



Public Education of Water Management

Objective

Portage should take the lead role in developing and implementing water management programs for the schools and the public. Campaigns are needed to educate the students and the public on ways to preserve and protect water resources and to teach new techniques which could be used to conserve the area's valuable water resources.

Tactics

- Develop programs which support public education on water management.
- Produce and distribute multimedia presentations on various aspects of groundwater management and publish materials which identify water conservation methods.

Nonpoint Source Water Pollution

Objective

Develop a nonpoint source pollution control program, and expand management strategies to reduce contamination.

Tactics

- Perform an assessment (by December 1995) of surface and ground waters requiring nonpoint source pollution controls to attain or maintain acceptable quality.
- Identify (by December 1995) priority land management practices which need to be implemented to minimize or reduce nonpoint source pollutants.
- Limit use of road salts on public and private roadways.
- Limit use of lawn chemicals and pesticides; consider using only licensed applicators in sensitive areas.

Water-Based Recreation

Objective

Portage should purchase or protect valuable riparian habitat and water access sites.

Tactics

- Establish a trust fund (and board to administer same) to encourage purchase of valuable riparian habitat and access to lakes, creeks and wetlands.
- Develop public water access sites, nature trails and observation decks near wetlands, streams and lakes.



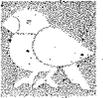
Erosion and Watershed Management

Objective

Portage should develop and adapt watershed planning and management principles on city water policy and implement specific programs on important watershed basins.

Tactics

- Restructure zoning ordinances to protect watershed areas and implement necessary management measures to insure minimum impact on important watershed areas.
- Use watershed lands for appropriate public recreational uses, and provide funding to ensure use which does not threaten public water supplies.
- Implement a program to discourage development in erosion-prone areas.
- Establish and adhere to appropriate setback requirements along shorelines, creeks, dunes, bluffs or beaches. Protect sensitive areas with private funds, bonds or insurance by developers.



BEAUTIFICATION

Situation Analysis

The beauty of Portage's natural features provides an opportunity, as 2020 approaches, to enhance the beauty of developed areas by maintaining harmony with nature. As development in the city progresses, careful consideration must be given to reserving greenspaces and planting trees, shrubs and flowers to replace those that were bulldozed under and paved over.

Strategic Direction

Objective

Develop and implement beautification and preservation standards to maintain and enhance the natural beauty of Portage.

Tactics

- Identify, categorize and prioritize all natural resources (wetlands, streams, lakes, natural areas, wildlife refuges, etc.) in Portage.
- Study projected land use scenarios for Portage; based on these projections, identify open space/green areas for preservation.

- Develop a master landscape plan for Portage.
- Purchase identified open space/green areas for public benefit, and/or grant tax incentives for owner maintenance as open space/green areas.
- Establish a city-sponsored tree planting program in which free or very inexpensive trees are offered to residents. (Seek funding from available sources.)
- Encourage the planting of native flowers and tree species in landscape design.
- Encourage planting of species whose fruits can be eaten by wildlife.
- Plant fruit trees in parks for the residents' enjoyment.
- Require developers to set aside space for planting native species in all new developments.



WASTE MANAGEMENT

Situation Analysis

The treatment and disposal of waste material will become an ever increasing challenge for the future of Portage and the nation. Policies and practices need to be implemented to limit the generation of waste, promote the recycling of wastes which are produced and foster the disposal of only biodegradable items.

Portage resides in a county which still has no acceptable plan for managing its solid waste. Once developed, such a plan is likely to contain a landfill as its primary component.

The residents of Portage, like the residents in the rest of Kalamazoo County, have an obligation to minimize the amount of waste being sent to the landfill. The overwhelming vote for a millage to support curbside recycling proves evidence that Portagers take this responsibility seriously.

However, the current curbside program must be regarded as one more step along the waste reduction path rather than the final destination. The City must remain alert to new ways of recycling which may need to be nurtured through their experimental phases into economic viability.





Recycling and Composting

Strategic Direction

Objective

Establish a model program of solid waste reduction by extensive recycling and composting.

Tactics

- Establish a mandatory program (recycling, composting, etc.) by aggressively involving residents, city government and waste disposal companies to drastically reduce quantities of solids entering landfills
- Attract industries to Portage that produce products from recycled materials.
- Provide safe and convenient disposal procedures for citizen handling of toxic and potentially polluting household wastes.



Reuse and Reclamation

Objective

Promote and foster recycling, reuse and reclamation.

Tactics

- Create an awareness of products generated from recycled materials through education, and establish a "recycled logo" for such commodities to enhance consumer identification.
- Attract and encourage the siting of manufacturers that produce products from recyclable materials.
- Require packaging materials be made of recyclable materials, especially in fast food restaurants.
- Encourage composting by municipalities and homeowners and establish markets for compost.
- Establish a fee/tax on waste over a set maximum to be used to subsidize the price of recycled goods.
- Encourage precycling (for instance, reduce packaging by purchasing in large quantities).

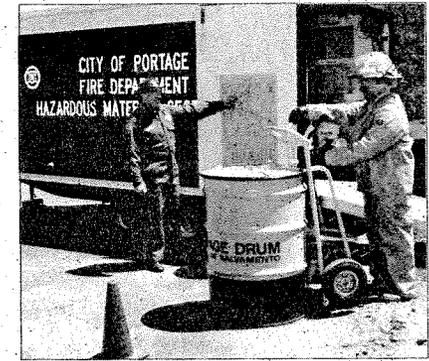
Hazardous Waste Management

Objective

Effectively manage hazardous waste generated by businesses and households.

Tactics

- Encourage the on-site treatment or recycling of hazardous waste, whenever possible, by manufacturing firms through tax breaks or other incentives.
- Educate the public on the concerns of household hazardous wastes.
- Provide convenient disposal service to the public for household hazardous wastes.
- Educate the public to purchase less hazardous materials where such alternatives exist.
- Encourage recycling of used oil by facilitating oil drop off centers and establishing markets.



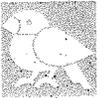
Solid Waste Disposal

Objective

Eliminate or reduce the quantity of solid waste for landfill disposal.

Tactics

- Establish incentives (regulatory or economic) to require the segregation, packaging or handling of waste materials in a manner consistent with emerging waste technologies as they are developed. These new technologies would either recycle, reclaim or make wastes more amenable to decomposition or stabilization to nontoxic materials.
- Establish waste to energy systems with appropriate pollution controls.



ECONOMIC DEVELOPMENT ISSUES

Situation Analysis

Portage—as a city on the grow—rather than one already grown—has the opportunity to attract businesses which can further the goal of balancing economic development with a high environmental standard of living.

When attracting new businesses, community and business leaders should promote the desirable features of Portage's resources, while, at the same time, protecting those resources from over-exploitation.

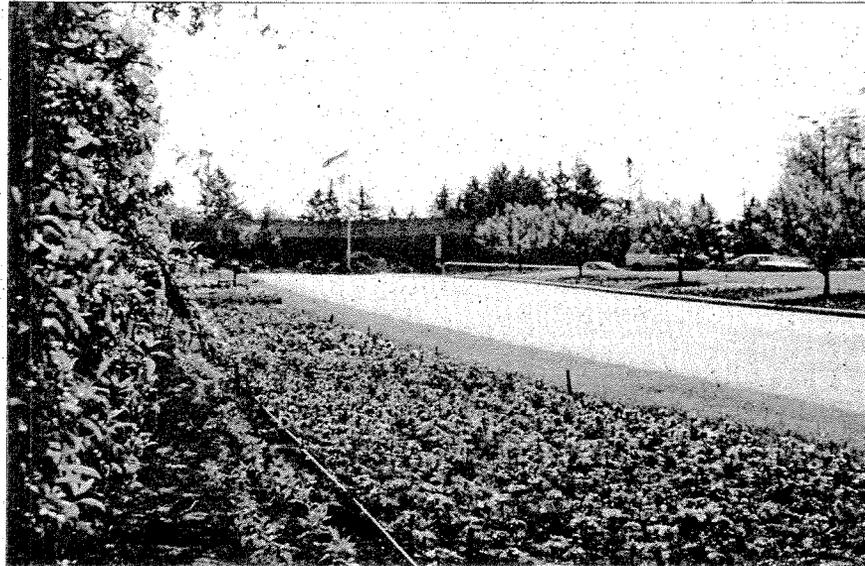
Strategic Direction

Objective

Balance economic development with the environment.

