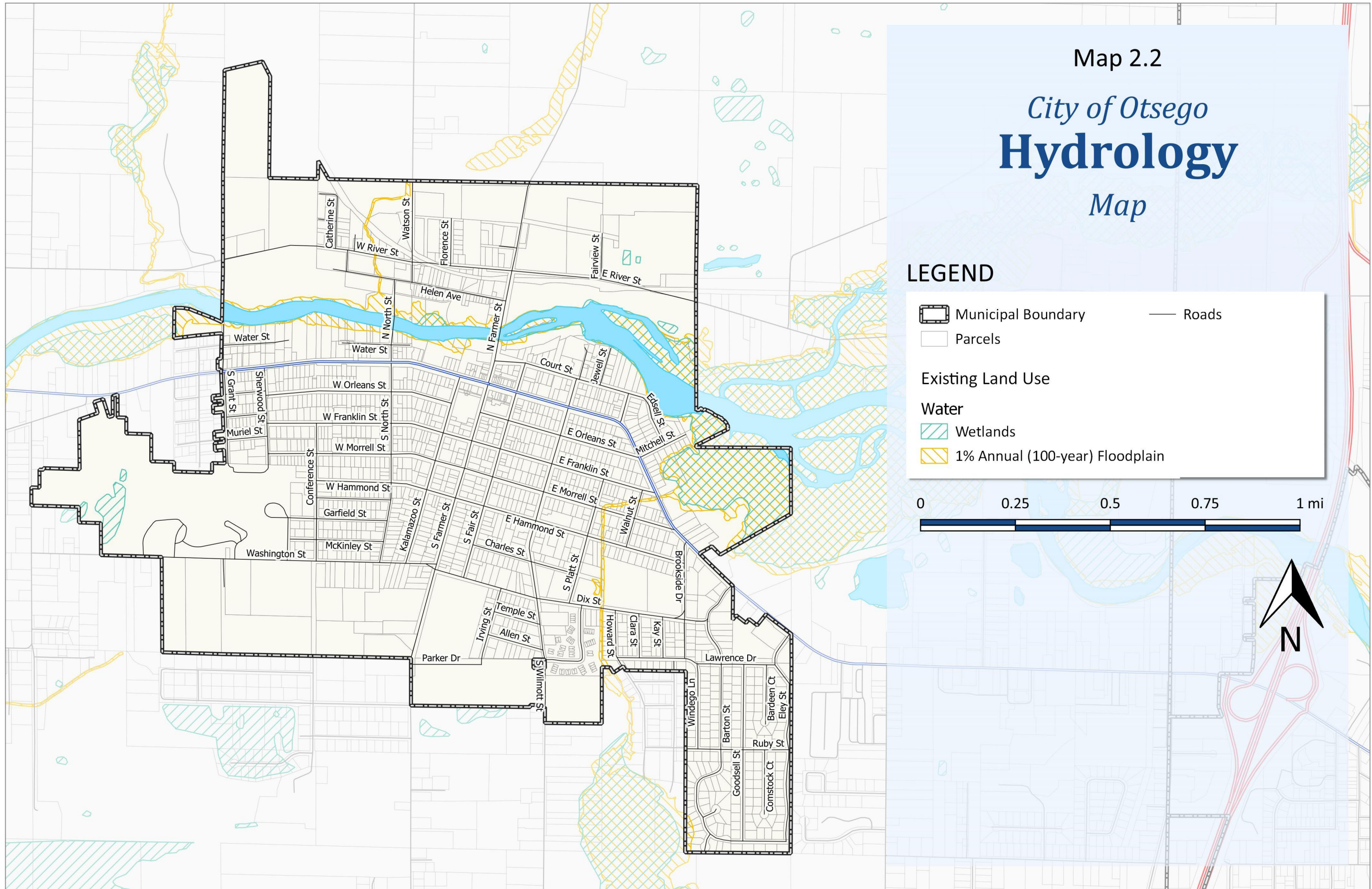
### ***Vacant Lands and Mixed Use***

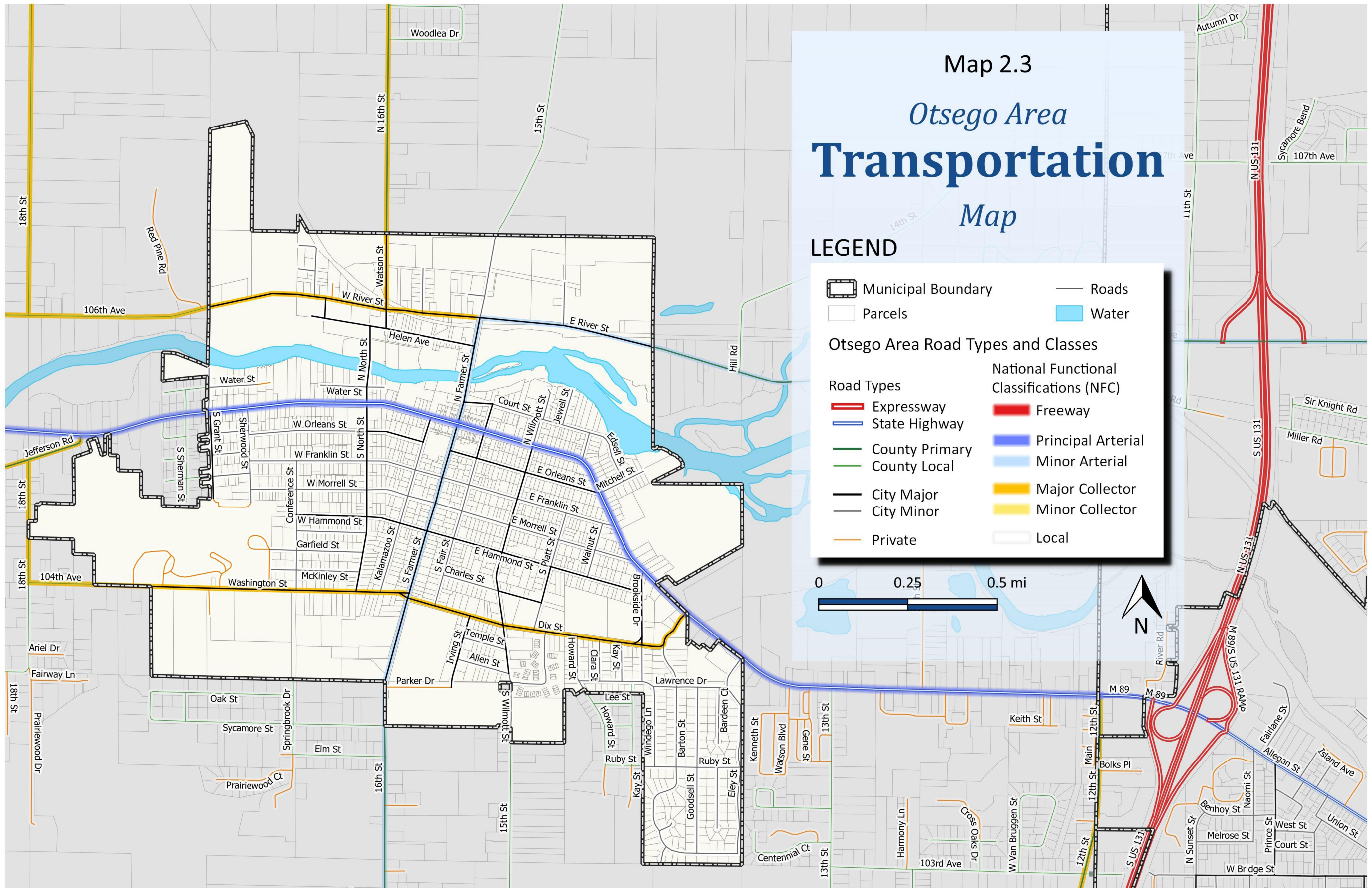
There are only a few major parcels of developable vacant land currently in the city limits. These parcels are concentrated at the perimeter of the city in the northwest and southwest corners.

These major parcels had been surrounded by industrial uses, though the Rock-Tenn property in the northwest quadrant is no longer in industrial use. The remaining smaller vacant parcels can provide opportunities for infill development that complement the surrounding neighborhood.

The former Rock-Tenn site is shown on the existing land use map as RPUD, with hopes of dense residential use.







# Map 2.4 City of Otsego Existing Land Use Map

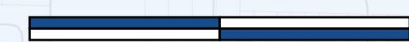
## LEGEND

-  Municipal Boundary
-  Parcels
-  Roads
-  Water

## Existing Land Use

-  Single-family Residential
-  Two-family Residential
-  Four-family Residential
-  Multi-family Residential
-  Mixed Use
-  Commercial
-  Office
-  Industrial
-  Public/Quasi-public
-  Vacant

0 0.25 0.5 mi



## Downtown Otsego

### Inset

0 500 1000 ft



*This page is intentionally left blank.*

# Chapter 3

## Community Issues and Vision

### SWOT

A SWOT analysis is a method of community assessment which collects community insight on its perceived assets and liabilities. These observations help shape the city's vision and goals for the future. The results below are a combination of those identified in previous years as well as contributions from the exercise again taking place in 2024.

#### Strengths

2024

- Cleanliness.
- Community Support and Pride.
- Easy Navigation.
- Family-Friendly, Small Town Atmosphere.
- Library.
- Water/Sewer Capacity.

2014

- City Government's robust support programs such as brush pick up and local transfer station.
- Downtown commercial district.
- High Traffic Volume.
- Kalamazoo River, including the riverwalk and park system.
- Location in relation to Kalamazoo, Grand Rapids and Lakeshore areas.
- Robust manufacturing climate.
- School System; both academically and its facilities.
- Strong Police and Fire/Rescue services.

#### Threats

2024

- Lack of Diverse Population.
- Water Contamination.

2014

- Aging Population.
- Fear of Losing Historic Structures.
- Heavy Traffic on M-89.
- Lack of Developable Land.
- Lack of Housing Options.
- Lack of Opportunity for Younger Generation.
- Land-Locked.
- Loss of Industry.
- Loss of State Revenues.
- M-89 Strip Development.
- Poor Housing Conditions.

#### Weaknesses

2024

- "Built Out" sentiment toward development and redevelopments.
- Lack of comprehensive pedestrian trail system.
- Lack of Diversity/Homogeneous population.
- Lack of Diversity in Businesses.
- Loss of local grocery store.
- M-89 Traffic.

2014

- Lack of Second Floor Downtown Residential.
- Lack of Traffic Calming Measures and Bike Lanes.
- Land Use Conflicts.
- Limited Safe Crossing across M-89.
- Poor Housing Conditions.

#### Opportunities

2024

- Downtown Identity and Development.
- Redevelopment of Rock-Tenn.
- Vacant Land, Industrial Development.

2014

- Entrepreneurial Opportunities.
- Geographic Location Between Grand Rapids and Kalamazoo.
- Historic Preservation, Adaptive Reuse.
- Kalamazoo River Development.
- Nearby Communities (Plainwell).
- Parking (If Redesigned).
- Parks, Recreational Activities and Programs.
- Redevelopment and Infill.
- Residential Growth.
- Retail Benefit with Slowed Traffic.
- Second Floor Residential.
- Skilled Workforce.
- Traffic Count (If Managed).

## Otsego Master Plan Suvey

To collect aggregate data on citizen and stakeholder insights, the City distributed a twenty-question survey on demographics, perceptions, and opinions about the community.

The survey was hosted on SurveyMonkey, one of the industry's currently most prolific polling platforms, and shared via a variety of means including QR codes and links on the City website, social media, and physical flyers and copies in public spaces. Further promotion included several in-person workshops and verbal advertisements at scheduled community events.

The survey was live for a period of thirteen months between March 2023 and April 2024. A total of 67 respondents recorded answers, comprising an approximate 1.65% representative sample of the total City population. Several respondents identified as Otsego Township residents or otherwise non-residents with invested stakes in the City.

The following is a comprehensive analysis of the major findings in this data. A complete summary of all results is included in **Appendix A: Survey Results**.

