



# The Master Plan

*Adopted · July 26, 2021*







# Acknowledgments

## City Council

David J. Tossava – Mayor  
John Resseguie – Mayor Pro-Tem  
Don Bowers  
Jim Cary  
Al Jarvis  
Therese Maupin-Moore  
Jacquie McLean  
Brenda McNabb-Stange  
Don Smith

## Planning Commission

David J. Tossava – Mayor  
Dave Hatfield – Chairperson  
Thomas Maurer – Vice Chairperson  
Lois Bowers  
Jordan Brehm  
Jerry Czarnecki  
Lynn Denton  
Chelsey Foster  
John Resseguie

## Master Plan Steering Committee

Jerry Czarnecki – City Manager  
Dave Hatfield – Planning Commission Chair  
Dan King – Community Development Director  
Thomas Maurer – Planning Commission Member  
Dave Tossava – Mayor



# Table of Contents

## Part 1: Community

<b>What a Master Plan is. ....</b>	<b>2</b>
Format of The Master Plan. ....	3
<b>1. Hastings Showcased. ....</b>	<b>5</b>
The Public Realm: Strong Downtowns. ....	7
The Public Realm: Public Parks and Squares. ....	11
The Private Realm: A Mix of Complimentary Uses. ....	14
The Private Realm: A Mix of Housing Alternatives. ....	18
<b>2. Hastings Speaks. ....</b>	<b>27</b>
Downtown. ....	29
Housing. ....	30
Industrial. ....	32
Infrastructure. ....	33
<b>3. Hastings Envisions. ....</b>	<b>35</b>
Realizing the Vision: Objectives and Strategies. ....	36
<b>4. The Library. ....</b>	<b>51</b>
Existing Land Use. ....	52
Community Profile. ....	57



# Part 2: Action

- Introduction .....71**
- 1. Housing .....73**
  - The Regulating Plan .....74
  - Zoning Ordinance Gap Analysis .....84
  - Housing Needs Matrix .....87
- 2. Business Growth .....93**
  - Business Growth SWOT Analysis .....94
  - Downtown Area .....96
  - East/West Gateways .....97
  - North/South Gateways .....98
  - Retail Market Analysis: What is Missing? .....99
  - Analysis Results: 5-Minute Drive Radius .....102
  - Analysis Results: 10-Minute Drive Radius .....103
  - Analysis Results: 15-Minute Drive Radius .....104
  - Expert Analysis Presentation .....106
  - Key Development-Redevelopment Opportunities .....108
  - Marketing the Key Development-Redevelopment Areas. ....135
  - Facilitating Business Growth. How can the City help? .....139
- 3. Infrastructure .....147**
  - Public/Private Funding Sources for Infrastructure .....148
- 4. Partnership / Collaboration .....153**
  - Existing and Potential Partnerships. ....154
  - Successful Public/Private Partnerships .....160
- 5. Future Land Use Plan .....165**
  - Future Land Use Categories .....166
  - Zoning Plan .....180
- 6. Action Plan .....183**

#### LIST OF FIGURES

Figure 1: Population History . . . . .	59
Figure 2: Household Size . . . . .	60
Figure 3: Age Distribution . . . . .	61
Figure 4: Owner Occupied Housing Values . . . . .	63
Figure 5: Year Structure Built Comparison . . . . .	64
Figure 6: Percentage of Labor Force Employed by Industry . . . . .	65
Figure 7: Education Level Attainment . . . . .	66
Figure 8: Household Income Distribution . . . . .	67

#### LIST OF TABLES

Table 1: Existing Land Use . . . . .	52
Table 2: Median Age . . . . .	62
Table 3: Median Home Value . . . . .	62
Table 4: Median Rent . . . . .	62
Table 5: Hastings Housing Types . . . . .	64
Table 6: Commute Times for Hastings . . . . .	67
Table 7: Developable Land . . . . .	76
Table 8: Existing and Regulated Land Areas . . . . .	83
Table 9: Potential Dwelling Unit Build-out . . . . .	83
Table 10: Values of Residences by Age Categories . . . . .	89
Table 11: Business Opportunities within a 5-Minute Radius of Downtown Hastings . . . . .	102
Table 12: Business Opportunities within a 10-Minute Radius of Downtown Hastings . . . . .	103
Table 13: Business Opportunities within a 15-minute radius of Downtown Hastings . . . . .	104
Table 14: Retail Gap Analysis based on Drive-Time . . . . .	105
Table 15: Relationship Between Future Land Use and Zoning Categories . . . . .	181

#### LIST OF MAPS

Map 1: Downtown Existing Use . . . . .	10
Map 2: Hastings Riverwalk Trail Access . . . . .	12
Map 3: Existing Land Use . . . . .	55
Map 4: Regional Location Map . . . . .	58
Map 5: Developable Land . . . . .	77
Map 6: Regulating Plan . . . . .	81
Map 7: Age of Housing by Value . . . . .	91
Map 8: PICA Analysis . . . . .	109
Map 9: Sidewalks Master Plan . . . . .	145



# Part 1: Community

# What a Master Plan is.

The Master Plan for the City of Hastings will be the guide for future growth and development. It will explain who Hastings is as a community, what we have, where we are going, and how we get there. This long-range plan examines past trends and makes projections for the next five to twenty years. These projections are more accurate for the short term and are a reason why the Master Plan should be reviewed every five years to reassess current and future trends. It will be used by property owners, developers, and outside agencies to guide decision making and will be a basis for the zoning ordinances reviewed and amended by the City. This document will allow the City to plan ahead and prepare for the future needs of the residents, property owners, and everyone that is a part of the Hastings community.





# Format of The Master Plan

Hastings has chosen to arrange its Master Plan into two components.

## Part 1: Community

The first part of the Master Plan involves the review and analysis of the existing conditions within the City of Hastings. It summarizes the input from the community and outlines the broad goals and specific objectives for long term growth. The Community portion of the Master Plan is composed of the following four sections:

1. **Hastings Showcased.** Utilizing a development approach geared toward creating a sense of place, the first chapter outlines the key principles of placemaking, identifies the related assets of the community, and summarizes the opportunities for future development.
2. **Hastings Speaks.** The comments and input from residents and community stakeholders gathered throughout the planning process are summarized around four major development issues facing Hastings in the future.
3. **Hastings Envisions.** Based on the analysis of the existing conditions and the vision and desires expressed by stakeholders, goals and objectives are created to be the guiding principles for the Master Plan.
4. **The Library.** The information gathered summarizing the existing conditions of the City are analyzed and presented in this section.

## Part 2: Action

The second part of the Master Plan outlines the future land use plan, transportation plan, zoning plan, and action plan for Hastings. These detailed strategies for growth and development will specify the various programs and policies that the City will undertake to reach the goals and objectives of the Master Plan.



*HASTINGS NAMED ONE OF THE BEST SMALL TOWNS  
IN AMERICA BY NORMAN CRAMPTON, AUTHOR OF  
“THE 100 BEST SMALL TOWNS IN AMERICA.”*





# Hastings Showcased

## Introduction and Placemaking

As a community initially settled in 1836, Hastings values its history. As the county seat for Barry County, Hastings is aware of how its relationship with adjacent communities, as well as communities in greater Southwest Michigan, factor into its role in the region. The City's location on the Thornapple River also adds to its uniqueness. All these factors have shaped the identity of Hastings.

Hastings' identity gives it a strong sense of place. Creating high quality places can be a powerful development approach because it results in communities that are sustainable, highly desired, and valued by everyone. Placemaking involves the creation of high quality places where people want to live, work, play, and visit. Placemaking is achieved using a number of best practices for improving the effectiveness of economic development efforts.

The following section outlines the best practices crucial to placemaking and successful, high quality places. It recognizes the assets currently in the City that exemplify high quality places. It then begins to identify opportunities the City can address to promote and strengthen the sense of place that makes Hastings unique.

*A community is the common ground where people gather—from housing, squares, streets, and plazas to parks, green spaces, and waterfronts. An economic development strategy takes into account the types of places where workers, entrepreneurs, and businesses want to locate, invest, and expand.*



# Why is placemaking important?

It's based on a single principle: people choose to settle in places that offer the amenities, social and professional networks, and resources and opportunities to support a thriving lifestyle.



**Business needs talent.** Businesses know they need to attract and retain top-notch talent, and they rightly focus on issues such as education, skills training, and job access. Now and in the future, however, their decisions must also include place-based issues that this growing pool of talented people care about.

**Talent wants place.** Well-educated, talented workers are in high demand and very mobile. They choose where they want to live based on opportunities to live, work, play, and learn in a region. They're looking for a variety of housing, transportation, entertainment, recreation, education, and cultural options.

**Place needs business.** High quality places that offer a variety of living choices are walkable and full of amenities that attract and retain businesses. People enjoy places with outdoor, community, social, leisure, creative, and cultural activities for themselves and their families.

# The Public Realm: Strong Downtowns

## Quality Place Components

The design and active use of the public sections of a downtown create a strong sense of place for a community. The location of key amenities in public areas makes it easy for residents and visitors to come and enjoy something unique to a region. A city can strengthen its sense of place by implementing the following key elements for successful public components of its downtown.

**Public Uses.** The inclusion of public uses such as civic centers, municipal halls, museums, aquariums, and libraries creates destinations.

Downtown Hastings is the destination for many residents of the City and Barry County. Hastings City Hall and Public Library are located at the northeast corner of N. Michigan Avenue and E. State Street. The historical Barry County Courthouse has a prominent location in the center of a city block bound by W. State Street, S. Church Street, W. Court Street, and S. Broadway Street. Built in 1893, the courthouse houses many government offices. Additional county services are provided in buildings adjacent to the Courthouse block on the south side of W. Court Street and the west side of S. Broadway Street. The Barry Community Foundation, which also provides services to all residents and is a public meeting space, is located on W. Center Street. Additional public destinations include the U.S. Post Office branch located at the northwest corner of N. Church Street and W. Mill Street.

**Public Art.** Public art and sculptures located in prominent locations add a distinctiveness all their own. Creative use of light and sound can contribute even more to the uniqueness of these beneficial public elements.

The City and the Downtown Development Authority have supported locating public pieces of art throughout downtown. Traveling along State Street and Court Street in the downtown is one way to experience the rotating art installations found in Hastings.





**Programming.** A wide variety of regularly programmed activities like sidewalk sales, parades, street performers, street musicians, festivals, art shows, and farm markets are essential in the creation of a destination. They also allow for interactions between neighbors and residents and create a feeling of community.

Hastings has a wide variety of programs organized by various groups. They range from multi-day special events to seasonal weekly events to holiday celebrations. The larger special events are highlighted by the Barry-Roubaix Killer Gravel Road Race, the Thornapple Jazz Festival, the Gus Macker basketball tournament, and Summerfest. Seasonal weekly events include the Community Concert Series at Thornapple Plaza, the Farmer's Market on Wednesdays and Saturdays in the summer, playing at the Spray Plaza Thursdays from June to August, and Fridays at the Fountain. Hastings' holiday celebrations include parades on St. Patrick's Day and Memorial Day, in addition to a New Year's Eve Ball Drop. These are just examples of the various activities and programs that occur throughout the year in Hastings.



**Public Spaces.** Strategically locating alluring places in areas with public access creates places of respite and increases the potential for community interaction between residents, visitors, and workers in a downtown. Physical and visual access to water, if nearby, can add to the uniqueness of a location. These places can be activated when they are safe, clean, and comfortable with lots of places to sit.

Most intersections in the downtown have been enhanced with flower beds, knee walls, and seating areas on a curbed bump out into close proximity to the travel lanes. This benefits the downtown by slowing traffic in the area and creating the small public spaces that allow for interactions between downtown visitors.



**Pedestrian Oriented Design.** High quality downtowns are designed at a scale that is oriented for pedestrians rather than vehicles. The design is very walkable and accessible to all by creating wide sidewalks, buffers between pedestrians and traveling vehicles, and decreasing the distance between curbed corners to minimize the distance people must walk to cross a street. The sidewalks should be in good repair with crosswalks that are well-marked and that slow traffic.

Intersections in Hastings, like the one pictured have all been designed to include all the design specifications necessary to protect pedestrians and encourage walking throughout the downtown to support local businesses and attend events safely.



**Streetscape Elements.** Creating a strong thematic feel or substantive investment in public access areas requires the use of high quality street furniture in a common style including benches, garbage canisters, wayfinding signs, planters, street lights, banners, flower baskets, bus shelters, and bike racks.

Downtown Hastings has used common bench styles, unified wayfinding symbols, and made substantial investment in hardware to create a well thought out style.





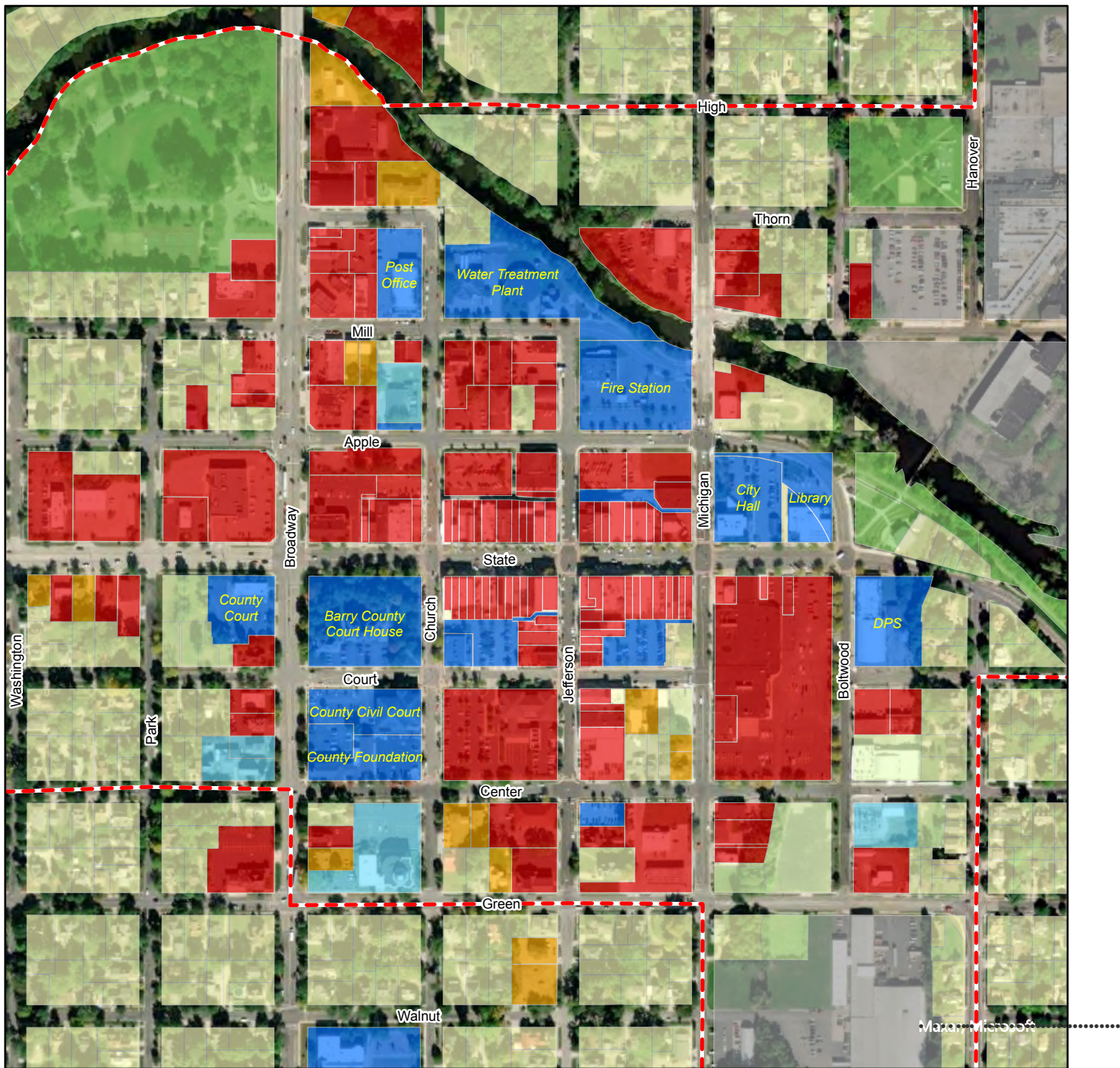
## Opportunities

Hastings has successfully incorporated the components essential to creating a sense of place throughout the downtown. The recommended design elements and the important influential uses have been utilized in the downtown. The challenge going forward is for Hastings to build upon its successes.

If the City does not expand or modify its past approach, it may be in danger of stagnation. To best serve its residents, business operators, and owners, the City must find new and exciting ways to continue to draw people to the core of the community. By keeping the interest and enthusiasm of its visitors at a high level, the City can ensure continued success.

- Outside forces, such as local housing options, commercial sprawl, and lack of transit have the potential to negatively impact the downtown.
- A loss of retailers to online sales alternatives can impact what draws people downtown.
- Altering the mix of uses within the downtown can positively affect how often people visit.
- A balance must be maintained between retailers, service providers, and entertainment destinations to ensure the downtown serves a wide audience.
- Establish the downtown as a Principal Shopping District to maximize economic development opportunities.





# Downtown Hastings

City of Hastings, Michigan

July 21, 2021

## LEGEND

Existing Land Use

- Single-Family
- Multiple-Family
- Commercial
- Industrial
- Public
- Institutional
- Recreation
- Vacant

  Downtown Development District



0 250 500  
Feet

Basemap Source: Michigan Center for Geographic Information, v. 17a. Data Source: City of Hastings 2018. McKenna 2021.



# The Public Realm: Public Parks and Squares

## High Quality Place Components

More formal components within the public realm that greatly influence and create quality places are public parks and squares. The size and scale of parks and squares lend themselves to more active uses and larger scale events. High quality design is important in the creation of areas that are attractive and highly functional, drawing people back to them again and again. When creating a strong sense of place, the following elements are key to successful public parks and entertainment venues.

**Proximity.** Parks should be close to major public and private activity areas like retail shopping, entertainment, or sports centers/arenas.

Tyden Park and Bliss Park are well situated in close proximity to the downtown core. The Hastings Riverwalk Trail, with its trailhead located in the northwest corner of downtown, extends through the City, effectively connecting and allowing for safe and attractive pedestrian access between downtown and these popular public parks.

**Adaptive Spaces for Seasonal Use.** The creation of adaptive spaces that can serve a wide variety of entertainment and recreation events is an important part of a park's design. Having spaces that are capable of being modified or reprogrammed for each season can ensure the community is served year-round with recreation options. Even reviewing popular existing spaces for ways to allow for use through the seasons is a low-cost approach to create high quality spaces.

Generally speaking, Hastings' parks have locations which are adaptable to new uses and methods of play throughout the year. The hardscapes within the parks are capable of being utilized in a multifunctional way. For example, the splash pad in the Spray Plaza is capable of being utilized for events in the fall and spring, while active play by children using the water features is a popular summer time activity.





Map 2: Hastings Riverwalk Trail Access



**Programming.** When parks of various sizes exist, it allows for a greater variety of programming. Large and small, activities and events can be scalable to provide a diverse offering to the community. The flexibility of parks allows for greater programming options that may not fit in other public gathering spaces such as those located downtown, along sidewalks, or in small gathering areas in the road rights-of-way.

In Hastings, a good example of the flexibility of parks is the Barry-Roubaix Killer Gravel Road Race. Trails that normally are utilized by residents for spontaneous or planned personal exercise activities, like walking, jogging, and hiking, are transformed by the large scale organized competition event that is the Barry-Roubaix. Similarly, the hard surfaces and streets surrounding the Barry County Courthouse square, normally a passive space, were utilized in 2017 for the Gus Macker basketball tournament.

**Passive and Active Recreation Spaces.** The design and composition of parks should leave spaces for both passive and active recreation. This dynamic creates spaces attractive for unscheduled entertainment and creative use of space. The community can be ready for the latest recreation trend, even when that trend hasn't been invented yet. Open green spaces along with passive activities, such as walking and bird watching, provide additional important benefits to residents.

**Maximize Green/Blue Spaces.** The design of parks can also create a unique sense of place when they maximize the use and preservation of existing local natural features. Parks can also be enhanced by including plantings in species to complement the parks and squares. The use of existing and enhanced blue elements, such as ponds, lakes, rivers, streams, and fountains, adds to the potential uniqueness of a place.

The Hastings Riverwalk along the Thornapple River combines all of these elements to create a unique destination in the region. The trail itself is capable of being utilized for passive and active recreation activities. The preservation of the existing green and blue elements along the river are enhanced with extensive new landscape elements to create a pleasant experience for all users.



**Outdoor Music Space.** Outdoor music space, such as band shells and risers of different sizes and locations, can create a strong identity in two ways. First, the design of the space can be distinctive enough that people will immediately know the location. Second, the programming of the space can showcase the history of and local artists found in the area.

The bandshell at Thornapple Plaza is an excellent example of an outdoor music space with a strong identity. By being directly adjacent to the Thornapple River, the site has an excellent landmark for people to identify and promote its location to others in the City. Having local artists perform throughout the summer can showcase Hastings to new residents and visitors alike.

**Seating and Dining Spaces.** In the public realm, providing locations for sitting and outdoor dining populate the space with citizens who bring a vitality that would otherwise be missing. The addition of food in close proximity, from restaurants to food trucks or food vendors, attracts and encourages a greater number of people to a location.

The parks and squares in Hastings lend themselves to be enjoyed while dining. Outdoor events are a great opportunity where food can be used to draw in larger crowds.



## Opportunities

The parks and public squares in Hastings have been designed with flexibility and enhancements that exemplify the characteristics of high quality places. Organizations in the City have supported various programs to maximize the events and activities offered to the community. As a result, these key components of the City's infrastructure have been effectively leveraged to maximize the services provided.

With the parks having seen substantial levels of investment over time, an opportunity exists to provide the community a similar exemplary level of service in other areas of the public realm. Public facilities such as roads/sidewalks, water, sewer, as well as parks, are the foundation of a healthy community. Routine evaluations and the use of an asset management plan can be employed to take advantage of this opportunity.



# The Private Realm: A Mix of Complimentary Uses

## High Quality Place Components

High quality spaces exist in both the public and private realms. The private realm generally consists of privately owned sites and businesses that are adjacent to the public realm. High quality spaces within the private realm tend to be a function of the composition of uses/businesses in the area, how they relate to each other, and how they relate to the surrounding public realm. These high quality spaces often exist as gathering spots that have strong elements of 'place' and serve as a draw for people. The following design and use elements are key for the private realm to contribute successfully as a high quality space.



**Dining and Entertainment Uses.** Some of the most effective uses that can create high quality places are restaurants and cafes with sidewalk dining, which can become destinations for patrons. Entertainment establishments like bars/taverns, nightclubs, and movie theatres can also be draws into a community and strongly influence the public's unique impression of a community.

Downtown Hastings has a variety of restaurants and bars/taverns which have a strong public following. The type of food offered, the quality of service, and the overall atmosphere all contribute to the identity of Hastings. These venues are destinations where people choose to meet and provide a space for increased interaction between community residents.

**Food Retailers.** People take their food and grocery selection seriously. When a community offers locations with high quality food and a variety of alternatives, the residents tend to respond with ardent support. High quality grocery stores, either general or specialty, become a part of a community's identity. These can include specialty bakery, meat, pasta, cheese, or organic retailers as well. Hastings has two general grocers in the City (Family Fare and Aldi) and two located in Rutland Township, close to the City. Two specialty grocers located in Hastings are Anne's Health Foods and Tom's Meat Market. They serve as desirable alternatives to the



choices provided by the general retailers.

**General Merchandise Retailers.** Similar to food retailers, general merchandise retailers have long contributed to the special identity found in communities with a high quality sense of place. Types of general merchandise retailers include drug stores, hardware, shoe repair shops, clothing shops, home goods, art galleries, and electronics stores. Service providers such as banks, hair salons, and other personal services also can greatly contribute to this sense of place.

Generally, Downtown Hastings has a mix of retailers that contribute to the overall destination atmosphere. The retailers are a mix of long time and newer establishments and locations. Along W. State Street are more auto-oriented general retailers.

**Use of Historical Structures.** Since Hastings' first settlers arrived in 1836, the buildings constructed over time reflect the style, skills, and choices of the City's residents. The preservation, rehabilitation, and repurposing of a selection of these structures is an excellent way of showcasing characteristics that are unique to Hastings. As new businesses become established, the rehabilitation of existing structures will allow the singular story of the community to be told.

Downtown Hastings has been well preserved and maintained over time in its original location with generally the same building stock. Very few examples of new structures replacing old exist. In the City's neighborhoods, most of the housing stock in close proximity to downtown has been preserved. Some of the large single-family homes along S. Broadway have been repurposed as real estate offices, funeral homes, or bed and breakfasts, though, a majority of the structures remain as single-family residences.

**Relation between Buildings and Streets.** The design characteristics of structures can contribute a great deal to the sense of place in a community. The form of buildings appropriate for and in relation to the characteristics of the abutting streets is one significant way buildings contribute. Having buildings that are representative of a characteristic or style that is consistent throughout the community or unique to that location is another significant design factor. These design factors instill in people a strong sense of place; they know they are in a specific community.

The relationship between the buildings and streets downtown exhibit a distance and height that creates an intimate and safe pedestrian environment. It makes it easy for people to walk between businesses or to live above the storefronts. While the businesses along W. State Street generally function adequately for visitors to the site, they do not exhibit a unified or common style or form, making it hard for people to recognize what community they are actually in.





**Building Entrance Locations.** Another design characteristic that enhances a community is having convenient, easily identifiable entrances for buildings. Having prominent, clearly distinguishable storefront entryways invites pedestrians in close.

This characteristic is found in most buildings downtown. Some general commercial uses also have easily recognizable entrances, but sometimes are not in the safest location.

**Building Façade Elements.** Similarly, having prominent doors and windows at the front of structures attracts customers inside.

The majority of storefronts downtown have pedestrian scale storefronts. General retailers in other areas of the City have limited windows for displays.

**Flexible/Temporary Spaces.** In the current commercial climate, the ability to be adaptable and lean can help nurture start-up businesses. This is also true for artists who can benefit from opportunities to display their artwork, even for a limited time, and maximize limited resources. The public can also benefit from the creative use of spaces for a one-time event or occasion. By allowing and encouraging temporary pop-up shops in vacant space available throughout a community, a special shop, artist, or event can spark interest in a community and create a lasting impression unique to that location.

Hastings has the opportunity to utilize the vacant spaces in the City to establish temporary pop-up shops.



**Job Access.** Businesses look to locate in high quality places that offer a variety of housing for employees, are walkable, provide transportation options, and have access to social and recreational opportunities. Combining these qualities with effective professional networks and access to resources and opportunities is even more attractive to entrepreneurs looking to exploit intellectual capital. Employers understand that the talent workforce chooses a place first, and then seeks employment. Businesses are following these workers who have moved to these high quality places.

Hastings is home to a variety of manufacturing companies that offer a solid employment base for the community. Most of them are well situated within the City so as to allow employees easy connections to housing, education, and activity centers. Hastings is in a good position to focus on identifying areas for facility expansion, the expansion of areas within the City suited for business development, and fostering the area's educational and professional networks as a way of strengthening this base.





## Opportunities

In the private realm, Hastings exhibits the mix of uses and design of buildings that contribute to high quality places to a varying degree. The downtown exhibits a strong mix of general retailers and restaurants, along with bars/taverns and some specialty retailers. The design elements in the downtown contribute to a strong identity for Hastings. The additional commercial areas of the City provide retail and restaurant options. However, their design does not significantly exhibit high quality place characteristics.

Having an appropriate mix of uses is essential for communities with a high quality sense of place. It also is important for a community's capacity to provide employment opportunities. Given Hastings' strong history as an industrial employer in the region, the City has an opportunity to capitalize on its existing industrial base by encouraging expansion of industrial business in the City, while also attracting new operators. Currently industrial zoned land consists of sites in two existing industrial parks. The sites on Industrial Park Drive are predominantly occupied with limited opportunities for growth. There are several sites on Enterprise Drive that are ready for new users. Targeting areas for expansion in close proximity to utilities, housing, and community assets will attract businesses looking to locate in a high quality place.

# The Private Realm: A Mix of Housing Alternatives

## High Quality Place Components

A high quality place is where anyone can move to at any point in their life and can stay as their life changes over the years. Generally, as a person's life changes, their housing needs change. High quality places that offer a wide range of housing types for a diverse population are highly sought after by people looking to contribute to the overall community. A community needs to provide housing not just for the traditional two adults and two children household, but also for young adults, young families starting out, empty nesters, and seniors. Their needs differ as they progress through life. In order to serve a wide range of people, a community must provide a variety of housing types in locations to best serve residents, while also effectively utilizing their existing high quality housing stock effectively. The following housing elements are key to the successful creation of housing options that make for high quality places.



**Missing Middle Housing Types.** Missing middle housing can be defined as a range of multi-unit or clustered housing types compatible in scale with single-family homes that respond to the demand for walkable urban living.

Missing middle housing is a new name for an old mix of residential choices that are neither traditional single-family houses nor large apartment buildings, but something in between, such as duplexes, mansion apartments, and bungalow courts.

Before modern zoning codes began to separate housing based on density, missing middle housing was built on every residential block and added the density that supported transit and neighborhood businesses.

This type of housing is called "missing" primarily because it hasn't been built much in the last 60 years, but now it is playing a major role in responding to the demand by millennials and baby boomers alike for walkable urban living and market rate affordable housing.



**Mixed Use Housing Alternatives.** High quality places provide housing alternatives in close proximity to amenities in the community. By providing housing in the same structures as other uses, such as offices or commercial storefronts, high quality places provide alternatives for residents that desire more interaction. Live-work units, efficiencies, and two-bedroom apartments allow the community to serve a wide array of residents.

Hastings has some units in the downtown, however the quantity of units does not indicate that a diversity of housing types exists.

**High Density Residential.** Buildings that provide the variety of housing necessary for high quality places, if they don't currently exist, must be constructed by developers and property owners. To ensure such developments are economically viable requires the right level of density and factors in the level of construction costs. Higher density developments encourage property owners to consider redevelopment that is viable and provides residents and the community with the amenities and character of a high quality place.

Hastings' existing higher density development exists on the far north and south ends of the City. To encourage a diversity of housing that is also economically viable would require allowing for and supporting higher density residential development situated within walking distance to downtown.