Tactics

- Design and implement a program for maintaining optimum separation between industrial/commercial development and environmentally sensitive areas.



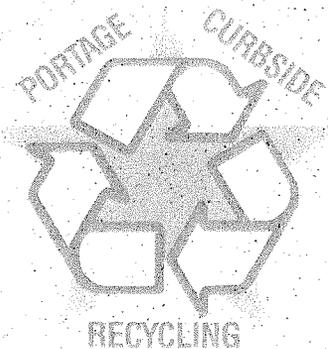
- Foster the acquisition, preservation and maintenance of wetlands.
- Encourage businesses to redevelop existing land.
- Maintain appropriate balance of residential, commercial and industrial land use.
- Protect and improve air and water quality.
- Develop a pleasant, aesthetic character.
- Encourage developers to set aside open space as part of their planning process.
- Promote the acquisition of clean, environmentally safe industries.
- Increase the three-story limit on structures.
- Purchase wetlands and adjoining open space as soon as possible.
- Establish procedures for systematic review and revision of land use needs to ensure a balance of residential, commercial and industrial.
- Grant tax abatements to attract those industries that are environmentally clean and/or have the technology to be environmentally safe.

GOVERNMENT AND CITIZEN INVOLVEMENT

Situation Analysis

Portage is an environmentally progressive community. It passed the curbside recycling millage in 1990 and created the environmental specialist position in 1989.

Portage also enjoys a history of citizen participation in environmental protection. The Environmental Board was started in 1973 and the Groundwater Commission in 1985. However, in spring 1991 the council took action which could severely restrict the scope of citizen participation and guidance in environmental protection at a time when such participation should be expanded due to the intense interest of the themes and issues involved.





City Government

Strategic Direction

Objective

The City of Portage must develop a comprehensive air, water and land planning process to integrate, coordinate and guide all management programs and policies in the city.

Tactics

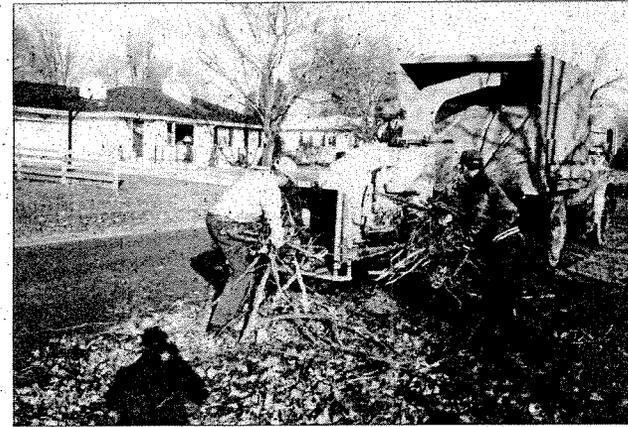
An Office/Department of Environmental Resources should be created and placed at staff level with separate funding and planning responsibilities. The Environmental Board and the Groundwater Commission should provide advisory direction and provide a forum for public information and involvement to advise the office and to make recommendations to City Council.

The overall function of the office/department would be to carry out a comprehensive air, water and land use planning process to support the protection and development of Portage's resources. Specific responsibilities are to:

- Identify, analyze and prioritize air, water and land resource

problems and development opportunities.

- Evaluate and prioritize annually water data needs citywide and support development of a water resources information managers network.
- Coordinate public information and educational activities to facilitate public input into a comprehensive water planning process, including workshops, public meetings and seminars for staff and advisory boards.
- Provide technical assistance to support comprehensive ground and surface water planning.
- Administer funding and review budgetary requests related to water, air and land management programs.
- Define and resolve policy and departmental conflicts.
- Coordinate intergovernmental efforts to address critical water, air and land resource issues, such as groundwater management, nonpoint sources of pollution, atmospheric deposition and stormwater management and recharge.



- Implement watershed planning and management programs, including the development of policies, guidelines and criteria, securing of funds; and designation of critical watersheds.
- Review ordinances for more comprehensive environmental control.
- Review project site and building plan process regarding environmental concerns.
- Increase monitoring of commercial and industrial emissions, both air and water.
- Provide business seminars regarding issues, such as permits, hazardous waste, waste reduction, water-sewer and air quality regulations and planning assistance.

Environmental Council

Objective

The City should establish an environmental council made up of citizens and divided into task forces to deal with issues such as:

- Planning and policy recommendations.
- Funding for special environmental projects.
- Soliciting grants.
- Studying various topics.
- Developing a Green City program.



Conclusions

Historically, the role of government in Portage was to provide its residents with safety and security services along with adequate roadways and other essential services, such as water and sewage. Today's modern society demands more leadership and protection from its elected officials, especially when dealing with air, water, land and other natural resources.

By working together, the people in Portage can plan and create effective systems for managing its environmental resources, while guarding against contamination or exploitation.

Residents are increasingly concerned about the quality of the environment in Portage and must encourage one another to learn more about environmental resources and take appropriate actions to preserve and protect them.

The City of Portage needs to establish an integrated, comprehensive long-term program to protect and enhance the environment for both its current and future residents. Also, a scientific

basis for city and area policy-making related to natural and man-made induced changes in the local environmental systems should be established.

A comprehensive plan will elevate environmental matters to a higher level of concern to both staff and City Council members. A strategy for change must be developed which is comprehensive, long-term, flexible and integrated with policy decisions

and advisory board recommendations.

Environmental initiatives must be planned and implemented in a timely manner, and action strategies must be developed to ensure protection of the natural resources to promote controlled growth and to exercise leadership in meeting everyone's shared responsibilities as stewards of the environment.





The human services failures of the past are the lessons for tomorrow.

The health, welfare and protection of people of all ages and their access to basic needs, such as food, housing, healthcare and education must be guaranteed.

Recognizing the value of each individual, regardless of sex, race, creed or religion and instilling in each individual a core set of values will empower current and future generations to become valued and productive members of society.

HUMAN SERVICES



Situation Analysis

Human services, as its name implies, involves providing basic needs of individuals and families. Those issues addressed are marriage and divorce, teen pregnancy, adolescent substance abuse, vulnerable populations, senior population and housing.

Never in history has the family been so fractured. Dealing with dysfunctional families begins at home. Observable positive role modeling and therapy could build trust between parent, child and community and help families learn how to end multigenerational negative cycles. Such steps will go a long way toward changing the future of Portage.

Strategic Direction

State and local government, business, industry and private agencies must identify pertinent issues and plan and arrange for a comprehensive delivery of human services.

THE FAMILY

The family is described as a social system with patterned relationships that are reflected by an interdependence of its members. This means that communities as well as its institutions must be challenged to become extended families to the basic family unit. The basic family may consist of one or more persons of any age.

The role of being in an extended family means providing support, resources and guidance to all people, especially those who are in need. Within the context of this definition, the Portage community should become and remain a family that cares about one another.

It is not possible to assess needs and strengths of one family member without assessing how those needs and strengths relate to the total family unit. In that same vein the quality of relationships within a community can be only as strong as the quality of relationships that exist in the families within the community.

Marriage and Family

Situation Analysis

Marriage is the core relationship and institution within the family.

Currently in the United States, 68 percent of first marriages end in divorce. In Kalamazoo County there were 2,027 marriages in 1990 and 1,080 divorces. This puts the countywide divorce rate for 1990 at 53 percent.

The reality is that divorce and single parent families will continue. The 1990 census reveals that 79 percent of families include married couples, 17 percent of families consist of households maintained by women alone, and 4 percent of families are households maintained by men alone.

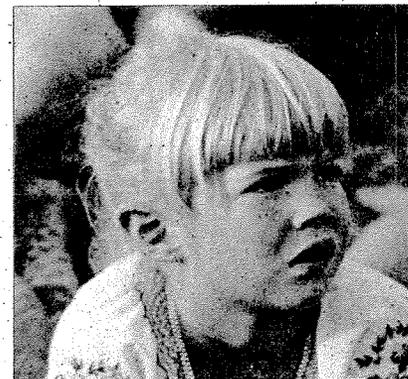


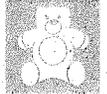
Strategic Direction

The community needs to take the steps to help strengthen marriages in the community. It must be responsive to the trauma and stress that affect the people involved following a divorce and family breakup and provide them support.