### Demographics

The data collected by questions one through five indicate the distribution of respondents on whom the survey is based. Comparing survey sample demographic data to U.S. Census Bureau demographic data helps the City identify whether the information received is biased due to an accidentally unrepresentative selection of respondents.

Eighty-five (85%) percent of respondents claim to be either full-time residents or non-residents. Among those residents, over half (55%) live within the southeast quadrant of the City, defined by the included map as the quadrant south of M-89/Allegan Street and east of South Farmer Street. Among nonresidents,

two-thirds are Township residents. Likewise, forty (40%) percent of residents answered having lived in the City for more than twenty-five years, with none claiming to have moved in just the last year. Finally, the largest portion of respondents, by far, were those aged thirty-five to sixty-four years at 65.57%. The largest of these cohorts is thirty-five to forty-four years, with 25.37% alone.

Based on the above results, the City may conclude that the sample is generally representative of the community in whole, but tends to skew slightly younger. This is an expected bias given the heavily digitized distribution of the survey, suggesting that those less technologically inclined had fewer means to complete it.

### Housing, Employment, and Amenities

Question seven indicates that 98.50% of respondents live in a single-family dwellings, with just one in a multi-family unit. No respondents claim to live in duplexes, manufactured homes, or other unspecified configurations. Likewise, 97.01% of respondents own their homes, with just two renting. This pattern indicates the potential for a bias toward single-family home-owning opinions which must be considered moving forward.

Question nine indicates the three largest places of employment to be within the Otsego area (20.90%), working remotely from home (16.42%), and instead being retired (16.42%). Other significant accumulations include the Kalamazoo-Portage area, being a student, and other unspecified areas.

Finally, question twelve reveals that the most popular places for entertainment among respondents are the Kalamazoo-Portage (49.15%) and Grand Rapids areas (23.73%), while the most popular places for recreation are more diverse, including the Kalamazoo-Portage area (25.86%), Otsego (20.69%), and elsewhere in

Allegan County (20.69%). By contrast, the most popular places to obtain groceries were by far Plainwell (63.93%) and Otsego (27.89%).

### **Opinions**

Question thirteen asked respondents to provide a degree of satisfaction on a scale of five levels. Among these options, those topics with which respondents were most satisfied include the number of sidewalks, with a weighted average of 3.52 out of 5.00, the amount of open space, natural areas, and parks (3.53), and traffic speeds (3.75). By contrast, those topics with the lowest levels of satisfaction include new housing costs (2.57), guidance of commercial development (2.52), and adequacy of shopping areas (2.23).

When asked what types of housing they would most like to see in the City, two-thirds of all respondents selected single-family homes on less than one acre (67.21%) and another third selected single-family homes on one to five acres (31.15%). However, over a third of respondents selected multi-family housing (34.43%), while substantial numbers of respondents also selected options like retirement communities (27.87%) duplexes (21.31%), tiny homes (16.39%), and accessory dwelling units (13.11%).

When asked what types of businesses they would most like to see in the City, nearly all categories were selected by substantial numbers of respondents. Among these, the most popular options were retail, with nearly two-thirds of respondents (65.57%), sit-down restaurants (55.74%), farm markets/agritourism (44.26%), and personal services (36.07%). The option for no new businesses in the City was selected by no respondents and the option for no opinion was selected by only two (3.28%).

### **Action Statements**

Question sixteen asks respondents whether the City should acquire more land for parks and recreational assets by requesting a

degree of agreement on a scale of five levels. The weighted average was 3.41 out of 5.00. Question seventeen uses the same format and asks respondents whether the City needs to attract more business and commercial development. The weighted average was 4.43 out of 5.00. Finally, question eighteen asks respondents whether the City needs to attract more and varied types of housing. This received a weighted average of 3.54 out of 5.00.

In each of the above suggestions, respondents replied favorably, suggesting a desire for positive change in the community.

### **Dot Plotter**

On August 26, 2024, the Planning Commission hosted a public workshop to collect further insights on the priorities, opinions, and preferences of Otsego residents and stakeholders. The Dot Plotter activity was one such method of accruing public input, the results of which are included here.

Participants were asked a series of four questions which could be answered by marking a location on a City map with a dot. Participants were given a limited number of dots to encourage meaningful decision-making. Results would then be analyzed for trends, notable community assets and liabilities, and personal biases to distill information which may be used to help shape the City's goals, objectives, and Future Land Use Map.

The first question asked participants to identify where they would like to see "a lot of change" (Figure 3.1). The results trended toward known detractors like the former Rock-Tenn and Allegan Street Elementary School sites, the downtown area, and undeveloped land to the northwest.

The second question asked participants to identify where they would like to see just "some change" (Figure 3.2). This resulted in a more varied distribution, with certain City assets like

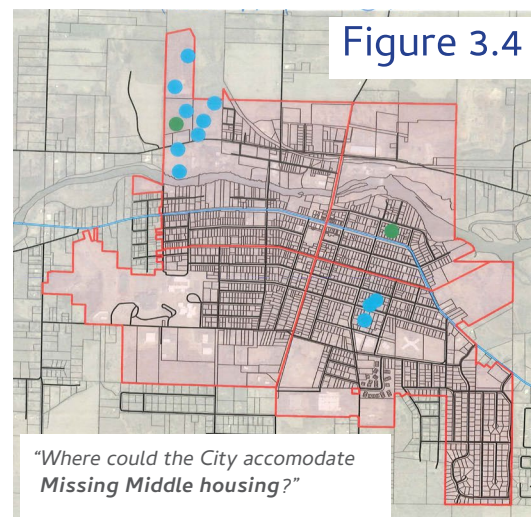
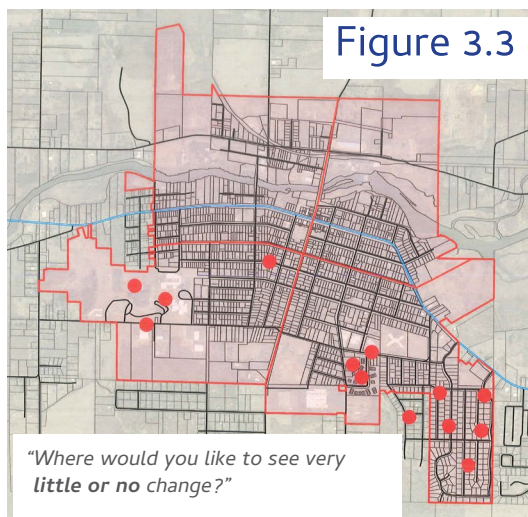
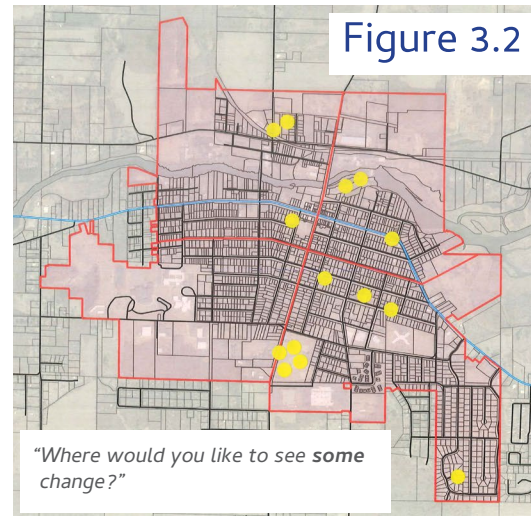
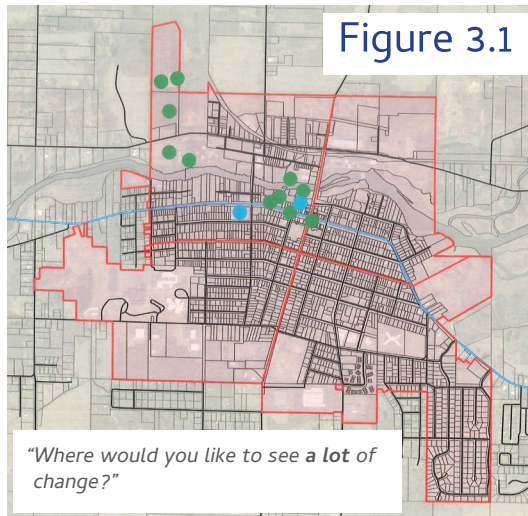
Memorial Park and the Riverside Trail becoming popular along with various residential areas in the east and north neighborhoods.

The third question asked participants where they would like to see “very little or no change” (Figure 3). The results trended toward residential neighborhoods to the south and Otsego Public Schools facilities. Nearly all dots placed in residential neighborhoods were concentrated in either the Eley Acres single-family residential subdivision or the Bayberry Court Condominium multi-family attached residential units.

The fourth and final question asked participants to identify where the City could accommodate

more housing options categorized broadly as the “Missing Middle” (Figure 3.4). These housing types are frequently defined as the range of house-scale buildings with multiple units—compatible in scale and form with detached single-family homes—located in walkable neighborhoods. This includes duplexes, fourplexes, cottage courts, townhouses, and other such configurations which seek to serve more than a single family unit in a similar amount of space as their single-family counterparts.

The results were mostly concentrated to two areas: The former Rock-Tenn site and undeveloped land to its north and the Four, Inc. site at the northwest corner of East Hammond and East Morrell Streets.



## A-MAZE-ing Otsego Event

On Saturday, March 30, 2024, Professional Code Inspections hosted an interactive event during the annual Rotary Club Easter Egg Hunt. While the egg hunt took place in the City's Memorial Park, planners and City staff hosted a table promoting *A-MAZE-ing Otsego* forms. These activity sheets were designed to receive insight from the City's young stakeholders, featuring a simple City map and instructions designed to interest children. Parents were encouraged to help their children complete the activity.

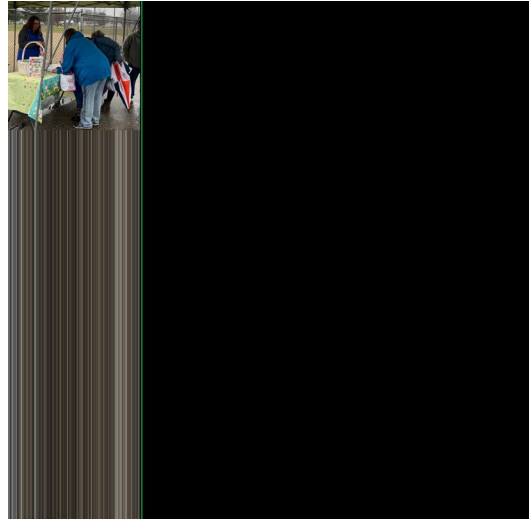
The table also promoted the Otsego Master Plan Survey with both digital links to the online platform and physical surveys. In the five days following the event, the City received an additional twenty survey responses or approximately one third of the overall responses. The results of this activity are summarized as follows:

Age and location of respondents were asked, but have been omitted for privacy reasons.

When instructed to identify up to three favorite places within the City, respondents frequently chose recreational assets like Memorial and

Brookside Parks and the Otsego District Public Library. When asked about potential changes in the City, respondents largely answered with repairs and upgrades to playground equipment and improved/expanded sidewalks.

While the A-MAZE-ing Otsego event did not provide substantial, bias-corrected data, it invited children to learn about their community and parents to complete the more robust Otsego Master Plan Survey.



Above: A-MAZE-ing Otsego Event commemorative photos, 2024.

Below: A-MAZE-ing Otsego Event Form, 2024.

**A-MAZE-ing Otsego**

**DIRECTIONS**

1. Write your AGE here: \_\_\_\_\_
2. Put a duck, chick, or bunny sticker on about where your house is.
3. Put an EGG sticker(s) on your favorite place to go in the City (up to 3 places. If you'd like!).
4. Draw a line from your home to that place or places along the roads or routes you take.
5. Put a carrot or flower sticker on 1 thing you'd like to change.
6. Write HERE what you really love most or you'd like to change most about Otsego.

That's it! You're done! Put your map in the box and yell "I DID IT!" to win a prize!

Parents: Names are not being collected; aggregate data ONLY will be distributed; no individual child information will be saved or distributed.