**Historical Housing Preservation.** High quality communities embrace the historical structures and architectural styles that make them unique. Promotion of historical preservation of significant structures ensures that a community takes advantage of what it already has. It can be the easiest way to promote a unique identity. Historical preservation policies, including the establishment of a local historical preservation district, will support the unique identity of a community.

Residents are very proud of the area's history and the Barry County Historical Society has made efforts to promote the history of the community at large.

**Housing Rehabilitation Alternatives.** A creative way high quality places take advantage of their existing historical structures is through rehabilitation. In addition to rehabilitating them back into single-family dwellings, high quality places allow for the creation of a variety of housing types within existing structures. Promoting the preservation of the architectural character and styles that contribute to the uniqueness of the community, while allowing for the creation of additional dwellings within the structure, is another way a community can take advantage of its existing assets.

While some existing homes have been converted into duplexes, there is not a significant number of converted structures in Hastings that provide high quality alternative housing in proximity to desirable amenities.







**Strategically Locate New Housing.** High quality places take advantage of what they already have. This includes strategically placing new housing in locations that exhibit the best strengths and most desirable amenities of a community. High quality places encourage new development near their existing downtowns and nodes along key corridors. By promoting a variety of housing types in these areas, high quality places build upon their strengths, ensuring continued success.

As Hastings considers future policies, it will be important to consider the location and type of housing it will encourage.

**Locate Housing at Transit Nodes and Along Transit Routes.** As mentioned, the placement of new development is an important factor in promoting high quality places. The right location can ensure a quicker return on investment and earlier success. High quality places encourage locating new housing near transit transit nodes: locations that already draw a high number of people because they are already using the transit options. Similar to locating new housing at transit nodes, locating new housing along transit corridors takes advantage of the increased transportation alternatives provided to the public.



Barry County Transit provides public transit alternatives throughout Barry County and the City of Hastings. However, transport services must be requested by riders and do not currently follow a fixed route. During the summer, Barry County transit also provides a trolley system on a fixed route around downtown. The trolley service, however, is purely recreational and does not provide transport.

**Target Talented Workers.** There is currently a strong connection between skilled workers and high quality places. Workers in the 21st century are currently choosing where to live before where to work. To attract these workers and provide them both a high quality place to live and a high quality place to work requires creating housing that meets their needs. Skilled workers do not want to be dependent on a car. They prefer to be close to recreation and entertainment amenities. They value the types of interactions with people that close proximity provides.



## Opportunities

While Hastings has some of the existing amenities that high quality places typically take advantage of, providing housing alternatives for a wide variety of people at various stages of life will require changes in policies.

Opportunities exist to capitalize on the recreation and entertainment amenities offered downtown and throughout the City. The existing housing stock in the City also offers attractive architecture and an advantageous location, which are characteristic of high quality places. However, the lack of housing types and transit options needs to be addressed. The opportunity exists to create new housing along travel routes that will attract talented workers who are currently choosing to live in other communities.

By identifying locations in close proximity to downtown, the City can address the housing and transportation desires needs of young adults, young families, empty nesters, and seniors. By encouraging the development of housing alternatives, the City can help young residents save for the transition to larger housing alternatives that become necessary or desired as their families grow. New housing alternatives are a strong opportunity for the City to make an immediate impact on its housing market.



# The Barry-Roubaix: An Event Already Creating Hastings' Sense of Place

*Photo credit: Jake Green at MLive.com*



One way the City can enhance its sense of place is by building upon some of its recent successes. An example of an event that utilizes existing City place elements and promotes Hastings' identity is the Barry-Roubaix Road Race.



The Barry-Roubaix Road Race is an on-road/off-road cycling race that takes place in and around Hastings. The race is named after the famous Paris-Roubaix one-day professional cycling race. First held in 1896, the initial race started in Paris, France and ended approximately 160 miles away in the village of Roubaix. It is known for its rough terrain, with a large number of roads still paved with cobblestones. The Barry-Roubaix race started in 2009 with approximately 250 racers competing in the neighboring townships. In 2018, over 3,500 cyclists competed on three different routes covering 22, 36, or 62 miles, with all races beginning and ending in the City of Hastings. The Barry-Roubaix race travels along paved and unpaved roads in addition to a rough two-track route and is known as the World's Largest Gravel Road Race.

The Barry-Roubaix Road Race exemplifies the high quality place components currently found in Hastings. The use of the streets and adjacent public spaces for the race starting/finish line and the event organization utilize public realm components in the downtown. The event itself is an example of programming in the downtown that promotes active recreation and utilizes adaptable spaces. It encourages residents to attend and participate in public realm events. The race is part of the Michigan Gravel Race Series and draws racers from throughout the state and even the nation. These visitors interact in the public realm and the private realm as well when they dine, stay, and shop in the businesses in the downtown and throughout the City.

The City has begun to capitalize on the race by building on the theme of being an outdoor recreation destination. Organizers have begun to plan events along and on the Thornapple River. The race has resulted in the City and communities installing permanent signage for the race routes to allow riders to follow the course through out the year. The City has also adopted a Bike Master Plan that is intended to improve the City's cycling infrastructure, educate motorists and cyclists on safe sharing of the road, and promote the use of bikes for commuting.

The Barry-Roubaix Road Race is one example of how public infrastructure elements, private businesses and land uses, and strategic organizing and programming results in a unique event that makes people know they are in the City of Hastings.



*Photo credits: Jake Green at MLive.com*



*Historical Downtown*

*County Seat – with  
historical county  
buildings*

*Solid entertainment  
sector*

*Good mix of  
downtown uses*

*Recreational facilities  
close to downtown*

*Strong  
industrial base*

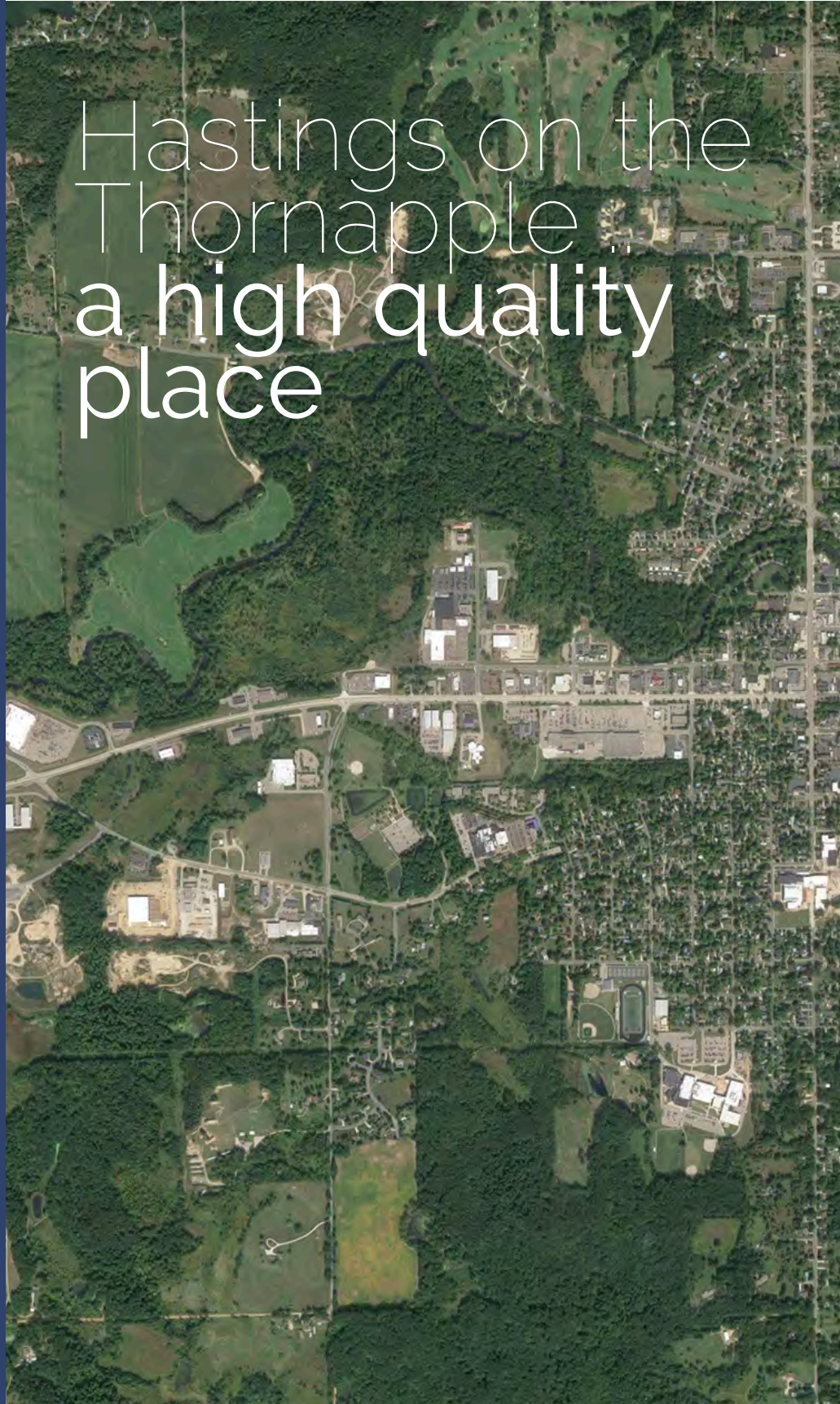
*Great downtown  
streetscapes –  
sculptures on  
street corners*

*Well-situated – near  
Grand Rapids, Battle  
Creek, Lansing, and  
Kalamazoo*

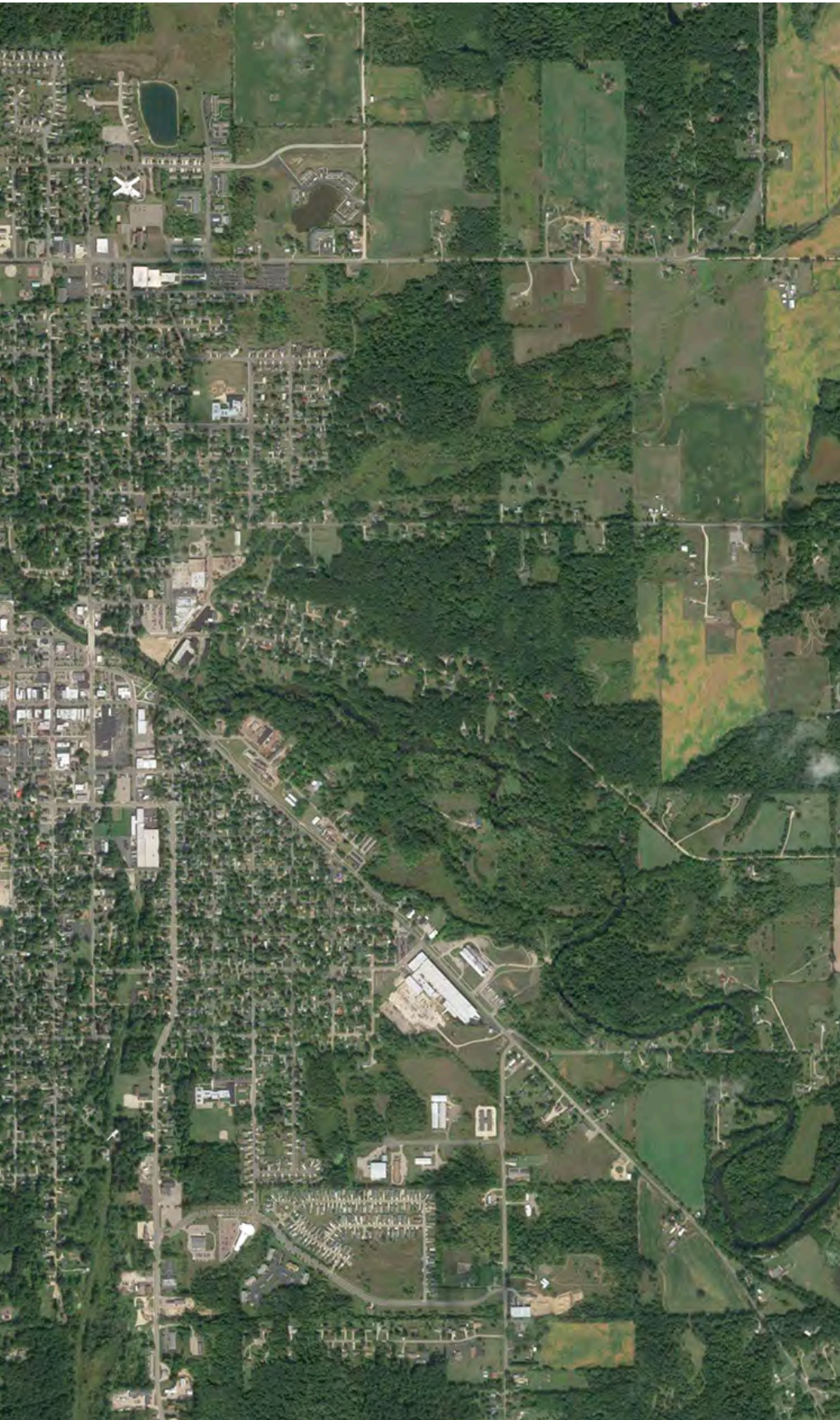
*Minimal ‘sprawl’ along  
community gateways*

*Good neighborhood  
grids with sidewalks*

Hastings on the  
Thornapple ...  
a high quality  
place







*Stable tax base*

*Increased tourism in Michigan has shown up in Hastings*

*Strong civic presence*

*High quality local education system*

*Public transit present through Barry County Transit and seasonal trolley service*

*Strong relationships within the region*

*Active community organizations contribute to the business friendly environment in the community*

*User-friendly and up to date City website with opportunity for community feedback/contact*

*High quality public infrastructure, including broadband*









# Hastings Speaks

## Outreach and Engagement Process

Throughout the plan development process, the City has coordinated and conducted various outreach events for robust and open community input. Participants have attended events and provided their feedback including residents, business owners, and community organizations' representatives. There have been various opportunities for everyone to review the plan development and provide feedback on important issues facing the City.



## Events and outreach efforts include the following:

### Planning Commission Open Meetings

At the monthly Planning Commission meetings beginning in March 2018, the master plan update process was reviewed and discussion was held regarding the strategic planning issues to be addressed in this update. Regularly scheduled Planning Commission meetings have provided the public an opportunity to review and comment on the plan development.

### Focus Group Sessions

On April 25, 2018, the City conducted a Focus Group Session at the Barry Community Foundation in Downtown Hastings from 6:00 to 8:00 p.m., which was attended by over 40 community stakeholders, residents, local business owners, and members of the Planning Commission. Individuals in attendance participated in round table discussions on four important land use and development issues based on their experience regarding the topic areas.

### Website and Social Media Opportunities for Input

A website and social media strategy to update residents and City stakeholders about the plan creation process was conducted during the plan's creation. These tools allowed residents and stakeholders the opportunity to provide feedback, ask questions, and offer suggestions on the plan as it developed.

### Public Hearing

The public hearing held by the Planning Commission on the master plan update offered an additional opportunity for public input in the plan development process. The public hearing was held on June 7, 2021 at the City Hall.

### Focus Group Sessions Results

As mentioned above, residents and business owners alike offered feedback about what they would like to see happen in Hastings. The Master Plan team held a visioning session on April 25, 2018 to ask what was already great about Hastings and what could make it better. The team took this one step further by posting questions on the City of Hastings and Downtown Hastings Facebook pages. The questions were all open-ended, allowing participants to be creative and candid in their responses. This report explores the feedback received for each of the four survey topics.



# Downtown

Have you ever strolled through Downtown Hastings and wondered, “why don’t we have that here?” or “If only Hastings had this?” Well, the Hastings Master Plan team has collected those ideas to be used in making Downtown Hastings even better. There were over 100 responses! Everyone agrees Downtown Hastings is great, but we wanted to know what would make it the go-to destination in Barry County. The feedback can be summed up in the three A’s: Art, Atmosphere, and Activities. When asked about visitors’ favorite thing about downtown, one of our Facebook responders said:

“Love all of the free family entertainment; walking/bike path, river access, spray plaza, Thornapple Plaza, art displays, and the library. Also appreciate the local movie theater, brewery, restaurants and shopping, all with accessible parking. Love the flower beds and benches. Love our downtown!!!”

Other comments mentioned one of the many high quality restaurants, downtown events such as Hastings Live! and the New Year’s Eve ball drop, or the sculptures enhancing the environmental aesthetic.

Responders were especially interested when asked about what new business should come to Downtown. When asked, “What would be your favorite Business to open in Downtown?”, comments included suggestions for a new clothing store, additional sit down restaurants, and a specialty grocery store. But, what was mentioned most often was the desire to have a bakery and ice cream shop open. This Facebook commenter said it best:

“Ethnic restaurants, Tropical Smoothie, Year round ice cream place, used bookstore that also has comics, really good bakery..”

The open-ended question format allowed the team to gather feedback about other amenities and desires participants were interested in. Downtown housing and open space were common themes. Comments often included the need for additional downtown housing and when asked to identify where they’d like to live, feedback ranged from above the businesses on E. State Street and Jefferson Street to the Royal Coach building. Lofts and apartments were the preferred type of housing for Downtown. When talking about public open space in Downtown, one Facebook commenter summed it up best saying,

*“A downtown park with swings, slides, jungle gym, etc. Maybe somehow add signage for pedestrian crossing areas.”*

Participants want to see a downtown that has a wide variety of features. One commenter included technological amenities in his response:

*“More good WiFi locations whether as part of biz like coffee shops, sandwich shops, or public/community areas. Some outdoor locations would be awesome!”*

While topics related to Downtown received the most attention, the team was also interested in housing, industrial development, and the city’s infrastructure.





## Housing

Just like Downtown, available housing options have a huge impact on the vibrancy of a community. Again, our team wanted to know what was good about Hastings' housing and what needed more attention. The City of Hastings Facebook page posed several housing related questions to their followers, and their responses didn't disappoint.

Our team received great feedback about Hastings' livability when these two questions were asked: "Have you recently looked for a new home in Hastings?" and "Did you find your dream home?" One participant said,

*"We bought our house August 2017 near Pennock hospital. We love being able to walk all over town instead of driving. Our daughter can now walk to school instead of an hour bus ride to school. This is our forever home now."*

Another respondent said,

*"Just bought our house! Move in on the 13th! We're excited!"*

But the team also wanted to know about the challenges related to housing in Hastings. When asked, “Was it smooth sailing or did you hit some bumps along the way?” The Facebook followers expressed some difficulty finding rental housing, especially apartments that accept pets. One participant said,

*“Found our home in November. That being said, the biggest issue I had prior was finding a rental unit that allowed pets”*

Another user mentioned this same challenge, but also the difficulty in finding affordable apartments for families.

*“More places that allows pets and more places that base on your income and maybe a home that help young moms with disabilities with a place to stay and maybe they can be able to keep their children and don’t have to worry about CPS taking them”*

When asked, “What kinds of homes would you like to see in town?” several participants had a lengthy discussion about condominium units. The discussion generally agreed that while condos were important to have as a housing option, the style should be varied, as varied as the population of Hastings. Condos can be an ideal housing option for seniors, young people, and empty nesters, but each of these groups may want a different type of condo. Young people may want a multi-floor building in Downtown or within walking distance of it. Empty nesters and seniors may want a ranch style or two-story attached condo. One follower has this to add,

*“We just moved into a new condo 1 year ago in Hastings. We retired and sold our house, downsized, and we can walk to town for anything we need. Creating more condos is needed in this already awesome town.”*

Asking questions through Facebook allowed participants to leave creative suggestions our team could explore through further study. A couple of the Facebook commenters requested a new style of housing: tiny homes. Our team will research the example left by one participant,

*“Have you seen the Tiny Houses that sit around a community yard in Holland MI, East side of Central between 16th and 17th. Perfect Senior homes with a common community. Check it out.”*

Whether it is tiny homes, multi-story condominium buildings, or single-family ranch condominiums, survey participants were clear that they would like to see more types of housing come to Hastings.



## Industrial

Our team looked at the whole picture of what makes a city great by asking survey questions about how people live, work, and play in Hastings. While topics related to housing and downtown received numerous responses to the questions asked on Facebook, followers were somewhat quiet when asked, "Are you looking for the next great job and can't find it in town? Are you looking for the next star employee for your business and not finding the right fit? What does your business need to grow even bigger and how can the City help?" Our team asked similar questions at the visioning session on April 25 and learned more about jobs and business in Hastings.

The employers that were present at the event described the difficulty in attracting a workforce to the City. The region's skilled workforce is located in more populated areas such as Grand Rapids and Kalamazoo, and employers have a difficult time relocating them to Hastings.

A different challenge facing industry in Hastings is the ability for small industry to develop. Business owners would like to see industrial space developed for start up businesses. This type of space is not available, but should it be developed, it would encourage entrepreneurs to start a business and thus, invest in the community.

Each of these challenges are tied to the previous two topics. Attractive housing and a vibrant downtown are two important elements to draw a skilled workforce and encourage new businesses to the community. Our team will explore how best to use existing opportunities and how the City might create new solutions to improve industry in Hastings.



# Infrastructure

The last topic our team asked specific questions about was infrastructure. The City's infrastructure includes many different types of public infrastructure such as roads and water/sewer, but also parks, sidewalks, and economic development. The City of Hastings Facebook questions focused on road improvements and funding.

Unlike the topic of industrial development, Facebook users were vocal about the roads. When asked, "What's the smoothest road going through the City?" participants were less vocal about smooth roads, but one user did say roads in Downtown are generally good.

The majority of the comments answered the question, "What's the worst?" The streets mentioned most often were North and South Michigan Avenue and those around Northeastern Elementary School, E. Grant Street and N. Wilson Street. The frustration of summer road work activity was evident in one commenter's response,

*"Big suggestion is to work on one area at a time ! Too many projects going on at once and it's a mess. How anything is getting done right is beyond me. The safe walk by Northeastern still isn't completed, can't use Lincoln. North Michigan Ave is horrendous with construction and has been for a long time. Now downtown is a real mess to try to get anywhere ."*

The infrastructure survey also asked, "What's the best way to pay for the infrastructure the City maintains and needs to improve?" One participant summed up his answers to the survey questions with the following:

*"W. State (43) is pretty bad. Barfield has some huge potholes. A lot of the downtown roads are decent. Most of Broadway is smooth. I would gladly pay a bit more in taxes if I knew that money generated went straight to road and infrastructure improvements. Also, all the semi traffic that goes through Hastings can't be good for the roads."*

As our team develops the Master Plan, concerns related to infrastructure will be considered. The team will consider current and future planned road projects and how best they might be communicated to the community, as well as other improvements that can be combined with the project to minimize the number of construction projects that need to take place. Our team will also consider public infrastructure funding mechanisms that are currently in place and others that are used by other communities.

# vision

/ viZHən /

**noun:**

the act or power of anticipating that which will or may come to be.

# objective

/ əbjektiv /

**noun:**

a thing aimed at or sought; a goal.

**synonyms:**

aim, intention, purpose, target, goal, intent, object, end

# strategy

/ stradəjē /

**noun:**

a plan of action or policy designed to achieve a major or overall aim.



# Hastings Envisions

Our vision for the City of Hastings and the Hastings community is to provide current and future generations a vibrant, sustainable, and prosperous community.

# 3





# Realizing the Vision: Objectives and Strategies

## Vision Elements

**Economy – Growing the Economy.** The presence of talent—a skilled, knowledgeable workforce—is needed to support existing business and also helps to create and attract high-paying, sustainable jobs.

**Community – Creating Vibrant Places.** A high quality of life and place—defined by vibrant, desirable communities and environments—help to attract the talent needed to drive job creation and economic growth.

**Infrastructure – Working Toward Sustainability.** Community services, such as affordable sewer and water, well-maintained roads, and high tech infrastructure like wi-fi and broadband—are necessary to support new investment.

**Natural Resources/Recreation – Enhancing Economic Prosperity.** Recreation opportunities help create the high quality of life that attracts both businesses and talent to a community. Much of the area's tourism, which forms an important part of the community's economy, is driven by recreation and recreational access to the Thornapple River and surrounding natural resources.

**Leadership – Effective Governance.** Growth and investment decisions are made by our local elected and appointed officials. They work with the public, developers, neighboring communities, and many others to ensure that the interests of our community are served. This is a delicate balancing act that requires strong relationships between the public, community stakeholders, and their representatives.



## Business Retention/Expansion

### OBJECTIVE:

*Enhance and market the downtown core as the economic center of the community.*

- » Encourage reinvestment by emphasizing the downtown's historical character and providing incentives to rehabilitate historical buildings.
- » Encourage mixed uses, including upper floor dwellings, work-live units, and studios, in and near the downtown.
- » Foster the establishment of outdoor cafés and outdoor gathering areas.
- » Promote downtown businesses through community marketing initiatives and local associations.
- » Work with downtown merchants to achieve a sustainable retail/entertainment land use mix.
- » Apply the Four-Point Main Street approach of Design, Promotion, Economical Restructuring, and Organization.
- » Use the designation of Downtown Hastings as a 'downtown development district' and a 'principal shopping district' to support economic activity in the downtown core.

### OBJECTIVE:

*Support growth of the industrial sector of the community.*

- » Review zoning and land patterns in existing industrial areas within the community and adjacent townships to ensure the adequacy and availability of well-suited lands for industrial expansion.
- » Work together with local industrial businesses and adjacent townships in identifying "big picture" infrastructure, housing, and education needs.
- » Adopt flexible zoning tools that allow redevelopment and expansion of existing facilities.
- » Implement programs that maintain housing stock and policies that strengthen connections between neighborhoods and employment centers to increase workforce housing options. (See *Housing*)

### OBJECTIVE:

*Support existing neighborhood commercial uses that meet the daily needs of the surrounding neighborhood.*

- » Apply flexible use and dimensional standards to encourage reinvestment in existing neighborhood convenience uses.
- » Require site designs that encourage connectivity with the surrounding neighborhood.

## Business Growth

### OBJECTIVE:

*Promote an economy that will consist of diverse industries that attract and retain talent and are fueled by a strong entrepreneurial spirit.*

- » Create a supportive environment in the Hastings community for entrepreneurial development, such as the provision of 'touch down' office space in convenient downtown spaces.
- » Allow new business to 'test' ideas with pop-up events, vacant spaces, or moveable infrastructure.
- » Support business start-up practices, including business incubators.
- » Make wi-fi connection easily accessible within the downtown area.

### OBJECTIVE:

*Invest in areas/corridors targeted for transformation and growth.*

- » Make available and maintain high quality infrastructure in areas targeted for growth.
- » Facilitate connectivity between growth areas and existing community assets and population centers.
- » Enhance community gateway corridors and entrances to inform the public they are entering a special place.

### OBJECTIVE:

*Provide for land use options/incentives designed to encourage reuse of vacant buildings and infill development.*

- » Identify and concentrate efforts and resources in priority infill development areas to catalyze private investment.
- » Expedite development review for priority areas/projects and market this incentive to prospective developers.
- » Determine the cost of providing services by location and use as the basis for a tiered impact fee structure (infill vs. greenfield development).
- » Adopt an adaptive reuse ordinance that makes it easier to convert older, economically obsolete buildings to new uses.
- » Offer density bonuses in infill locations in exchange for a community benefit, such as a needed community facility or infrastructure.
- » Seek partnerships with state and regional agencies, anchor institutions, and community employers.

### OBJECTIVE:

*Create a collaborative and supportive environment for business.*

- » Achieve 'Redevelopment Ready Communities' status.
- » Meet regularly with local business leaders and major employers to review the City's economic development strategies.
- » Establish a strong communication network within the business community.
- » Create an information pipeline between the public and private sectors.



## Employment/Workforce Development

### OBJECTIVE:

*Build on the collaboration among the region's higher education, adult education, K-12 education, and workforce development organizations to create a strong pipeline of talent to support current and future employers in the Hastings community.*

- » Promote and market area workforce training programs to current and potential employers.
- » Encourage collaboration among the area's civic leadership to convene Hastings' young leaders to discuss workforce challenges and skilled-employment needs.
- » Convene a summit to discuss potential areas of collaboration regarding academic training, workforce training, economic development, and transportation.
- » Work with the Hastings School District to expose and connect students to local workforce and entrepreneurial opportunities.

## Branding / Marketing

### OBJECTIVE:

*Promote and market local and regional assets.*

- » Continue to work with the chamber of commerce and community and business groups to promote recreational opportunities, festivals, and community events.
- » Continue use of the community logo and signage themes to serve as the local brand.
- » Provide guides, kiosks, or wayfinding programs to highlight community assets.

### OBJECTIVE:

*Be the most trusted source of current information about the City of Hastings.*

- » Ensure accuracy, consistency, and frequency of all communication efforts about the City.
- » Continue to develop and maintain a strong online presence to connect visitors, residents, and businesses to community information.
- » Educate local and regional leaders and industry partners on the City's vision and message.

### OBJECTIVE:

*Make Hastings a part of the dialogue.*

- » Host tours of special sites and development areas.
- » Host roundtables and mixers with developers, businesses, or area communities to pool expertise and resources.
- » Recruit successful Hastings businesses to serve as City ambassadors.



## Community – Creating Vibrant Places

### Placemaking

**OBJECTIVE:**

*Improve streets as places.*

- » Design city streets as comfortable and safe places for everyone—for pedestrians and bicyclists as well as drivers.
- » Support or organize Open Streets events to take advantage of the whole street right-of-way as an active public space.
- » Encourage local shops to activate streets through creative window or outdoor merchandise displays, sidewalk seating, landscaping, or events.
- » Recognize a 'Great Street' in Hastings with a nomination to the Great Public Spaces web resource.

**OBJECTIVE:**

*Build the local economy through public spaces.*

- » Support public markets that serve as public gathering places, increase access to healthy food, offer low-risk business opportunity to rural vendors, and positively impact local business.
- » Use a 'lighter, quicker, cheaper' approach to transform underused spaces with smaller-scale, creative projects that tap local talents.
- » Employ the Power of 10+ concept to identify high quality places in the City and how they are connected—to identify 10+ reasons or destinations within the City as a framework for building public perception and targeting improvements.