This can be provided by creating a multifunctional organization that will:

- Maintain and provide a listing of licensed marriage and family counselors in the Portage area.
- Work with other community agencies, especially Kalamazoo Family and Children Services, to provide low-cost marriage and family counseling to couples and families in need.





- Work with churches and the Portage Adult Education Center to provide marriage enrichment support groups to help couples strengthen their marriages by dealing with the common issues of stress in a marriage. (In a survey of community churches, a majority of the respondents listed this as an area in which they saw a need and in which they desired be involved.)
- Work with other community service organizations, providing counseling and referrals for individuals and families going through divorce.
- Work with other community service organizations and provide support programs (including financial, vocational, emotional and social support) for single parents and their children. (As part of this recommendation, an overall program of support should be especially developed for women who head single parent families.)

Parenting and Childcare

Situation Analysis

High divorce rates have reduced the number of children living with both their mother and father and enormously increased the number of single-parent households.

Another important change is the entry of mothers into the workplace. Today, 70 percent of women age 25-34 are in the labor force. By 1995 two-thirds of all pre-school children and three-fourths of all school-age children will have mothers in the workforce. By the year 2000, 61.5 percent of women will be in the workplace. The majority of today's women work out of economic necessity.

Fifty percent of Michigan married couples with children have dual incomes.

These changes in family and work patterns have created uncertainty, guilt and frustration about what the responsibilities of parenthood are for the future. The local childcare study demonstrated that childcare is often



difficult for parents to find and maintain, and that the gap between availability and the growing need for childcare grows wider.

Childcare is a large expense for families. On an average it is a family's fourth largest expense, requiring 10 percent of family income per child.

Strategic Direction

Goals

To increase the availability of childcare in the area.

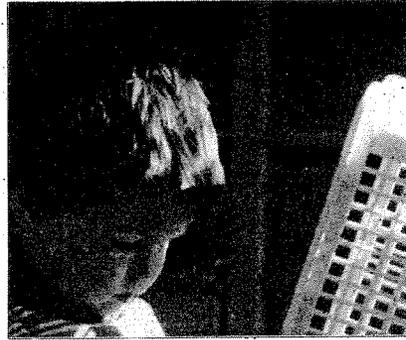
To provide affordable and accessible childcare for all people who need childcare.

Tactics

- Encouraging increasing availability of licenced childcare in Portage with emphasis on infant care and before/after school care.
- Improving childcare availability in groups such as churches, schools, community centers and service groups by providing new childcare facilities and programs for school-age children, funding a childcare scholarship program and offering educational opportunities for childcare providers.



- Establishing loan and grant programs to finance start-up and renovation costs for childcare facilities.
- Encouraging more in-home childcare.
- Encouraging the childcare programs provided by the Portage Community Education Center to expand to other sites, especially the southern part of the city. This program should look into using local churches to expand their programs if school buildings are not available.
- Encouraging further study in childcare as it relates to lower income households and people, for who lack of childcare is a barrier to entering the workforce and maintaining employment.
- Defining more clearly the profession of a childcare provider. (A professional childcare provider should be a legally operating entity under the Michigan Department of Social Services and follow its regulations, invest the time and money in childcare education and be more vocal about the



need for higher income in order to maintain a stable and high quality service for Kalamazoo County's children.)

- Increasing community awareness of current licensing regulations.
- Evaluating employee childcare needs and their implications for company policy.
- Providing parent enrichment and parenting support groups through community service organizations and churches.
- Recommending that the Portage Public Schools look into providing as part of its curriculum, education on parenting. This could be done in conjunction with the current childcare program offered through the Portage Community Education Center.

Teen Pregnancy

Situation Analysis

Teen pregnancy is a controversial issue that encompasses teen sexuality, teen abortion, teen parenthood and the spread of sexually transmitted diseases among teens. Dialogue rather than disagreement is necessary among those with differing points of view if the community is to effectively deal with this issue.

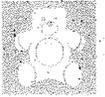
Today, approximately 60 percent of U.S. high school children (about 12 million) are sexually active before they graduate. As a result of these factors, teen pregnancy is a problem of national magnitude. In the United States approxi-



mately 1.1 million teenagers between the ages of 13 and 19 become pregnant each year with over 500,000 unplanned teen pregnancies. Experts say about 40 percent (approximately 400,000) of the pregnancies among this age group terminate in abortions or in miscarriages.

The health impact extends beyond the pregnancy. Pregnant teens who ingest alcohol and drugs such as crack, cocaine and tobacco create complications during their pregnancies resulting in high-risk births.

According to the Michigan Department of Public Health, 15-19 year-olds have a higher incidence of sexually transmitted diseases (STD) than adults. It could mean an increased risk for AIDS, another STD, and one that is nearly always fatal. Vernice Davis Anthony, state health director, said her goal is to send teenagers the message that "early sexual activity is unhealthy." She states that, "We need to develop state-wide strategies that actually teach teens the dangers of early sexual activity." She adds that families, local communities and churches have a role to play.



Strategic Direction

Goals

Strive to eliminate all unwanted teen pregnancy.

Continue strong support for teen parents to achieve their educational and vocational goals.

Strive to stop the spread of sexually transmitted diseases among teens.

Tactics

- Programs must be started and promoted to keep pregnant teens and teen-age mothers in schools.
- Portage School Board should encourage the school system to continue to implement K-12 human growth, reproductive health and sexual education curriculum.
- Churches need to be challenged to offer programs, according to their own faith beliefs that deal with the issue of teen sexuality.
- Portage Community Outreach Center (PCOC) should offer counseling opportunities on teen sexuality and teen pregnancy. This should include counseling for teenagers with

concerns regarding sexuality; counseling pregnant teenagers concerning options, with the pros and cons of each described; counseling



teenagers who have had an abortion; and counseling teen mothers. Counseling for entire families should be available.

- PCOC and the school system should work together to coordinate educational and social service programs on teen pregnancy.
- Each program should emphasize self-esteem enhancements for teenagers.
- Each program should also emphasize male responsibility in this issue.

Adolescent Substance Abuse

Situation Analysis

Substance abuse cannot be limited to a problem of youth only. Substance abuse is a major social problem that continues to grow. Substance abuse problems include alcohol, narcotics and other drugs, including prescription and over-the-counter drugs.

In the United States one out of every five teenagers is an alcoholic. Children take their first drink at age 12. Drunk driving is the number one cause of death for those 15-24 years of age. The Portage Public Schools are doing a good job of providing a number of programs to combat substance abuse.

Strategic Direction

Goals

Substance abuse must be discouraged. Programs that stress prevention rather than treatment should be strengthened.

Tactics

- The City of Portage, through PCOC, should establish a community substance abuse council.
- The key factor in dealing with substance abuse is to emphasize prevention. All community institutions, including the church, school, media, business and ultimately, city government, must be involved. For instance Portage should proclaim and support National Red Ribbon Week in the fall and encourage involvement by businesses, the media, churches and schools.
- Additionally, City of Portage and the Portage Public Schools should increase funding to expand the substance abuse program and increase the number of school liaison officers provided by the Portage Police Department.
- The parentlink program of Kalamazoo Families in Action should continue to be stressed.



Vulnerable Population

Situation Analysis

A responsible posture assumes that child abuse, adult abuse and domestic assault exist in this community.

The City of Portage needs a plan of action for early detection and a socially responsible resolution of the problem.

Strategic Direction

Goals

Encourage detection and attention to the victims of these crimes.

Be aware of the magnitude of stress placed on families.

Provide support for the victims and their families.

Find a socially responsible resolution to the problem.

Encourage parents to work together as good models of healthful living for their children.

Tactics

- As prevention is the best tool it is recommended that the school district continue the programs it now offers, and they should be encouraged to increase its involvement.
- PCOC, as an example, should continue to work with other community organizations, such as the YWCA sexual assault program, to provide support to Portage residents.
- Private non-profit organizations and churches in the community should offer parenting support groups.