*This page is intentionally left blank.*

# Chapter 4

## Goals and Objectives

### Goals, Policies, and Strategies

Throughout the Master Plan process, the community has obtained public input and conducted thorough studies to identify its make-up and goals. This includes reviewing potential obstacles, trends, and needs to support a healthy, thriving city in coming years.

To that end, a review and update of prior year goals and objectives was in order. The Planning Commission held a futuring workshop after reviewing survey results and considered existing goals. In the coming section are these revised goals and objectives for the 2024 edition.

A **GOAL** is a general statement of a desired outcome. To be effective, a goal must be realistic and achievable. The goals take the issues identified by the public and focus them

into specific outcomes, enabling us to paint a picture of the future as the residents of Otsego would like to see it.

An **OBJECTIVE** narrows the focus of the goal and provides a “jumping-off” point for determining implementation actions. Each goal is narrowed by objectives. The objectives of the plan include both policy and action-oriented items:

- **POLICIES** include language for suggested protocol to guide decisions and achieve desired outcomes. Policies also include descriptions of the intent of the City regarding land use related issues.
- **ACTIONS** are statements of a specific task or series of tasks that must be accomplished.

#### **GOAL** *Open Space and Natural Resource Preservation*

- 1** The City will work to preserve its environmental quality and protect the Kalamazoo River as a scenic and recreational resource.

#### **OBJECTIVES**

1. Establish guidelines to protect the Kalamazoo River through zoning and growth management policies. Develop cooperative agreements between the City and the landowners along the River for recreational opportunities. Promote other agency cleanup efforts benefitting the Kalamazoo River and its habitat.
2. Ensure sound land development practices and minimize impact to the natural environment through the City Zoning and Land Development Ordinances.
3. Discourage practices that would alter the natural, valuable function of wetlands through site plan review, including those not protected under the State of Michigan Wetlands Protection Act (P.A. 203 of 1979 [Part 303 of Act 451, as amended]).
4. Require development to provide landscape plans as a part of the site plan review process.
5. Encourage City residents to use approved methods of solid waste disposal, such as waste stream reduction, recycling, and composting through education and the cooperation of residents, area waste haulers, landfill operators, and local governmental agencies. Encourage residents to participate in community clean-up programs.
6. Explore modifying the existing zoning ordinance to encourage and require greater retention of open space as a component of an overall project design in new developments, in particular to proposals along the River.
7. Through appropriate watershed management planning, promote the highest feasible water quality of the City's groundwater.

**GOAL *Parks and Recreation***

- 2** The City will strive to improve and maintain recreational opportunities that serve residents and visitors of all ages.

**OBJECTIVES**

1. Promote bicycle and pedestrian facilities and accommodations to ensure safe non-motorized transportation options and opportunities for physical activity and recreation, including maintenance and expansion of the Riverwalk.
2. Utilize the city's Park's and Recreation Plan to seek grant funding for enhanced recreational opportunities.
3. Welcome and encourage events serving the community at large within city parks and facilities.

**GOAL *Residential Development***

- 3** The City will provide its residents with a variety of housing opportunities by encouraging a wide range of quality housing stock to meet diverse needs and flexibility to address the known lack of housing within the area.

**OBJECTIVES**

1. Seek methods to encourage housing rehabilitation in the City. Develop programs and identify funding sources, property owner educational opportunities and encourage maintenance of areas identified by the City.
2. Work to attract options that provide affordable housing for residents of diverse socio-economic and demographic backgrounds.
3. Encourage a balanced housing stock to accommodate all segments of the City's population.
4. Encourage creative design of neighborhoods to enhance desirability by including sidewalks, bike paths, pedestrian paths, open space, parks and playgrounds, and related site amenities.
5. Encourage residential development patterns that utilize small lot, cluster, development in conjunction with the establishment of open space areas and/or conservation easements dedicated to the preservation of unique natural features.
6. Strengthen and protect the viability of neighborhoods by controlling the expansion of incompatible land uses on adjacent properties and protecting neighborhoods by open space and other buffers.
7. Encourage and incentivize second floor residential development over downtown businesses.
8. Continue rental code enforcement and inspection program to insure quality housing stock. Encourage opportunities to add "gentle density", allowing more flexible housing options within existing neighborhoods.

**GOAL *Downtown Enhancement and Commercial Development***

- 4** The City will provide opportunity for a mix of commercial uses at planned locations that are developed in an aesthetically pleasing fashion and which provide for safe and efficient patterns of pedestrian and vehicular circulation while preserving the downtown character.

**OBJECTIVES**

1. Prepare and implement site development standards in order to minimize traffic congestion and pedestrian and vehicular hazards.
2. Ensure that new commercial development is supported by infrastructure (e.g. water, sanitary sewer, roads, etc.) and services (e.g. police and fire services, etc.) adequate to meet the needs of said development without adding undue financial burden to the City.
3. Work with developers to enhance aesthetics and to promote downtown identity. Actively recruit and acquire quality anchor stores for the downtown core.

*(Goal 4 continues on the following page)*

4. Continue Placemaking in our downtown district and work to draw people to the downtown for a variety of reasons.
5. Manage commercial development outside the downtown district in order to preserve its economic vitality.
6. Encourage and incentivize redevelopment of vacant commercial structures and sites.

### **GOAL *Industrial Development***

**5**

Goal: The City will work to retain industry and promote additional expansion in planned locations. New development will be environmentally and aesthetically sensitive to the small town character and meet the employment needs of the Otsego community.

#### **OBJECTIVES**

1. Encourage the placement and/or extension of public utilities and services to those areas identified as desirable for industrial development.
2. Work with Otsego Township to promote the future development of well-planned industrial plats (e.g. parks) rather than scattered site, single lot development.
3. Prevent site related problems often encountered with industrial uses, such as noise, odor, glare, vibration, etc., by implementing regulatory controls, and separating industrial uses from less intense land uses such as residential through appropriate use of buffer strips, open space or transitional land uses.
4. Continue to consider Industrial Facility Tax abatement applications for new investments.
5. Encourage and incentivize redevelopment of vacant industrial structures and brownfield sites.

### **GOAL *Infrastructure - Roads, Private Roads and Utilities***

**6**

The City will provide for adequate infrastructure that will ensure balanced, orderly growth and ensure the safety, well-being and quality of life for the community.

#### **OBJECTIVES**

1. Continue work with MDOT to limit and update access management standards as properties are redeveloped.
2. Continue collaboration with area agencies to provide improved opportunities for multi-modal transportation where appropriate.
3. Coordinate with the Otsego Public Works Department and Michigan Department of Transportation to ensure that local roads in the City are properly maintained and that streetscapes are designed in a manner to calm traffic and provide safe links between residential uses and the commercial and industrial parcels that serve the community.
4. Collaborate with MDOT-Grand Region to be included in improvements and design of M-89 and its intersections within the City Limits.

*This page is intentionally left blank.*

## Chapter 5

# Future Land Use Plan

The Future Land Use Plan is a guide for the growth and development patterns of the city and is intended to guide development decisions throughout the life of this plan. The Plan is not rigid in its application, rather a basis by which all future development decisions should be compared against. Periodic review and adjustments generally keep the Master Plan a current and usable policy document.

Most of the city is fully developed and therefore the attention in the future should turn to redevelopment of the existing city fabric. Planning for the city's future land uses, both in narrative and map forms, is perhaps the most critical aspect of the Master Planning process. The elements laid out in the future land use chapter and map will guide future Zoning Ordinance decisions and changes.

Areas of future development and redevelopment within the city are identified on the Future Land Use Map on page 38. A description of the respective land use categories follows:

The following pages provide a description of the land use designations shown on the future land use map.

### Future Land Use Designations

#### ***Central Business District***

This district represents approximately a three-block section adjacent to the Kalamazoo River. In recent years, the district's image has improved considerably with extensive streetscape improvements along M-89, better defining the downtown and making it more inviting. The intersection of M-89 and Farmer Street establishes the central point of this district.

The types of land uses intended for this district include the pedestrian scale, walk-up businesses typically found in a traditional downtown setting along with offices and second-floor residential uses. Several governmental service buildings add to the strength of this area, including the post office, police station, public works buildings, city hall, fire department, and chamber of commerce.

District uses should continue to focus on small, unique specialty shops, entertainment facilities, sit down restaurants and community service buildings. Inviting features along the riverfront should be enhanced, including riverfront bike paths, community pavilion, kayak launch and recreation areas. The riverfront features offer inviting spaces and activities for community events and group activities with spin-off benefits for the business community.

There is little evidence of a parking shortage in the downtown. Parking for community events, shopping or relaxation activities is abundantly available. Efforts should focus on better identification of available parking and upgrading the appearance of existing parking lots.

The downtown's close proximity to the Township's commercial development around M-89 and U.S.-131 creates competing interests. Recent commercial developments in the Township include many "big box" type developments. These stores along with changing consumer trends have hampered retail activity in the downtown. Going forward, the downtown will continue to be the hub of business activity. However, it will be primarily based on entertainment and service-based businesses rather than retail. Residential uses are also welcomed on the second stories of

downtown buildings.

Walkability and traffic calming issues are important for the downtown. The wide expanse of M-89 divides the downtown and provides an uncertain pedestrian environment. Traffic calming and/or “pedestrian friendly” techniques could be utilized to create a more conducive business and community atmosphere. Pedestrian crossings should be enhanced, including improved striping (large wide striping) and “bulbed” out raised, concrete areas could include landscaping (street trees and low plantings), providing safer pedestrian street crossings, traffic calming, and on-street parking protection. Cooperative efforts with the Michigan Department of Transportation could prove effective in establishing landscape medians on M-89 or other favorable traffic calming devices.

While it is desirable for the downtown to remain compact, thus creating focus and walkability among the businesses, there may be a future need for expansion of the district’s boundaries.

The District’s surrounding residential uses should be strengthened and caution should be used when considering any future commercial expansions. If any expansion occurs, it should be along M-89 between North Street and Farmer. In fact, to help with the CBD’s uniformity of parking, signage, setbacks, image, etc., the C-1 properties directly adjacent and to the west of the CBD, should be developed into the CBD Zoning District. The downtown should not expand southerly towards Franklin.

The types of land uses intended for this district include the pedestrian scale, walk-up businesses typically found in a traditional downtown setting, along with offices and second floor residential uses. This area does not support auto oriented, drive through businesses and other land intensive commercial operations. Buildings in the downtown should be limited in terms of size, as well as the location and area devoted to signs and off- street parking, and

should help visually define and unify the street space.

The waterfront property to the west of Farmer Street contains several structures that could be redeveloped in a commercial manner, enhancing downtown and waterfront properties. According to the city’s Zoning Ordinance, adult use activities would be better suited at this location, although sensitivity to building colors, signs and other physical displays or representations is necessary. Behind these existing structures lies some vacant property that, due to its topography, appears to be undevelopable. This area presents an opportunity for additional public open space activities. The North Farmer Street Bridge provides additional opportunities to improve pedestrian elements across the bridge, while adding to the strength of the industrial districts.

As shown on the future land use map, there are only a few mapped areas in the downtown district representing additional commercial/office use activities. Before allowing the district to encroach into current residential uses, the existing downtown commercial buildings and uses should be strengthened, renovated and fostered for infill activities. The commercial uses should not be allowed outside of the future land use map areas.

### ***Low Density Residential***

This designation includes the newer residential areas on the southeast side of the city, and now also includes some vacant parcels north of the Kalamazoo River. On the southeast side, most of the homes are located south of Dix Street and east of Wilmott Street, while on the northwest side this category includes vacant land predominantly north of River Street and west of the Catherine Street neighborhood.

By and large, the homes in the southeast consist of single family dwellings on relatively larger lots in comparison with the older homes in the city. It may be possible to develop similar

efforts to the west and south of the current new subdivision (if annexation occurs), as well as in the northwest area. In time, the city should update the Zoning Ordinance and map so that the R-A District represents the Low Density Residential classification in the northwest and southeast residential areas. Land uses in these areas will continue to be limited to single-family, detached homes on medium sized lots with a maximum density of less than 4 units per acre.