**OBJECTIVE:**

*Leverage the power of the arts, culture, and creativity to build the quality of place in Hastings.*

- » The Community is the Expert—partner with local talents and assets to brainstorm and drive arts-based placemaking initiatives.
- » Foster 'tactical' placemaking—low-cost, unsanctioned, and temporary additions to the built environment.
- » Adopt a 'programming' approach to ensure continuous placemaking and the fostering of community around a physical location.

**OBJECTIVE:**

*Strive to be a healthy, active city through physical activity opportunities in the built and social environments.*

- » Connect destinations such as shops and schools with pedestrian-friendly streets to encourage walking and biking.
- » Conduct a 'walkability audit' to identify sites with poor pedestrian infrastructure and prioritize improvements.
- » Improve access to places of physical activity, including by maps and descriptive information.

## Housing

### OBJECTIVE:

*Maintain existing housing stock and infrastructure.*

- » Continue to provide high quality maintenance of public streets and utilities in existing neighborhoods.
- » Support placemaking efforts such as lighting, landscaping, parks/open spaces, and streetscape improvements in existing neighborhoods.
- » Simplify and streamline the permitting process for improvements to existing housing.

### OBJECTIVE:

*Enact and enforce ordinances to ensure housing is safe and adequate.*

- » Continue to enforce nuisance and blight ordinances to address housing structure issues.
- » Adopt and enforce a rental inspection ordinance.
- » Develop a program for home repairs, improvements, and replacements.
- » Demolish vacant, deteriorated buildings.

### OBJECTIVE:

*Raise awareness of housing needs and issues within the community.*

- » Provide timely information on the wide variety of housing programs available to residents, including home purchases, rental assistance, budgeting, and home repair and maintenance.
- » Use media to provide regular updates on housing resources.
- » Network with landlords to increase awareness of community needs.

### OBJECTIVE:

*Provide for a wide variety of housing types, sizes, and densities.*

- » Enact zoning changes that allow diverse housing types, including attached and detached units and accessory dwellings.
- » Enact zoning changes that reduce minimum dwelling sizes and allow for creative housing, such as neighborhood pocket developments and accessory dwelling units.

### OBJECTIVE:

*Encourage residential development within areas targeted for growth and investment.*

- » Provide for more housing at increased densities near downtown.
- » Allow mixed-use developments by right in commercial districts.
- » Apply a streamlined permitting process for infill residential development.
- » Support placemaking efforts and infrastructure enhancements or expansions to sewer, water, and natural gas in target areas.

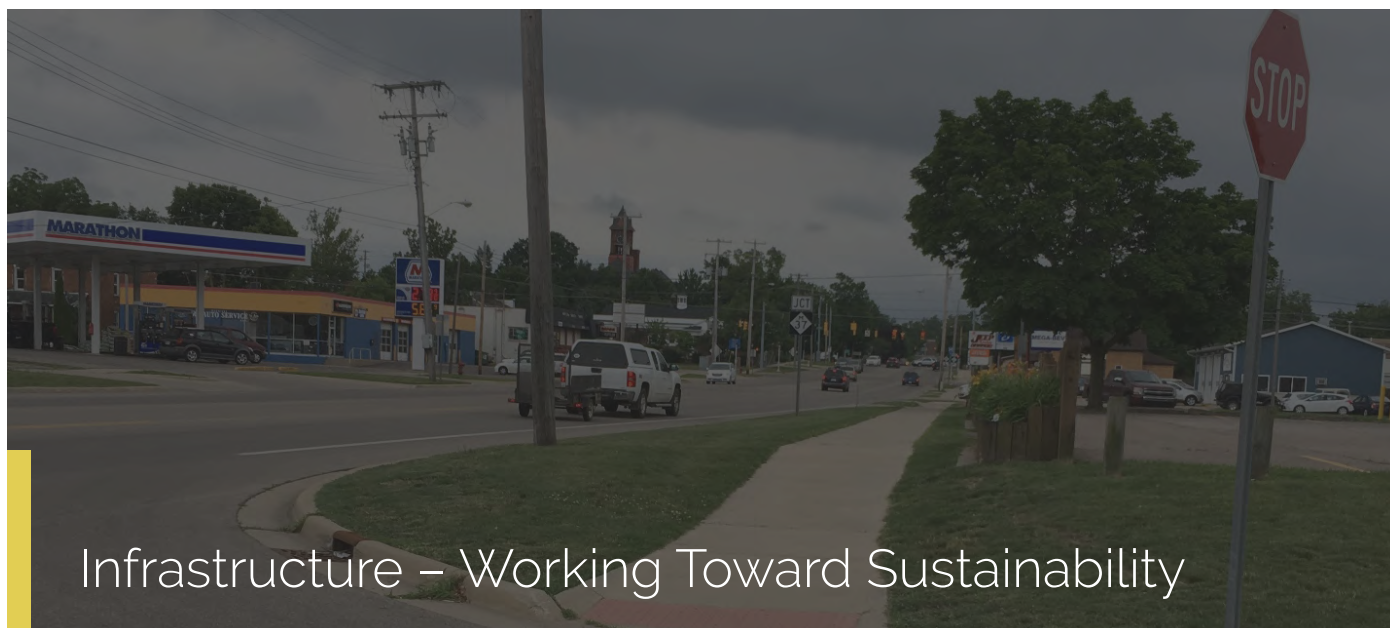
## Education

### OBJECTIVE:

*Recognize school infrastructure as an integral and integrated part of the community.*

- » Encourage business to think strategically about school infrastructure to create opportunities for career pathways and capacity building.
- » Work with developers to consider school locations to promote neighborhood cohesion.
- » Partner with the school district to recognize efficiencies and create facilities that can be used by the entire community.
- » Reinforce connectivity between school facilities, neighborhoods, and the downtown.





## Transportation System

### OBJECTIVE:

*Ensure a safe, efficient, and cost-effective transportation network.*

- » Employ an asset management process for maintenance and improvement of the existing roadway system.
- » Develop a local capital improvement plan for the identification and funding of roadway projects.
- » Implement access management along commercial corridors to preserve roadway capacity and reduce conflicting turning movements.
- » Permit higher densities and mixed uses in areas close to jobs and services to allow for development with lower transportation costs and to reduce traffic and congestion.

### OBJECTIVE:

*Provide a connected transportation system that serves multiple modes.*

- » Continue to integrate Complete Streets guidelines in transportation improvements.
- » Create and maintain a complete network of pedestrian and bicycle infrastructure of trails, bike lanes, sidewalks, and crosswalks that focuses on seamless connections between activity centers.
- » Ensure that residents and visitors can easily find their destinations throughout the City through easily understood signage, pavement markings, and route configurations that are applicable to various modes of transportation.
- » Make biking and walking to school a safer and more appealing transportation alternative.

### OBJECTIVE:

*Expand transportation choices with public transit.*

- » Work toward a regional, coordinated approach to transit service to improve travel times, reduce costs, and enhance efficiency for both riders and transit agencies.
- » Coordinate with different community partners, such as human service providers, to help transit providers achieve efficiency and enhance service.
- » Work with tourism and events partners to identify opportunities for expanded transit service.
- » Support transit with good land use, road connectivity, and coordination of new development with transit infrastructure.

## Public Services / Utilities

### OBJECTIVE:

*Ensure that public services and facilities will adequately serve present and future residents and businesses.*

- » Define standards for adequate response/service levels for public services and facilities.
- » Provide public services and facilities for all residents and businesses in the most efficient, equitable, and fiscally responsible manner possible.
- » Use the Future Land Use Plan and future land use projections to help plan where public service/administrative facilities will be needed.
- » Encourage new development to occur within areas that are already served by necessary public services and facilities or where services can be realistically provided.
- » Wherever possible, co-locate public facilities with other municipal facilities or with those of other quasi-governmental jurisdictions.
- » Retain public and quasi-public facilities in the existing downtown area of the City of Hastings.
- » Apply asset management best practices to public services and facilities.

### OBJECTIVE:

*Provide the level of law enforcement and crime prevention services necessary to maintain a safe, secure, and stable living environment.*

- » Implement crime data sharing to improve service delivery and officer safety.
- » Facilitate Police Department communication with residents and businesses to optimize the effectiveness of crime prevention measures and law enforcement programs.
- » Partner with area organizations and agencies to become involved in youth development, delinquency prevention, violence prevention, and support for citizens with disabilities.

### OBJECTIVE:

*Provide Fire Department staffing and equipment sufficient to provide required fire and emergency service levels.*

- » Continue shared fire protection service agreements with area communities.
- » Continue to apply service standards and station siting to achieve optimum response levels.
- » Continue Fire Department review of development proposals and safety inspections of multiple-family residential and non-residential facilities.

### OBJECTIVE:

*Provide adequate public utilities to serve existing and planned development in the City.*

- » Continue to assess the existing infrastructure and perform routine maintenance, repair, and replacement to preserve the condition of the system.
- » Continue to apply capacity modeling and fiscal management policies to guide utility system extensions and achieve equitable cost recovery.

## Utility Systems

### OBJECTIVE:

*Ensure that utility systems (water supply, wastewater treatment, and storm drainage) will adequately serve present and future residents and businesses.*

- » Define standards for adequate service levels for public utility systems, including:
  - » Water treatment, storage, and distribution,
  - » Wastewater collection and treatment, and
  - » Storm water/drainage management and erosion control (including non-point pollution prevention).
- » Continue to assess the existing utility systems and perform routine maintenance, repair, and replacement to preserve the condition of the systems.
- » Complete an assessment of the existing wastewater treatment system and develop a system upgrade and service replacement plan that includes a detailed funding element.
- » Consider development of guidelines and other mechanisms that will help to ensure that storm water runoff and potential non-point pollution problems will not adversely affect floodplains, surrounding properties, or other properties. Guidelines should also be complimentary to development density objectives.

### OBJECTIVE:

*Provide utilities for all residents and businesses in the most efficient, equitable, and fiscally responsible manner possible.*

- » Encourage new development to occur within areas that are already served by necessary utilities or where utility extensions can be realistically provided.
- » Use the Future Land Use Plan and future land use projections to help plan where infrastructure improvements will be needed.
- » Update capital recovery mechanisms for the recoupment of the costs associated with infrastructure needed to serve new developments (e.g., impact and other capital recovery fees, etc.).

### OBJECTIVE:

*Ensure that private/franchise utilities adequately serve present residents and businesses and provide realistic extension capabilities.*

- » Work toward the coordination between private/franchise utilities and City planning efforts.
- » Encourage private/franchise utilities (e.g., telephone, gas, electricity, cable TV, etc.) to provide service to newly developing areas as quickly and efficiently as possible and to place utility lines underground and within shared conduits, wherever possible.





## Natural Resources/Recreation – Enhancing Economic Prosperity

### Natural Resource Assets

#### OBJECTIVE:

*Protect and preserve the Thornapple River watershed and Thornapple River corridor.*

- » Implement low impact development standards in new development and redevelopment in areas in close proximity to the Thornapple River and adjacent wetlands.
- » Provide zoning incentives for waterfront property owners to create vegetative buffers, rain gardens, and other low impact solutions.
- » Educate watershed property owners about environmentally-friendly land use practices.

#### OBJECTIVE:

*Recognize the value and proximity of the Thornapple River to the downtown area.*

- » Use the brand 'Hastings on the Thornapple' as the framework for connecting the river waterfront with the City's economic center through event planning, marketing, wayfinding signage, and public spaces.
- » Use the presence of the Thornapple River corridor to define and announce entry into the City of Hastings.

## Recreational Assets

**OBJECTIVE:**

*Provide for recreational opportunities that take advantage of the City's natural resource assets.*

- » Provide accessibility to the Thornapple River and adjacent wetland areas and open lands through recreational spaces.
- » Apply the Goals and Objectives for parks and recreation facilities within the City set forth in the adopted Parks and Recreation Master Plan for the City of Hastings.
- » Partner with the school district and other educational and environmental groups to provide on-site educational opportunities on watershed and wetland protection.

**OBJECTIVE:**

*Strive for connectivity between recreational assets and between recreational assets and community economic and population centers.*

- » Use and expand upon existing non-motorized networks to encourage travel to and between the City's recreational and natural attractions.
- » Promote these recreational 'networks' through wayfinding signage and promotional events.

**OBJECTIVE:**

*Market the area's recreational assets as destination elements to tourists and future residents/businesses.*

- » Use the update of the current Parks and Recreation Master Plan as an opportunity to expand connectivity and marketing strategies.



## Talent and Culture

### OBJECTIVE:

*Operate responsibly and with transparency, accountability, and innovation.*

- » Attract, develop, motivate, and retain a high quality and engaged public workforce.
- » Evaluate the public workforce on personal accountability and service excellence.
- » Use customer service surveys and annual reports of hiring, retention, and goals reached as performance metrics.

### OBJECTIVE:

*Provide regular training, education, and resources for local officials and staff.*

- » Work with state and regional partners to offer, provide, or participate in regular workshops, training, and presentations on community and economic development needs, tools, resources, and strategies.
- » Work collaboratively with neighboring communities and stakeholders to implement shared strategies.

## Communication and Outreach

### OBJECTIVE:

*Facilitate timely and effective communication throughout the organization and with local businesses and residents.*

- » Create a communication platform that achieves consistent and reliable dissemination of information.
- » Provide information regularly to citizens through websites, newsletters, town hall meetings, and other similar events.
- » Provide for outreach and communication about major projects or decisions through online tools, questionnaires, focus groups, and town hall events.
- » Coordinate with service groups, nonprofits, schools, and other community partners to encourage civic engagement and volunteerism.
- » Conduct regular visioning exercises with community members to maintain a clear vision for future growth and development.



**OBJECTIVE:**

*Raise awareness among developers of growth and investment needs, tools, and resources.*

- » Create an informational (applications, permits, fees, procedures) 1-stop shop for developers.
- » Provide regular and up-to-date information on market demands and development trends.
- » Provide technical assistance to aid developers in accessing funding or incentive programs.

**OBJECTIVE:**

*Ensure community plans, ordinances, development, and initiatives rely on relevant and up-to-date research, community information, and market data.*

- » Prepare and regularly update comprehensive and residential market studies to identify local market trends, new business opportunities, and business retention needs.
- » Provide and maintain regularly updated local data on community issues.

## Financing

**OBJECTIVE:**

*Encourage private sector engagement in meeting community development and investment goals.*

- » Continue the use of brownfield, downtown development authority, corridor improvement authority, and other avenues of tax increment financing to incentivize infrastructure and improvements and meet community goals.
- » Actively seek and develop partnerships between the City of Hastings and private-sector companies to finance, build and operate public projects, such as transportation networks, parks, infrastructure, and public service facilities.
- » Consider the use of density bonuses in exchange for advancing public policy goals, such as 'missing-middle' housing, parks and open space, low impact design, and energy efficient features.

**OBJECTIVE:**

*Support business innovation and entrepreneurship.*

- » Support and promote revolving local and regional loan fund opportunities.
- » Facilitate partnerships that link business and entrepreneurs with technical assistance providers.

**OBJECTIVE:**

*Incentivize growth in targeted redevelopment areas within the City.*

- » Identify priority redevelopment sites.
- » Provide information and resources on conditions for priority redevelopment sites.
- » Develop, package, and promote development incentives for priority redevelopment sites.

## Regulatory Framework

### OBJECTIVE:

*Provide a flexible, efficient, and responsive regulatory structure.*

- » Conduct a development review audit to identify potential regulatory "bottlenecks."
- » Consider changes to streamline the development approval process.

### OBJECTIVE:

*Consider planning and zoning policies that encourage business development.*

- » Allow for home occupations or cottage industries by right.
- » Consider zoning changes that promote the reuse of existing commercial or industrial buildings to accommodate business with low-impact, innovative, or entrepreneurial activities.

### OBJECTIVE:

*Leverage the effectiveness of a 'regional view' in community sustainability.*

- » Continue to establish joint services agreements with adjacent townships to provide necessary public services and manage sprawl.
- » Collaborate with neighboring communities and the County in fostering public sector/private sector partnerships in service delivery.
- » Remain active in joint land use, recreational, and public service planning efforts with adjacent townships and the County.
- » Apply a regional approach to marketing the community of Hastings.







# The Library

## Your Information Resource.

The Library represents an easy-to-reference collection of data and maps related to the City of Hastings. This information was used in the development of the Plan and provides supporting detail for the findings represented. The Library is also designed to serve as a helpful resource to existing and prospective residents, developers, and businesses of the Hastings community.





# Existing Land Use

One of the fundamental foundations of any land use planning process is an inventory and analysis of how land is currently being used. This analysis provides insight into what are the predominant uses of land, how those uses relate to one another from a proximity standpoint, and the capacity of the community to support future development.

In April 2018, McKenna conducted a visual drive-by survey of property within the City and supplemented it with an interpretation of aerial photos. The survey classified each property based on the predominant land use. The categories are defined and the total land area for each category is identified in the table below.

Table 1: Existing Land Use

CATEGORY	AREA (ACRES)	PERCENT OF TOTAL
Single-Family	1,209.00	40.9%
Multiple-Family	84.47	2.9%
Commercial	158.74	5.4%
Industrial	131.91	4.4%
Public	161.17	5.5%
Institutional	67.35	2.3%
Recreation	269.99	9.1%
Vacant	870.23	29.5%
Total	2952.86	100%

## Single-Family

The predominant land use found in Hastings is single-family residential. Detached homes with one family occupying the principal structure on a lot occupies 1,209 acres or over 41% of the land in the City. The vast majority of single-family residences exist on platted lots on the north and south side of the Thornapple River. However, some larger lots on the far north, east, and, to a lesser degree, far south sides of the City were also classified as single-family residential. These parcels were occupied by a principal single-family residence but also have a larger portion of unoccupied vacant land that has the potential to be developed for other land uses.



## Multiple-Family

This category includes structures with two or more dwelling units for families. The survey has classified all types of structures that can accommodate more than one family, including attached owner occupied multi-unit buildings, manufactured housing communities, apartment buildings, townhouses, and senior housing facilities. The large multiple-family complexes are located in two primary locations. Two large multiple-family developments are located on the north and south side of Barfield Drive near the southern city boundary. Apartment complexes, townhomes, and senior housing exist on the north and south side of Woodlawn Avenue on the City's north side. There are also some individual lots with 2 to 4 units in close proximity to downtown.



## Commercial

Land uses that offer goods and services for sale have been categorized in one commercial land use designation. The commercial uses in the City include the pedestrian oriented downtown and the auto-oriented retailers located along W. State Street/M-43 between the downtown and the western boundary of the city. There are also auto service providers, wholesalers, and large scale commercial operations scattered throughout the City's south side. Woodlawn Avenue has general retailers, service providers and offices for professionals.



## Industrial

Hastings has a strong history as an industrial center in Barry County. This category has included all levels of industrial operations including research, light manufacturing of items completely within structures, and heavy manufacturing of equipment that requires outdoor operations and storage. Industry can be found in various locations throughout the City, including in the central portion north of the Thornapple River, along E. State Street and Star School Road in the southeast section, and on the City's west side along Industrial Park Drive.







## Public

The various governmental entities that provide services to the residents and businesses of the community are categorized as public land uses. These include the City and County government offices and facilities such as City Hall, the Public Library, City utility buildings and the public school buildings and facilities. To best serve all residents and land owners of the City, public land uses are found throughout Hastings from the downtown center to the edge of the City.



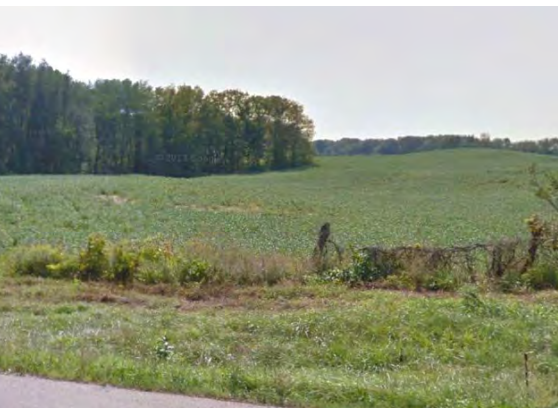
## Institutional

Institutional uses are distinct from public uses in that they provide services to residents and businesses of the City but are operated by non-governmental entities. The types of uses within the institutional category range from private schools, to Spectrum Hospital and its facilities, facilities for utilities not provided by the City, and religious facilities, such as churches. Like public uses, the institutional uses can be found spread throughout the City.



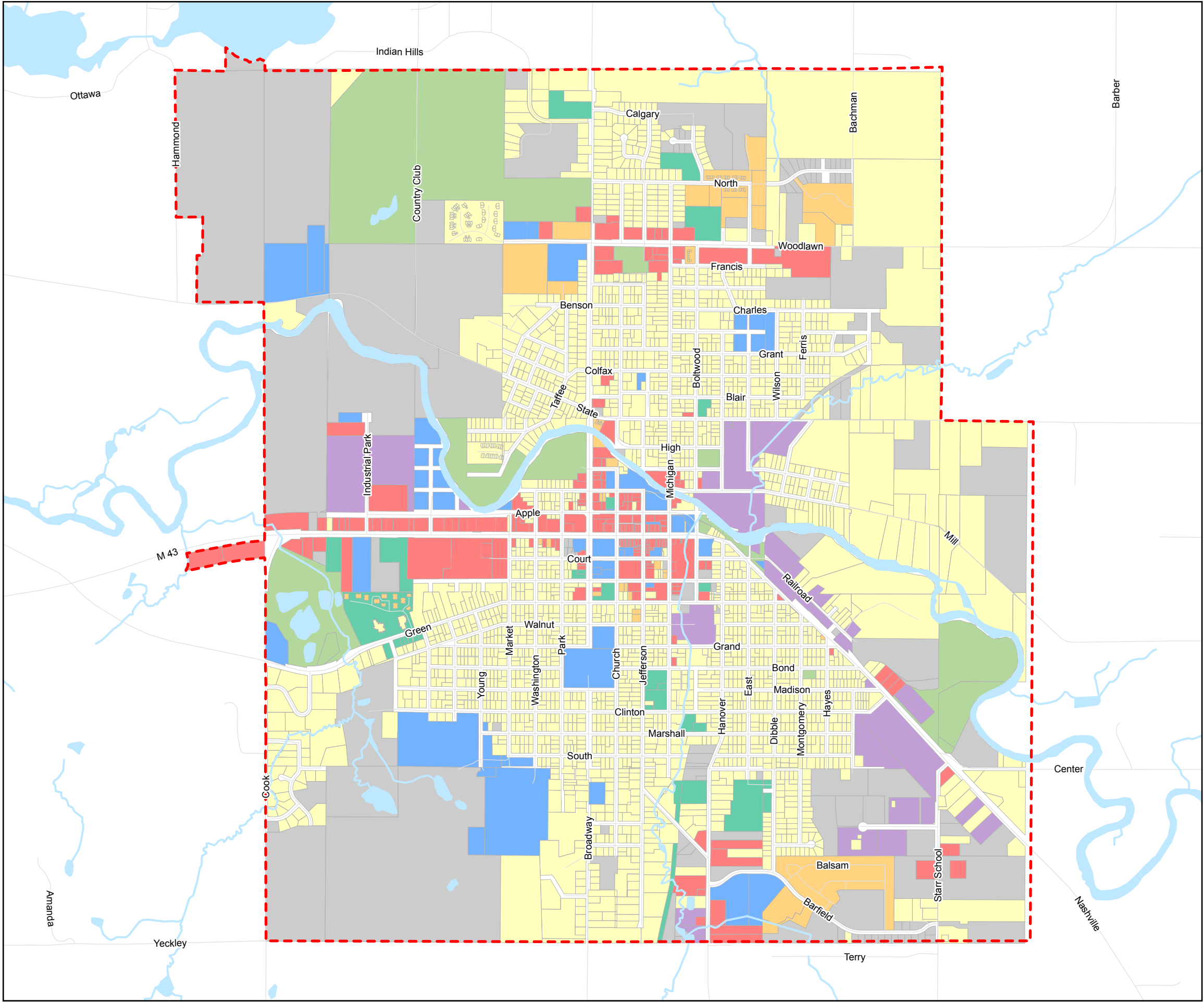
## Recreation

This category includes parks, athletic fields, and other recreational facilities. Some are publicly owned, such as the city parks. Others are privately owned and used as attractions for tourists such as the Legacy at Hastings golf course located on the north side of town. Reserving land for recreation helps protect the existing sensitive natural features and provide both passive and active recreation activities for residents and visitors to Hastings.



## Vacant

Primarily found on the edges of the City are various parcels that have not been developed. These properties include flat grasslands, woodlands with varying degrees of dense vegetation, and wetlands. Land classified as vacant occupies approximately 850 acres or 29% of property within the City. The preservation of the existing natural features must be factored in as the market driven need for new development is addressed.



# Existing Land Use

City of Hastings, Michigan

July 20, 2021

## LEGEND

- City Boundary
- Bodies of Water
- Existing Land Use
  - Single-Family
  - Multiple-Family
  - Commercial
  - Industrial
  - Public
  - Institutional
  - Recreation
  - Vacant

0 500 1,000  
Feet



Basemap Source: Michigan Center for Geographic Information, Version 17a.  
Data Source: City of Hastings 2019. McKenna 2021.



INTENTIONALLY LEFT BLANK

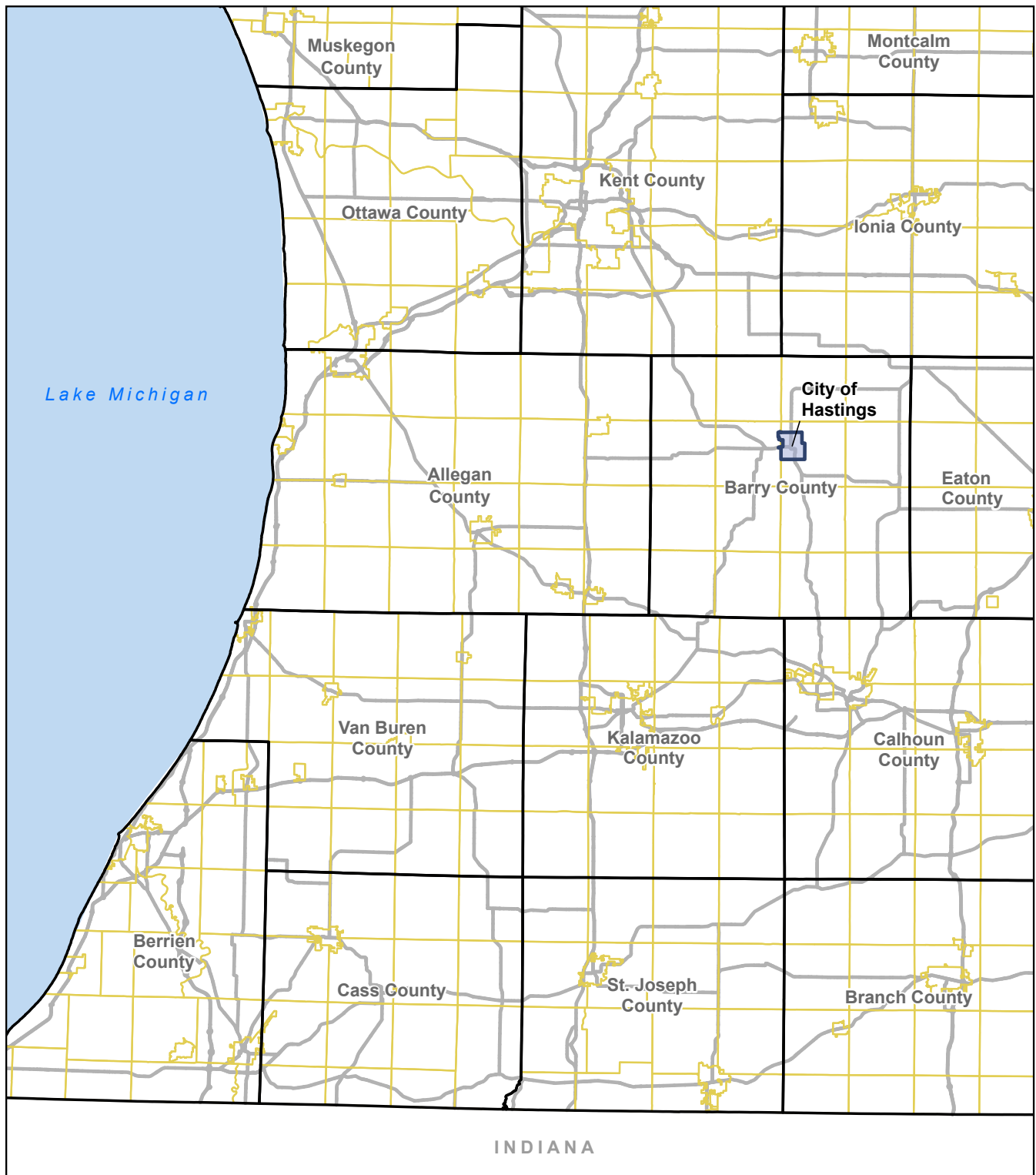




# Community Profile

An analysis of Hastings' current demographic characteristics and trends help provide context to various planning related issues, including the housing market, Downtown, demands on infrastructure, the employment climate, and economic redevelopment. Demographics will lend insight to existing community perceptions. The analysis can substantiate what people are experiencing or provide an alternative explanation for current conditions.

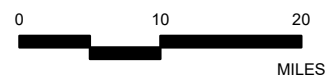
The data used in this section of the plan comes from the 2010 decennial census conducted by the US Census Bureau, as well as the 2012/16 American Community Survey (ACS). The ACS uses statistical sampling over a 5-year period to determine an estimate of the current demographic, housing, and economic characteristics of a community. Additional comparisons were made with past decennial censuses, from 1970 to 2000, and other earlier data sources for greater insight on trends. In some cases, comparisons were made with neighboring communities, Barry County, and the State of Michigan.



# Regional Location Map

City of Hastings, Michigan

Counties
  Municipal Boundaries
  Major Roads



Basemap Source: Michigan Geographic Framework, 2017



**MCKENNA**

August 27, 2018

# Population and Age Composition Trends

## Historical Population Growth

Hastings has seen a significant period of population growth beginning in the end of the 20<sup>th</sup> century and continuing into the 21<sup>st</sup>. Beginning in 1980, the population has increased from 6,418 persons to 7,350 persons in 2010, a 14.5% increase. The continuous growth over a 30-year period reflects a desire for people to take advantage of the economic and lifestyle opportunities the city has to offer.