Senior Population

Situation Analysis

In the year 2020 a large percentage of the population will be elderly. Their medical concerns will be much the same as those of today's elderly.

Due to advanced medical/nursing care delivery systems and advanced technology, additional conditions and needs will result.

Tomorrow's seniors will face many of the same diseases: cardio-vascular, neuromuscular and sexually transmitted; respiratory conditions; and mental health diagnoses, such as organic brain syndrome, dementia, depression, suicide, Alzheimer's disease.

Strategic Direction

Goals

Provide opportunities for residents to be serviced locally.

Focus on wellness as an ultimate goal.

Tactics

- Making local clinics and other care providers available.
- Developing independent clinics and agencies.
- Developing an alliance with existing programs in larger areas.
- Providing more health-care services for those choosing to remain at home.
- Expanding and supporting health education and family life education curriculum in schools.
- Making other health education available through clinics, workshops, mailings, churches and employee incentive programs that emphasize wellness as an ultimate goal in life.





HOUSING

Situation Analysis

The home is the foundation upon which society is built. The American dream of home ownership has been a driving force in our work ethic for generations. Safe and secure family shelter is essential to a healthy society. Unstable living environments add more problems to human service than any other single item.

Housing affordability will be the greatest task for future Portage residents. It is likely that our children won't be able to afford to live in Portage. The challenge is to create affordable housing and maintain the integrity of the neighborhood, as well as the quality of life that is currently enjoyed.

Quality housing creates a proper environment for families. Affordable housing for young families is necessary if Portage will continue to grow in a positive manner. Issues to be aware of include:

Avoiding segregation of at-risk families.

Creating a secure, comfortable and affordable living environment for senior citizens.

Having access to shelter housing for crisis situations.

Having access to transitional housing for families.

Creating long range affordable housing for at-risk young families.

Creating housing for people who are recovering from substance abuse.

Strategic Direction

Goals

Develop an organization to handle short term (6 to 8 months) housing needs for at-risk families. This organization should also develop a crisis shelter (or several with no concentration in a particular neighborhood); possibly form a partnership with Housing Resources, Inc. and PCOC.

Develop a plan for neighborhood houses for recovering substance abuse victims. Start the plan small with careful monitoring; prepare/educate area residents to accept these people as neighbors.

Encourage schools to offer credit to students volunteering for human service organizations, such as Habitat for Humanity.

Tactics

- Allow construction of small housing units.
- Develop a plan for senior housing projects that include: smaller units, cluster housing with open green spaces, zero lotline, garden lots, and so on.
- Build long range affordable apartment housing in "pockets." (Do not concentrate on 200 to 300 units in an area.)
- Buy small parcels of land for future development of affordable housing, using block grant funds, or develop a city fund.
- Create a community that values quality housing for all families.

Almost all housing changes require modifications for city government, zoning and conditional use permits. Changes would be needed, as well as a reduced square footage requirement. The following is needed:

- Create a citizen advisory board to work with the city officials

and facilitate change in housing requirements.

- Implement or expand existing programs for school and community cooperation by giving school credit for volunteer work.
- Develop incentives for restoration and reconstruction of existing structures.
- Give tax credits.
- Create a housing fund that can assist non-profit organizations working for affordable family housing.
- Offer sweat equity programs.
- Offer long term affordable housing.





Observation

Single family homes in Portage require 1,040 square feet. The least expensive cost of construction was \$40,000 plus a lot and the soft costs (bank and construction interest). According to a survey of five sub-divisions in Portage, the average cost of a lot is \$23,000. (No \$10,000 lots in Portage were found.)

Therefore, the average cost of construction is \$63,000 without a garage and \$68,000 with a garage.

Assuming a young couple has a downpayment of 20 percent (\$13,600 plus \$2,000 for closing costs, totaling \$15,600), their mortgage would be \$54,400 at

10.5 percent interest for 30 years, with a monthly payment of \$493.30. Assessed at \$63,000, taxes would be \$1,890 per year. Insurance estimates are \$400 per year, giving a total fixed housing cost of \$8,209 per year.

It is reasonable to assume that most young people have at least one automobile payment. We will assume that they own a \$12,000 car. With a 20 percent down payment, they owe \$9,600 for four years at 11 percent interest creating a monthly payment of \$246.

General banking guidelines do not allow a debt greater than 35 percent of their total income. Broken down, a lender would

like to see 25 percent housing debt and 10 percent for all others.

House Expense \$8,209.00

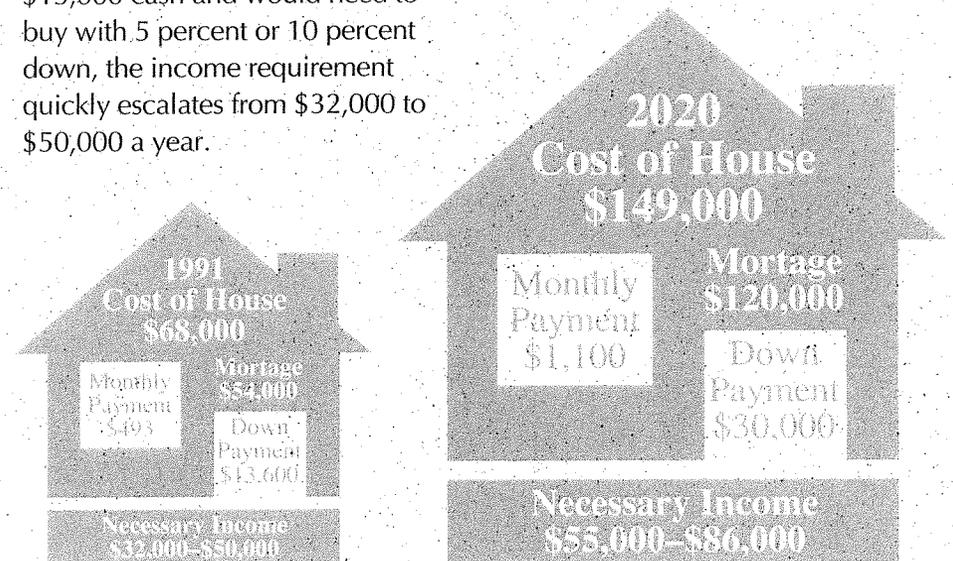
Car Expense \$2,952.00

TOTAL \$11,161.00

Owing only one debt, to live in a new house in Portage, this couple would need an annual income of \$32,000.

A more realistic look at this young couple would likely show that they own two cars, several charge cards and desire a home with a garage as well as a few extras.

If you add this to the likelihood that they don't have \$15,000 cash and would need to buy with 5 percent or 10 percent down, the income requirement quickly escalates from \$32,000 to \$50,000 a year.





Conclusions

Ethics

It will take courage to live ethically in this community. Consider these questions:

What will be the ethical milieu in Portage by the year 2020?

Will technology be invasive and dehumanizing for the individuals, families, organizations?

Will the needs of a few outweigh the needs of the many?

Who will determine who receives healthcare and who does not?

Morals, ethics and values are so intertwined that most people use the terms interchangeably. "Webster's Ninth New Collegiate Dictionary" defines morals, values and ethics as follows:

MORALS 1a: of or relating to principles of right and wrong in behavior b: expressing or teaching a conception of right behavior...**MORAL** implies conformity to established sanctioned codes or accepted notions right and wrong.

VALUES 7: something (as a principle or quality) intrinsically valuable or desirable

ETHICS 1a: a system of moral principles b: the rules of conduct recognized in respect to a particular class of human action of a particular group or culture.

Other definitions are simpler but similar. Morals are universal rules, such as the Ten Commandments; values are learned attitudes; and ethics are guidelines of behavior.

A potential danger in the next decade is that institutions, such as the church and the family, which formerly set the standards of moral behavior and sound values, have been and continue to be seriously weakened.