Otsego is known as a stable residential community that provides a safe and comfortable place to raise a family. When this plan was first completed in 2001, it became clear that despite the stability of the community, there are several neighborhoods that are in need of community attention and assistance. The residential neighborhood just north of the river along Helen Avenue is surrounded by heavy industrial uses. Most of the homes are located quite close to the street, where intense industrial traffic conflicts with safe neighborhood development. The lots are quite small and many of the homes have been rehabilitated. The cost and scarcity of housing has kept this neighborhood in line with others across the city. In 2024 a large infrastructure project was completed along Helen Avenue to update 100+ year old water and sewer mains and the streetscape to make it more comfortable for property owners and those who traverse the street. This project also prepared the large former Rock-Tenn site for redevelopment. This site is ideally situated for a large multi-family redevelopment.

### ***Medium Density Residential***

This designation includes the vast majority of developed residential areas located in the city. It is intended to accommodate higher density single family dwellings, with limited amounts of two-family dwellings, and represents much of the older housing stock. Currently, most of the city's parks and schools are included in

this designation. Densities in this designation should be between three and five units per acre, and the overall character should maintain a "traditional neighborhood" look and feel.

While there are several properties south of M-89 that have converted to two-family or multiple family use, future conversions should be discouraged through stronger special land use standards and by updating the Zoning Ordinance so that the R-B District represents the Medium Density Residential classification as a single-family district. Due to the high demand of a diverse housing stock, housing options of all kinds are being sought after in these neighborhoods. This is a change from years past where it was more focused on aesthetics and the ability to expect the dominance of single-family residential homes on every corner.

### ***High Density Residential***

The high-density residential designation currently includes scattered properties on the south of M-89. The largest area within this designation includes property south of Washington Street and west of South Farmer Street. This designation provides for the highest density of housing alternatives, and may serve as a buffer between single family and non-residential land uses. Developments will contain dwellings at densities up to 10 units per acre.

Property to the east of North Street and just south of M-89 is zoned for multiple family uses. Although currently being used in a lower density residential state, the concept is great. The high-density designation makes a great buffer between commercial and residential uses yet could also provide for a strong pedestrian base for the CBD. The single-family homes in this area are zoned multiple family, and due to their historic character, are master planned single family. The point here is concept. Conceptually, a high-density designation helps provide an alternative and necessary

housing form, buffers area land uses, and when appropriately clustered, can add strength to other area land uses (i.e., downtowns, schools, etc.). Architectural design is paramount to a successful and complementary development in this area.

### ***Office and Commercial***

Outside of the CBD, the amount of office and commercially zoned properties is limited. For the most part, these properties are found east along M-89 near the city limits.

The newly annexed properties on the east end of the city should be developed in a planned unit development fashion, ensuring aesthetically pleasing, pedestrian and traffic sensitive developments. As a major gateway to the city, the east city limits side of M-89 should be a strong welcome and township delineation point.

Commercial and office parking areas should be well landscaped and signage should be given careful consideration. Building orientations should take into consideration their street presentation and every effort should be made to create shared drive access arrangements. Since the focus of commercial development is on the CBD, the following standards are necessary to help foster a favorable CBD environment, yet allow for other commercially zoned areas:

1. Development outside of the CBD may be appropriate and land zoned accordingly, if the following criteria are satisfied:
  - a. Necessary land or buildings are not available within the downtown that would accommodate the use.
  - b. The site is located where residential development will not be impaired or negatively affected.
  - c. The development provides goods or services that are not, cannot,

or should not be provided in the downtown.

2. Commercial development outside the CBD will meet the following criteria:
  - a. Not be developed in a strip commercial fashion.
  - b. Be located on M-89.
  - c. Provide adequate building and parking setbacks, buffering for adjacent residential uses, have limited access points to the main street, be sensitive to natural features (woods, etc.), have moderate sized signs, and connected to public utilities.

Besides the current commercial and office designations, the only new locations for this type of development are on the east side of the city. The commercial property on the west side of the city, along M-89, should not be allowed to expand any further into the residential neighborhood.

### ***Industrial***

Otsego's industrial base brings diversified job opportunities, a strong tax base, and positive corporate civic support. While Parker, Otsego Paper, Safari Technologies, Tengam and FEMA provide job opportunities to about one third of the total city population. When the remaining industrial and commercial businesses, along with the school system are factored into the job base, one can easily see why Otsego has such a balanced local economy. Some communities are predominately residential; some are predominately commercial with little industrial; some have more multi-family housing than single family housing; and then there are some, like Otsego, that seem to have the right mix of single to multi-family housing, commercial, and industrial activities.

Studies show that 80% of all community economic

development activity comes in the form of existing industrial and commercial businesses expanding. This emphasis on retention and expansion should be key in the minds of city officials. Efforts should be undertaken to focus on maintaining a diversified industrial base and helping retain existing industries.

Fostering a strong economic base can be difficult. Some community members are likely to disapprove of city efforts towards helping local industry, perceiving those industries as “having all the money” and, thus, not requiring help. However, successful communities realize the significance of fostering a healthy industrial relationship that is responsive to industrial needs but still maintains the balance in community quality of life issues. To this end, the city continuously reviews the Zoning Ordinance, through special land uses and Planned Unit Developments, that is intended to encourage industrial development and reinvestment. Industrial development may include a variety of complementary uses that can be an asset to the developer and employer when attracting and retaining quality employees. The city itself has taken the steps to lead the way in this area by rezoning the former Rock-Tenn site to PUD. The Rock-Tenn area is now within the Planned Redevelopment classification, which is subsequently described.

The Future Land Use Map shows several small areas of industrial growth for the city. Otsego Township has roughly 500 acres devoted to industrial development. If a market study were performed for the City of Otsego, it would show the city’s percentage “hold” on the local and regional industrial base. Such studies might indicate that if the city remained stable with no gains or losses of local jobs or industrial activity for a period of five or ten years of regional economic growth, the community would have, statistically, declined. In other words, due to surrounding communities adding to their industrial base over that same period, the city

resultantly holds a shrinking proportion of the overall local economy, thus weakening its hold on the market. This phenomenon is significant to a community looking to demonstrate that hold on the market for commercial development. It is likewise important for maintaining a healthy industrial economy.

The City of Otsego adheres to the following principles on continuing to provide a healthy industrial economic environment :

1. Retain existing industries through various means (this can be as simple as opening up the doors of communication);
2. Encourage expansion of local industry;
3. Prepare for local expansion through providing suitable and appropriate developable land; and
4. Inventory check local industrial utility and other support needs (trained workforce, quality schools, affordable and available housing, other supportive industries, appropriately sized water and sewer mains/capacity, appropriate truck routes, nearby commercial support and importantly community pride).

Otsego’s proximity to US-131 adds to the city’s ability to provide quality and ample industrial support. In addition to the city, Otsego Township’s industrial activities are primarily focused on the east side of the city, both north and south of the Kalamazoo River. They also have one small pocket on the west side of town between 106th Avenue and M-89.

Several future land use objectives regarding industrial land use are as follows:

1. Create a Planned Industrial Park - As a part of the Retention / Expansion efforts of the city, a Planned (possibly Certified) Industrial Park should be established. Properties should be identified that could be included in the Industrial Park.

2. Consider redevelopment of industry east of Wilmott Street. This older industrial site does not appear to be a problem, but future encroachment into the residential neighborhoods should not be allowed. In time, it may be that a new Industrial Park could add to the opportunities of this east Wilmott Street industry.
3. Coordinate industrial activity with the Township, the County and other adjacent municipalities. The impact of losing another major industrial player to the area can have devastating effects on the city and surrounding community's economies.

### ***Planned Redevelopment***

The site of the former Rock-Tenn paper mill is in the middle of a transformation. The property changed hands multiple times since the plant closed. Eventually being left in the hands of the Allegan County Treasurer, after no bidder was found. At that point Allegan County took a proactive approach to get the property redeveloped. This work was done in coordination with setting up a Brownfield site through the Allegan County Brownfield Redevelopment Authority to allow for a TIF to pay for demolition costs. The goal was to have a large multi-family development held on the 40+ acre site. The zoning for the property is Redevelopment Planned Unit Development (RPUD). This development will be a generational development for Otsego due to the size, location, and need of the development.

### ***Semi-Public and Public Facilities***

Otsego's strength lies not merely in its residential, commercial and industrial development, but structurally by many of the public and semi-public services, programs, sites and facilities.

### ***Schools***

The Otsego Public Schools System has an early childhood development center, preschool, two elementary schools, and middle and high schools within the city limits. In recent years the community has approved significant bond proposals to increase amenities within the school system including the Otsego Aquatic Center and Health Clinic. Although public schools are currently exempted by the State from local zoning controls, cooperative efforts and relationships should continue to jointly work for a high quality of life and public safety. The city and OPS take great pride in continuing a strong relationship through events, parades and the School Resource Officer.

### ***Library***

The public Otsego District Library is located on Dix St. It continues to be a draw since its creation over 10 years ago. The Otsego District Library hosts events and reading programs for readers of all ages. It is a fixture within the City of Otsego.

### ***Parks***

The city's Park and Recreation Plan provides extensive plans for the city's park system. The city seeks grant opportunities for City Parks (Memorial, Brookside, Northside, and Riverfront). The needs of these parks include not only new investment but also repairs. Brookside and Northside parks contain aged large playground equipment that each have a replacement cost of \$1M. On top of that Memorial Park is in need of repairs to the ball fields as well as expand with new amenities for new activities. Riverfront Park is a new addition to the city. It is the location of the former Department of Public Works garage along the Kalamazoo River. Its close proximity to the downtown makes it a unique gathering spot. Investments will be considered to elaborate on the role this park plays going forward.

The city takes great pride in the park system. The Department of Public Works maintain the grounds and structures which has extended the life of the equipment.

### ***Public Services***

The completed relocation of the city's DPW building to the north side of the river has allowed the former site to be redeveloped as Riverfront Park with multiple amenities. This space is expected to be yet another draw to the downtown area. The ideal location will benefit from the EPA Superfund work to make the Kalamazoo River more recreationally friendly.

Public service buildings and structures should fit into the character of the neighborhood. Buildings that are frequently accessed by the public should be attractive and inviting and contribute to the character of their surroundings. Public buildings near the CBD should especially contribute to the pedestrian character of that neighborhood and be public landmarks. Lift stations and equipment structures should be effectively screened, yet placed where they can be effectively policed and maintained.

### ***River Protection Overlay***

The Kalamazoo River is an important resource to preserve and protect. A river protection overlay has been placed over the river and land immediately adjacent to the resource. The land areas immediately adjacent to the river may be regulated by a future riparian buffer zone or other zoning and land development restrictions or regulations to preserve the resource.

### ***Commercial Corridor Overlay***









Many issues and needs have been identified and associated with M-89. This overlay has been placed on the segment of the roadway which serves as the entry to the city. Within this area, the city may consider revised sign regulations, access management standards, or architectural and design guidelines.