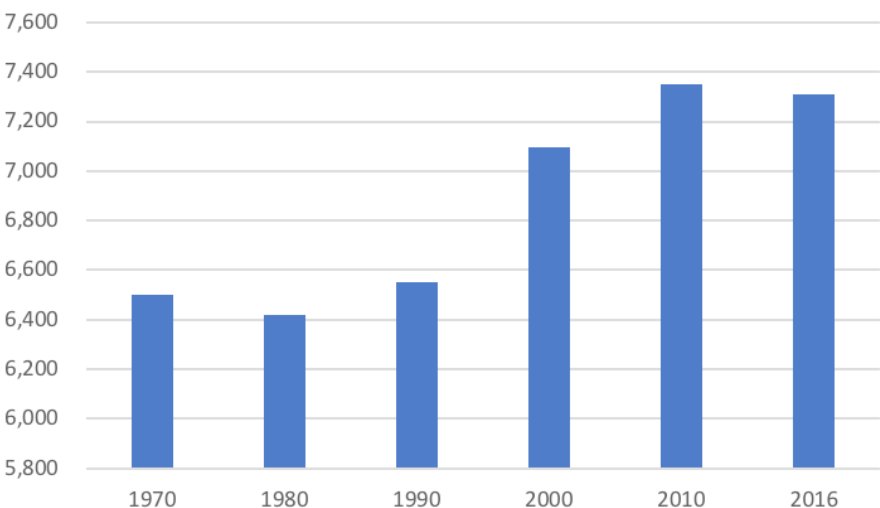
When comparing more recent growth in the City to Barry County as a whole, Hastings has not grown at the same rate. Between 2000 and 2010 Barry County grew from 56,755 residents to 59,173 residents, a 4.3% increase. In Hastings, the population grew by approximately 3.6%, from 7,095 residents to 7,350.

## A Leveling Off and Potential Trend

The 2016 population estimate for Hastings begins to show a reversal in the historical rate of population growth, projecting a minor decrease of about 0.5% over the five-year period. While this number is low, the decrease in growth from 2000 to 2010 and corresponding projected decline in residents suggest a recent peak in population and the potential to start seeing an out migration of residents.



Figure 1: Population History, City of Hastings



Source: US Census Bureau: Decennial Census and 2012-2016 American Community Survey 5-year Estimates





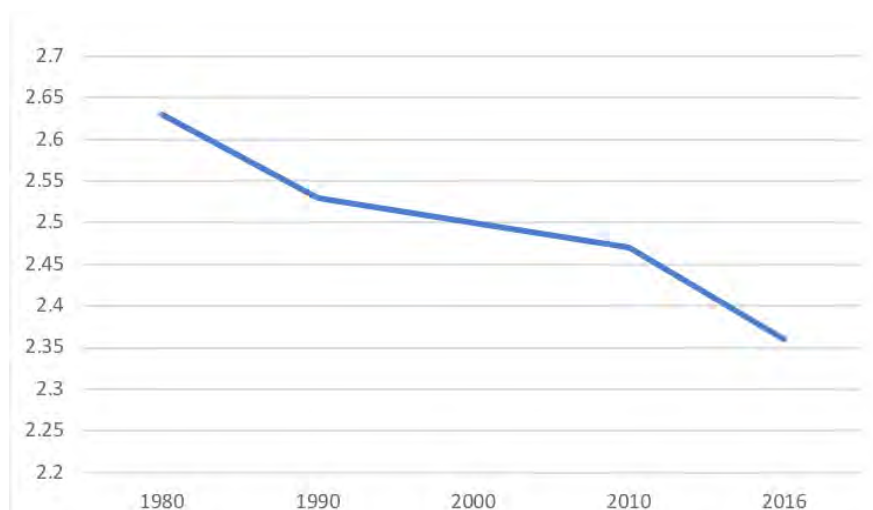
### Changing Family Structures

Since the 1980's the City of Hastings has been experiencing a decline in the number of people living within each household. The trend is illustrated in Figure 2.

The decrease in household size can be a result of several factors. Families today generally include fewer children than in the past. Single person and single parent households are also more common today than in the past. One consequence of this trend is that fewer people take up more living space. This trend also has implications regarding the types of housing units that will be in demand in the coming years. If this trend continues, one consequence can be a reduced demand for larger single-family homes and greater demand for housing types with less square footage such as condominiums, apartments, and other smaller living arrangements.

Hastings' household size has declined at varying rates over the years. The change from 1980 to 1990 was from an initial size of 2.63 persons per household to 2.53. Over the next 20 years, the decline slowed ending with the number of persons per household in 2010 of 2.47. However, the ACS has estimated that the past rate of decline will return, resulting in the number of persons per household in 2016 being 2.36 residents. While the rate of decline has fluctuated, the overall trend is still one of a decrease in the size of households within the City. This indicates that despite any efforts to address household size, Hastings is following the overall national trend of a decrease in households composed of two parents and two children. The number of single parent households or households without children signals a change in the type of housing that may be desired in the future.

**Figure 2: Household Size, City of Hastings 1980-2015**



Source: US Census Bureau: Decennial Census and 2012-2016 American Community Survey 5-year Estimates

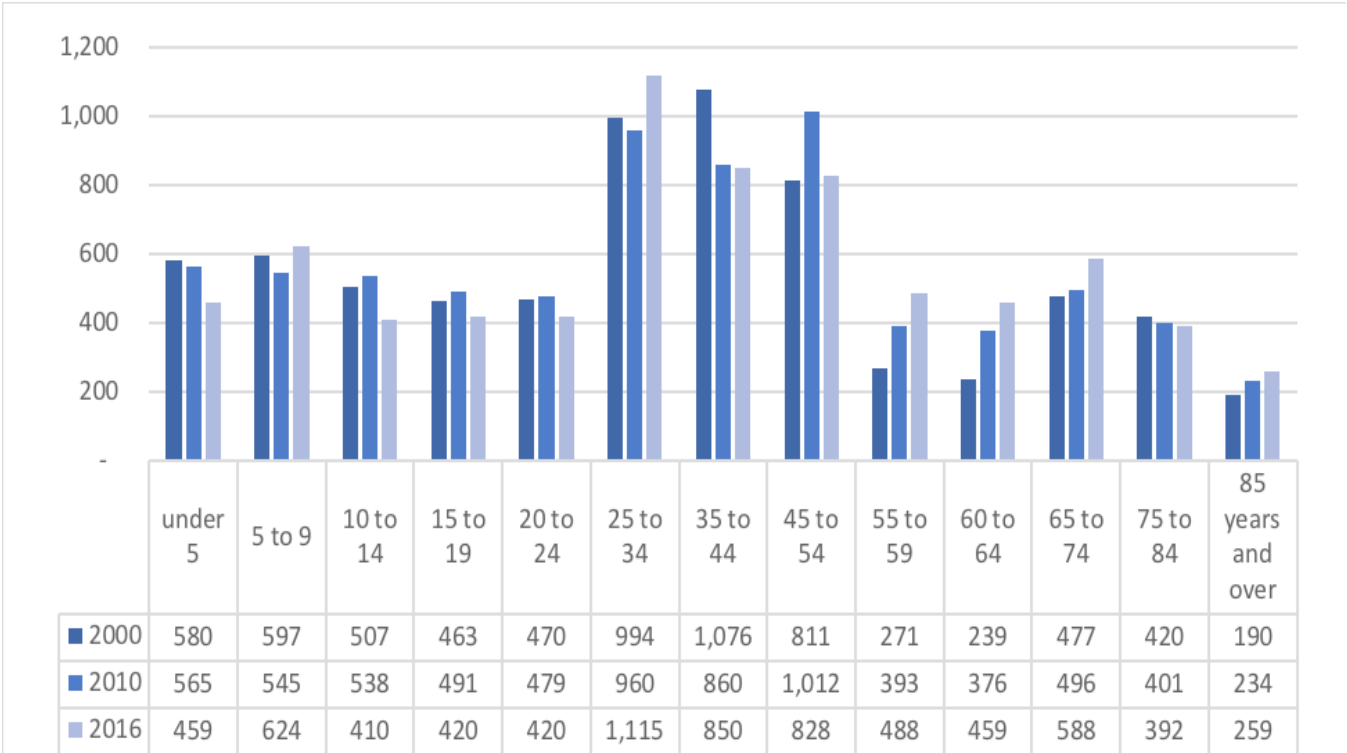
# Maturing Families and Decreases in Young Families

Of significant impact to the future of Hastings is an understanding of the age of its residents and their part of the overall population. Figure 3 provides the number of residents by age group over a 16-year period. A typical composition of a community in the past was represented in the form of a bell curve. One end of the curve, representing older adults, at a lower level due to the general life expectancy while the other end, representing new born and young children, also at lower levels. The center of the curve, representing young and middle age adults, being at a high level, due to the need for a large workforce, new and mature family members thus being the largest segment of a population.

When the population breakdown is not represented by this traditional bell curve, underlying factors can be determined, and the services of the community can be redirected to service those increased population groups. From 2000 to 2016, the percentage of Hastings residents over 55 has greatly increased. One major factor for this increase is an aging Baby Boomer generation. As the Baby Boomers have aged, they have passed from the mature family segment to the retirement and empty-nester segment of the population. The increase in percentage of adults over 55 is also because of greater life expectancy due to medical advances and healthier life styles.

For the remaining age segments there appears to be a pattern of a general decrease in adults and corresponding decrease in children apart from one corresponding generation. As seen in Figure 3 there is a decrease in adults between 35 to 44 and 45 to 54 along with a decrease in the number of young adults and school age children. However, there is one segment of young adults, aged 25 to 34, and of young children, aged 5 to 9 that are experiencing an increase. It would appear this group of adults has chosen to have children at a higher than average rate and to also locate within the City. The decrease in the other adult and child segments could be attributable to the overall national trend of people having fewer children.

**Figure 3: Age Distribution, City of Hastings, 2000-2016**



Source: US Census Bureau: 2000 and 2010 Census and 2012-2016 American Community Survey 5-year Estimates

The observed increase in the community's age is also seen in Table 2. The median age of Hastings has increased from 34.2 years of age in 2000 to an estimated 36.8 years of age in 2016.

**Table 2: Median Age, City of Hastings**

	2000	2010	2016
Median Age	34.2	36.2	36.8

The overall aging of the community may make it necessary for the City to increase the types and quantity of services provided for older adults. Some examples are health care providers and recreational activities geared toward retirees. The increase in population of 65 to 74-years-old and 85 and older age groups also has implications regarding housing types that will be in demand for Hastings residents in coming years and for other types of community facilities that will be needed.

## Housing Trends

### Housing Costs

Table 3 shows the estimates for median home value from 2010 to 2016 and Table 4 shows the estimates for median rent from 2010 to 2016. The ACS 5-year estimates include five years of data, so these estimates all include data from the recession and after the national housing market collapse. Table 3 shows the decrease in values impacted Hastings for an extended period. It isn't until the estimate for 2012-2016 that an increase in value is projected.

**Table 3: Median Home Value, 2010-2016**

ACS 5-YEAR ESTIMATES	MEDIAN HOME VALUE (UNADJUSTED)
2006 to 2010	\$113,200
2007 to 2011	\$109,200
2008 to 2012	\$102,800
2009 to 2013	\$96,100
2010 to 2014	\$95,100
2011 to 2015	\$90,100
2012 to 2016	\$94,700

**Table 4: Median Rent, 2010-2016**

ACS 5-YEAR ESTIMATES	MEDIAN RENT (UNADJUSTED)
2006 to 2010	\$621
2007 to 2011	\$621
2008 to 2012	\$662
2009 to 2013	\$708
2010 to 2014	\$733
2011 to 2015	\$742
2012 to 2016	\$769

Source: US Census Bureau: American Community Survey 5-year Estimates

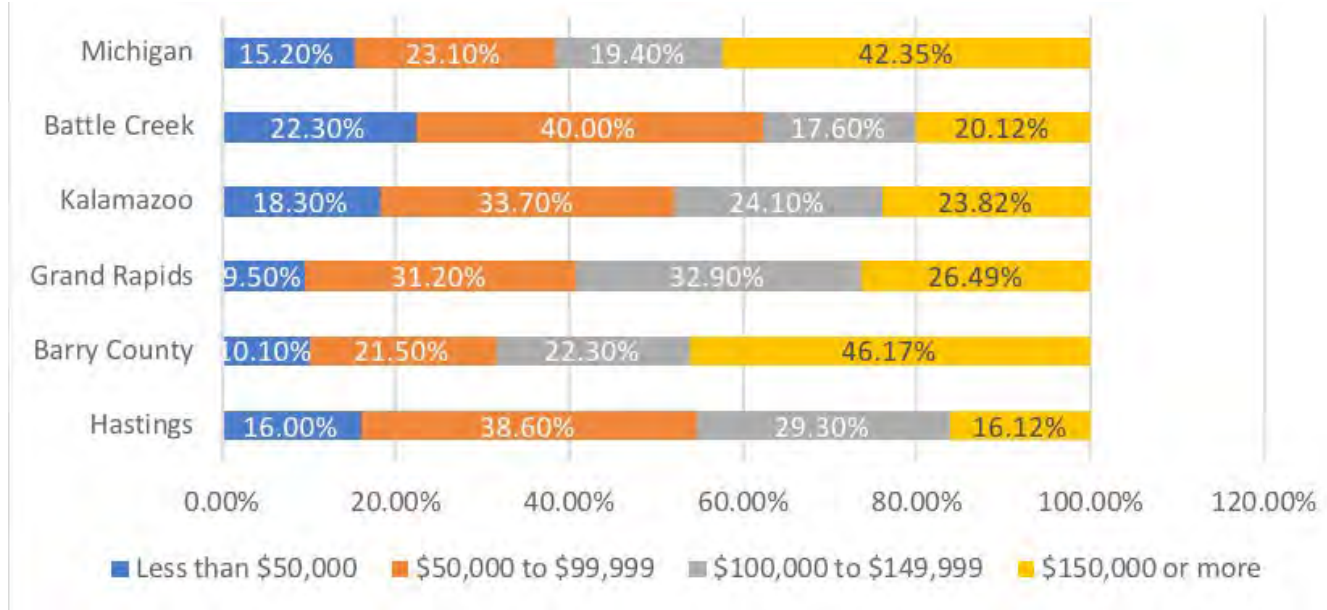
Table 4 shows the median rent in the City has had a steady trend of increasing over time. This can be attributed to several factors including inflation and market trends. The increase could also be due to the increased standards for mortgage approval and corresponding demand for rental property.



## Regional Housing Values Comparison

Housing values can reflect the level of affordable housing within a community. It can also indicate the variety of housing types available. Within the City of Hastings, the vast majority (67.9%) of housing is valued between \$50,000 and \$149,999. Only 16% of owner occupied homes are valued less than \$50,000 or valued over \$150,000. When comparing Hastings to other regional cities, it generally is in keeping with their characteristics. In Grand Rapids, Kalamazoo, and Battle Creek, the majority of homes are within the same median values, with smaller percentages of homes valued above \$150,000 or below \$50,000. The same cannot be said for Barry County. Over 46% of the homes located in the county are valued over \$150,000 making it harder to find affordable homes. This trend is reflected throughout Michigan as well, with over 42% of homes in the highest price segment.

**Figure 4: Owner Occupied Housing Values, 2016**



Source: US Census Bureau: American Community Survey 5-year Estimates

## Transitions in Variety of Housing Types

The mix of single-family and multiple-family housing in the City has transitioned since 2000. Estimates from the American Community Survey show the 2016 distribution as 78.9% single-family dwelling units and 21.1% multiple-family dwelling units. This represents a 17.5% increase in single-family detached housing units from 2000, along with a corresponding 11.3% decrease in multiple-family housing units over the past 16 years in the City. The overall 10% increase in housing units is beneficial because it allows the community to grow. Various types of housing units did see an increase in the numbers available, indicating there is a healthy variety of housing units available. However, a sharp decrease in the number of 2 to 4 unit multiple-family structures, along with the highest raw number increase attributed to detached single-family structures, resulted in a shift in the overall percentage of housing types towards single-family structures. While numbers are increasing for different types of homes, the clear majority of housing provided within the City is detached single-family homes. This indicates the housing market is still focused on promoting the single-family structure as the primary housing choice within the City.

**Table 5: Hastings Housing Types, 2000-2016**

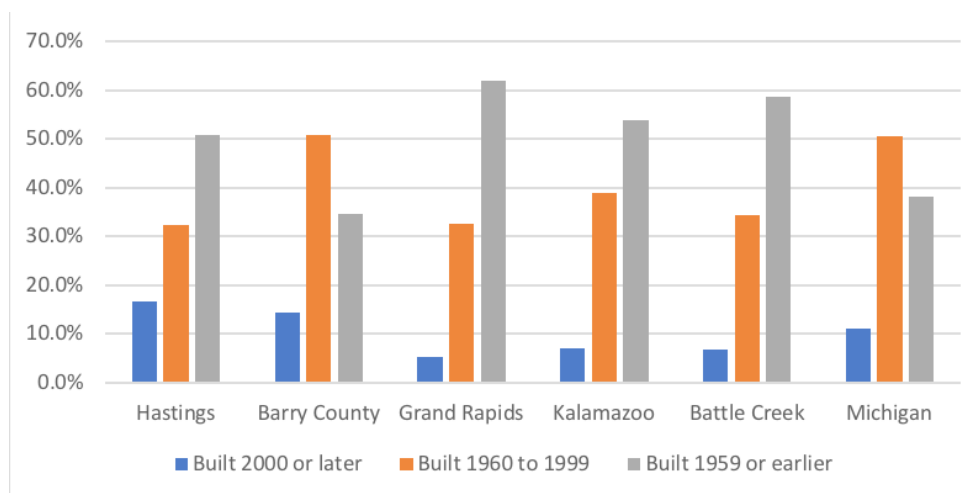
	2000		2016 ACS		PERCENTAGE CHANGE (2000-2016)
	NUMBER	PERCENTAGE	NUMBER	PERCENTAGE	
SF: Detached	2,071	70.2%	2,355	72.6%	13.7%
SF: Attached	52	1.8%	136	4.2%	161.5%
Mobile Homes	54	1.8%	67	2.1%	24.1%
<b>SINGLE-FAMILY</b>	<b>2,177</b>	<b>73.8%</b>	<b>2,558</b>	<b>78.9%</b>	<b>17.5%</b>
2-4 Units	475	16.1%	320	9.9%	-32.6%
5-9 Units	139	4.7%	160	4.9%	15.1%
10+ Units	159	5.4%	206	6.4%	29.6%
<b>MULTIPLE-FAMILY</b>	<b>773</b>	<b>26.2%</b>	<b>686</b>	<b>21.1%</b>	<b>-11.3%</b>
<b>TOTAL RESIDENCES</b>	<b>2,950</b>	<b>100%</b>	<b>3,244</b>	<b>100%</b>	<b>10.0%</b>

Source: US Census Bureau: 2000 Census and 2012-2016 American Community Survey 5-year Estimate

### Age of Housing Stock

The age of structures in a community can indicate a variety of housing trends and needs. Older housing can signal a need to replace structures that no longer have the characteristics that current residents desire. However, significantly older structures could now be architecturally significant enough to warrant efforts to repair and preserve them.

In Hastings, the majority of homes were built in 1959 or later. This characteristic is similar to other more established communities like Grand Rapids, Battle Creek, and Kalamazoo. Unlike in Barry County or the State as a whole, there was not a spike in housing structures built from 1960 to 1999. The housing market attempted to compensate for this lack of construction with an increase in housing built after 2000. Now 16% of the City's housing is newly constructed. With half of its housing stock nearly 50 years old, home buyer demands will indicate whether the existing housing stock meets their needs or whether it will be necessary to replace the older housing stock.

**Figure 5: Year Structure Built Comparison, 2016**

Source: US Census Bureau: American Community Survey 5-year Estimates

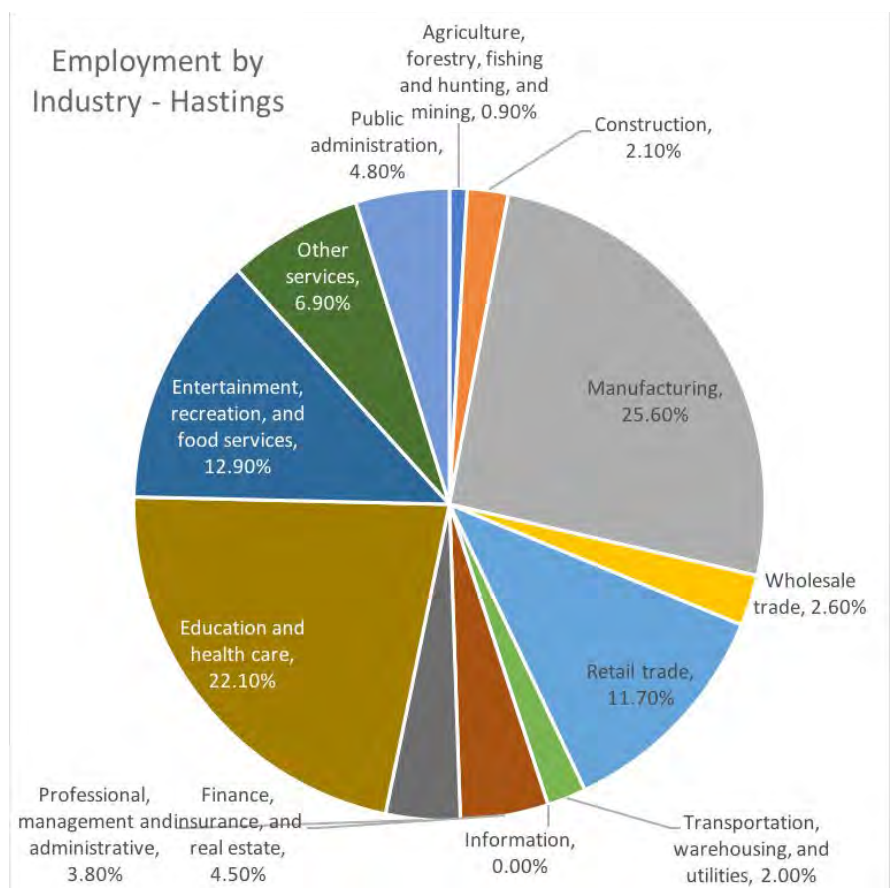
# Employment and Economic Trends

## A Varied Workforce

The majority of Hastings' workforce is within four employment sectors. Manufacturing is the largest employment sector, employing 25.6% of City residents, followed by the education and healthcare fields at over 22%. Entertainment, recreation, and food service fields employ 12% of residents while 11.7% of residents are in the retail trade. Historically, Hastings has been a significant manufacturing center and it is important to note that, contrary to national trends, City residents are still employed in the manufacturing sector. As the largest incorporated municipality in the County, Hastings is a center for healthcare services and the available employment opportunities reflect this fact. The City also exhibits national employment trends with a significant portion of residents occupied in the service industries, such as the retail or food service sector. While historical and geographic characteristics have helped Hastings minimize larger trends, the increase in service sector employment indicates the city also reflects the influences that are impacting the nation as a whole.

Understanding the types of facilities that thriving and current industries are looking for, such as live/work spaces or individuals working remotely, will be key for positioning the City to provide opportunities for its residents in the future. The percentage of employed residents by industry is shown in Figure 6.

**Figure 6: Percentage of Labor Force Employed by Industry**



Source: US Census Bureau: 2012-2016 American Community Survey 5-year Estimates

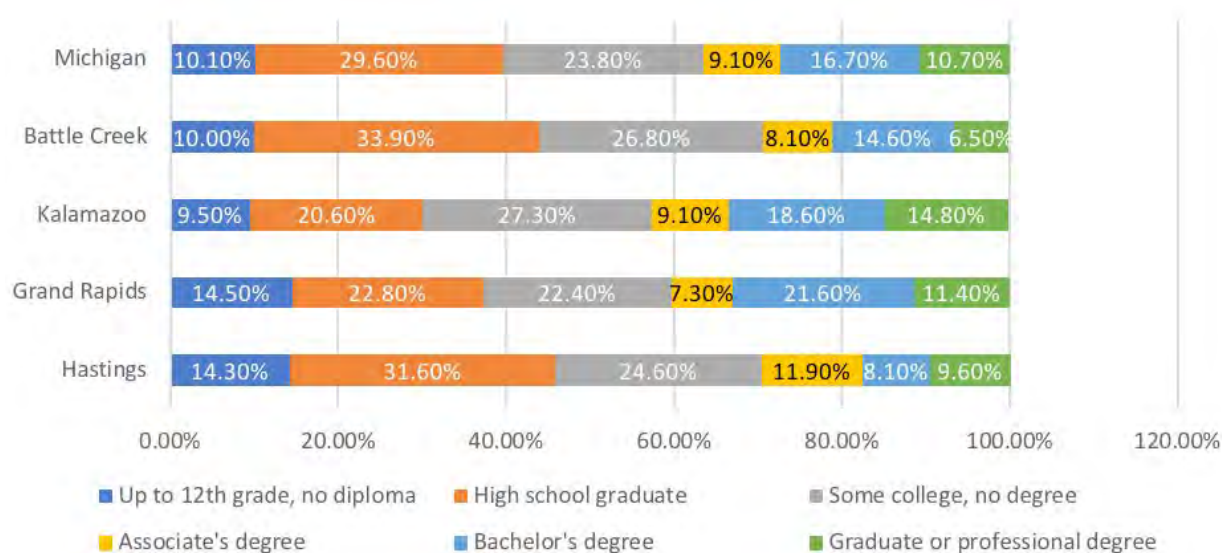


## Employment Opportunities and Educational Attainment

The level of education residents can attain can directly impact the variety of employment opportunities available to them. This includes not just a college degree but any level of occupational or skilled training available beyond a high school education.

When comparing Hastings to other regional cities and the State, Hastings and Battle Creek have the lowest percentage of the population that have some form of educational attainment beyond high school, around 54%. By contrast, Kalamazoo, home of Western Michigan University, has the highest percentage of population with educational attainment beyond high school at 69.9%. Grand Rapids reflects the state average with around 61% of the population having attained a level of education beyond a high school degree. In order to provide more options for residents, an increase in the variety of available post-high school education and skills training would not only ensure greater opportunities for residents, but also increase the skilled workforce for local employers.

**Figure 7: Education Level Attainment, City of Hastings, MI**



Source: US Census Bureau: 2012-2016 American Community Survey 5-year Estimates

## Commuting

Table 6 shows the commute times for workers living within the City of Hastings. According to the 2012-2016 American Community Survey (ACS) 5-year estimates, over 61% of residents have a less than 19-minute commute to work. However, the next largest percentage (15.8%) of residents' commute time is between 40 to 59 minutes. This is an indication that the secondary employment centers for Hastings residents are the other cities in the region, such as Grand Rapids and Kalamazoo, which are around a 45-minute drive from Hastings.

While residents might endure an extended commute time for the opportunity to live in Hastings and work somewhere else, the potential exists for those residents to be drawn away and live in closer proximity to their jobs. Determining what jobs are attracting residents and then advancing those employment sectors within the City could help to diversify the employment base of the city and hold on to those that already appreciate what Hastings has to offer.

**Table 6: Commute Times for Hastings**

COMMUTE TIME RANGE	2012-2016 ACS
Less than 10 Minutes	43.5%
10 to 19 Minutes	18.4%
20 to 29 Minutes	6.0%
30 to 39 Minutes	12.5%
40 to 59 Minutes	15.8%
60 to 89 Minutes	3.1%
90 or More Minutes	0.7%

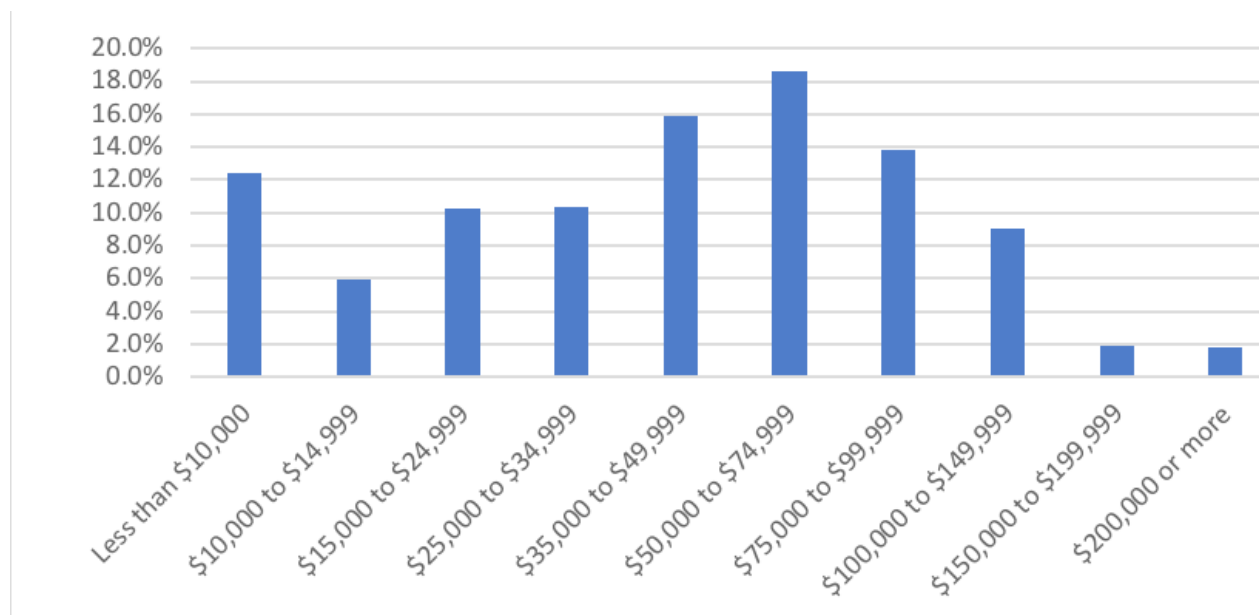
Source: US Census Bureau: 2012-2016 American Community Survey 5-year Estimates

## Income by Household

Figure 8 shows data for the distribution of income groups within Hastings based the 2012-2016 American Community Survey 5-year estimates. According to the ACS estimates, the majority of city residents have an average to slightly above average income by household in comparison to the state. Over 18% of households have an income between \$50,000 and \$74,999. Overall, the distribution of income by households is relatively consistent with national trends.