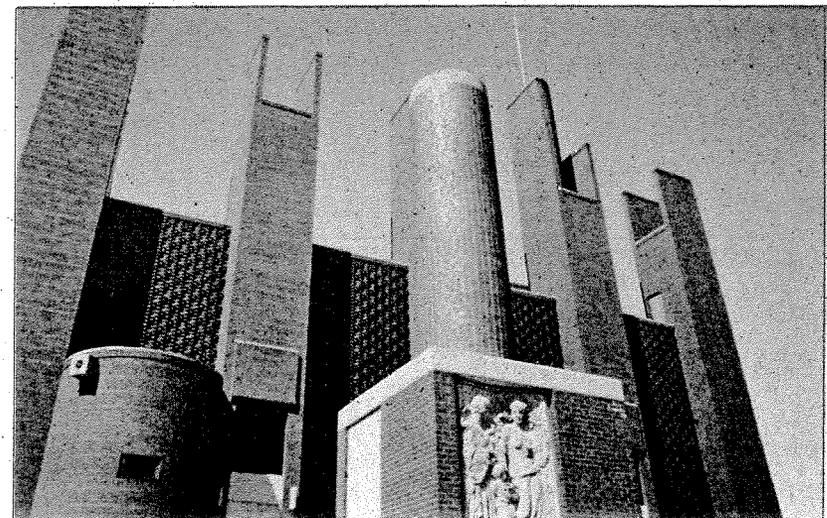
Portage is seeing the ramifications of this changing value system in its schools, government, churches, businesses and other institutions. Portage residents should address this problem now or face the consequences of their inaction in the future.

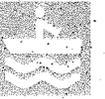
According to futurists, issues that Portage will face near the end of this decade are cults, AIDS, drug abuse, pornography,

sexual ethics, euthanasia, the escalation of dysfunctional families, race issues and genetic engineering.

Portage must maintain a strong value system that recognizes the worth of its schools, churches, human service agencies, healthcare facilities and other organizations. This can only be done by recognizing and nurturing the worth of each individual to create a highly ethical consciousness shared among individuals, families and extended families, including organizations.

In this consciousness Portage can take the steps that are needed to protect its future.





Vision Statement

In the year 2020 Portage will be a "world class community" providing its residents with a diverse selection of leisure activities. A community center, built and run by the city, will allow all city residents access to formal and informal recreational activities, as well as cultural activities.

The Celery Flats Historical Area will house the Portage Historical Museum to educate residents and visitors on the city's history. A sports complex that emphasizes both formal and informal sports will offer outdoor leisure activities.

Portage residents will continue to take pride in their community.

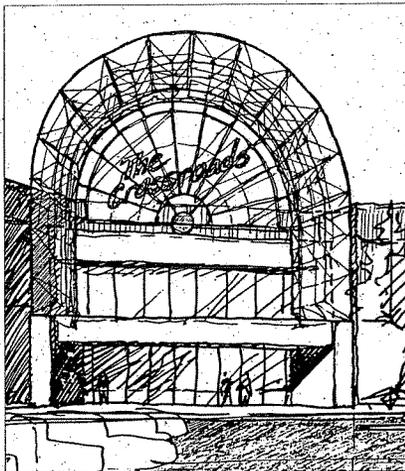
LEISURE



Situation Analysis

An expected shift in population size and demographics and traditional lifestyles will dictate how leisure activities are planned for residents in 2020.

The population in Portage is expected to increase by 10,000 by the year 2020. Part of that increase will be caused by residents living longer; by the year 2020, an estimated 65.6 million people in the United States will be over the age of 65, and 8.1 million will be 85 and older. Racial and ethnic diversification in the cities will expand with no one group constituting the majority. The youth will fight a "mall mentality."*



**Known as a lack of occupation among today's youth, fostering an emptiness in lifestyle, a "hanging out" in groups, chatting idly and gazing about with glazed looks.—Recreation Canada*

Lifestyles will change, as more one-parent homes and the number of women in the workforce increase. Adults will be more health-conscious, using leisure activities to help promote their health and wellness. As a result demand will increase for recreational programs to be provided at non-traditional times. With more time and money available, many people will participate in passive leisure pursuits, such as reading, attending lectures and music programs and enjoying quiet, outside activities like bird and plant study.

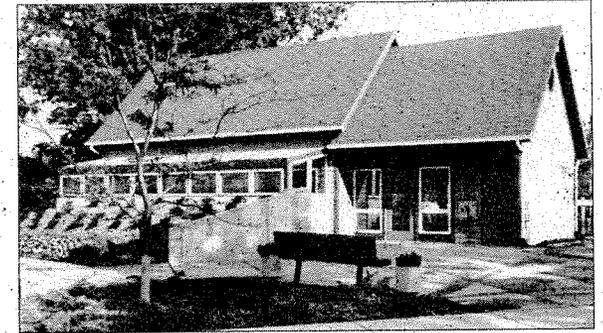
Past Lifestyles

In the first few decades of this century, most people did physical work both inside and outside the home. Few had the luxury of office-oriented, sedentary work styles. Benefits expected from leisure activity were relaxation and a respite from work and social interaction. As the industrial society progressed, people's

work became less physically demanding and their leisure interests focused on health and exercise and a desire to remain in touch with nature and the outdoors.

Leisure interests created a system of programs and facilities through the '50s, '60s and much of the '70s with a heavy emphasis on public sector provision. Residents demanded city-sponsored leisure activities, such as formal sports with leagues requiring organization, booked facilities and outdoor recreation requiring non-urban parks and the transportation infrastructure.

Leisure activities requested included holistic health-care programs (with physical and mental components), all forms of continuing education, volunteerism and community leadership as a leisure activity and basic skills such as vegetable gardening, cooking and home building.



Current Facilities and Lifestyles

Current city-owned facilities such as the Senior Center, the Community Bandshell, the Portage School System, Community Education Center, the city softball complex and the Celery Flats Interpretive Center are well utilized.

The City has been involved in the continuing development of private or quasi-private recreational facilities, such as the new Portage YMCA Family Center. Additionally, the park system has been upgraded, and several parcels of land have been acquired and designated for park purposes. The City is blessed in terms of its proximity to county and state-owned recreational and leisure time activity centers.



The City has established a network among the city, schools and the private sector and sees itself as a supportive, not paying, partner in developing leisure time activities and events with an emphasis on non-duplication of existing programs.

With a recent streamlining of its recreational programs, the City does a majority of the program planning but allows qualified private or quasi-private organizations to operate the programs. This results in less city dollars being utilized for staffing and service.

The City intends to keep its commitment to activity and drop-in centers, the Senior Center and the parks and recreational programs; with user fees and good maintenance of such facilities and with the private sector providing an increasing number of services and programs, that commitment will be honored.

POPULATION

Situation Analysis

In the year 2020 the population increase of 10,000 will primarily consist of older individuals and new families, some of different ethnic and cultural backgrounds.

Seniors

The lower age end of the older population will want active activities in their leisure time. The opposite end of that age spectrum will want more passive cultural activities.

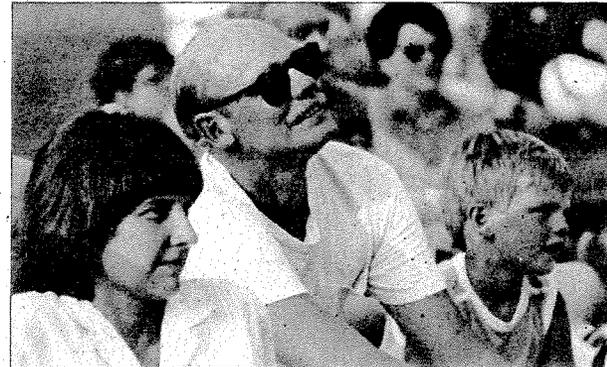
The goals for the older segment of the population require the capability and the facilities to provide both active and passive leisure activities. Flexible planning of such programs and facilities will allow adjustments to be made, as the needs and wants of these residents become more clearly defined.

Youth

Family members constitute the majority of the balance of the population. Each member will have his/her own needs and desires. The demand for youth entertainment and leisure activities is expected to increase by nearly 22 percent.

Today's youth has a lack of occupation that allows an emptiness to show in their lifestyles.

The youth of the future will also have that emptiness unless they are provided with leisure activities that fit their interests.



The nature of these interests is likely to gravitate toward computer leagues and/or proxy sports, such as robotics in which people can implement robots to act for them in certain sports.

A goal for the youth is a facility able to house both active (computer games) and social (talking lounges) activities. The aim of these activities is to help fill the emptiness that produces the "mall mentality."