# Map 5.1 City of Otsego Future Land Use Map

## LEGEND

-  Municipal Boundary
-  Parcels
-  Roads
-  Water

## Future Land Use

-  Low-density Residential
-  Medium-density Residential
-  High-density Residential
-  Central Business District
-  Commercial
-  Planned Redevelopment
-  Industrial
-  Public/Quasi-public

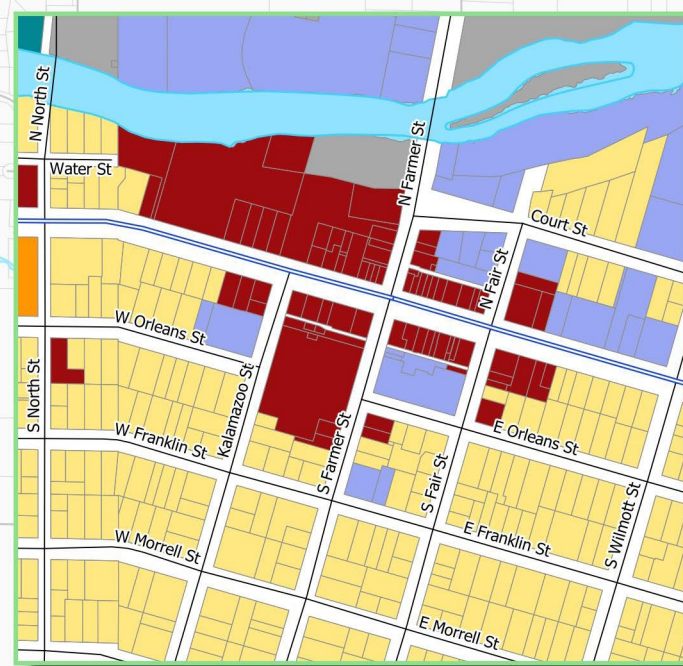
0 0.25 0.5 mi



## Downtown Otsego

### Inset

0 500 1000 ft



## Zoning Plan

The Michigan Planning Enabling Act (Public Act 33 of 2008) requires that a master plan include a “zoning plan” with an “explanation of how the land use categories on the further land use map relate to the districts on the zoning map” (MCL 125.3833).

The city is divided into nine zoning districts and one overlay district to regulate in a consistent and

predictable manner. An implementation element of this Master Plan includes amendments to the Zoning Ordinance to eliminate redundancies and procedural issues that have been noted through application and review by the city.

The following table summarizes the land use designations and how they relate to each of the zoning districts, with recommendations for zoning changes where appropriate.

### ***Zoning Plan***

Future Land Use Designation	Corresponding Zoning District
Low Density Residential	<p>R-A Single-family Residential District.</p> <p>The R-A District is characteristically a single-family housing area. While most of the city is serviced with utilities, the low-density status is designed to preserve and protect those areas which have developed strictly as single-family detached units on separate lots. No further subdividing of single-family lots below the lot area specified herein shall be deemed desirable or contributory to the existing residential character. The dwelling unit density, however, shall still be at a sufficient scale to support utility system operation and maintenance costs.</p>
Medium Density Residential	<p>R-A Single-family Residential District.</p> <p>The R-A District is characteristically a single-family housing area. While most of the city is serviced with utilities, the low-density status is designed to preserve and protect those areas which have developed strictly as single-family detached units on separate lots. No further subdividing of single-family lots below the lot area specified herein shall be deemed desirable or contributory to the existing residential character. The dwelling unit density, however, shall still be at a sufficient scale to support utility system operation and maintenance costs.</p> <p>R-B Single-family Residential District.</p> <p>The R-B District encompasses some of the older localities of the city. The residential character is mainly urban, single-family homes of earlier construction on individual lots. Two-family homes and new duplexes are permitted here, but with controls as to location, site and density. The R-B District provides for some conversion of older, larger homes to two-family dwellings provided certain conditions for the health, safety and welfare of the neighborhood are met.</p>

Future Land Use Designation	Corresponding Zoning District
High Density Residential	<p>R-C Two- and Multiple-family Residential District.</p> <p>The R-C District is intended for two family and multiple-family residential uses. The character of the District is urban in appearance with moderate multiple-family densities as found in single-family semi-attached (row housing), garden apartments and townhouse apartments. Specialized or group housing and senior citizens housing is also permitted by special land use permit. All use in this District shall meet site design standards and requirements, as provided herein, in order to relieve any and all potentially adverse impacts.</p>
	<p>MHP Manufactured Home Park District</p> <p>For the preservation of the interests of various types of residential developments which should be permitted in every community and for the protection of the residents of any manufactured home park development, these regulations are considered to be minimum standards to be applied to all manufactured home park developments in the City of Otsego. All manufactured home parks shall comply with the applicable requirements of Act 419, P.A. 1987 as amended, provided further that said developments meet the standards and conditions and all other provisions as herein established.</p>
Office and Commercial	<p>PO Professional Office District</p> <p>The Professional Office District is designed to accommodate various types of office uses performing administrative, professional, and personal services. These are typically small office buildings which can serve as a transitional use between the more intensive uses of land such as major thoroughfares or commercial districts and the less intensive uses of land use as single- or two-family residential.</p>
	<p>C-1 General Business District</p> <p>This District is a general retail business and service district designed for the purpose of providing comparison and convenience shopping to meet the needs of the community. Specialty uses are not encouraged in this District, but suggested for the CBD District.</p>

Future Land Use Designation	Corresponding Zoning District
Central Business District	<p>CBD Central Business District.</p> <p>This District refers to the central part of the city where downtown shopping, government offices, general services, civic and cultural uses are located. The CBD is characterized by its “downtown” appearance and pedestrian scale (people walking from place to place, storefront windows displays, etc.). It is the intent of the city to promote, preserve and enhance this central character and its viability in accordance with the development goals and policies of the city’s comprehensive planning program.</p>
Industrial	<p>GI General Industry District.</p> <p>Industry is intended to include light manufacturing, assembling and finishing activities which have minimal or no nuisance potential to the surrounding nonindustrial areas. The preferred form of future industrial development is the industrial park concept. Within such a development the overall character may be a combination of light industrial uses supplemented by research and office facilities. In all cases, however, local, state, and federal environmental regulations and constraints must be observed.</p>
Planned Redevelopment	PUD Planned Unit Development District
Semi-Public and Public Facilities	Not applicable.
River Protection Overlay	<p>FH Flood Hazard Area (Overlay).</p> <p>It is the intent of this Chapter to significantly reduce hazards to persons and damage to property as a result of flood conditions and to comply with the provisions and requirements of the National Flood Insurance Program.</p>
Commercial Corridor Overlay	None at present time.

## Conclusions

One of the principal benefits of having an adopted Master Plan is the foundation it provides for zoning, land use, and policy decisions. Just as the Master Plan is the policy guide for land use, zoning is the principal legal enforcement tool. The two should work in conjunction with one another. The Master Plan is not an ordinance which is meant to replace zoning.

The future land use map should not look like

the existing land use map or zoning map, nor should they be used in the same manner. The future land use map is an illustration of long-range land use patterns of the city based on the goals and strategies outlined in the Plan. Zoning districts should ideally facilitate the goals and strategies of the Plan to create the city’s desired objectives.

As the Planning Commission and City Council are faced with making zoning and land development

decisions (e.g., rezoning, site plan review, special use permit, planned unit development, plat reviews, etc.) the relationship of those requests to the Master Plan recommendations should be a primary consideration. A request to construct a commercial use in an area planned for residential development, for example, would be contrary to the Plan and should not be approved, unless the Plan is determined to be in error for that particular location or conditions having changed significantly since the Plan was adopted. It is essential to keep the plan up-to-date and relevant to current conditions by reviewing the plan frequently. If so, the Plan can remain a reliable planning tool.

# Chapter 6

## Implementation

### **Project Priorities**

The actions within the implementation strategy are listed with a “priority number” as follows:

policies and plans, budget issues and priorities, or other city policies.

#### ***Priority 1***

Projects are those that should be given immediate and concentrated effort. These are the first projects that should be commenced after this master plan has been adopted. Any preliminary steps that must be taken to implement the action (such as seeking funding, changes in local ordinances, etc.) should be commenced immediately. Those Priority 1 projects that have a longer time horizon should be revisited on an as-needed basis and should be incorporated into other applicable long-term planning programs, such as a capital improvements plan.

#### ***Priority 2***

Projects are those that are necessary to implement the plan, but either depend upon commencement or completion of Priority 1 projects, or do not have the same urgency of Priority 1 projects. Once commenced, however, these projects should be considered important and should be pursued until completion.

#### ***Priority 3***

Projects are those that implement elements of this plan, but are not urgent and can be delayed for a longer period of time. These projects are more susceptible to budgetary constraints.

Some projects within the strategy do not have a specified timing period because they are based on less predictable factors such as land availability, etc. All of the recommended projects are subject to established Township

## Implementation Strategy

Action/Goal Addressed	Responsible Party	Timeframe	Priority
Create a <b>river area management plan</b> to consider land use adjacent to the Kalamazoo River to determine best development practices, including a <b>river protection buffer (overlay district)</b> , to maintain water quality after environmental remediation efforts are completed and recreational opportunities. <i>Relates to:</i> <b>Goal 1. Open Space and Natural Resource Preservation</b>	City Commission Planning Commission Administration	Year 2-3	2
Continue coordination with state and federal agencies for <b>dam removal</b> and the resulting recreational activities. <i>Relates to:</i> <b>Goal 1. Open Space and Natural Resource Preservation</b>	City Commission Administration	Year 1	1
Assess potential <b>low impact development regulations</b> and ensure development of land carried out in a sensitive manner. <i>Relates to:</i> <b>Goal 1. Open Space and Natural Resource Preservation</b>	Planning Commission Administration	Year 2-3	2
Include <b>open space requirements</b> that focus on the protection of wetlands, drainage network, valuable woodland areas and usable open space. <i>Relates to:</i> <b>Goal 1. Open Space and Natural Resource Preservation</b> <b>Goal 3. Residential Development</b>	Administration Planning Commission	Year 2-3	2
Investigate a <b>wetland buffer ordinance</b> requiring protection and buffering. <i>Relates to:</i> <b>Goal 1. Open Space and Natural Resource Preservation</b>	Planning Commission Administration	Year 2-3	2
Investigate a <b>tree protection, buffering, and landscaping ordinance</b> . <i>Relates to:</i> <b>Goal 1. Open Space and Natural Resource Preservation</b> <b>Goal 3. Residential Development</b>	Planning Commission Administration	Year 2-3	2
Create literature, posters and implement city-wide recycling events. <i>Relates to:</i> <b>Goal 1. Open Space and Natural Resource Preservation</b>	Planning Commission Administration	Year 2-3	2
Create a <b>conservation subdivision ordinance</b> that allows a density bonus or other incentives for open space preservation. <i>Relates to:</i> <b>Goal 1. Open Space and Natural Resource Preservation</b>	Planning Commission Administration	Year 2-3	2
Identify and protect <b>groundwater recharge</b> areas. <i>Relates to:</i> <b>Goal 1. Open Space and Natural Resource Preservation</b>	Planning Commission Administration	Year 2-3	2
Secure funds to develop a refined <b>Parks and Recreation Plan</b> identifying recreational enhancement opportunities. Include the school district in the planning effort. <i>Relates to:</i> <b>Goal 2. Parks and Recreation</b>	Planning Commission Administration	Year 2-3	2

Action/Goal Addressed	Responsible Party	Timeframe	Priority
<p>Work with residential developers to set aside suitable portions of land for <b>neighborhood parks</b> and <b>road easements for pedestrian/bicycle paths/sidewalks and amenities</b>. Review and revise Zoning and Land Development Regulations as they relate to bicycle and pedestrian facilities and connectivity.</p> <p><i>Relates to:</i></p> <p><b>Goal 2. Parks and Recreation</b></p> <p><b>Goal 3. Residential Development</b></p>	City Commission Planning Commission Administration	Year 2-3	2
<p>Encourage rural neighbors to develop reciprocal agreements for <b>cross-country skiing and hiking trails</b> along the River and throughout the city.</p> <p><i>Relates to:</i></p> <p><b>Goal 2. Parks and Recreation</b></p>	City Commission Planning Commission Administration	Year 2-3	2
<p>Prepare a <b>pathways master plan</b> to identify key routes, connections and other non-motorized accommodations.</p> <p><i>Relates to:</i></p> <p><b>Goal 2. Parks and Recreation</b></p>	Planning Commission Administration	Year 2-3	2
<p>Provide <b>linkages to recreational trail networks</b> and expand the system to connect recreational areas throughout the city. Investigate key linkages on public and private land. Acquire land or easements to provide linkages.</p> <p><i>Relates to:</i></p> <p><b>Goal 2. Parks and Recreation</b></p>	City Commission Planning Commission Administration	Year 2-3	2
<p>Seek methods to encourage <b>housing rehabilitation</b> in the city. Develop programs and identify funding sources, property owner educational opportunities, and encourage maintenance of areas identified by the city.</p> <p><i>Relates to:</i></p> <p><b>Goal 3. Residential Development</b></p>	City Commission Planning Commission Administration	Year 2-3	2
<p>Review Ordinance as it pertains to buffers and revise as necessary.</p> <p><i>Relates to:</i></p> <p><b>Goal 3. Residential Development</b></p>	Planning Commission Administration	Year 2-3	2
<p>Encourage and incentivize <b>second floor residential development over downtown businesses</b>. Review Zoning Ordinance and revise as necessary.</p> <p><i>Relates to:</i></p> <p><b>Goal 3. Residential Development</b></p>	Planning Commission Administration	Year 1	1
<p>Continue and enhance enforcement of <b>rental code enforcement and inspection program</b>.</p> <p><i>Relates to:</i></p> <p><b>Goal 3. Residential Development</b></p>	City Commission Administration	Year 1	1
<p>Prepare an <b>access management plan</b> and <b>highway commercial overlay district</b> to address access management, better commercial design and aesthetically pleasing development.</p> <p><i>Relates to:</i></p> <p><b>Goal 4. Downtown Enhancement and Commercial Development</b></p>	Planning Commission Administration	Year 2-3	2