However, there is a high percentage of households whose income level is less than \$10,000. Over 12% of City household income levels are in this extremely low category. The state percentage of households with income less than \$10,000 is estimated at 7.8%. Cities such as Kalamazoo have comparable percentages of low income households. Residents in these households will require access to City and County services to assist them in obtaining employment while addressing immediate short-term issues resulting from such low-income levels.

**Figure 8: Household Income Distribution, 2016**



Source: US Census Bureau: 2012-2016 American Community Survey 5-year Estimates







## Part 2: Action





# Introduction

## Part 2: Action

The second part of the Master Plan is a uniquely focused action-oriented plan aimed at impacting these four pivotal issues for the City of Hastings identified in Part 1 of the Master Plan: Housing, Business Growth, Infrastructure, and Partnership/Collaboration.

Each issue was informed through specific planning tasks, including a public engagement technique specially tailored to involve stakeholders that have the ability to influence the issue and serve as partners in future implementation efforts.

Each specific planning task was designed to generate key action strategies that can be undertaken by the City to effectively 'move the needle' on these highlighted issue objectives:

### 1. Housing.

- » Encourage residential development within areas targeted for growth and investment.
- » Provide for a wide variety of housing types, sizes, and densities.
- » Maintain existing housing stock and infrastructure.

### 2. Business Growth.

- » Enhance and market the downtown core as the economic center of the community.
- » Invest in areas/corridors targeted for transformation and growth.
- » Provide for land use options/incentives designed to encourage reuse of vacant buildings and infill development.

### 3. Infrastructure.

- » Ensure a safe, efficient, and cost-effective transportation network.
- » Provide adequate public utilities to serve existing and planned development in the City.
- » Provide efficient and cost-effective public services.

### 4. Partnership/Collaboration.

- » Leverage the effectiveness of a 'regional view' in community sustainability.
- » Foster public sector/private sector partnerships in service delivery.

*"In my opinion,  
this is one of the best  
all-purpose towns  
in the Midwest."*

Robert Gibbs, Economic  
Development Expert









# Housing

## Introduction

### Objectives

The City of Hastings has identified housing as a key issue in the success of providing a vibrant, sustainable, and prosperous community. Specifically, three main housing objectives form the framework of the City's Housing Strategy:

1. Encourage residential development within areas targeted for growth and investment.
2. Provide for a wide variety of housing types, sizes, and densities.
3. Maintain existing housing stock and related infrastructure.

### Planning Tasks

The following planning tasks were completed to generate specific and viable Action Strategies that could be accomplished by the City to effectively achieve the stated objectives:

- Develop a Regulating Plan that will identify appropriate locations within the City for specific housing types and densities.
- Conduct a review of the Zoning Ordinance to identify gaps in allowing desired and targeted residential land use.
- Inventory existing housing stock and develop a Housing Needs Matrix that can be used to identify general areas and/or neighborhoods within the City that are ripe for the application of targeted maintenance strategies.
- Convene a forum of key local players in residential development and local officials to brainstorm on the area housing picture.

The methodology and findings of each planning task are detailed in this Section. Key action strategies derived from the results of the planning tasks are also represented and form the emphasis of the Action Plan.



# The Regulating Plan

The City's Future Land Use map identifies the designated future development pattern for all land within the City. The Zoning Plan identifies the corresponding zoning district for each future land use classification. The ordinance standards for each district are envisioned to be those within the current ordinance that are most closely related to the vision for each future land use classification.

A regulating plan is a block-by-block designation of where certain types of structures will be located. It is based on the existing street grid, and sometimes identifies future rights-of-way, in addition to the location of future public amenities such as parks and open spaces. The intent is to specifically identify and control the physical development pattern and layout for a community.

The Regulating Plan for Hastings is intended to identify those areas where future residential uses will be developed. The plan has been created reflecting the existing development pattern of adjacent land uses with the intent of extending the existing road networks into these areas. The process by which these areas were identified is outlined on the following page.

**ACTION STRATEGY:**  
*Use the Regulating Plan to identify those areas where future residential uses will be developed.*





## Identification of Developable Land

The Existing Land Use inventory for the City was conducted through a combination of field surveys and aerial photography analysis to determine the current use of every parcel. While each parcel was assigned a use designation, the entire parcel is not always occupied by the current use. This is most prevalent where a large parcel is occupied by one single-family residence on a small portion of the overall lot.

Using aerial photography, the Existing Land Use map was reviewed to determine those sections of parcels that were occupied by a use and the sections of parcels that were unimproved. Unimproved portions of parcels included areas which had never been used for an activity and occupied by natural features, such as woodlands, and those portions utilized for agriculture.

While these locations have not yet been developed, additional factors may have contributed to this condition. A key feature that will impact the use of land will be the existing physical conditions. Various conditions can impact how viable a location is to be developed. A review of the undeveloped locations indicated that the most influential physical characteristic affecting development was proximity to the Thornapple River. Steep slopes and soil conditions can greatly impact the development potential of land adjacent to a water feature. Given the Thornapple River's significant impact on the character and identity of Hastings, preservation of this sensitive feature will be important to the City. A review of undeveloped land adjacent to the Thornapple River was conducted and the most sensitive natural areas were designated Natural Features.

*Zoning and building codes can be modified to allow a variety of housing types in expanded areas within the City.*

Hastings Master Plan Committee  
Panel Discussion on Housing



*There is both a market and lending support for multi-unit housing.*

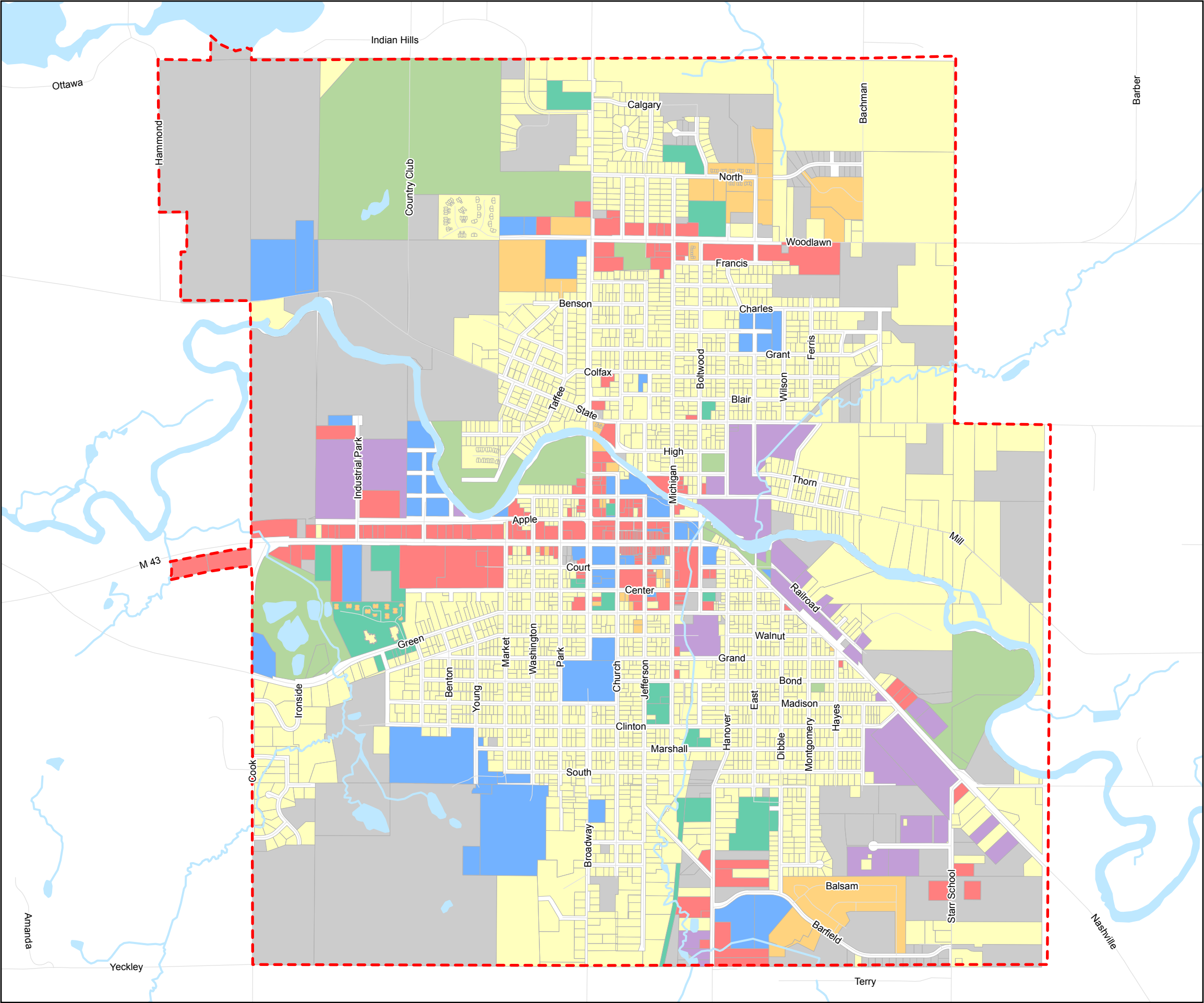
Hastings Master Plan Committee  
Panel Discussion on Housing

The Existing Land Use analysis has resulted in Map 5: Developable Land. The map identifies those areas of the City occupied by existing uses and those areas that are vacant and have the potential to be developed. Table 7 below lists the acreage for each existing use and the acreage of vacant land available for development.

**Table 7: Developable Land**

EXISTING USES	AREA (ACRES)
Single-Family	905.79
Multiple-Family	84.47
Commercial	158.8
Industrial	130.09
Public	161.06
Institutional	67.30
Recreation	269.99
Natural Features	60.85
ROW	387.74
<b>Developable (Vacant) Land</b>	<b>1114.5</b>
<b>TOTAL</b>	<b>3340.56</b>





# Developable Land

City of Hastings, Michigan

July 20, 2021

## LEGEND

- City Boundary
- Bodies of Water
- Existing Land Use
  - Single-Family
  - Multiple-Family
  - Commercial
  - Industrial
  - Public
  - Institutional
  - Recreation
  - Vacant
- hydro\_015v9b

0 500 1,000  
Feet



SOURCES  
Basemap Source: City of Hastings.  
Data Source: McKenna 2021.





INTENTIONALLY LEFT BLANK

## Residential Housing Types to Be Developed

The goals and objectives of the City identify the creation of high-quality single-family residences to serve both young families (those with one or two children elementary to pre-school aged) and mature families (those with two or more children late elementary school aged and older). The goals and objectives also identify the creation of apartments, townhomes, and other high-density residences that appeal to younger professionals and empty-nesters.

To appeal to young professionals and empty-nesters, high-density residences must have attributes beyond those directly related to the units themselves, such as being architecturally attractive. They must be located in close proximity to retail, service, and dining options. They must be pedestrian-oriented and located within walking distance of those amenities. Fortunately, Hastings' downtown provides those desired uses and is pedestrian-oriented. The development of high density residential housing options must be located in close proximity to Downtown. Currently, no developable land has been identified in close proximity to Downtown. The creation of these unit types will require the redevelopment of land within and in close proximity to Downtown. The City has already identified some locations through its various zoning district designations that provide high-density residential redevelopment opportunities. However, those district regulations are one of the key impediments to the lack of high-density residential redevelopment. A revision of City regulations is the most viable alternative to sparking future high-density residential redevelopment. The proper locations are known. The regulations must be revised to allow redevelopment and to make it economically viable to undertake the redevelopment.

To accomplish the goal of creating high-quality single-family residences, a review of the existing single-family zoning districts was conducted. Generally, the dimensional lot area standards provide two alternatives for unit types which can become exceedingly large. A 15,000 square foot (SF) minimum lot with a 30% lot coverage allows for 4,500 SF of building footprint. A 9,000 SF minimum lot with a 30% lot coverage allows for 2,700 SF of building footprint. Allowing for an average two-car garage size of 500 SF still provides for a primary structure that is over 2,100 SF on either lot. Based on an urban residential transect of housing types, a detached single-family residence varies from 1,200 to 2,400 SF. To maintain consistency with the historic single-family development pattern within Hastings, the minimum lot sizes of 15,000 SF and 9,000 SF were used in the overall development analysis.



### ACTION STRATEGY:

*The creation of appropriately-located high density residential housing in the City will require redevelopment of land within and in close proximity to Downtown and the revision of City regulations.*



## Existing Development Pattern and Designation of Housing Types

The existing residential development pattern played a major role in designating appropriate areas for future development. Traditionally, smaller single-family lots were developed in close proximity to Downtown in the core of the city. Similarly sized lots developed on the north side of the Thornapple River and migrated to the east. Once development reached north of Woodlawn Ave, single-family lots grew in size to over 12,000 SF in area. The development of larger lots also began a minimal migration on the west side of Broadway on the north side of town.

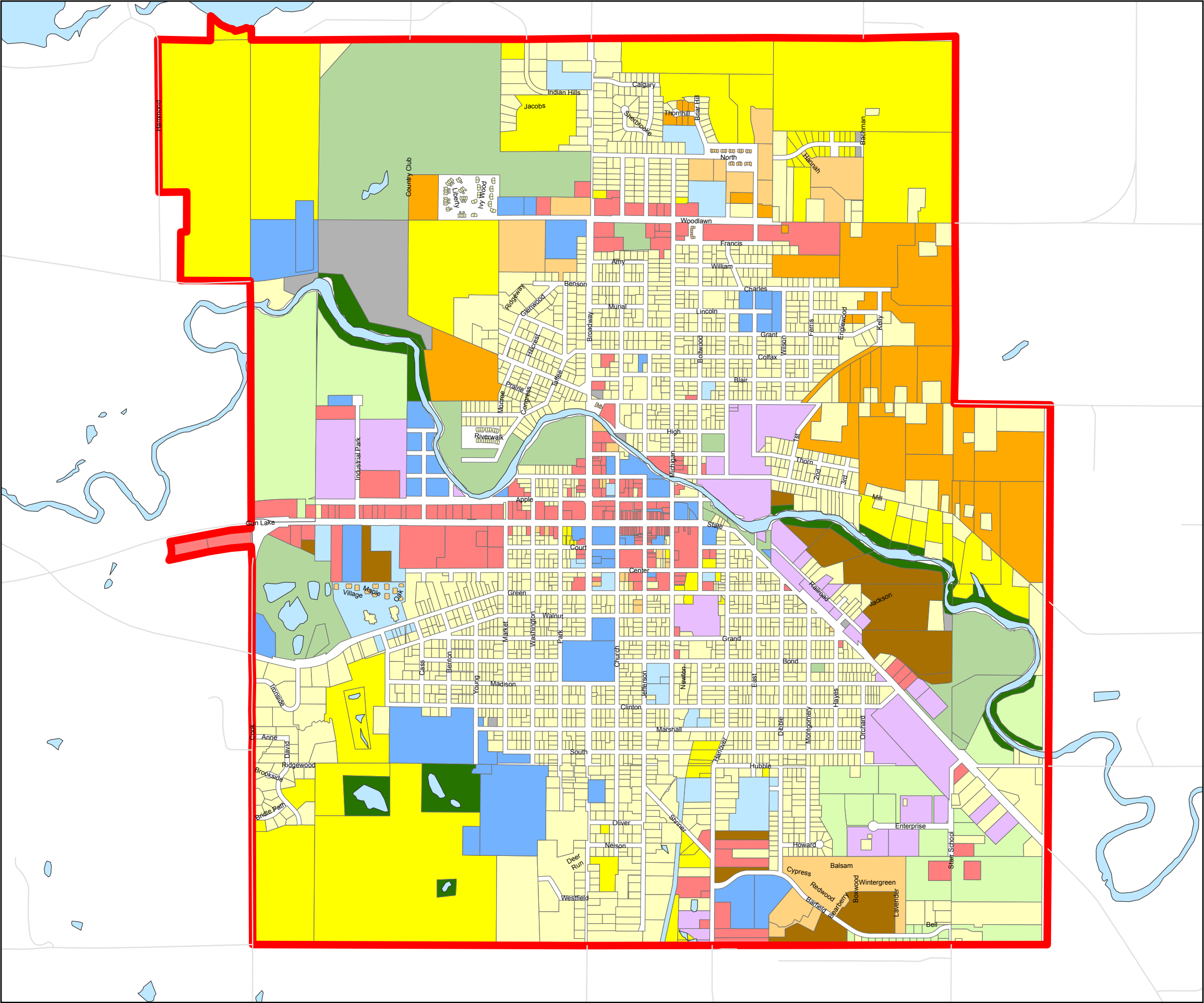
The majority of developable land identified on Map 6 is located on the pattern, developable land south of Woodlawn Ave on the City's east side is designated for 9,000 SF single-family lots, labeled Residential B. Developable land north of Woodlawn and west of Broadway have been designated for 15,000 SF lots, labeled Residential A.

A few developable land locations were deemed prime opportunities to develop higher-density residences as an alternative to the redevelopment within and adjacent to Downtown. A large amount of land north of Railroad Street and south of the Thornapple River could be developed for high-density residences. These residences could be designed to take advantage of the proximity to the river. The recreation opportunities could provide amenities sought by young professionals and empty-nesters. The units could be designed to preserve the sensitive natural features making them an attractive asset for the residents. The area has been designated Residential C with a planned density of 10 dwelling units per acre.

Certain developable land locations were not designated for residential. They are generally located adjacent to the industrial uses at the end of Industrial Park or Enterprise Road and Starr School. The developable land adjacent to Bliss-Riverfront Park and the Thornapple River are envisioned for park expansion.

The Regulating Plan Map on the following page identifies the existing developed land with their current uses and the developable land with the new Residential A, B, or C and Non-Residential designation.





# Regulating Plan

City of Hastings, Michigan

July 20, 2021

## LEGEND

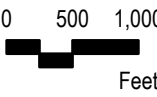
- Municipal Border
- Streams
- Roads

### Existing Land Use

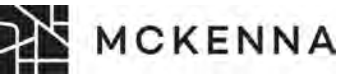
- Single Family
- Multiple Family
- Commercial
- Industrial
- Institutional
- Public
- Recreation
- Natural Features
- Vacant

### Regulating Plan

- Residential A
- Residential B
- Residential C
- Non-Residential



SOURCES  
Basemap Source: City of Hastings  
Data Source: McKenna 2021.



INTENTIONALLY LEFT BLANK

## Potential Build-out Analysis

Table 8 below provides the total area for each existing land use and the designated regulated use by acreage. Table 9 calculates the number of dwelling units that could be developed based on the planned density for each residential category. The table does not take into account the potential redevelopment of sites within and adjacent to downtown.

**Table 8: Existing and Regulated Land Areas**

EXISTING USES	AREA (ACRES)
Single-Family	905.78
Multiple-Family	84.47
Commercial	158.75
Industrial	130.09
Public	161.06
Institutional	67.30
Recreation	269.99
Natural Features	60.85
Vacant	68.18
ROW	16.18
<b>EXISTING USE SUBTOTAL</b>	<b>1,922.65</b>

REGULATED USES	AREA (ACRES)
Residential A	636.80
Residential B	208.89
Residential C	79.02
Non-Residential	126.14
<b>Regulated Use Sub-Total</b>	<b>1,050.85</b>
<b>TOTAL AREA</b>	<b>2,973.50</b>



**ACTION STRATEGY:**  
*Develop zoning districts that represent the identified Residential Categories and apply these zoning districts in accordance with the Regulating Plan.*

**Table 9: Potential Dwelling Unit Build-out**

CATEGORY	TOTAL AREA	DEVELOPABLE AREA	DUS/ACRE	NEW DUS PER DISTRICT
Residential A	636.80	509.44	2.90	1,479
Residential B	208.89	167.11	4.84	809
Residential C	79.02	63.22	10.00	632
			<b>TOTAL DUS</b>	<b>2,920</b>



# Zoning Ordinance Gap Analysis

A review and analysis of the City Zoning Ordinance, the Zoning Ordinance of the Hastings-Rutland Joint Planning Commission, and other development regulations were conducted.

In general, the City has adopted numerous regulations to allow for a more varied type of housing unit beyond detached single-family homes and apartments provided in auto-oriented developments. However, as of yet, a significant number of housing types have not been developed beyond the generic types of housing units mentioned. **The review and analysis has concluded that there are various regulatory details that can potentially impede the ability to develop or redevelop other types of housing units in Hastings.** The following is a summary of the more readily identifiable changes that should be considered. To amend the existing ordinance standards comprehensively, a detailed and extensive review and amendment process would be required to effectively remove all potential impediments to residential development and redevelopment.



## Action Strategies

**Eliminate the RR zoning district.** With a 44,000 SF minimum lot size standard, the existence of this district encourages the continuation and potential development of single-family homes not compatible with a city. Such homes can be found in the greater Barry County area.

**Open Space Neighborhood lot areas should not be defined.**

Section 90-263A requires an average 7,000 SF lot size with a minimum 6,500 SF lot size. Similar to the general Open Space Project standards of Division 6, the average lot size should be requested by the applicant after creating an existing zoning plan.

**Land area zoned A2 is very limited.** The A-2 district should be expanded beyond a minimal one block perimeter of the B-1 district.

**Compensate for existing institutional uses zoned A2 and B3.** While several blocks are zoned and intended to offer higher density multiple-family development opportunities, the vast majority of land zoned A-2 and B-3 is currently occupied by institutions such as the Fire Station, electrical sub-stations, and DPW buildings. If it is not feasible to move these uses for redevelopment, the zoning should be relocated to more viable redevelopment opportunity sites.

**Multiple family requiring special use discourages redevelopment.**

Section 90-423 requires multiple-family development to receive special use approval. The additional approvals can impede redevelopment and should be removed.



**Single-family uses permitted by right in multiple-family districts.** In the various apartment and multiple-family districts, single-family homes are permitted by right. Not only does this encourage their continued use, but also more could be developed in the future. Single family uses should not be permitted in these districts. By becoming legally non-conforming, they are allowed to continue to sold to other residents but could eventually be required to be removed or converted to multiple-family residences.

**Parking reduction requires Planning Commission approval.**

Section 90-425 and others allow for a 30% reduction in parking standards but require Planning Commission approval. Such a reduction should be granted by right and approved administratively if the applicant meets the available parking criteria.

**Available parking for uses in the B1 must be within 300 feet.**

Section 90-472(1) allows for other available parking spaces to meet the off-street parking requirements, but requires the spaces be no more than 300 feet from the building. It also requires City Council approval. The measurement to the lot where the available space is located should be 500 feet from property line to property line and should be approved administratively.

**Live-work standards require excessively large SF minimums.** While live-work units are allowed in the downtown, they are required to be a minimum of 800 SF and can only occupy 20% of a unit. An 800 SF living unit would then require a 4,000 SF total unit space. This makes the vast majority of the unit dedicated to the non-residential use which is not in keeping with the entrepreneurial spirit of live-work units. The non-residential space should occupy a minimum of 30% of the overall unit with no minimum overall area requirement.

**Maximum downtown height impacts economic viability of development/redevelopment.** A maximum height of 40 feet functionally limits buildings in the B-1 to a maximum of three stories. To be economically viable, downtown buildings need several floors of leasable floor space. Increasing the maximum building heights can allow more units which could make the construction cost more viable based on potential rental income.





**Higher buildings in B1 require additional setbacks.** By requiring additional setbacks for each foot a building goes above the maximum allowed results in buildings that do not contribute to the existing streetwall and make them more suburban in style. Light and air could be allowed down to the street by requiring the higher floors to stepback 10 feet or more from the zero setback lines.

**Landscape buffers should be provided by adjacent nonresidential uses, not the B1 uses.** By requiring landscape buffers between multiple-family zoned lots or the B-1 and other adjacent residential and non-residential uses takes viable development space away from downtown property. Requiring the non-residential zoned and used lot to provide the buffer on their property would place the requirement on the use that is necessitating a buffer.

**Conversion from a single-family use to multiple-family.** Section 90-427(b)(1) requires a single-family structure being converted to a multiple-family use to obtain site plan approval from the Planning Commission. Such a process is a deterrent to redevelopment. Administrative review and approval of a plot plan can sufficiently ensure the redevelopment meets the standards of the zoning ordinance.

**Maximum density for PUDs should not be set.** The current PUD standards require a maximum density of 6 units in single-family zoned areas and 16 in multiple-family areas. The density for a PUD should be proposed by the applicant and negotiated based upon the various benefits an applicant is proposing to provide in lieu of the reduction in zoning standards.

**Open space should not be capped.** The Open Space Project standards have a required maximum of 30% which could potentially limit a proposed development opportunity. The applicant should be allowed to present a proposal with a minimum of 20% and make a case to increase open space for a reduction in other zoning standards.

**Minimum road pavement should be revised.** Currently new roads are required to provide a minimum of 36 feet from curb to curb and a minimum of 28 feet for local streets from curb to curb. The rights-of-way are also required to be a minimum of 66 feet or more depending on the road function. Road cross-sections should be proposed that factor in minimal travel lane widths and provide adequate areas for sidewalks, utilities, on-street parking and bike lanes where appropriate.



*Permitting costs and time frames are key but do not currently pose limitations.*

Hastings Master Plan Committee  
Panel Discussion on Housing





# Housing Needs Matrix

There are various innovative and sustainable ways in which a community can develop its housing stock to meet the needs of existing and future residents. One is through a directed approach to new development in which construction of housing units that are lacking in the housing market are encouraged and incentivized. Another approach is to focus on redevelopment of existing housing. Rather than encourage movement into newly constructed housing, reinvestment in existing housing stock is a sustainable way to meet the housing needs of a community.

Effective reinvestment in existing housing stock requires a multi-faceted approach. Unlike new construction, many issues, including the existing age, amenities, floor plans, and the availability of funds must be considered. Also, ownership of structures and a desire to improve is also a factor not encountered in new construction which is typically undertaken by a master developer. This is in addition to the needs of modern families and modern code requirements that both new construction and reinvestment must address. Generally, a way to overcome these additional factors is for the City to incentivize property owners to consider reinvestment. To be most effective, a targeted approach that focuses on a specific location, issue, or policy change can maximize the ability of the City to have a significant impact on reinvestment.

Developing a targeted approach first requires an evaluation of the existing conditions. Then, based on the assessment of needed reinvestment, an approach can be chosen that uses different action strategies to have the greatest impact to encourage reinvestment in existing homes.







*The 25-year old and the 65-year old want the same kind of housing: a luxury apartment within walking distance of Starbucks and the library. Hastings is the kind of place they want to move to..they like real places like this.*

Robert Gibbs,  
Economic Development Expert

## Age and Value Analysis

The development of a citywide housing analysis requires utilizing existing data on a broad scale. The City utilizes software from BS&A to assess properties and issue permits for construction amongst other available servicing and record keeping features. City data for all residential parcels was provided which included the year built for each residence, approximate square footage, and the true cash value. This data can be used to determine the distribution of housing by value across the City. Any pattern of low value areas could indicate the need for a targeted housing strategy in that particular neighborhood or area.

The Age of Housing by Value map shows residential housing values by overall true cash value for a property. The map shows a somewhat balanced distribution of values in the city with some of the higher values located in the newer subdivisions on the periphery. The only possible concentration of lower value homes is located roughly east of Hanover Street, south of E. State Street, and north of Hubble Street. The vast majority of residences appear to be less than \$100,000 in true cash value.

While value can be a general indication of whether reinvestment is required in a residence, another factor available for consideration is the age of the housing stock. Age of a residence can reflect several areas of reinvestment. Modern housing needs now include more bathrooms per structure, larger living areas, and upgrades in utilities such as electricity and telecommunications/internet access. In addition, as housing ages, the need for structural maintenance becomes necessary due to weather erosion. The BS&A data provided includes the year housing units were constructed.

Given the availability of both value and age data, an analysis was done factoring both of these conditions. The table below identifies the number of homes based on their age and value.





**Table 10: Values of Residences by Age Categories**

VALUE	YEAR RESIDENTIAL STRUCTURE BUILT		
	BEFORE 1915	1916–1950	1951–PRESENT
Up to \$99,999	458	501	146
\$100,000 to \$149,000	237	222	359
\$150,000 and up	50	35	357
<b>TOTAL HOMES</b>	<b>745</b>	<b>758</b>	<b>862</b>

The table indicates that a concentration of homes built in 1950 or earlier have values less than \$100,000. Fewer homes built in those time periods have retained their value compared to newly constructed homes which still maintain their value. While there could be additional factors involved, the lack of upgrades to the older residences could be a primary factor that has manifested itself in the current value of the older homes.

The Age of Housing by Value map shows that there is a general concentration of the sub-\$100,000 homes built before 1915 and between 1916 and 1950. Pre-1915 homes are concentrated in two areas. One on the north side of the City is generally south of Grant Street, east of Broadway, west of Hanover Street, and north of Thorn Street. The other is located east of Hanover Street, south of E. State Street, and north of Bond Street. The main concentration of homes built from 1916 to 1950 that have a value less than \$100,000 is located in the area directly south of this area. It is located east of Hanover Street, south of Bond Street, west of E. State Street, and north of South Street. Knowing the general location of these homes can be used by the City in various ways. Certain events can be held in these neighborhoods to provide residents with a more central location to interact with City staff promoting redevelopment. A targeted marketing or education campaign in these neighborhoods can efficiently utilize limited City resources. They could also be the location for targeted enforcement for code officers to patrol and ensure compliance. The Age of Housing by Value map should be used in concert with the action strategies outlined on the following pages.





## Targeted Action Strategies

As mentioned previously, reinvestment in existing housing stock must be managed in consideration of a wider range of factors than new construction. Existing housing stock is either owner occupied or rented out by the property owner. Typically, those property owners are individuals who own just a handful of homes. While the recession of the late 2000s has resulted in some equity funds or corporations managing a large number of homes, the vast majority of single-family rental property is managed by individuals. Effective reinvestment involves creating a process that is simple to navigate and able to work for and with a multitude of owners. It must target specific issues that existing housing does not provide and which is in high demand in the market. It must reward good actors that abide by all codes and ordinances while working on others who are not creating a safe environment for their tenants or potential buyers. When known violators are dealt with more good actors will be encouraged to continue their reinvestment. The following are some potential targeted action strategies that can be used to meet the housing needs of existing and future residents.

### **Streamlined Permitting Process.**

Review existing permitting process for all single-family and multiple-family residences. Determine ways to reduce any excess steps while maintaining all necessary inspections and code standards. Review existing permit fees and determine ways to bundle or reduce costs to encourage larger projects. Make all permits available online including all fees and required documents. Provide a one-page handout that lists every step from application to project completion for those projects to be encouraged such as a new bathroom installation in a pre-1950s home.