Adults and Working Parents

Parents will want activities that they can participate in with or without children. The constraint placed on the city's recreational and leisure programs will be in the area of time, as the families of the future will have strict schedules with both parents working.

Additionally, there will be an increasing number of single-parent families. Programs and facilities must be available at non-traditional times.

Minorities

The future brings an increase both in ethnically-mixed families and more diverse racial and ethnic families.

These new residents will retain the customs and traditions of their homeland, but how those customs and traditions will affect recreational and leisure programs is unknown.

Therefore, flexibility and communication are needed when developing recreational and leisure programs that fit their cultural needs.

In planning a recreational facility, space that can be easily converted from one use to another is needed.



Strategic Direction

Seniors

Flexibility is needed in planning programs and facilities to allow for adjustments as the needs and wants of this group become more clearly defined.

Youth

Outdoor and indoor activities where group activities can be conducted, and activities that will reduce characteristics of the "mall mentality" are recommended.

Adults and Working Parents

Programs and facilities available at non-traditional times, such as evenings and weekends will help meet the needs of this segment of the population.

Minorities

Programs and facilities are needed that develop meaningful leisure and recreational activities.

Conclusion

A community center with facilities that can easily be converted to offer flexible programming that includes active and passive recreational and cultural activities appears to fulfill these goals for all populations.

LIFESTYLE

Situation Analysis

Lifestyle, as defined by *Webster's New World Dictionary*, is "a consistent way of life of an individual as typified as in his or her manner, attitude, possessions, etc."

Seniors

The "way of life" will not be consistent for residents of Portage in the year 2020. Traditionally, planners of leisure and recreational programs were trained to provide passive activities for the senior residents. With that

segment staying active longer, however, more active programs are required.

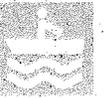
Planning will require creating more specific age groupings. For instance, youth leagues are divided into age groups of 10-12, 16-18, and so on, while adult leagues are grouped in wider age groupings. Of particular note is the 40+ group, which will see the most dramatic increase as the older population remains active into their 70s and even into their 80s. This group has the time and resources to participate in leisure activities and is willing to pay for city staff to provide them.

Adults and Working Parents

Much of the population will change to healthier lifestyles. This will affect how people use their leisure time and to some extent how it will affect their thinking on traditional activities, such as how to get to work. Some of the trends compiled are:

- Formal and informal leisure activities will be utilized to keep people fit.
- More women will become users of formal recreation.
- An increasingly diverse population may suggest some formal and informal recreational activities that were not previously considered.
- More companies will become aware of the need to help their employees keep physically fit.
- Recreational programs and facilities may not be operated in the traditional manner.
- Higher energy costs and traffic congestion will cause more people to take mass transit.





Youth

The needs of the youth will create another set of demands on the city's leisure and recreational programs. Formal leisure and recreational activities from the schools, art and math centers and the city-run recreational programs are available to Portage's youth, but few places exist where young people can just gather informally.

They need an activity center where they can congregate for informal activities, such as talking, reading, dancing, playing computer games, attending free or low-cost concerts or socializing. Although the mall has become a place to do this last activity, it was not designed for this purpose.

All Populations

Diverse life enrichment and leisure activities will be offered for all populations. Activities could range from playing on a softball team to walking at one of the nature trails. As the population increases, it will become more difficult to find suitable locations for such activities. An extreme shortage of indoor gym



space precludes increased development of basketball and volleyball leagues.

Competition for space by school teams makes utilizing school facilities very difficult, especially as the school system has expressed concern about the deterioration of the buildings caused by extended use of the facilities.

A large complex for baseball and soccer is located on leased land. If future leases are not offered, that facility will have to be relocated. Additionally, a need remains for meeting rooms in the community.

The library is a city-owned facility drawing extensive leisure time use. The library staff face many challenges, as the number of minorities increases, so will the demand for information relating to their culture and reading material in their language.

Research suggests a need to show Portage and its history to its residents in a more readily available setting than the library.

Strategic Direction

Seniors

The goal for this group is to provide formal recreational activities for the various age sub-groups.

Suggested areas are basketball, slow-pitch softball, golf, soccer and tennis.

Information regarding informal active recreational options, such as golf courses, gyms, weight rooms, walking and biking trails, tennis courts and passive activities, such as speakers, learning classes, computer groups, travel clubs and reading rooms should be available.

As previously stressed, flexibility is the key in planning the areas to house many activities that can be changed to accommodate the current age groups and their needs.

Mass transit needs to be more efficient, and more leisure and recreational programs must be made available closer to residential areas.



Adults and Working Parents

The goals for this population are:

- Make available formal and informal recreational activities at non-traditional times.
- Provide more formal recreational options in which women can participate.
- Make more childcare available due to an increase in one-parent families.
- Work with the private sector to provide recreational programs and facilities.



Youth

The goals that would enable the City to answer the needs of youth are:

- A community center with adequate space for informal gatherings of different interests.
- Longer hours of operation.
- Staff on hand to insure the safety of the users.

All Populations

Goals for this diverse population are:

- Additional places to hold enrichment classes.
- More indoor gym space.
- Passive activity areas.
- Secured recreational complex.
- Additional open space for informal activities.
- A specific facility dedicated to exhibits of the history of Portage.



Conclusions

A multi-purpose community center is needed with the flexibility to house more than one activity at a time.

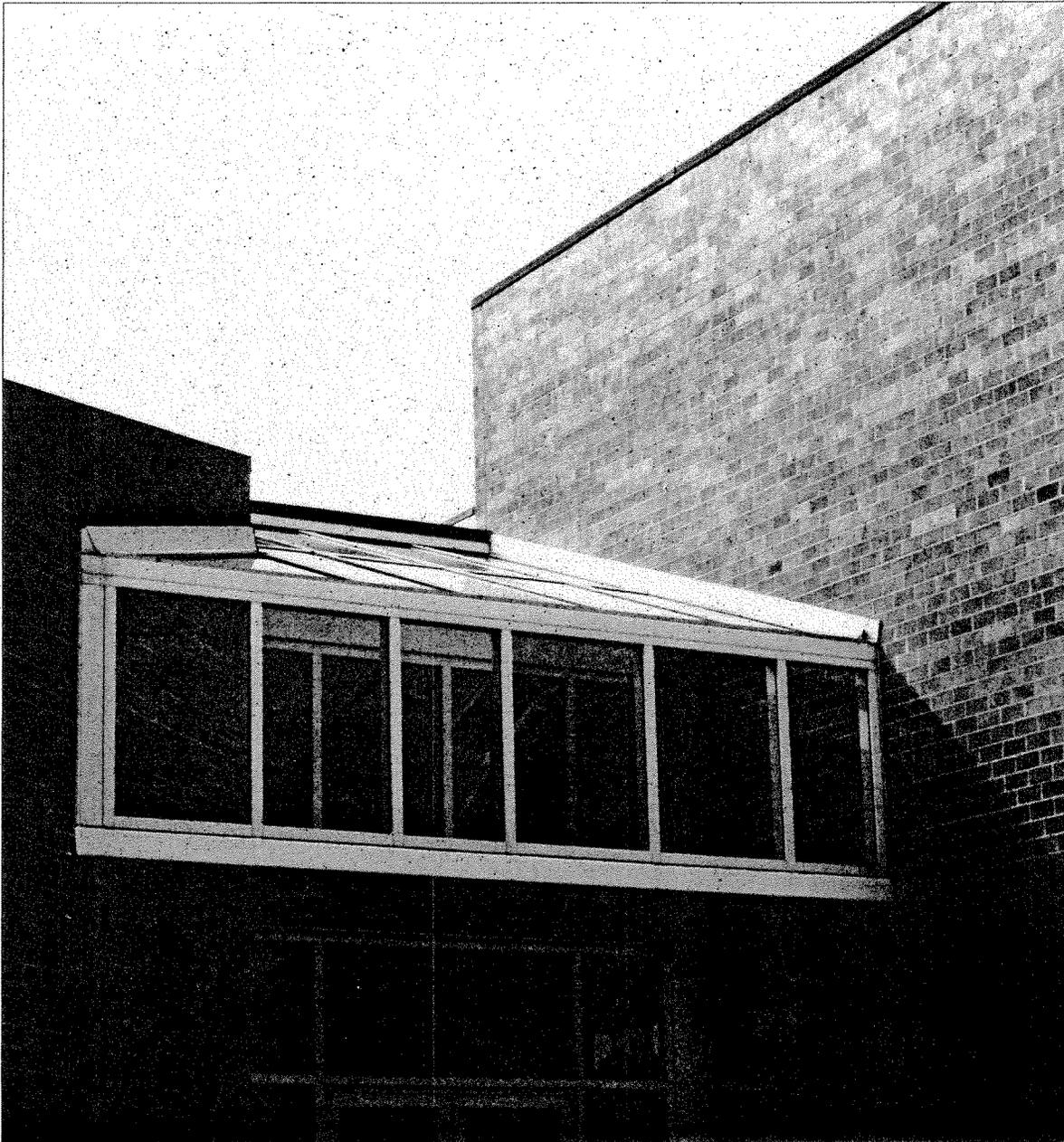
The community center would include an auditorium with a 5,000 person-capacity and allow for more indoor gym space and weight rooms, more informal meeting areas and more classroom space.