Action/Goal Addressed	Responsible Party	Timeframe	Priority
<p>Continue performing <b>infrastructure assessments</b> for future planned commercial and industrial areas.</p> <p><i>Relates to:</i></p> <p><b>Goal 4. Downtown Enhancement and Commercial Development</b></p> <p><b>Goal 5. Industrial Development</b></p>	Planning Commission Administration	Year 2-3	2
<p>Work with community members, Chamber of Commerce, developers, etc. to <b>enhance aesthetics and to promote downtown identity</b>. Actively recruit and acquire quality anchor stores for the downtown core.</p> <p><i>Relates to:</i></p> <p><b>Goal 4. Downtown Enhancement and Commercial Development</b></p>	City Commission Planning Commission Administration	Year 1	1
<p>Assess <b>industrial performance standards</b> to prevent site related problems often encountered with industrial uses.</p> <p><i>Relates to:</i></p> <p><b>Goal 5. Industrial Development</b></p>	Planning Commission Administration	Year 2-3	2
<p>Prepare an <b>access management plan</b> and implement access management strategies along M-89 throughout the city in order to identify and eliminate conflicting and deteriorating land uses, enhance vehicular efficiency and safety, and provide safe, convenient pedestrian areas. Review street standards and prepare and implement site development standards in order to <b>minimize traffic congestion and pedestrian and vehicular hazards</b>, prepare and implement site development standards that address this issue.</p> <ul style="list-style-type: none"> <li>• Traffic control measures such as turning lanes, traffic signalization, service drives, curb cut design and location standards.</li> <li>• Increased building and parking setbacks along major roadways.</li> <li>• Functional classification of roadways.</li> <li>• The relationship of land use to road capacity and function.</li> <li>• The interconnection/upgrading of existing and future public roads.</li> <li>• The need and feasibility for alternate routes to reduce local traffic on major arterials and on other local roads.</li> <li>• Require the shared use of commercial driveways and access roads.</li> <li>• Limit the number and spacing of driveways along principal arterials.</li> <li>• Encourage or require if critical to public safety, the use of alleys or rear service drives.</li> </ul> <p><i>Relates to:</i></p> <p><b>Goal 6. Infrastructure</b></p>	City Commission Planning Commission Administration	Year 1	1

Action/Goal Addressed	Responsible Party	Timeframe	Priority
<p>Work with the Otsego Public Works Department, Otsego Township, Allegan County Road Commission (where appropriate) and the Michigan Department of Transportation to design and construct <b>nonmotorized paths/lanes on newly constructed or reconstructed roads</b>, linking population centers (e.g. subdivisions, etc.) with recreational, commercial, and other local amenities where possible.</p> <p><i>Relates to:</i>  <b>Goal 2. Parks and Recreation</b>  <b>Goal 6. Infrastructure</b></p>	<p>City Commission  Planning Commission  Administration</p>	<p>Year 2-3</p>	<p>2</p>
<p>Coordinate with the Otsego Public Works Department and Michigan Department of Transportation on priority road maintenance issues.</p> <p><i>Relates to:</i>  <b>Goal 6. Infrastructure</b></p>	<p>City Commission  Planning Commission  Administration</p>	<p>Year 1</p>	<p>1</p>

*This page is intentionally left blank.*

# Appendix A

## Survey Results

The following is a comprehensive summary of the 2023 City of Otsego Master Plan Survey results.

The survey was hosted on SurveyMonkey, one of the industry's currently most prolific polling platforms, and shared via a variety of means including QR codes and links on the City website, social media, and physical flyers and copies in public spaces. Further promotion included several in-person workshops and advertisements at scheduled community events.

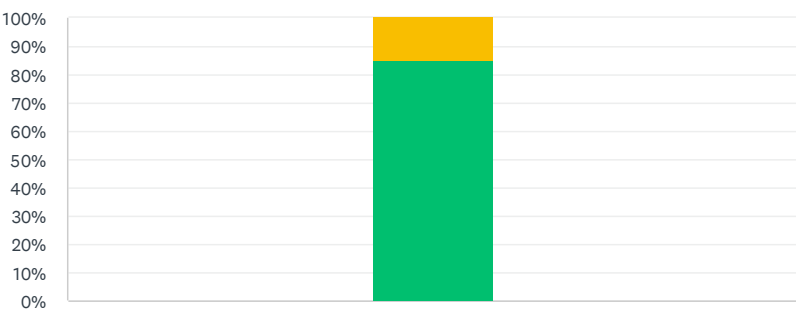
The survey was live for a period of thirteen months between March 2023 and April 2024. A total of 67 respondents recorded answers, comprising an approximate 1.65% representative sample of the total City population. Several respondents identified as Otsego Township residents or otherwise non-residents with invested stakes in the City.

Survey results begin on the following page.

2023 City of Otsego Master Plan Survey

Q1 What is the status of your residency in the City of Otsego?

Answered: 67    Skipped: 0



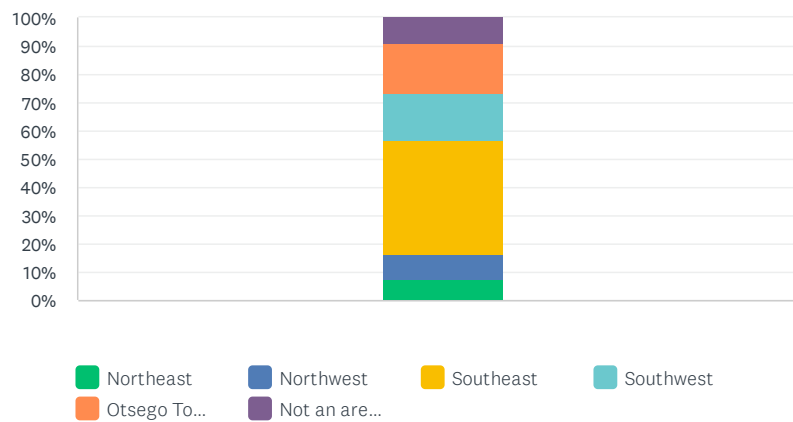
Full-time re...    Seasonal R...    Not a resid...

ANSWER CHOICES		RESPONSES	
Full-time resident (year-round)		85.07%	57
Seasonal Resident		0.00%	0
Not a resident		14.93%	10
TOTAL			67

## 2023 City of Otsego Master Plan Survey

## Q2 In which part of the City or surrounding area do you live? (Please refer to the map below)

Answered: 67 Skipped: 0

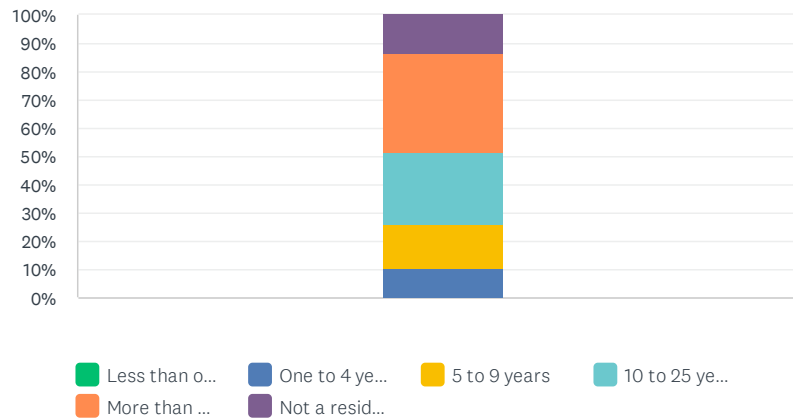


ANSWER CHOICES	RESPONSES	
Northeast	7.46%	5
Northwest	8.96%	6
Southeast	40.30%	27
Southwest	16.42%	11
Otsego Township	17.91%	12
Not an area resident (please specify the community in which you reside)	8.96%	6
TOTAL		67

## 2023 City of Otsego Master Plan Survey

## Q3 How long have you lived in the City of Otsego?

Answered: 66 Skipped: 1

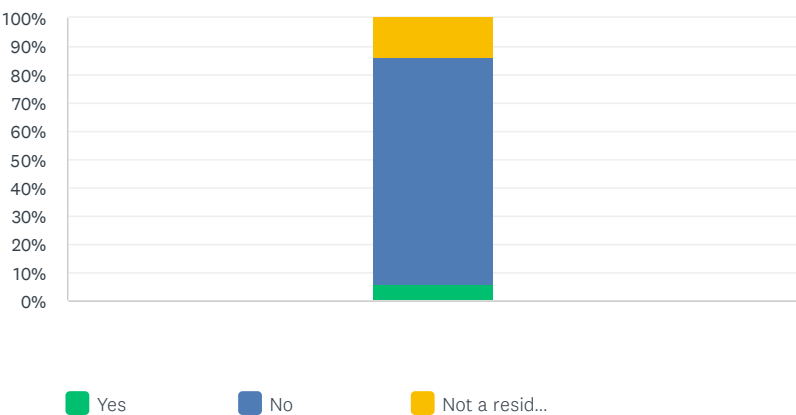


ANSWER CHOICES		RESPONSES	
Less than one year		0.00%	0
One to 4 years		10.61%	7
5 to 9 years		15.15%	10
10 to 25 years		25.76%	17
More than 25 years		34.85%	23
Not a resident		13.64%	9
<b>TOTAL</b>			<b>66</b>

2023 City of Otsego Master Plan Survey

Q4 In the next five years do you expect to move out of the City of Otsego?