### **Rental Property Ordinance.**

Require all single-family residences available for rent to obtain a certificate of occupancy prior to a new tenant occupying the home. Require the residence to pass all mechanical, electrical, plumbing, building, and other relevant city code inspections prior to receiving a certificate of occupancy. For those residences that pass an annual inspection with no violations, reduce the frequency of inspections to every other year and then potentially once every three years.

### **Vacant Property Ordinance.**

Require all residential properties vacant for more than 90 days to register with the City and require annual inspections. Define specific standards that a vacant house must maintain while vacant.

### **Incentivize pre-1950 remodels.**

Consider a program that provides a reduced fee structure for pre-1950 homes. Consider a blitz program or other marketing effort that promotes a specific project in pre-1950s homes that is known to be a hindrance to modernization, such as living area additions, new bathrooms, or new electrical systems.

### **Homeowner Improvement**

**Classes.** Work with local construction businesses or hardware companies to hold home improvement classes that teach basic skills for regular home maintenance or improvements. Include projects that may start with a homeowner and then encourage larger scale projects conducted by contractors.

### **Home Improvement Loan**

**Programs.** Work with local banks to market existing home equity loan programs or develop programs for rental home reinvestment emphasizing increased income as a result of improvements.

### **Analysis of Past Variance**

**Applications.** Evaluate past applications for residential variances including past requests never applied for, applications denied, and applications approved to determine any pattern around residential redevelopment projects. Consider zoning ordinance amendments to remove need for variances regarding additions to pre-1950s residences.

**New Zoning District.** If a pattern of desirable pre-1950s residential additions is discovered that requires a dimensional standard that is not desired throughout the City, such as increased lot coverage or reduced yard setbacks, consider the creation of a new zoning district in those areas with a significant number of pre-1950s residences.

### **Residential Design Standards.**

Consider separate design standards for residences that require reinvestment. By factoring in existing conditions, design standards can create a phased approach to reinvestment that gradually meets the modern needs of residents.

# Age of Housing by Value

City of Hastings, Michigan

July 20, 2021

## LEGEND

- Municipal Border
- Roads

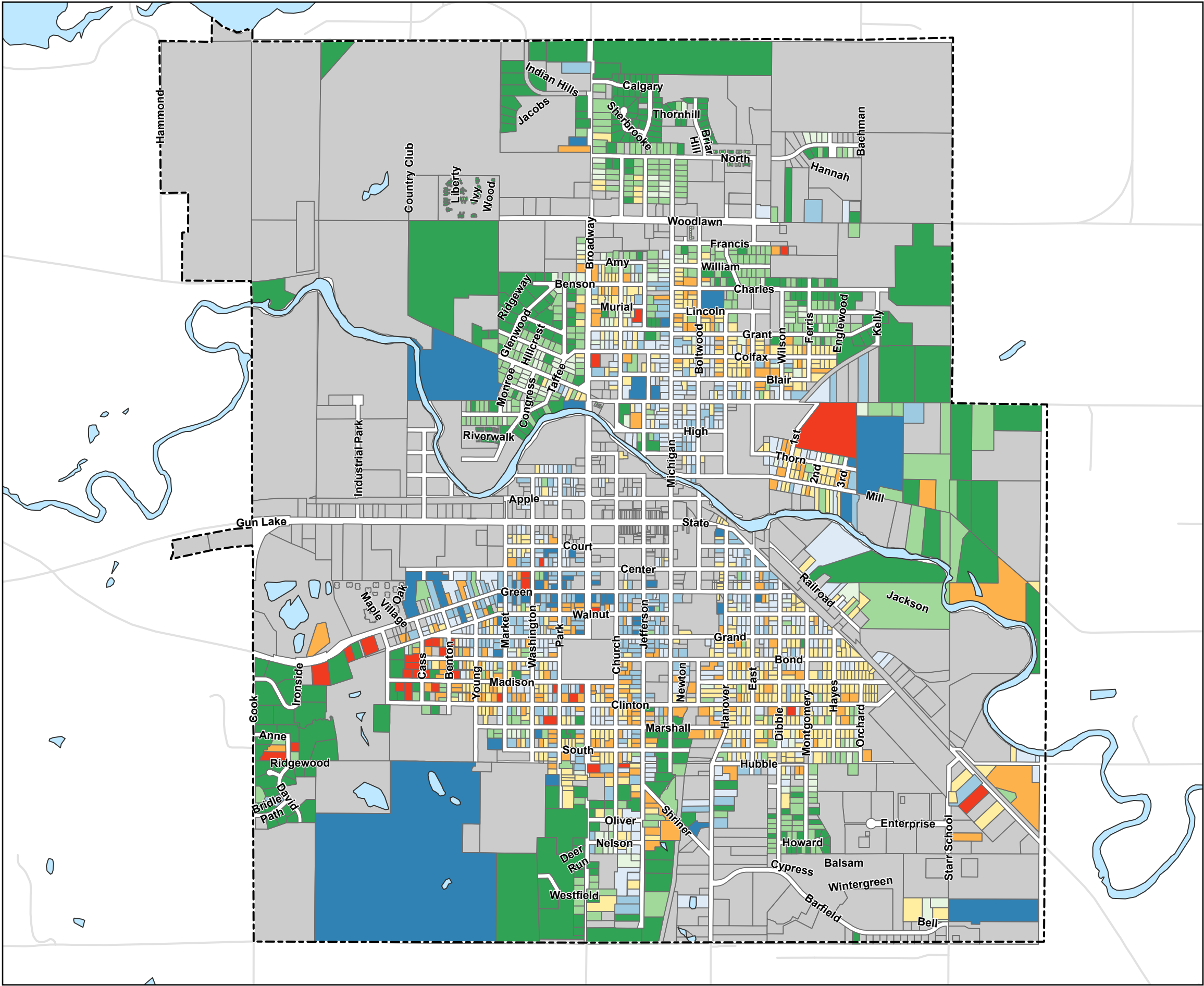
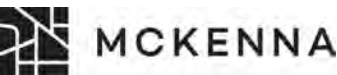
### Age and Value

- Before 1915, up to \$99,999
- Before 1915, \$100,000 to \$149,999
- Before 1915, \$150,000 and up
- 1916 to 1950, up to \$99,999
- 1916-1950, \$100,000 to \$149,999
- 1916-1950, \$150,000 and up
- 1951 to present, up to \$99,999
- 1951 to present, \$100,000 to \$149,999
- 1951 to present, \$150,000 and up
- No Record/Change in Parcel information

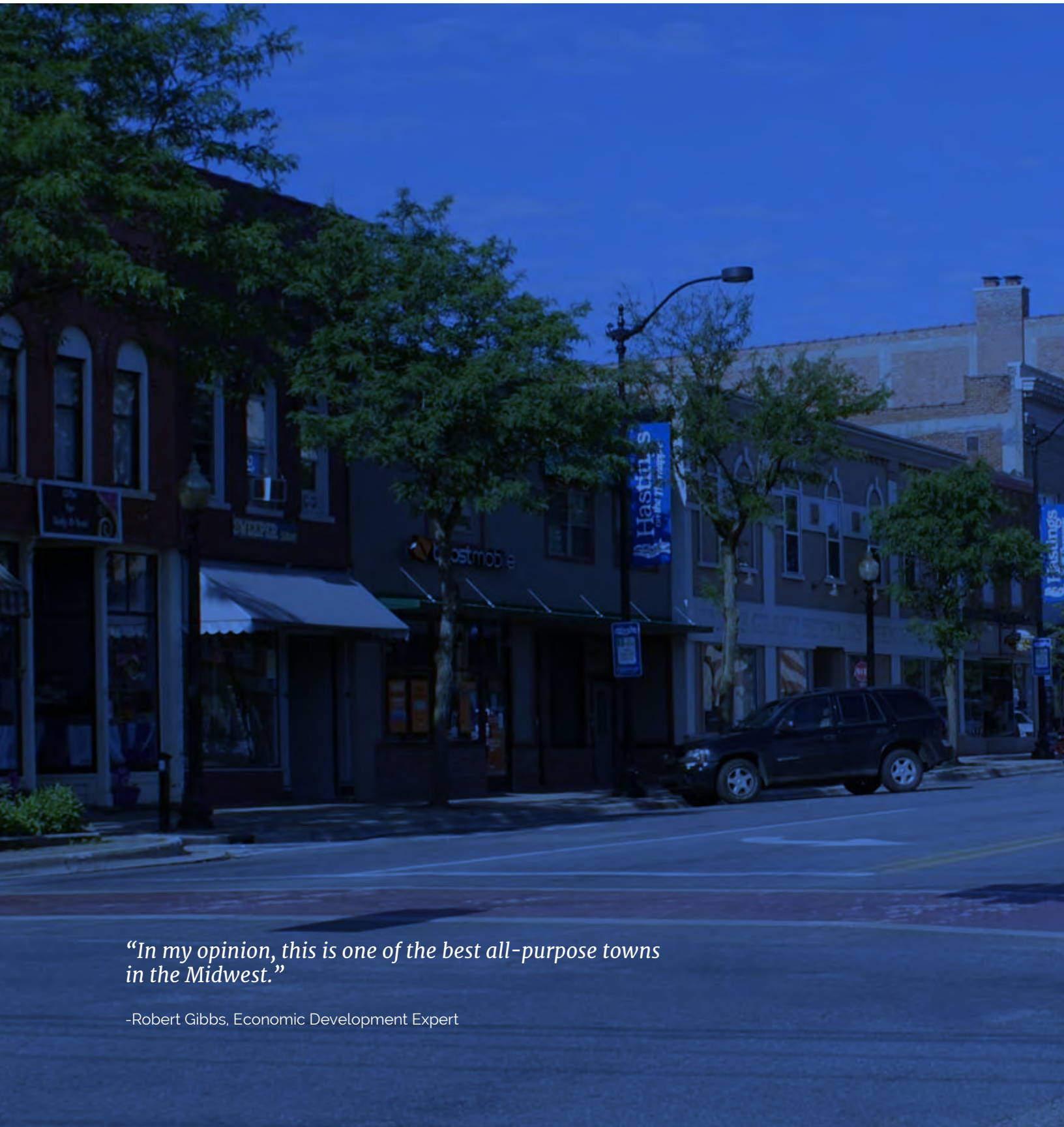
0 500 1,000  
Feet



SOURCES  
Basemap Source: City of Hastings.  
Data Source: McKenna 2021.







*“In my opinion, this is one of the best all-purpose towns in the Midwest.”*

-Robert Gibbs, Economic Development Expert





# Business Growth

## Introduction

### Objectives

The City of Hastings has identified Business Growth as a key issue in the success of providing a vibrant, sustainable, and prosperous community. Specifically, three main business growth objectives form the framework of the City's Business Growth Strategy:

1. Enhance and market the downtown core as the economic center of the community.
2. Invest in areas/corridors targeted for transformation and business growth.
3. Provide for land use options/incentives designed to encourage reuse of vacant buildings and infill development.

### Planning Tasks

The following planning tasks were completed to generate specific and viable Action Strategies that could be accomplished by the City to effectively achieve the stated objectives:

- Prepare a business growth Strengths, Weaknesses, Opportunities, and Threats (SWOT) Analysis with stakeholders.
- Prepare a retail market analysis to determine the most effective mix of uses in the downtown area.
- Prepare a Potential Intensity Change Area (PICA) Map that identifies key development-redevelopment opportunities in the City.
- Develop concept options for identified development-redevelopment areas in the City.
- Develop a marketing strategy for identified development-redevelopment areas in the City, coordinating with marketing efforts by local, regional, and state partners.
- Identify utility, infrastructure, and transportation improvements required to facilitate business growth in the City.
- Host an expert in commercial development and town planning to address local business owners and provide strategies for business growth.

The methodology and findings of each planning task are detailed in this Section. Key action strategies derived from the results of the planning tasks are also represented and form the emphasis of the Action Plan.

# Business Growth SWOT Analysis: Our Opportunities and Challenges

A Strength, Weakness, Opportunity, and Threat (SWOT) Analysis is a framework used to evaluate a community's competitive position and to generate fresh perspectives and new ideas for developing successful strategies.

A SWOT Analysis will essentially: identify what a community excels at and what separates it from other communities (Strength); assess where the community needs to improve to remain competitive (Weakness); describe favorable external factors that could give a community a competitive advantage (Opportunity); and pinpoint external factors that have the potential to negatively impact a community (Threat).

This Business Growth SWOT Analysis highlights and defines those characteristics that represent advantages and disadvantages to the City's business community, as well as to shed light on those external forces that the business community could use to their advantage, and those that have the potential to negatively influence business success.



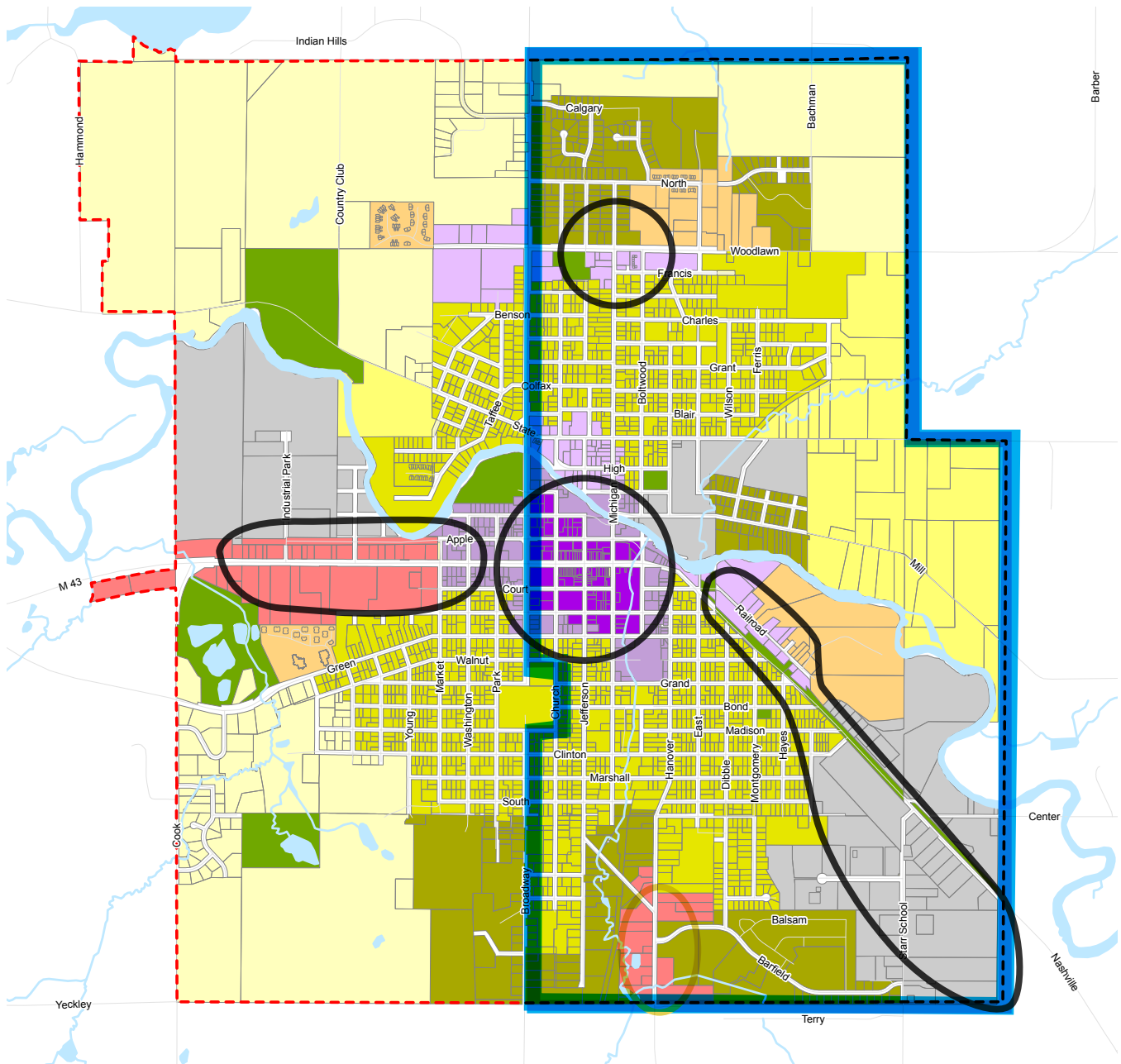
## SWOT Analysis Forum

City staff and stakeholders participated in a SWOT Analysis forum held to take the pulse of the business community and to reach a consensus on what might trip up business growth and where windows of opportunity to prosper may exist.

Project consultants opened the evening with a short presentation that aimed to inform attendees about the Master Plan process, key findings generated from Phase I of the Master Plan, as well as information on business and economy within the City of Hastings.

The SWOT Analysis interactive work session identified five main business growth areas within the city: the downtown area, the east and west gateways, and the north and south gateways. Key findings are listed on the following pages.

# BUSINESS GROWTH AREAS



---- City of Hastings Boundary  
---- Opportunity Zone Boundary



# Downtown Area

## ACTION STRATEGY:

*Conduct a parking study to determine the adequacy of existing/planned parking facilities to serve residential growth in the downtown.*

*“I think Hastings has the X-factor..which is when you have a built environment that people fall in love with... Embrace your history and your urbanism. Decide what you want to be and don’t dumb it down.”*

Robert Gibbs,  
Economic Development Expert

DOWNTOWN	
<b>STRENGTHS</b> Downtown Developments/Housing Growth Mobility Walkable Arts: Events Civic Anchors Library Unique Dining Public Signage/Wayfinding Variety of uses Streetscape Project Commencement No Michigan Hwy for "main" Street DDA Videos	<b>WEAKNESSES</b> No entry focal * Poor at telling our story Service establishments Rear Facade/Access Retail hours of operation Wi-Fi Access Parking convenient to destination. lack of retail mentors
<b>OPPORTUNITIES</b> job sharing between retailers Increased Housing Blue Zone Initiative Collaboration No Michigan Hwy for "main" street City's role in branding Collaboration	<b>THREATS</b> Cost structure for occupancy Limited retail hours Parking due to increased housing

**Strengths.** Development and housing growth downtown provide economic stability that will allow the downtown to continue to thrive. Walkability, events, art, unique dining, and a wide variety of business types are strengths of the downtown area.

**Weaknesses.** Adequate marketing of the downtown is important for the City of Hastings to attract new people and to retain frequent visitors. The lack of a downtown focal point, unimproved rear building facades and entries, and limited wi-fi access all detract from the viability of the downtown. Existing retail strategies, including limited business hours, must also be revisited to respond to an increase in downtown residents.

**Opportunities.** The downtown area serves as a unique branding opportunity for the City. It provides jobs for residents of the region and offers the amenities of urban living. With the launch of the Blue Zones Project in Barry County, Hastings is further provided an opportunity to build the health of its community and increase longevity and sustainability of its residents. The proximity of the Thornapple River presents both recreational and complementary attractions in the downtown.

**Threats.** While increased housing does serve as a positive opportunity for the City, the ability to provide adequate parking may be a challenge. Physical structures and land use within the downtown area must be analyzed to ensure that adequate parking will be available for the influx of new residents. The cost structure for both commercial and residential occupancy within the downtown can impact vacancy rates and maintenance efforts and also represents a threat to the downtown's viability.

# East/West Gateways

EAST / WEST GATEWAYS	
<b>STRENGTHS</b> active - E/W high traffic volume - E/W exposure - E/W value-add area - W avail. infra.	<b>WEAKNESSES</b> walkability - E/W eyesores - E *no connection - E/W to downtown busin. common. cohesion.
<b>OPPORTUNITIES</b> - cooperative advertising downtown bus. growth employer-sharing communicate w/ bus. common. - health	<b>THREATS</b> Limited - business hours - schools - drive resident loc. in city - need to be diff. from downtown - not promoted as a

## ACTION STRATEGY:

*Develop gateway overlay zones that can be applied to community entry points or key gateway corridors that include standards for building form, streetscape elements, and aesthetic connectivity.*

## ACTION STRATEGY:

*Form a City of Hastings Business Action Team to convene, communicate with, and coalesce the business community to agree on consumer messaging.*

**Strengths.** The east gateway meets industrial land-use needs within the City, while the west gateway functions as a major commercial corridor. These are well-traveled areas with high exposure that provide industrial and commercial jobs in the region, as well as serving consumers who reside inside and outside of Hastings.

**Weaknesses.** Blight related to the industrial land use in the eastern gateway has been identified as a key issue. Developed with auto-oriented designs, both gateways lack a functional and aesthetic connection to the downtown and fail to positively announce entry into the community.

**Opportunities.** State Street is a key corridor in the City. The differing character of this corridor as it extends east and west through the city provides unique opportunities for planned business growth, diversity of business types, and cooperative marketing/branding efforts.

**Threats.** The commercial and industrial land use represented in the State Street gateway areas has historically been developed and promoted as separate from the downtown. This poses a threat to the ability of the City's business community to work together to support and market the City of Hastings as a 'destination place.'

# North/South Gateways

## ACTION STRATEGY:

*Develop a community profile that will highlight Hastings' competitive assets and intrigue potential investors. This will serve as a quick fact sheet on the city and provide an investment prospectus.*

## ACTION STRATEGY:

*Identify and connect with local organizations that can serve as partners with the business community.*

## ACTION STRATEGY:

*Develop a marketing strategy that employs 'branding' and highlights:*

- » Hastings as a 'destination place'
- » Hastings and Barry County as the first Blue Zones Project community in Michigan
- » The investment opportunities of an Opportunity Zone community
- » The availability of downtown housing and the attraction of 'urban living'
- » The variety of downtown businesses/services and local events
- » The presence of the Thornapple River

NORTH / SOUTH GATEWAYS	
<b>STRENGTHS</b> BC Corridor/route-S retail/comm value-S	<b>WEAKNESSES</b> - nothing special-S - watersdown downtown-N - maybe serve a niche - recreat. -N OT SERVICE - comm. - employees-S - business comm. relat. - many employees live elsewhere
<b>OPPORTUNITIES</b> - downtown housing growth - employee-sharing	<b>THREATS</b> - limited bus. hrs. - school-drive res. in city

**Strengths.** M-37 (S. Hanover Street) represents the south gateway into the City and is the main route between Hastings and Battle Creek.

**Weaknesses.** The north and south gateways are not seen as large contributors to the Hastings business community. Sporadic commercial development in both areas has resulted in neither gateway effectively announcing entry into a 'destination place'.

**Opportunities.** These areas of business growth may represent opportunities for employee sharing within the community, fueled further by the downtown housing growth that is occurring. These gateways may also represent areas ripe for new thought in this Plan.

**Threats.** Chain businesses in the north and south gateways pull from local downtown businesses. Many employees who travel to the north/south portion of the City for work live outside of Hastings, and do most of their shopping outside of the City, causing leakage.

A primary Opportunity for four of the business growth areas is their situation within one of Michigan's Designated Qualified Opportunity Zones. Opportunity zones are an economic development tool designed to spur economic development and job creation by providing tax benefits to investors. The ability to leverage the Opportunity Zone designation to encourage investment in property in the City's key business growth areas should be a foundational business growth strategy.



# Retail Market Analysis: What is Missing?

In the United States, over 10% of all employed persons are employed in the retail sector. The effects that a healthy retail sector can have on a community are immeasurable. A retail market analysis can help a community learn more about this sector of their economy by identifying retail market trends and understanding the pattern of retail spending locally relative to spending in neighboring areas. Sales leakage could indicate that the local demand for a specific product is not being met within the community, while sales surpluses may indicate the community is serving a regional market that attracts shoppers from outside the area. Leakages and surpluses demonstrate the strengths and weaknesses of the area's retail market and can help inform business strategies.

This retail market analysis was performed for the City of Hastings to assist in determining the most effective mix of uses in the downtown area. It provides an in-depth analysis of the retail and commercial market conditions within Downtown Hastings, identifying business types in sectors with significant opportunity.

## Downtown Area

Downtown Hastings is the center of the community, offering a quaint character and a thriving business and retail market.

A one-of-a-kind shopping experience in historic restored buildings contributes to the charm of the downtown area. It is composed of a historic downtown/central business district made up of approximately 4 blocks situated on the banks of the Thornapple River and immediately adjacent to a contemporary regional shopping district. Both the downtown and the regional shopping district are within the boundaries of the Downtown Development Authority (DDA).

Named one of the best small towns in America, the lively, active, and high-quality character of Downtown Hastings is upheld by its residents, tourists, City staff, and DDA.



# How do we grow?

## We want to grow, sustain, and develop the downtown core economically. How do we do that?

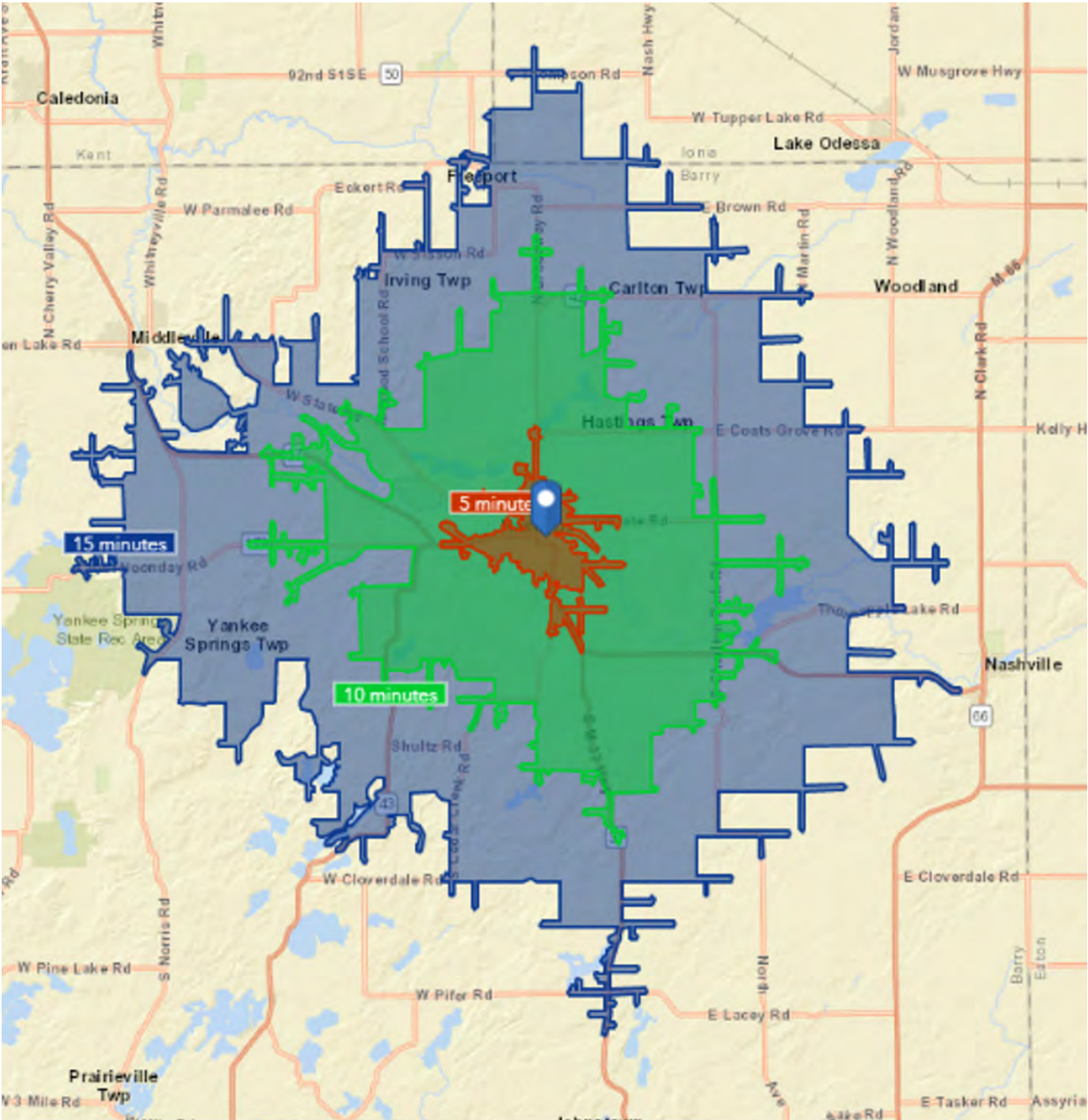
The relationship between supply and demand among businesses in the community can be studied in an opportunity gap analysis. Such an analysis examines the demographic profile of the population located in the retail trade area and determines the amount of goods and services that population demands. By identifying gaps, or the differences between supply and demand in the trade area, areas of leakage can be identified, and steps can then be taken to reduce it. Non-local purchases represent leakages from the downtown area, which can lead to reduced employment and income opportunities within the community.

With a median income of \$50,378 per year, Hastings residents spent a total of \$16,934,692 on housing costs, \$14,559,689 on food, \$5,442,799 on entertainment and recreation, and \$3,413,202 on apparel and services in 2019. A market analysis will help determine the specific types and amounts of retail businesses that existing and projected consumer spending will support.

# Market Analysis

The study areas for the City of Hastings Downtown Area retail market analysis include 5-, 10-, and 15-minute radii from the center of the downtown area. The purpose of gathering data on these specific areas is to pinpoint specific locations of profitable business opportunity or specific areas of leakage. This will assist in strategically planning and recruiting business types that will succeed.