Local businesses and industry could purchase memberships for their employees. Special interest organizations could rent part of the facility to run their own programs.

A city owned and maintained sports complex for baseball, soccer and golf should be available on a user pay basis for Portage residents.

The Celery Flats Historical Area should continue to be developed. The City should provide a permanent home for Portage historical artifacts which are currently housed in the library. This home would be known as the Portage Historical Museum.





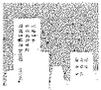
Vision Statement

The City of Portage must plan for the future to support positive growth and all of the elements required for a “world class community.”

Adequate utility infrastructure and well designed and flexible-use city and public buildings and related facilities are an integral part of the city’s future success.

Of equal or perhaps more importance are the issues of regional cooperation and privatization.

PUBLIC FACILITIES



Situation Analysis

Public facilities addresses the areas of utilities, public buildings, solid waste and the industrial park.

UTILITIES

Electricity and Natural Gas

Situation Analysis

Portage's utilities, street lighting and public buildings are serviced by a single source supplier, the Consumers Power Company (CPCo). Industrial or major commercial ventures are provided service on demand by CPCo.

Small commercial and residential growth is covered by short/ long term planning programs via CPCo's Market Development/ Planning group working with real estate developers. CPCo, through "trend" watching, follows growth (demand) and anticipates service expansion needs.

Strategic Direction

- Insure adequate and reliable energy supply for future residential, commercial and industrial needs.
- Develop a city energy policy of use and conservation.
- Provide information/assistance for potential residential and small commercial developers and/or single person ventures.
- Monitor alternative energy development and sourcing such as co-generation and energy from waste management and convert if economically feasible.
- Follow energy marketplace and track potential competitive leads from other suppliers, both public and private utilities.

Sanitary Sewers

Situation Analysis

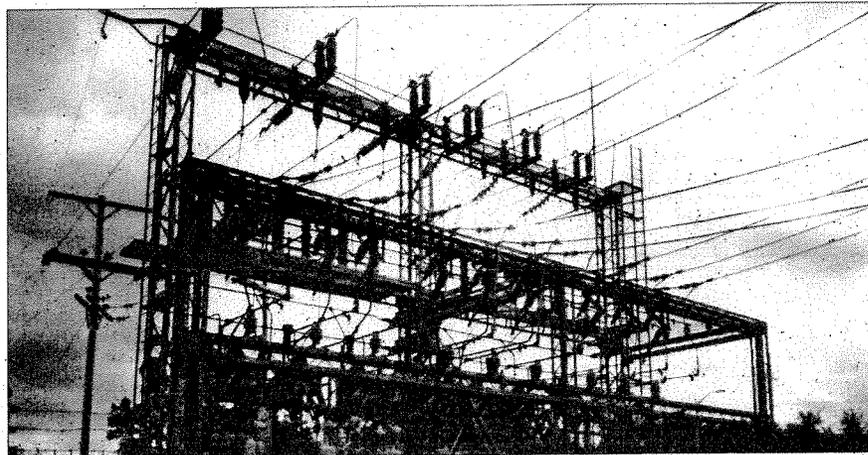
City of Portage has an open contract with the City of Kalamazoo and is not constrained by volume limitations. The City of Kalamazoo will provide service to its customers as long as it can maintain a return on investment.

The contract with City of Kalamazoo contains a "right of review" clause needed to identify wastes and impact on the waste treatment plant. New residential and industrial needs are handled through the City of Portage.

Increased loading (volume) from Portage may require collection/ delivery system improvements.

Strategic Direction

- Establish policy and timeframe and maintain efforts to insure 100% hook-up of residential and commercial establishments.
- Monitor needs/requirements; follow to insure compatibility with the waste treatment plant and environmental regulations.
- Encourage minimizing of waste by point of origin conservation, treatment and/or recycling.
- Enhance public awareness.
- Monitor system use and growth; establish a long-range plan (10-15 years) to insure expansion coverage.
- Monitor potential multi-governmental control; develop contingency plan(s).
- Follow alternative treatment technologies as they evolve; consider feasibility of a city-owned or privately-owned facility.



Telecommunications

Situation Analysis

Some telecommunication systems are networked among city departments; but the city's current systems will be outdated in the future.

The City and schools are expanding with networking capabilities, and the school system in particular is implementing communication infrastructure in all of its buildings.

Strategic Direction

The City of Portage should plan for a telecommunications network, including voice and data systems, among all public buildings.

The most cost effective medium, either fiber optics or microwave, should be studied and implemented by the year 2020.

Additionally, a video communication system may be recommended for the senior center, schools and the library.

The library is the most likely site to use for communication and data storage. This telecommunications system could be

made available to industry on a rental basis.

Additionally, the communication system could be linked with a citywide network or loop that private industry would finance and use.

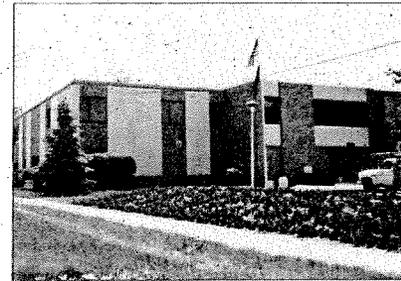
*PUBLIC BUILDINGS
City Hall*

Situation Analysis

This newest city facility, having been built in the last three years, is functional and should be adequate for many years.

Strategic Direction

Future city facilities may need to be multi-purpose and decentralized to serve the community in lieu of expanding City Hall in a central location.



Police and Court Buildings

Situation Analysis

Police department and courts are currently expanding into old City Hall. Repairs and renovations are in process and should continue into 1993. Facilities will then be reasonably updated and should be adequate for the near future.

Strategic Direction

Current growth of population to the northwest and south may require satellite precincts for police. Use of video/electronic technology for assistance in police work should be encouraged.

The court system may be consolidated on a countywide basis.

Fire Stations

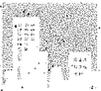
Situation Analysis

The City currently has three facility locations; South Westnedge Avenue, main station; Oakland Drive station; East Centre Avenue station.

The South Westnedge main station and Oakland Drive station are new or remodeled facilities and are quite adequate.

The Centre Avenue facility is very inadequate, particularly since this station is in the vicinity of Sprinkle and Portage Roads and should be serving the current and future industry needs of this area.





Strategic Direction

The Centre Avenue facility should be rebuilt and designed to handle existing and new commercial buildings.

New facilities to serve south of West and Austin Lakes, the airport and other industrial areas still in planning stages should be considered.

Future facilities and equipment must be compatible with building sizes and types, and new technologies should be incorporated.

Reciprocity with adjacent governments is advised, and future locations and buildings should be based on this cooperation.

An Emergency Operations Center for catastrophic disasters should be created.

Senior Center

Situation Analysis

Current facility serves Kalamazoo County seniors and is often filled to capacity. Twenty-two hundred individuals (an average of 150 a day) are being served, and these numbers are expected to increase, as a numbers of retirees are staying in the community.