Answered: 67    Skipped: 0

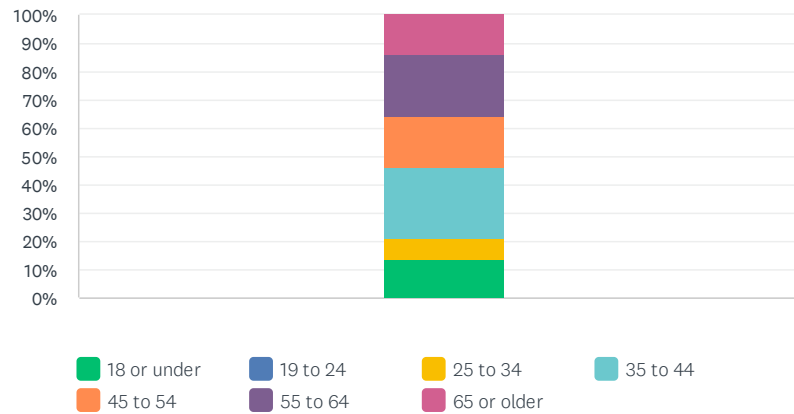


ANSWER CHOICES		RESPONSES	
Yes		5.97%	4
No		80.60%	54
Not a resident		13.43%	9
TOTAL			67

## 2023 City of Otsego Master Plan Survey

## Q5 What is your age?

Answered: 67 Skipped: 0

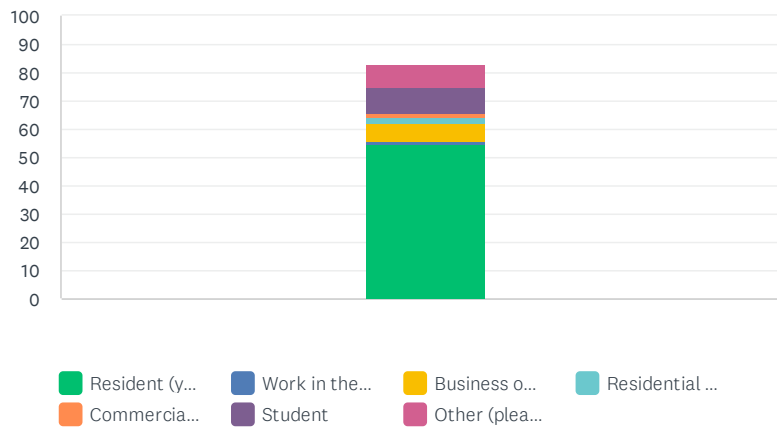


ANSWER CHOICES	RESPONSES	
18 or under	13.43%	9
19 to 24	0.00%	0
25 to 34	7.46%	5
35 to 44	25.37%	17
45 to 54	17.91%	12
55 to 64	22.39%	15
65 or older	13.43%	9
TOTAL		67

## 2023 City of Otsego Master Plan Survey

## Q6 Which of the following best characterizes your connection to the City of Otsego (Please select all that apply)

Answered: 67   Skipped: 0

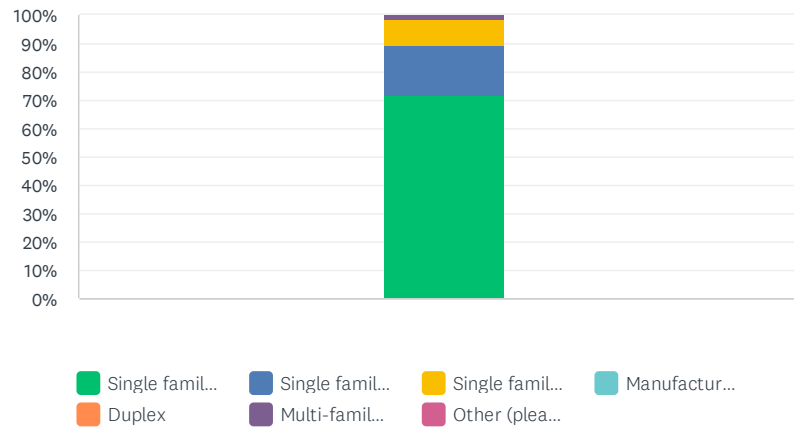


ANSWER CHOICES	RESPONSES	
Resident (year-round or seasonal)	82.09%	55
Work in the Township	1.49%	1
Business owner in the Township	8.96%	6
Residential Property Owner (Landlord)	2.99%	2
Commercial Property Owner	2.99%	2
Student	13.43%	9
Other (please specify)	11.94%	8
Total Respondents: 67		

## 2023 City of Otsego Master Plan Survey

## Q7 In what type of dwelling do you live?

Answered: 67 Skipped: 0

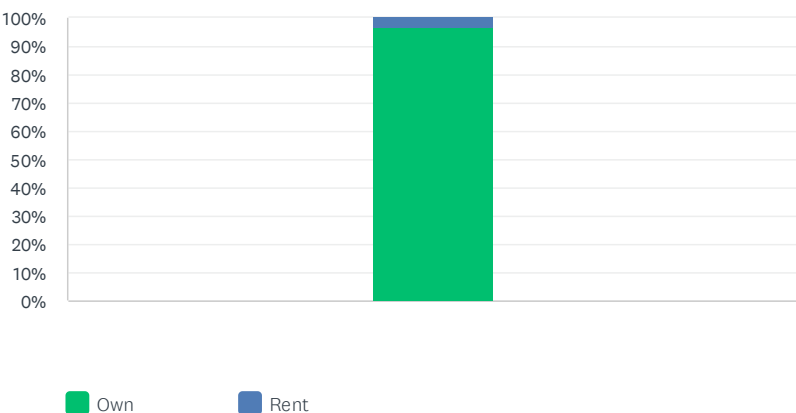


ANSWER CHOICES	RESPONSES	
Single family home (on less than 1 acre)	71.64%	48
Single family home (on 1 to 5 acres)	17.91%	12
Single family home (on more than 5 acres)	8.96%	6
Manufactured home	0.00%	0
Duplex	0.00%	0
Multi-family home (condo, apartment, etc.)	1.49%	1
Other (please specify)	0.00%	0
<b>TOTAL</b>		<b>67</b>

2023 City of Otsego Master Plan Survey

Q8 Do you own or rent your current home?

Answered: 67    Skipped: 0

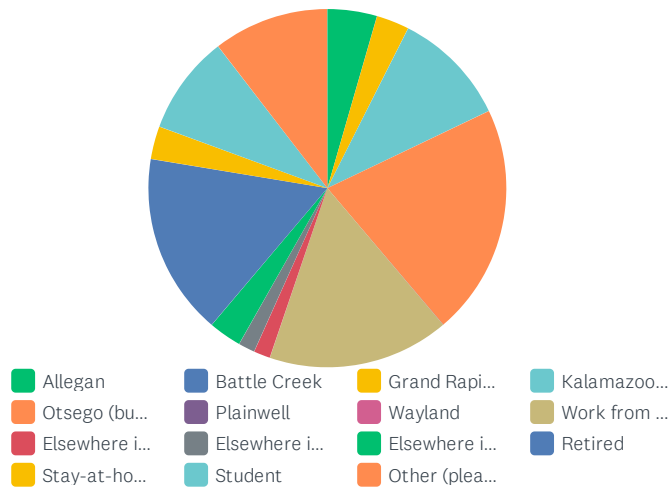


ANSWER CHOICES	RESPONSES	
Own	97.01%	65
Rent	2.99%	2
TOTAL		67

## 2023 City of Otsego Master Plan Survey

## Q9 What is your primary place of work?

Answered: 67 Skipped: 0

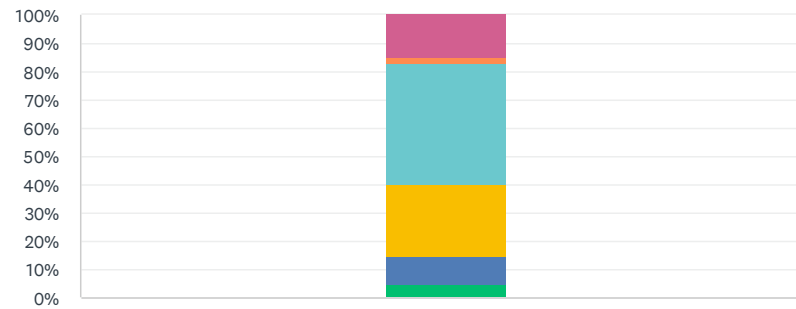


ANSWER CHOICES	RESPONSES	
Allegan	4.48%	3
Battle Creek	0.00%	0
Grand Rapids Area (including Wyoming, Kentwood, Grandville, Walker)	2.99%	2
Kalamazoo-Portage area	10.45%	7
Otsego (but not from home)	20.90%	14
Plainwell	0.00%	0
Wayland	0.00%	0
Work from Home	16.42%	11
Elsewhere in Allegan County	1.49%	1
Elsewhere in Barry County	1.49%	1
Elsewhere in Kalamazoo County	2.99%	2
Retired	16.42%	11
Stay-at-home parent	2.99%	2
Student	8.96%	6
Other (please specify)	10.45%	7
<b>TOTAL</b>		<b>67</b>

## 2023 City of Otsego Master Plan Survey

## Q10 In your opinion, the City of Otsego is:

Answered: 60 Skipped: 7



■ Growing to... 
 ■ Growing at ... 
 ■ Growing to... 
 ■ Neither gro...

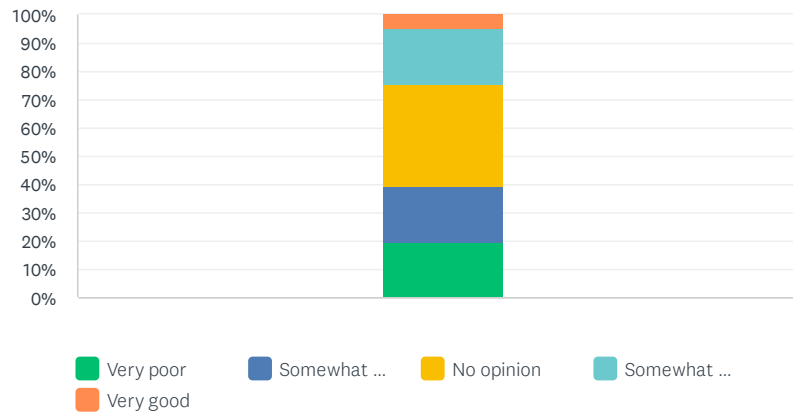
■ Shrinking t... 
 ■ Shrinking a... 
 ■ Shrinking t...

ANSWER CHOICES	RESPONSES	
Growing too quickly	5.00%	3
Growing at the right rate	10.00%	6
Growing too slowly	25.00%	15
Neither growing nor shrinking	43.33%	26
Shrinking too slowly	1.67%	1
Shrinking at the right rate	0.00%	0
Shrinking too quickly	15.00%	9
TOTAL		60

## 2023 City of Otsego Master Plan Survey

### Q11 In your opinion, the City of Otsego's efforts to guide growth and development have been:

Answered: 61   Skipped: 6

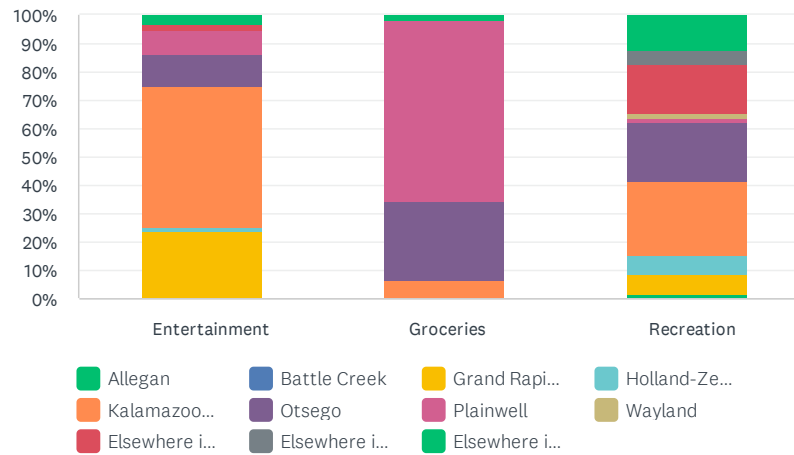


ANSWER CHOICES	RESPONSES	
Very poor	19.67%	12
Somewhat poor	19.67%	12
No opinion	36.07%	22
Somewhat good	19.67%	12
Very good	4.92%	3
TOTAL		61

## 2023 City of Otsego Master Plan Survey

## Q12 Where are you most likely to go for the following goods and services?

Answered: 61 Skipped: 6

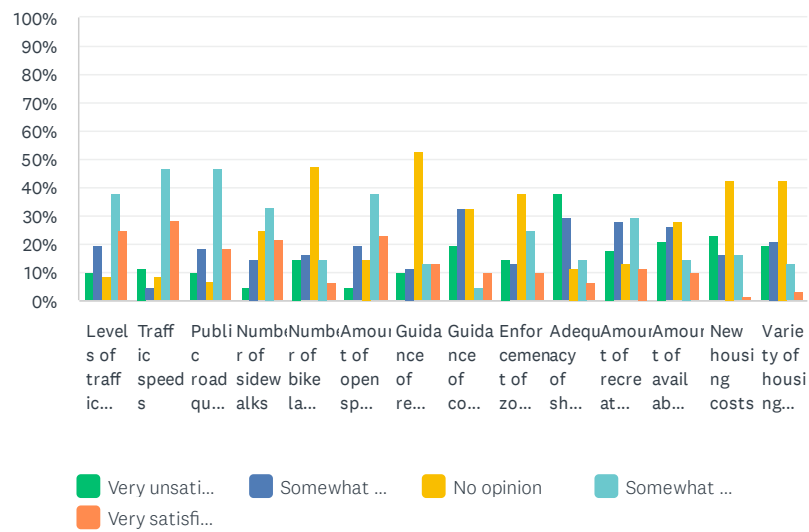


	ALLEGAN	BATTLE CREEK	GRAND RAPIDS AREA	HOLLAND-ZEELAND AREA	KALAMAZOO-PORTAGE AREA	OTSEGO	PLAINWELL	WAYLAND	ELSI IN AI COU
Entertainment	0.00% 0	0.00% 0	23.73% 14	1.69% 1	49.15% 29	11.86% 7	8.47% 5	0.00% 0	
Groceries	0.00% 0	0.00% 0	0.00% 0	0.00% 0	6.56% 4	27.87% 17	63.93% 39	0.00% 0	
Recreation	1.72% 1	0.00% 0	6.90% 4	6.90% 4	25.86% 15	20.69% 12	1.72% 1	1.72% 1	