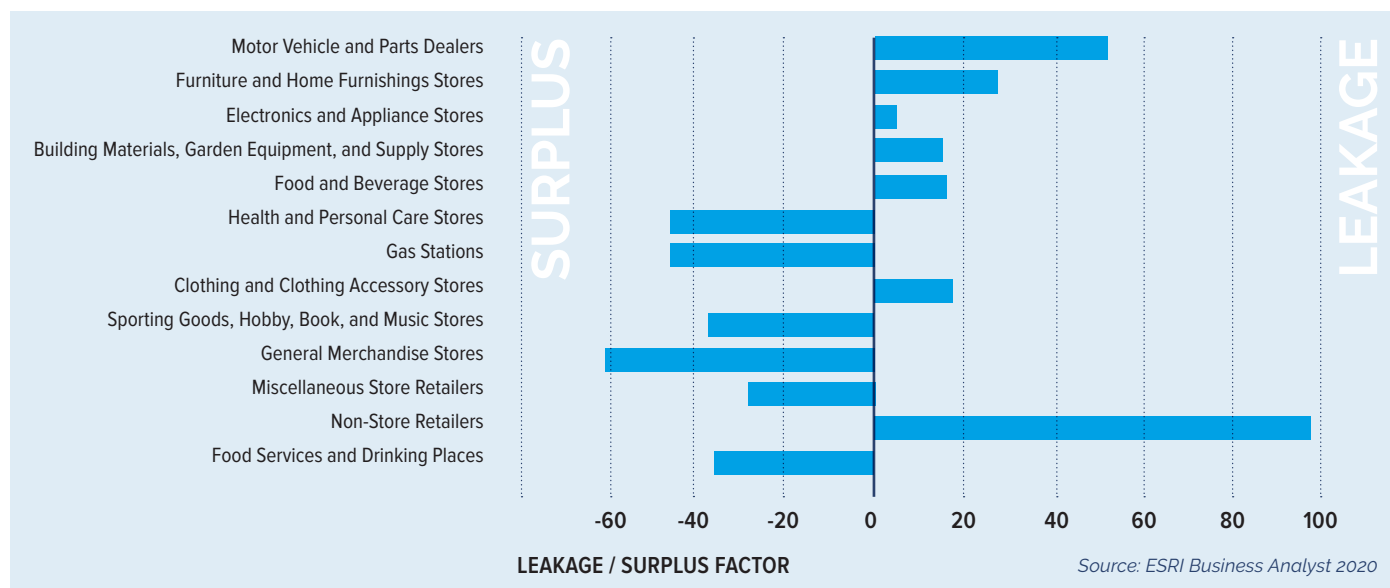
Figure 9: 5-, 10-, and 15-minute drive time radius from Downtown Hastings.



Source: ESRI Business Analyst



# Analysis Results: 5-Minute Drive Radius



## Analysis Results

As shown in the graph, consumers that reside within five minutes of Downtown Hastings have easy access to health and personal care, general merchandise, and gas stations, among other types of retail. But residents of the City and its immediate vicinity travel elsewhere for large items, such as cars, furniture, electronics, and building materials. Food and beverage stores also show leakage, indicating the potential demand for a new grocery store in Hastings.

## What's Missing?

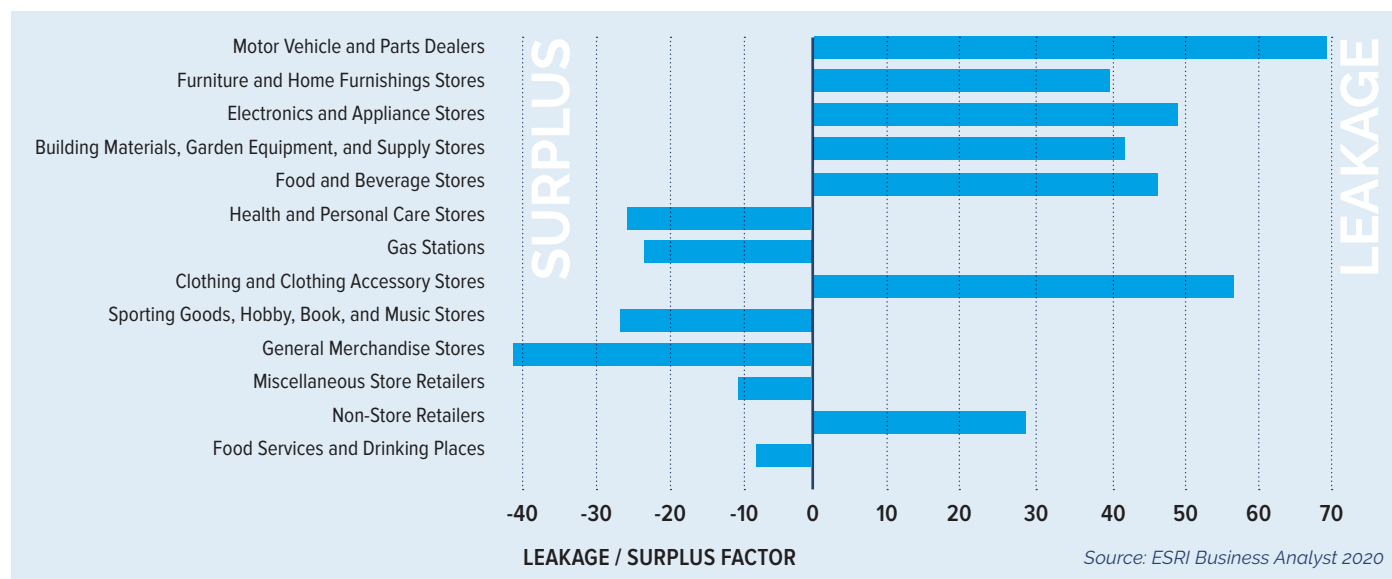
Based on the data, the following business types have profitable business opportunities in meeting demand within a 5-minute radius of the core of Downtown Hastings:

**Table 11: Business Opportunities within a 5-Minute Radius of Downtown Hastings**

BUSINESS TYPE	RETAIL GAP
Motor Vehicle and Parts Dealers	\$8,475,607
Furniture and Home Furnishings Stores	\$791,502
Electronics and Appliance Stores	\$162,016
Building Materials, Garden Equipment, and Supply Stores	\$1,089,563
Food and Beverage Stores	\$2,834,068
Clothing and Clothing Accessory Stores	\$826,439
Book and Music Stores	\$237,461
Office Supplies, Stationary, and Gift Stores	\$407,151
Non-Store Retailers (Direct Selling Establishments, Electronic Shopping, and Mail Order Houses)	\$1,056,348

Source: ESRI Business Analyst 2020

# Analysis Results: 10-Minute Drive Radius



## Analysis Results

The 10-Minute Radius is similar to the 5-Minute Radius in terms of retail categories showing surplus and leakage. Health/personal care, general merchandise, and gas have high surplus factors, while big-ticket items like cars, furniture, and electronics have large leakage factors. Again, food and beverage stores show leakage, reinforcing the need for an additional grocery store in Hastings.

## What's Missing?

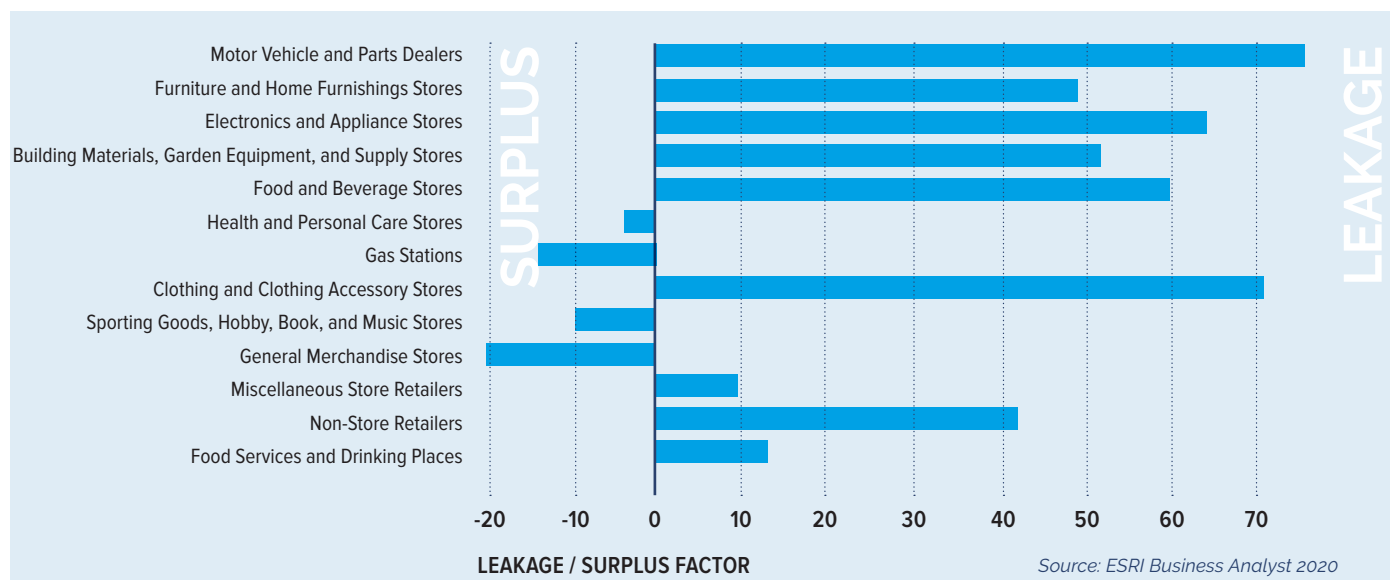
Based on the data, the following business types have profitable business opportunities in meeting demand within a 10-minute radius of the core of Downtown Hastings:

**Table 12: Business Opportunities within a 10-Minute Radius of Downtown Hastings**

BUSINESS TYPE	RETAIL GAP
Motor Vehicle and Parts Dealers	\$28,868,508
Furniture and Home Furnishings Stores	\$2,957,198
Electronics and Appliance Stores	\$3,293,344
Building Materials, Garden Equipment, and Supply Stores	\$7,064,316
Food and Beverage Stores	\$18,227,358
Clothing and Clothing Accessory Stores	\$5,710,733
Book and Music Stores	\$494,472
Florists	\$126,145
Non-Store Retailers (Direct Selling Establishments, Electronic Shopping, and Mail Order Houses)	\$1,354,537

Source: ESRI Business Analyst 2020

# Analysis Results: 15-Minute Drive Radius



## Analysis Results

The 15-Minute Radius encompasses quite a few rural communities, but does not reach the edges of the Grand Rapids or Battle Creek areas. In an area that is rural, it is not a surprise to see so much leakage. However, this leakage represents an opportunity for the City. Hastings is already the retail center for much of the population within a 15 minute drive, and is well-positioned to capitalize on the opportunity to attract additional businesses that serve the wider region.

## What's Missing?

Based on the data, the following business types have profitable business opportunities in meeting demand within a 15-minute radius of the core of Downtown Hastings:

**Table 13: Business Opportunities within a 15-minute radius of Downtown Hastings**

BUSINESS TYPE	RETAIL GAP
Motor Vehicle and Parts Dealers	\$28,868,508
Furniture and Home Furnishings Stores	\$2,957,198
Electronics and Appliance Stores	\$3,293,344
Building Materials, Garden Equipment, and Supply Stores	\$7,064,316
Food and Beverage Stores	\$18,227,358
Clothing and Clothing Accessory Stores	\$5,710,733
Book and Music Stores	\$494,472
Office Supplies, Stationary and Gift Stores	\$126,145
Non-Store Retailers (Direct Selling Establishments, Electronic Shopping and Mail Order Houses)	\$1,354,537
Food and Drink	\$5,962,129

Source: ESRI Business Analyst 2020



## Additional Stores

The table below shows the retail gap converted to a demand for additional stores, based on the size of the potential market and the usual square footage of stores in the category. The number of stores is presented as a range and represents the number of stores needed within that drive radius. While some of the retailers that emerge to fill the gaps will locate in places other than Hastings, the City, along with the DDA and economic development officials and stakeholders, should utilize this analysis to target new businesses for location in Hastings and its immediate surroundings.

**Table 14: Retail Gap Analysis based on Drive-Time**

CATEGORY	5-MINUTE DRIVE RADIUS	10-MINUTE DRIVE RADIUS	15-MINUTE DRIVE RADIUS
Automobile Dealers	0-1	3-4	5-6
Other Motor Vehicle Dealers	0-1	0-1	1-2
Auto Parts Stores	0	0-1	0-1
Furniture Stores	0	0	0-1
Home Furnishings Stores	0	0	0
Electronics and Appliance Stores	0	0-1	2-3
Building Materials and Supply Stores	0	0	0-1
Lawn and Garden Equipment Stores	0	0	0
Grocery Stores	0	0-1	6-7
Specialty Food Stores	0	0	0-1
Beer, Wine, and Liquor Stores	0-1	0	0-1
Health and Personal Care Stores	0	0	0
Gas Stations	0	0	0
Clothing Stores	0	0-1	0-1
Shoe Stores	0	0	0
Jewelry and Luggage Stores	0	0	0
Sporting Goods, Hobby, and Music Stores	0	0	0
Book Stores	0	0	0
Department Stores	0	0	0
General Merchandise Stores	0	0	0
Florists	0	0	0
Office Supply Stores	0	0	0
Used Merchandise Stores	0	0	0
Full Service Restaurants	0	0	0-1
Fast Food Restaurants	0	0	0
Bars	0-1	0-1	0

Source: ESRI Business Analyst 2020, McKenna Calculation

### ACTION STRATEGY:

*Support small businesses to create “home grown” shopping alternatives and fill gaps in the retail market, especially in the areas of groceries and electronics.*

### ACTION STRATEGY:

*Engage with major players in the retail groups identified by the analysis, including automobile dealers, grocery stores, and electronics stores, to make the case that Hastings could support a new location for their business.*

### ACTION STRATEGY:

*Ensure that sufficient land is appropriately zoned for the types of businesses identified in this study, both in the walkable context of the downtown and neighborhood business districts and in the corridor context on the edges of the City.*

### ACTION STRATEGY:

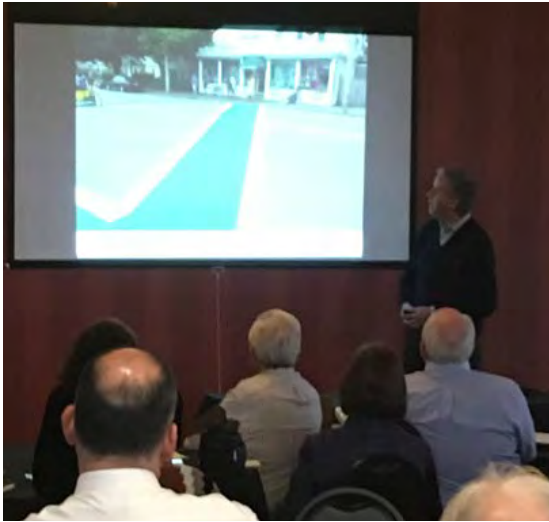
*Invest in needed infrastructure and amenities that will support the businesses identified in this analysis, including public parking, road design, and active streetscapes.*


# Expert Analysis Presentation

To enhance the Plan's action-oriented discussion on Business Growth in the City of Hastings, an expert in commercial development and town center planning was invited to engage local business owners and provide strategies for business growth. Robert Gibbs, FASLA, AICP, President, Gibbs Planning Group, joined local merchants for a motivating session held in the Walldorff Ballroom where he provided insights on the authenticity of Hastings' urbanism and guidance on how to enhance and expand urban retail in Hastings. The following recommendations offered by Bob in this session have been captured here and incorporated into the Master Plan as Action Strategies:

- Participate in the Michigan chapter of the International Council of Shopping Centers, especially the Novi and Chicago Deal Making sessions.
- Consider retaining a business recruitment consultant to directly contact potential retailers and restaurants to the downtown.
- Implement architectural design standards for the restoration of historic buildings.
- Install well-designed, concrete sidewalks rather than brick, stone pavers, or designer faux brick pavers to reinforce the City's historic character. Pavers are more appropriate in shopping centers.
- Hastings' strength from a branding and placemaking perspective is its authenticity as a real Michigan town. Street trees are essential, but they should be those traditionally grown in a Michigan town, such as Basswood (Linden), Horse Chestnut, Red Oak, or Sugar Maple.
- When the weather warms, right away, put flower boxes in front of every store window. Hire a horticulturist and make this a city of flowers.
- Support your art program. Light the art pieces.
- Put in new light fixtures. Paint them a warm color, such as dark green or dark blue.
- There are some signs that are unworthy of this place. Confirm that applicable sign standards are responsive to the character of the downtown and the architecture of the buildings. Support a sign permitting and enforcement program.







## Master Plan Forum: Ask the Expert

*Join Robert Gibbs, a recognized leader in commercial development and town center planning, for a discussion on business growth strategies for the City of Hastings.*

**Tuesday, March 3, 2020**  
**5:30 PM - 7:30 PM**  
*Light hors d'oeuvres and cash bar*

Walldorff Ballroom  
 105 East State Street  
 Hastings MI 49058

**Robert Gibbs, FASLA, AICP**  
*President, Gibbs Planning Group*

Robert Gibbs, FASLA, AICP has advised and planned over 1000 cities and new towns around the world. Gibbs has been recently named one of the 100 most influential urbanist of the century. Gibbs is the Director of GPG and teaches at Harvard. He authored numerous books and articles including Principles for Urban Retail.

*I have wanted Bob to come here and I can't believe he is coming!!! He is my retail IDOL!!*

*The guy is amazing—in fact he is one of the reasons I opened my shop in Hastings. I feel like we just hit the jackpot by having him visit. I had the privilege of attending one of his workshops about 8 years ago and then scored one on one time with him. He critiqued my business plan and then gave me 5 points to look for when shopping for a space for a woman's boutique..I followed those points, and I'm still here!*

*EVERYONE should attend this—they will learn so much from this guy!!! Still can't believe he is coming! Thanks so much for making this happen!*

– Kendy Varble, The Sugar Ribbon



# Key Development- Redevelopment Opportunities: Taking Advantage

Guided by the opportunities and challenges identified in the Business Growth Analysis, and taking into consideration the under-served retail sectors highlighted in the Retail Market Analysis, key areas within the City have been studied for development/redevelopment.

These areas of opportunity are designated on the following Potential Intensity Change Area (PICA) Map and represent sites that offer significant potential for development or redevelopment due to situation and supporting assets.

## Strategies for Identified Key Areas

Visions for development-redevelopment were created through urban design and planning techniques. The existing conditions of each area are described and the objectives and opportunities specific to the area detailed. Redevelopment ideas are illustrated through urban design-based conceptual drawings to easily translate the vision. 'Action' is the focus of this effort, so specific measures to jump-start implementation are also offered.

*“What I have observed here in Hastings impresses me.. you should be really proud of yourself. You built your library downtown. That’s major. You have a library and a city hall..and a cinema”*






Robert Gibbs, Economic Development Expert

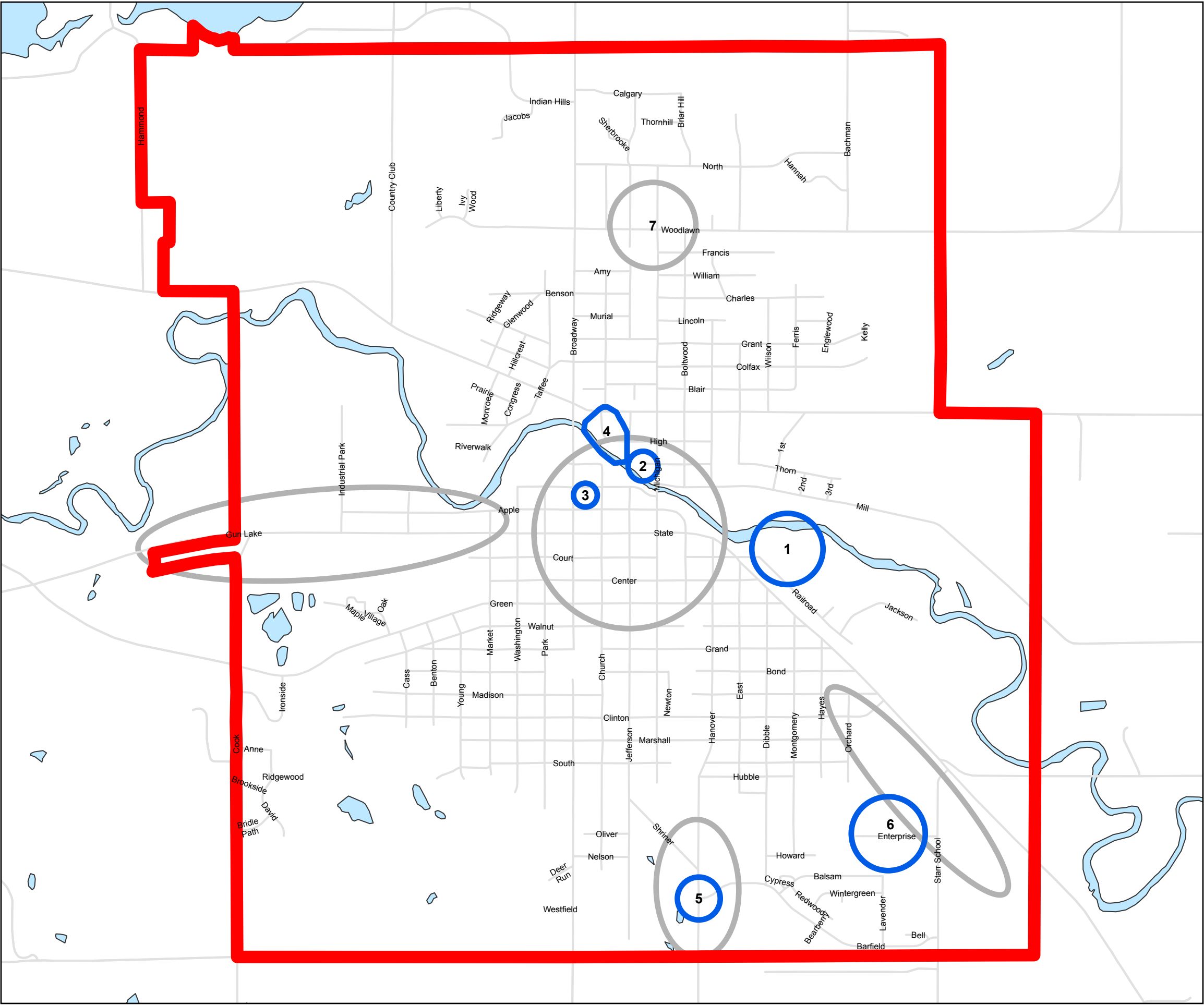
# PICA Analysis

City of Hastings, Michigan

July 20, 2021

## LEGEND

-  Municipal Border
-  Streams
-  Roads
-  PICA Concentrated Area
-  Business Growth Area



0 500 1,000  
Feet

SOURCES  
Basemap Source: City of Hastings  
Data Source: McKenna 2021.



INTENTIONALLY LEFT BLANK





## Redevelopment Area 1: E. Railroad Street/E. State Street

### Existing Conditions:

- Currently occupied by industrial service uses with outdoor storage activity.
- Underutilized areas for green and open space.
- Frontage on both State Street and Railroad Street.
- Located near Downtown.
- Near the Royal Coach residential redevelopment site.
- Located on the Thornapple River, a major natural asset.
- Adjacent to Hastings Riverwalk.
- Ideal location for a mixed-use development.
- Located within Opportunity Zone.



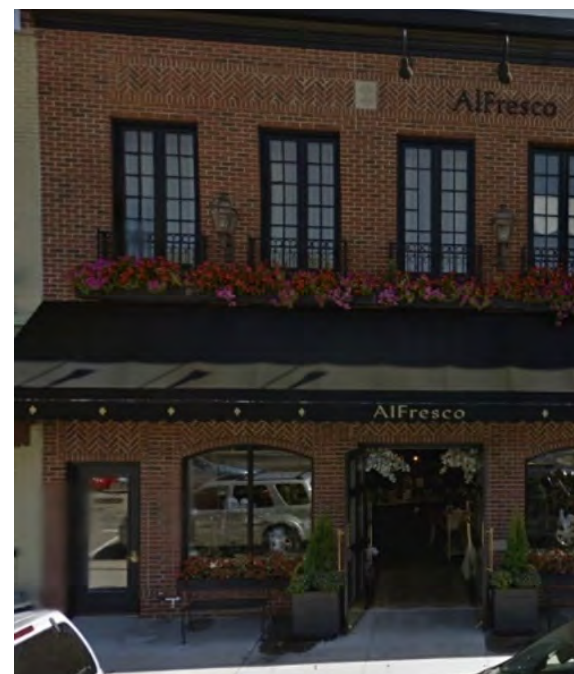




### Redevelopment Objectives/Opportunities

Take advantage of the area's proximity to Downtown Hastings and the Thornapple River through a mixed-use development pattern.

- Require building placement along and oriented to street frontage.
- Blend this area with Downtown Hastings by providing on- street parking and a unified streetscape along Railroad and State Streets.
- Design building frontage with architecturally-pleasing storefronts that complement building facades within Downtown Hastings.
- Side orientations of buildings should include large windows, either shopfront style or regular windows. Sides of buildings should also have secondary entrances or emergency exits.
- The residential element should include a variety of housing types and densities to supplement the City's missing middle housing stock.
- Create communal greenspace along Hastings Riverwalk as it extends along State street to complement mixed-use buildings.







**ACTION STRATEGY:**

*Work with developers to assemble parcels to ensure frontage on E. State Street and E. Railroad Street.*

**ACTION STRATEGY:**

*Amend the Zoning Ordinance or rezone to allow for mixed-use and multiple-family development on this site. Ensure that the Zoning Ordinance requires the style of development envisioned for this site.*

**ACTION STRATEGY:**

*Offer incentives for the desired redevelopment through density bonuses, reduced parking, and/or reduced review periods.*

**ACTION STRATEGY:**

*Send out an RFP to developers, allowing the City to choose a site design that fits best with the vision.*





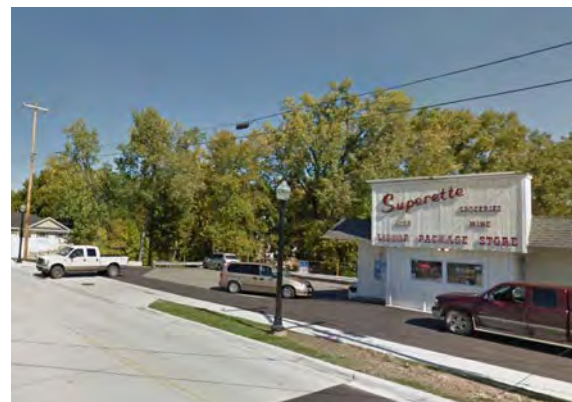
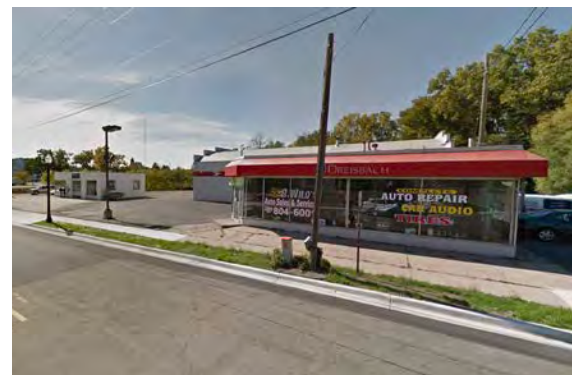




## Redevelopment Area 2: N. Michigan Avenue/E. Mill Street

### Existing Conditions:

- Currently occupied by commercial service uses with outdoor storage activity.
- Located on the Thornapple River, a major natural asset.
- Hastings Riverwalk is nearby, situated along the south banks of the Thornapple River.
- Located in close proximity to First Ward Park.
- Ideal location for mixed-use development and rowhousing.
- Located within Opportunity Zone.







### Redevelopment Objectives/Opportunities

- Place mixed-use buildings with building frontage along N. Michigan Avenue and E. Mill Street to allow for on-street parking.
- The Thornapple River to the south and the park to the north make this a highly visible site. Utilize this visibility with a 3-story, monumental mixed-use building that will stand out.
- Create a greenway connection between First Ward Park and the Thornapple River.
- Provide on-street parking versus large parking lots.
- Provide waterfront rowhousing to supplement the City's missing middle housing stock.







**ACTION STRATEGY:**

*Bring landowners together with interested developers to ease the land assembly process.*

**ACTION STRATEGY:**

*Amend the Zoning Ordinance or rezone to allow for mixed-use and multiple-family development on this site. Ensure that the Zoning Ordinance requires the style of development envisioned for this site.*

**ACTION STRATEGY:**

*Amend the Zoning Ordinance to require an amount of active green space on the property.*

**ACTION STRATEGY:**

*Send out an RFP to developers, allowing the City to choose a site design that fits best with the vision for this site.*





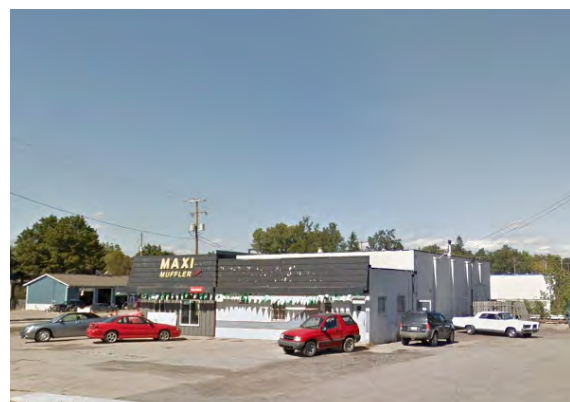




## Redevelopment Area 3: N. Broadway/W. Apple Street

### Existing Conditions

- Currently occupied by auto-oriented commercial services.
- Sites range in size from 0.5 – 3 acres.
- Located at a main gateway into Downtown Hastings.
- Served by sidewalks with signalized crosswalks, making this area generally walkable.
- Ideal for walkable commercial redevelopment.
- Partially located within Opportunity Zone.







### Redevelopment Objectives/Opportunities

- Use infill development techniques within the corridor to allow for an urbanized environment. The vision of urbanization within this corridor expands and builds upon what Downtown Hastings already has to offer.
- As a main gateway into the downtown area, this corridor's look and feel should blend with downtown development. Creation of architectural design standards should be cohesively created alongside downtown standards.
- Provide apartment-style housing as stand-alone or within mixed-use buildings to supplement missing middle housing.
- Shared parking agreements and on-street parking are key for the area.