Additionally, the population of Portage's mean age has increased +/-10 years. Most Portage seniors are middle-class and independent. Programs are geared toward growth and development (recreation, health, nutrition, exercise).

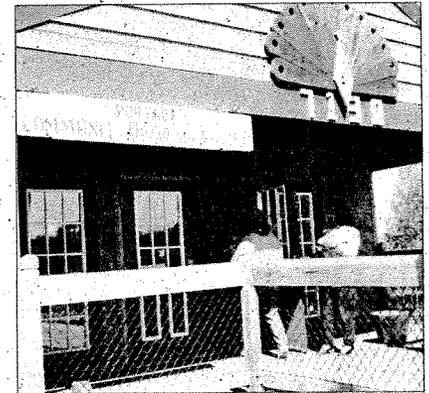


Strategic Direction

Capital improvements are planned for 1993-94 to alleviate limited space problem. The City is committed to providing facility improvement but questions its future ability to support programming. Public and private cooperation is required.

The future calls for more volunteer services, re-education, second career training, placement services and adult day care.

Intergenerational-interactive video/audio is suggested to link seniors at home with the Center.



Portage Community Outreach Center (PCOC)

Situation Analysis

PCOC started 15 years ago with a mission to serve youth, but it has evolved into an umbrella agency to deliver human services and hosts programs from other county agencies.

PCOC is at full capacity and currently serves 2,200 clients on a seven-day-a-week basis.

One-third of PCOC's budget is funded by the city for operations. The city owns the land where the building is located and rents it to PCOC for \$1 per year; however, the five-year-old PCOC building is owned by a non-profit corporation.



Strategic Direction

PCOC needs to expand, but its building is located on swampland which limits expansion. It needs more space for youth activities and currently uses other city facilities.

Future facilities will be needed to deliver programs.

Historical Facilities

Situation Analysis

The Celery Flats Historical Area is now home to the Schoolhouse and Grain Elevator.

Strategic Direction

Follow policy of Historical Commission to preserve designated buildings.

Educational Facilities

Situation Analysis

The public portions of existing facilities have 100 percent use, and the average age of buildings is 35 years.

The five-year enrollment projection is 8,800.

Strategic Direction

Education is moving in the direction of vocational, high-tech and professional areas, and eighty-five percent of future jobs will not require a college education. The future trend is lifelong learning versus the traditional kindergarten through twelfth grade curriculum.

School facilities will have continued full use, and new facilities will have more laboratories. Future trends call for interactive audio/video instruction and shared programs with other districts. Land is not a constraint.

More city/school cooperation and preschool/latchkey/adult issues need to be solved. More public accountability of education is required.



Municipal Services and Maintenance

Situation Analysis

These services are now adequate, partly due to privatization. Privatized services are currently in the areas of seasonal trash pickup, some plowing, street sweeping and street maintenance.

Strategic Direction

Street maintenance either requires more cooperation with Kalamazoo County Road Commission (which offers a centralized facility and equipment) or privatization of services in plowing smaller streets. Multiple vendors will ensure better coverage.

The City must keep maturing roads maintained and monitor areas of population expansion. Monitoring of industrial centers to assure proper service is also needed.



Portage Library

Situation Analysis

The Portage Public Library currently meets the needs of its patrons. It has been steadily growing at a rate of 6 to 10 percent annually, and this growth is expected to continue.

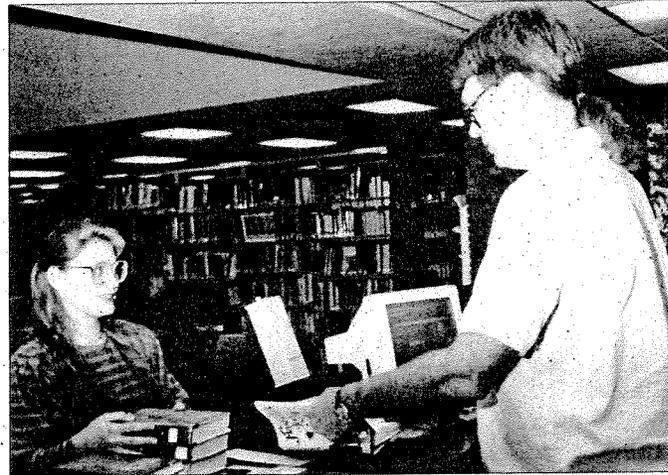
The library stocks 100,000 items with 17 percent of them in storage. Print (books) will remain the library's main focus.

Per capita population is eight items per person per year; in similar cities it is five items per person per year.

Additionally, fifty-one percent of Portage's population (which is above average) is registered with the library, and seventy percent of Portage households have a library card with an average 4,000 (net) new cards issued annually. The library has 233,000 visitors annually.

The library's computer system adequately manages library business.

The most major current need is more physical space. Current facility could serve Portage for the next 75 years.



Strategic Direction

The library is now a media center and should remain flexible for new media. Electronic access is available to data/media worldwide, as is home access via electronics to media center. A need for a satellite facility is not expected.

Time share cooperation should be considered with industry/business to access specialty information for research.

Reciprocity with other community libraries is encouraged, as is more computer access to public. Library use could be expanded by considering multiple uses of various facilities for

different functions, including parking, to maximize use of all public facilities. Another option is to provide rental of the library's media center as a telecommunications center for local small businesses.

With the expected increase in residents of different ethnic backgrounds, the library should create displays that reflect its status as a "world class" facility. For instance, it could have revolving displays on various cultures replete with books, maps and other items that highlight a particular culture or country.

With inundation of new information/media, current facility may be inadequate for 2020.

SOLID WASTE Solid Waste and Recycling

Situation Analysis

Existing recycling center is owned by the city and leased to Jay Eatons until August 31, 1991. Curbside recycling, which was started July 1991 by Michigan Disposal Service, will reduce demand on current site. Large industries do not currently use public waste facilities.

Strategic Direction

The City should use city funds to subsidize and/or regulate private industry to operate recycling operations. The City should also phase out old city "dump"/recycling center in an environmentally responsible fashion.

Developing 100 percent solid waste curbside pick-up services is recommended in tandem with creating public education to encourage environmentally responsive consumption to reduce solid waste.

Further, a municipal, regional, multi-governmental waste disposal facility should be



developed that is publicly supported/regulated, privately owned, and accepts and disposes all wastes through recycling, burning for energy, biogenetic/bacterial breakdown and adaptive reuse.

INDUSTRIAL PARK

Situational Analysis

Commerce Industrial Park is the only certified industrial park in this area. It is privately developed, financed in part by local industry with city provided facilities. Phase I of the park is almost full.

Strategic Direction

The City should monitor the development of the park and its new phase and consider implementing a city policy that limits the type and quality of business located there. Monitoring the infrastructure for the park and its expansion should also take place regularly. New technologies for the city should be included with the park and partially funded by the private sector.

A city agency to assist private business in locating their facilities and continuing government/industry cooperation is advisable.

Conclusions

In building for the future, the City must continue to maintain its quality of life in a flexible manner. Despite the many challenges it faces, Portage's governmental style must be conducive to the interests of the residents, industries and businesses. This will be accomplished through regional cooperation, privatization, efficient use and planning of city facilities and an infrastructure adequately designed for a world class community.

The following constraints and opportunities have been identified.

Constraints

Increased need is expected for the library, senior center and PCOC, but each facility has space limitations that restrict expansion.

Opportunities

Privatization of Services

Road maintenance and waste disposal privatization will provide for better and more cost-effective service provision as the city's population expands.

Regional Cooperation

Regional consolidation of social services facilities and waste disposal (garbage for energy) site will improve efficiency and cost-effectiveness. A regional business assistance facility will substantially streamline efforts to provide incoming businesses assistance in terms of setting up utilities, working with local government and in other areas.

Telecommunications

The city's public buildings will all be connected by a telecommunications network. The senior center, schools and the library would benefit most from a video

communication system, with the library serving as the telecommunications center.

The library, as the central source for information, could also be time shared with industry for a fee.

Additionally, the communications system could be tied-in with a citywide network or loop that private industry would finance and use. The system could be modeled after citywide heating distribution systems.

Globalization

Recognizing that Portage will have a diverse ethnic population, the development of multi-lingual signs, cultural facilities and ethnic centers is encouraged.