## 2023 City of Otsego Master Plan Survey

### Q13 How satisfied are you with the following aspects of the City of Otsego?

Answered: 61   Skipped: 6



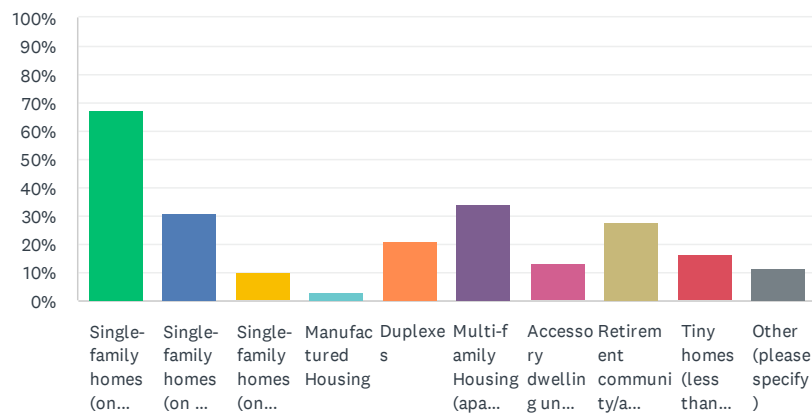
## 2023 City of Otsego Master Plan Survey

	VERY UNSATISFIED	SOMEWHAT UNSATISFIED	NO OPINION	SOMEWHAT SATISFIED	VERY SATISFIED	TOTAL	WEIGHTED AVERAGE
Levels of traffic congestion	9.84% 6	19.67% 12	8.20% 5	37.70% 23	24.59% 15	61	3.48
Traffic speeds	11.67% 7	5.00% 3	8.33% 5	46.67% 28	28.33% 17	60	3.75
Public road quality	10.00% 6	18.33% 11	6.67% 4	46.67% 28	18.33% 11	60	3.45
Number of sidewalks	5.00% 3	15.00% 9	25.00% 15	33.33% 20	21.67% 13	60	3.52
Number of bike lanes/alternative forms of transit	14.75% 9	16.39% 10	47.54% 29	14.75% 9	6.56% 4	61	2.82
Amount of open space, natural areas, and parks	4.92% 3	19.67% 12	14.75% 9	37.70% 23	22.95% 14	61	3.54
Guidance of residential development	9.84% 6	11.48% 7	52.46% 32	13.11% 8	13.11% 8	61	3.08
Guidance of commercial development	19.67% 12	32.79% 20	32.79% 20	4.92% 3	9.84% 6	61	2.52
Enforcement of zoning and property maintenance	14.75% 9	13.11% 8	37.70% 23	24.59% 15	9.84% 6	61	3.02
Adequacy of shopping areas	37.70% 23	29.51% 18	11.48% 7	14.75% 9	6.56% 4	61	2.23
Amount of recreational facilities	18.03% 11	27.87% 17	13.11% 8	29.51% 18	11.48% 7	61	2.89
Amount of available entertainment and social activities	21.31% 13	26.23% 16	27.87% 17	14.75% 9	9.84% 6	61	2.66
New housing costs	22.95% 14	16.39% 10	42.62% 26	16.39% 10	1.64% 1	61	2.57
Variety of housing options (senior living, rentals, etc.)	19.67% 12	21.31% 13	42.62% 26	13.11% 8	3.28% 2	61	2.59

## 2023 City of Otsego Master Plan Survey

## Q14 What types of housing would you most like to see in the City of Otsego? (Check all that apply)

Answered: 61   Skipped: 6

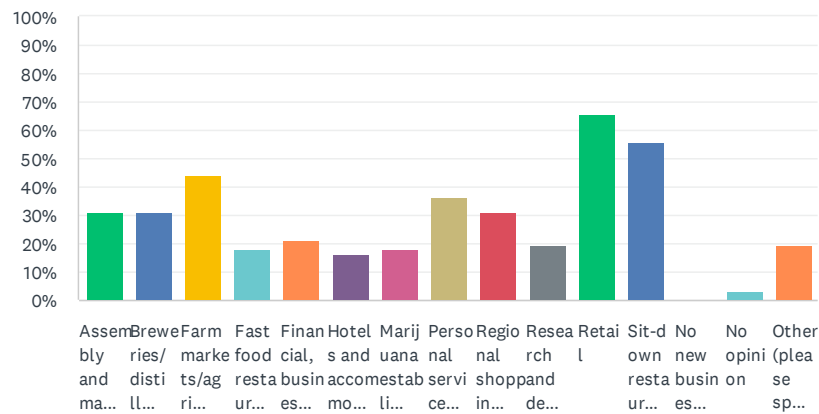


ANSWER CHOICES	RESPONSES	
Single-family homes (on less than 1 acre)	67.21%	41
Single-family homes (on 1 to 5 acres)	31.15%	19
Single-family homes (on more than 5 acres)	9.84%	6
Manufactured Housing	3.28%	2
Duplexes	21.31%	13
Multi-family Housing (apartments, condos, etc.)	34.43%	21
Accessory dwelling units ("in-law suites") or guest houses	13.11%	8
Retirement community/assisted living	27.87%	17
Tiny homes (less than 500 sq. ft.)	16.39%	10
Other (please specify)	11.48%	7
Total Respondents: 61		

## 2023 City of Otsego Master Plan Survey

## Q15 What types of businesses would you most like to see in the City of Otsego? (Check all that apply)

Answered: 61 Skipped: 6

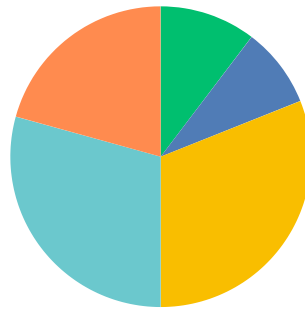


ANSWER CHOICES	RESPONSES	
Assembly and manufacturing	31.15%	19
Breweries/distilleries/wineries	31.15%	19
Farm markets/agri-tourism	44.26%	27
Fast food restaurants	18.03%	11
Financial, business, and professional services	21.31%	13
Hotels and accommodations	16.39%	10
Marijuana establishments	18.03%	11
Personal services (barber or beauty shops, fitness centers, dry cleaning, etc.)	36.07%	22
Regional shopping center	31.15%	19
Research and development	19.67%	12
Retail	65.57%	40
Sit-down restaurants	55.74%	34
No new businesses in the City	0.00%	0
No opinion	3.28%	2
Other (please specify)	19.67%	12
Total Respondents: 61		

## 2023 City of Otsego Master Plan Survey

### Q16 The City of Otsego should acquire more land for parks, natural and recreational areas, and non-motorized trails.

Answered: 58   Skipped: 9



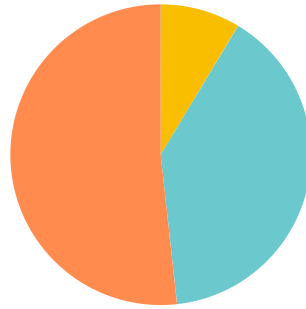
■ Strongly dis... 
 ■ Somewhat ... 
 ■ Neither agr... 
 ■ Somewhat ... 
 ■ Strongly ag...

	STRONGLY DISAGREE	SOMEWHAT DISAGREE	NEITHER AGREE NOR DISAGREE	SOMEWHAT AGREE	STRONGLY AGREE	TOTAL	WEIGHTED AVERAGE
(no label)	10.34% 6	8.62% 5	31.03% 18	29.31% 17	20.69% 12	58	3.41

## 2023 City of Otsego Master Plan Survey

## Q17 The City of Otsego needs to attract more businesses and commercial development.

Answered: 58 Skipped: 9



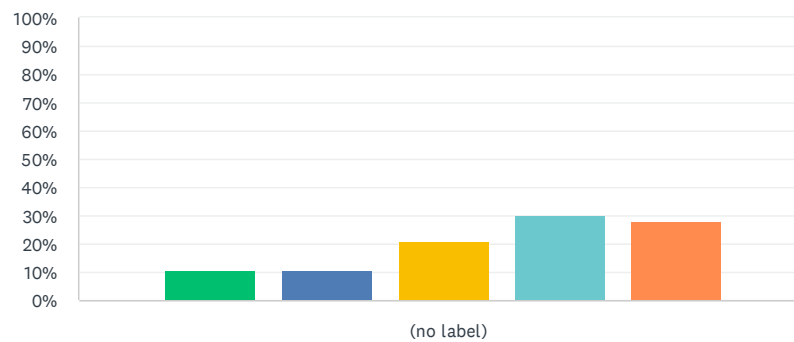
■ Strongly dis... 
 ■ Somewhat ... 
 ■ Neither agr... 
 ■ Somewhat ... 
 ■ Strongly ag...

	STRONGLY DISAGREE	SOMEWHAT DISAGREE	NEITHER AGREE NOR DISAGREE	SOMEWHAT AGREE	STRONGLY AGREE	TOTAL	WEIGHTED AVERAGE
(no label)	0.00% 0	0.00% 0	8.62% 5	39.66% 23	51.72% 30	58	4.43

## 2023 City of Otsego Master Plan Survey

### Q18 The City of Otsego needs to attract more and varied types of housing (duplexes, townhouses, senior living facilities, etc.)

Answered: 57   Skipped: 10



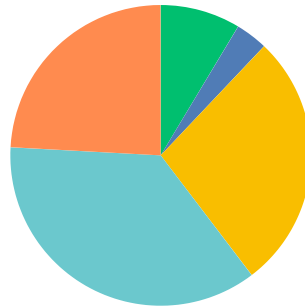
■ Strongly dis... 
 ■ Somewhat ... 
 ■ Neither agr... 
 ■ Somewhat ... 
 ■ Strongly ag...

	STRONGLY DISAGREE	SOMEWHAT DISAGREE	NEITHER AGREE NOR DISAGREE	SOMEWHAT AGREE	STRONGLY AGREE	TOTAL	WEIGHTED AVERAGE
(no label)	10.53% 6	10.53% 6	21.05% 12	29.82% 17	28.07% 16	57	3.54

## 2023 City of Otsego Master Plan Survey

Q19 I would be willing to attend a public input meeting about the 2023 Update to the City of Otsego Master Plan and share my thoughts and opinions.

Answered: 58   Skipped: 9



■ Strongly dis... 
 ■ Somewhat ... 
 ■ Neither agr... 
 ■ Somewhat ... 
 ■ Strongly ag...

	STRONGLY DISAGREE	SOMEWHAT DISAGREE	NEITHER AGREE NOR DISAGREE	SOMEWHAT AGREE	STRONGLY AGREE	TOTAL	WEIGHTED AVERAGE
(no label)	8.62% 5	3.45% 2	27.59% 16	36.21% 21	24.14% 14	58	3.64

## 2023 City of Otsego Master Plan Survey

Q20 If there is anything else you would like your City of Otsego local government to know, please include in the box below any questions, concerns, or other comments you may have. Thank you once again for your time and participation!

Answered: 27   Skipped: 40