**ACTION STRATEGY:**

*Bring landowners together with interested developers to ease the land assembly process.*

**ACTION STRATEGY:**

*Market an RFP to developers to bring the site's vision to fruition, and specifically focus on securing retail business types that will sustain and serve residents living in the apartment and mixed-use buildings.*

**ACTION STRATEGY:**

*Create architectural design standards for the site based upon downtown area design standards. This will create the look and feel of a link between the downtown area and this site.*

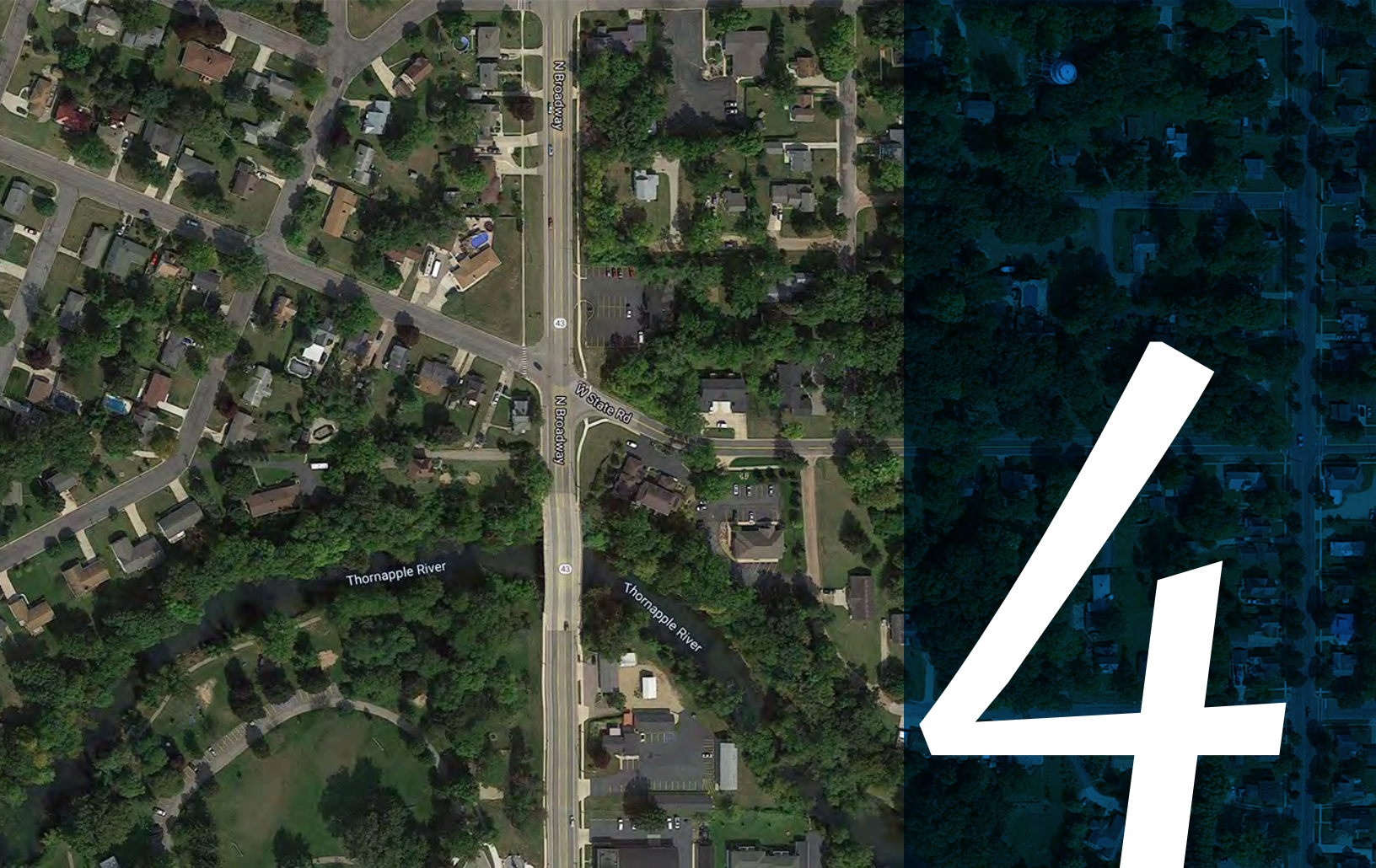
**ACTION STRATEGY:**

*Assist in creating shared parking agreements for developments in this area that may need to share parking with a nearby business in order to provide adequate parking.*





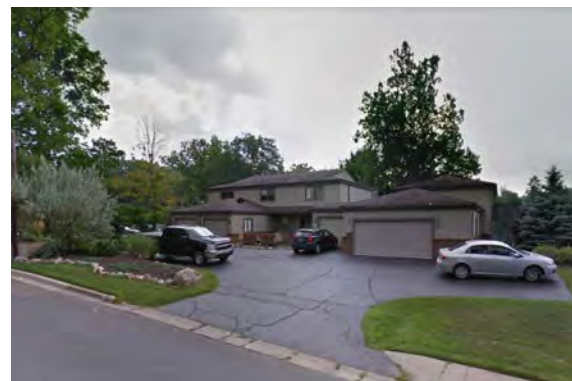




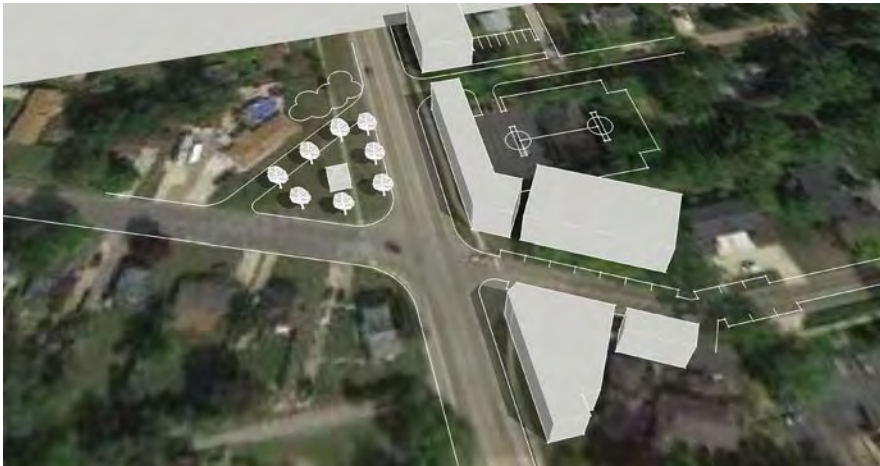
## Redevelopment Area 4: East of Broadway/North Banks of Thornapple River

### Existing Conditions:

- Broadway is a main community corridor and gateway into Downtown Hastings.
- Located on the Thornapple River, a major natural asset.
- The Hastings Riverwalk is nearby, situated along the south banks of the Thornapple River.
- In close proximity to Tyden Park and First Ward Park.
- Major walkway/crosswalk located at Broadway and W. State Road.
- Ideal location for a mixed-use development.







### Redevelopment Objectives/Opportunities

- Opportunity exists to expand the non-motorized transportation system to connect with the existing walkway along Broadway. Construct a signalized crosswalk at Broadway/W. State Road.
- The open space at the corner of Broadway and W. State Road serves as an opportunity for a signature pocket park/gateway feature.
- Orient building frontages along Broadway. Visibility adds economic value and ability to function as a City gateway property.
- Use W. State Road for access and on-street parking. On-site parking should be located to the side/rear of buildings.







**ACTION STRATEGY:**

*Rezone residential areas on the site to multiple-family or mixed use. This will not change the current land use, but will provide the opportunity for this type of development to happen in the future.*

**ACTION STRATEGY:**

*Fill the gaps identified within the retail market analysis and search for developers who will provide retail and other businesses within mixed-use buildings.*

**ACTION STRATEGY:**

*The City must acquire the property for the pocket park in order to build and maintain the property.*

**ACTION STRATEGY:**

*Research grant and/or state funding to provide for pocket park implementation. For additional landscaping within the pocket park and on the corner of N. Broadway Street and W. State Road, research tree funding programs and volunteer tree planting programs to decrease the City's cost.*

**ACTION STRATEGY:**

*Bring landowners together with interested developers to ease the land assembly process.*





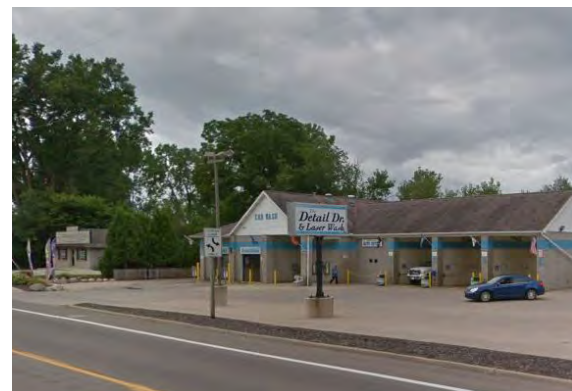




## Redevelopment Area 5: Hanover Street/Barfield Drive

### Existing Conditions:

- Currently occupied by auto-related facilities.
- In close proximity to schools, residential development, and community facilities.
- Hanover Street serves as the southern gateway to the City.
- Corridor lacks community-entry aesthetics.
- Located within Opportunity Zone.





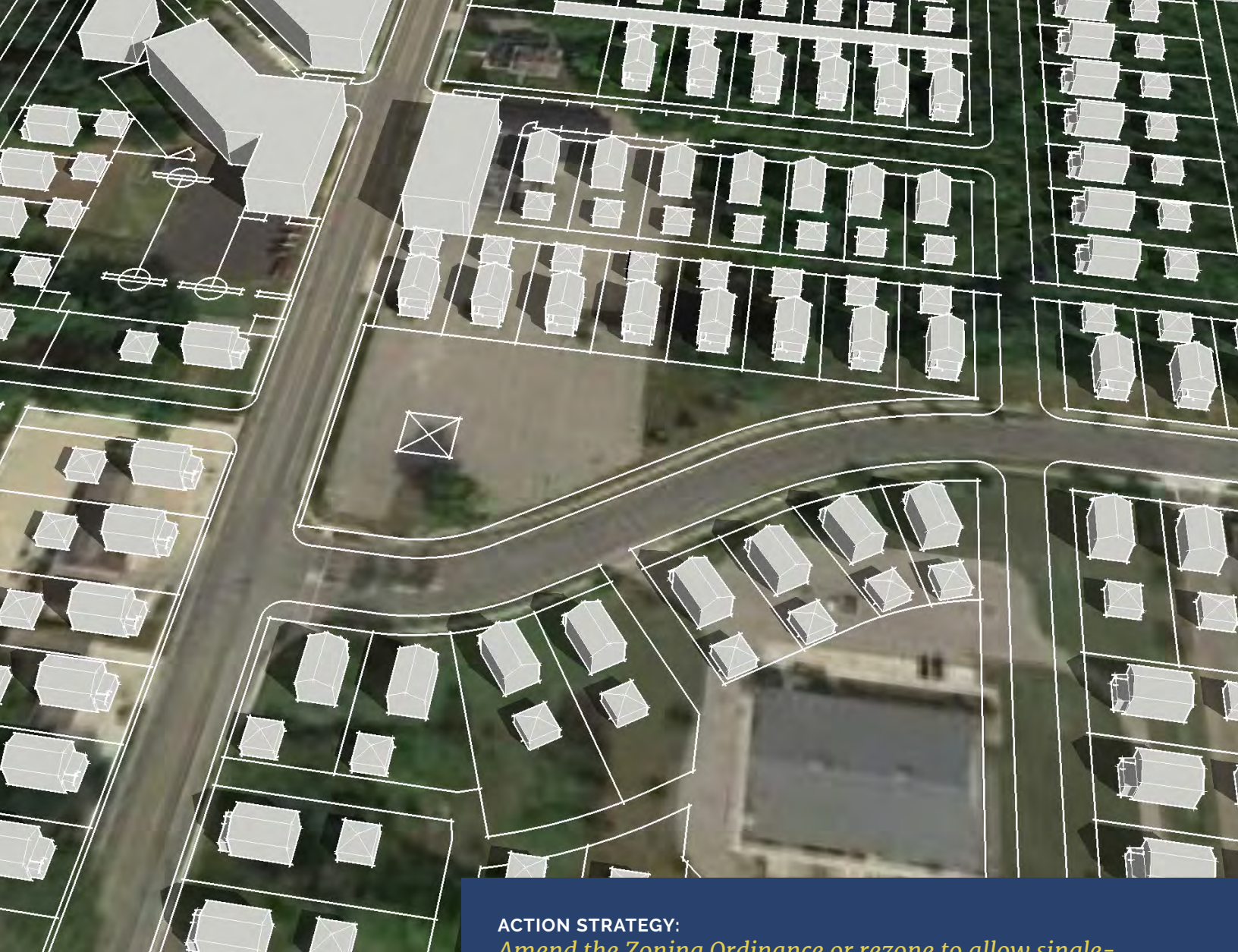


### Redevelopment Objectives/Opportunities

- Cluster commercial-service development around the S. Hanover Street/ Shriver Street intersection with building frontage along S. Hanover Street and side-street parking.
- Continue the existing street grid and residential lot layout to facilitate build-out of developments to support the nearby convenience commercial.
- Vast amounts of trees in the area provide opportunity for two nature preserves.
- The open space at the corner of S. Hanover Street and Barfield Drive serves as an opportunity for a signature common green/gateway feature.
- Continue/improve non-motorized connections between housing, school, and service centers.
- Apply streetscape features common to N. Broadway and E. State Street to establish a unified gateway identity.







**ACTION STRATEGY:**

*Amend the Zoning Ordinance or rezone to allow single-family residential and multiple-family residential.*

**ACTION STRATEGY:**

*Market this area to families. With the current shortage of new housing throughout Michigan, new builds create a supply for the demand.*

**ACTION STRATEGY:**

*Work with regional, state, and federal environmental or park agencies to designate the properties on the west and east corners of the area as preserves.*

**ACTION STRATEGY:**

*Market an RFP to developers specifically to provide some commercial retail in this area, as well as adequate single-family subdivisions.*







## Development Area 6: Hastings Business Park

### Existing Conditions:

- Four undeveloped parcels/sites.
- Sites are fully serviced and development-ready.
- Sites are able to support business, technology, research, or industrial businesses.
- Located within Opportunity Zone.
- Located within Foreign Trade Zone #43 (Battle Creek) Service Area.







### Development Objectives/ Opportunities

- Business, Technology, and Research (BTR) parks and industrial sites can stimulate the City's economy by enhancing research capacity enough to support high-value activities and attract business investment.
- Availability of jobs for those with college educations will attract younger generations to move to and/or stay in Hastings.
- Create jobs within Hastings through these sites to decrease the high percentage of residents who work outside of the City.
- Promote these development-ready sites to eliminate the potential of blight from vacant property.

#### ACTION STRATEGY:

*Partner with area and regional universities to acquire knowledge base and partnerships and to gauge the amount of interested students, faculty, and other stakeholders.*

#### ACTION STRATEGY:

*Amend the Zoning Ordinance to give developers the opportunity to build to the City's vision on the site.*

#### ACTION STRATEGY:

*Involvement with county and state development authorities such as Michigan Economic Developers Association and Redevelopment Ready Communities (RRC) is key for this site's vision.*

#### ACTION STRATEGY:

*Market the site to developers through RFPs and networking with companies who would fit the site's vision.*



## Redevelopment Area 7: E. Woodlawn Avenue/N. Michigan Avenue

### Existing Conditions:

- Represents an area of commercial and recreational land use.
- Identified as a business growth area.
- Michigan Avenue is a key local corridor and extends into Downtown Hastings.
- Located within Opportunity Zone.







### Redevelopment Objectives/ Opportunities

- Support and promote neighborhood commercial activity.
- Design to meet the demand for convenience commercial from the surrounding neighborhoods without competing with or detracting from the downtown area.
- Potential to serve as a recreational niche within Hastings.

#### ACTION STRATEGY:

*Allow only compact neighborhood commercial development on specific targeted sites.*

#### ACTION STRATEGY:

*Create pocket parks in strategic locations that serve to connect recreational and event-based land use.*



# Marketing the Key Development – Redevelopment Areas

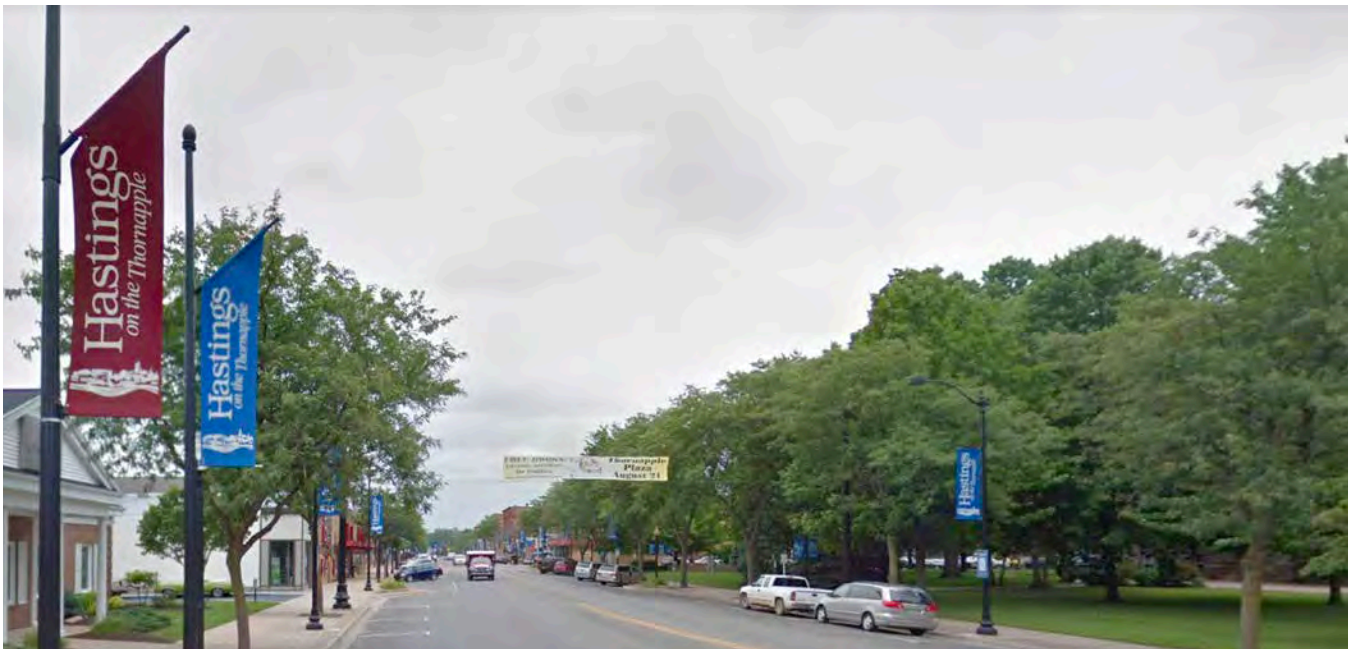
The world is a marketplace, and a certain amount of branding and promotion, or 'marketing,' is needed to boost visibility, effectively reach and communicate with the right audiences and maximize opportunities.

## Taking the Lead

Economic development marketing is a specialized discipline that focuses on how communities can attract investment and build wealth. Strong economic development marketing programs are structured around these foundational 'best practices':

- Differentiate what your community has to offer and why the target audience should care.
- What others say about your community is more important than what you say about yourself.
- Recognize the value of the community website as a lead-generation engine, not just an information source.
- Look for every opportunity to connect with key corporate leaders and existing investors in the community.

The following action strategies for marketing the identified development-redevelopment areas in Hastings are guided by these 'best practices.'





#### ACTION STRATEGIES:

### Marketing for Development

#### 1. Create/publish site sheets.

- a) Site sheets should include the information and concept drawings prepared for the identified development-redevelopment areas.
- b) Use site sheets to advertise/market the identified areas via social media, the City website, community billboards, DDA/County Chamber publications, and local/regional investors and developers.

#### 2. Create a City of Hastings Brochure.

- a) Highlight the following features of the City of Hastings:
  - Generous DDA incentives for new investors
  - Authentic downtown with historical architecture
  - Excellent public services
  - Within easy reach of major regional destinations and employment centers
  - Affordable and high-quality housing for employees
  - Local market demand for various retail services
  - Abundance of free, convenient off-street and on-street parking
  - Opportunity Zone potential

#### 3. Create a Development Working Group via Downtown Development Authority (DDA).

- a) The DDA is already active in the Hastings community. Leverage the energy and success of the DDA to establish and secure participation in a city-wide Development Working Group.
- b) The primary focus of the Development Working Group will be to network with key business owners, developers and investors in the Southwest Michigan region for the purposes of building relationships and fostering economic partnerships that will benefit the City.
- c) Work with the Development Working Group to create lines of communication with state and regional development authorities.

#### 4. Finalize the process to become an RRC community.

- a) Take advantage as an RRC community of the eligibility for grant funding and tax increment financing projects.
- b) Use the assistance offered to RRC communities to make pertinent information easily available for developers.



#### ACTION STRATEGIES:

### Marketing for Business

1. **Use the economic strength and community signature of Downtown Hastings to market the identified development-redevelopment areas.**
  - a) Host a Public Engagement Session in Downtown Hastings. The retail market analysis within the Plan identifies those types of retail businesses in demand within Hastings. Host a highly visible public engagement session in the downtown area to seek public opinion on types of businesses they would like to see in the community.
  - b) Use empty storefronts in the downtown area to showcase the community and attract new investors to the area.
    - Partner with Michigan-based universities to network with future entrepreneurs.
    - Use the downtown's sense of place to attract small business start-ups, retail incubators, and pop-up businesses in the downtown area.
    - Engage the local art program in the use of vacant storefronts for studios, camps, classes, lectures, performances, and/or community events.
  - c) Encourage downtown building owners to provide apartment or loft style housing within upper levels. This will generate vibrancy downtown while offering a type of 'missing middle' housing that will not compete with the mixed-use developments proposed for the development-redevelopment areas.





#### ACTION STRATEGIES:

### Marketing for Land Use

#### 1. Interactive land use/zoning map on City website

- a) Activate an interactive land use/zoning map that hosts parcel and site information in real time. The public can have all of the information about a parcel in one easy click, allowing residents and developers to see the status of projects, existing zoning, and available building sites.
- b) Use the interactive land use/zoning map as a vehicle to respond to interest in building sites and/or business development and receive/compile economic development leads.

#### 2. Advertise visionary and easy-to-use zoning standards applicable within identified areas

- a) Confirm that existing/proposed zoning within identified areas will implement the advertised development-redevelopment concept plans.
- b) Confirm that the zoning standards and processes applicable within identified areas are easy to use and time-efficient.
- c) Use the visionary and easy-to-use characteristics of the zoning within the identified areas in the marketing of available building sites.
- d) Use development-in-progress testimonials on the zoning outcomes and processes in the marketing of identified areas.

#### ACTION STRATEGIES:

### Marketing for Transportation

#### 1. Partner with non-motorized transportation app services

- a) Partner with app transportation services that provide bikes, scooters, etc. for an hourly rate to promote use of the non-motorized transportation system.

#### 2. Create a map and brochure of non-motorized transportation facilities

- a) Advertise on social media, email blasts, newsletters, etc. the non-motorized transportation routes and facilities within the community.
- b) Demonstrate that non-motorized connections exist between the identified development-redevelopment areas and Downtown Hastings.

#### 3. Support signalized cross-walks

- a) Provide signalized cross-walks at key crossings of the non-motorized transportation routes to increase system use.

#### 4. Be attentive to the streetscapes of the corridors serving the identified development-redevelopment areas.

- a) For those identified areas in close proximity to Downtown Hastings, apply a streetscape design that visually implies connection to the downtown.
- b) Market non-motorized route connections within identified areas as required streetscape elements.
- c) Use wayfinding signage to market key development-redevelopment areas within the City.

# Facilitating Business Growth.

## How can the City help?

Are there utility, infrastructure, or transportation improvements required to facilitate business growth in the city, specifically in those key areas identified for development-redevelopment? In other words, what can the City of Hastings do to help move the needle on business growth?

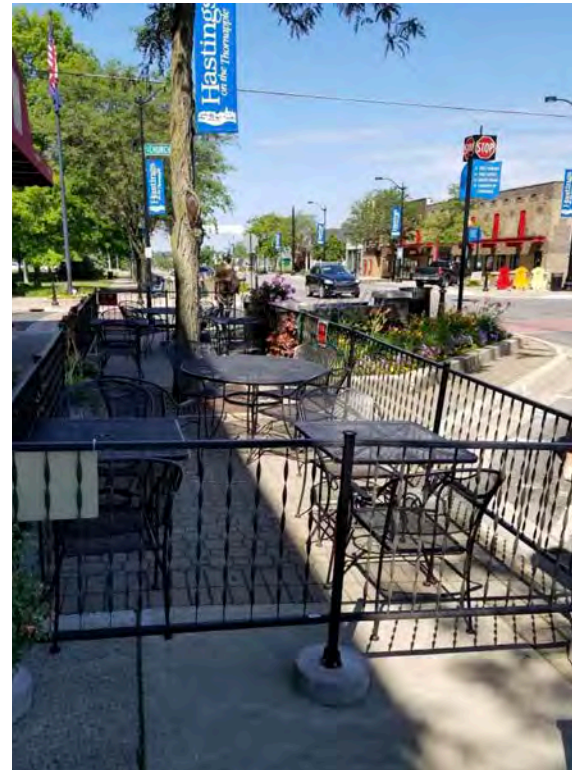
### Internet

One hundred percent of the population in the City of Hastings has access to broadband, or high-speed, internet. There are 16 internet providers in Hastings, with 11 of those offering residential service. It is estimated that each business/residence in Hastings has an average of 4 wired providers available at their location. Based on the availability of internet, Hastings is more competitive than 96% of the cities in Michigan or the 37th most competitive city in the State out of 835 cities.

There is growing interest, however, in providing Wi-Fi (a short-range wireless network) in Downtown Hastings to promote local business on a landing page, attract visitors, serve students and mobile businesses, and to signal to 'outsiders' that Hastings is forward thinking.

### Utilities

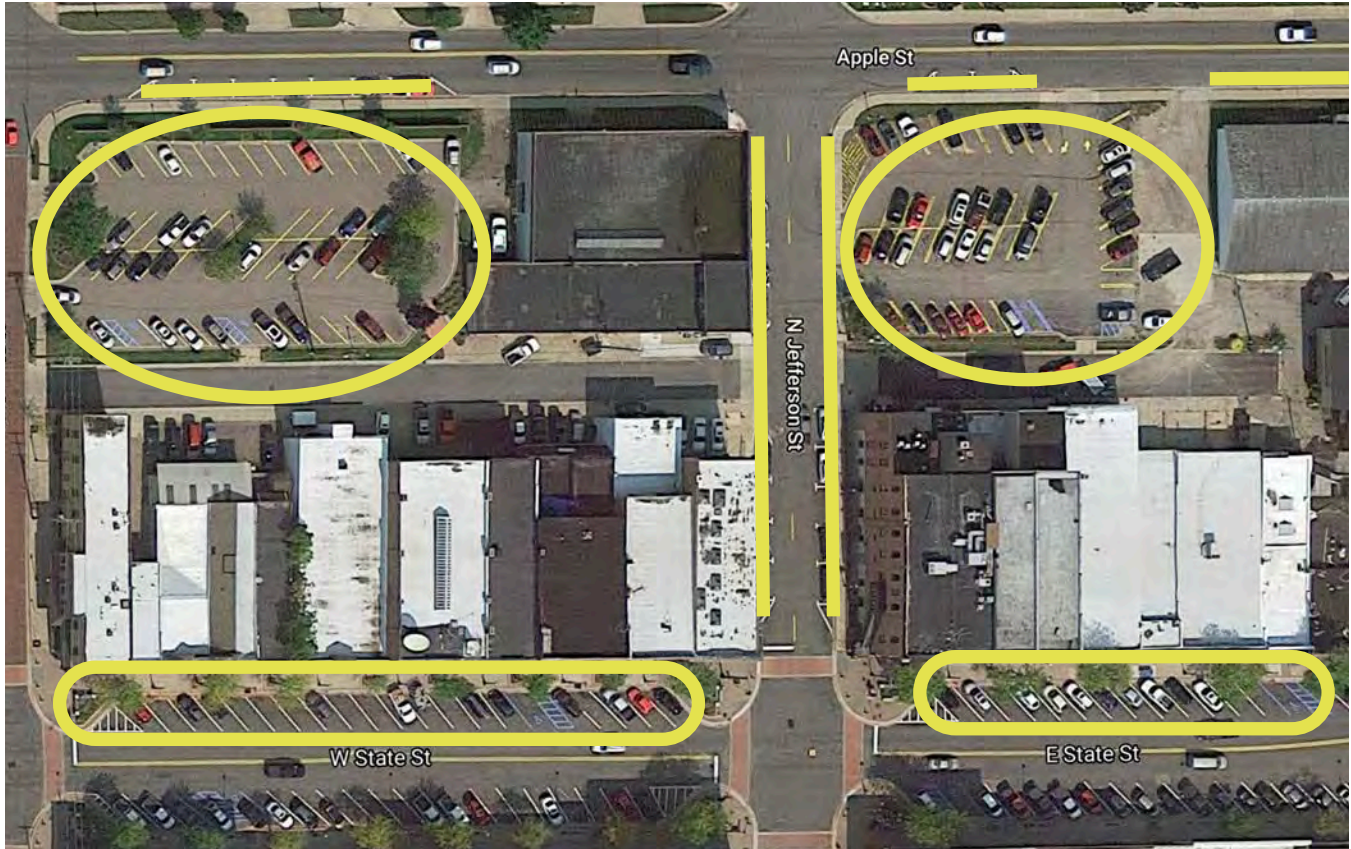
The City of Hastings is fully served by public utilities (sewer, water, storm sewer, gas, electric). This represents a valuable development asset and marketing feature, especially for the key redevelopment sites.



#### ACTION STRATEGY:

*Investigate and sponsor the creation of a public Wi-Fi zone in the downtown area.*





**ACTION STRATEGY:**

*Prepare an inventory of public and private parking facilities within the business growth areas. Regularly conduct counts of available parking spaces during peak times to reliably assess parking supply.*

**ACTION STRATEGY:**

*Develop a parking plan centered around the core set of proven-effective downtown parking best practices.*

## Parking

Planned residential and non-residential development within the downtown and business growth areas will add vitality but is feared to cause potential parking challenges. The City requires a vision for providing 'adequate parking' that is not limited to just adding more parking spaces. New perspectives could include promoting mixed-use to reduce demand and modify periods of peak need, improving walking and biking as a travel choice, improving area wayfinding, charging for parking with discounted parking fees in low demand locations and at lower demand times, and providing transit opportunities.

In addition to having a vision for providing adequate and suitable parking in the City's business growth areas, it is also important to have a documented inventory of existing parking facilities, where current parking facilities are inventoried for design adequacy, location convenience, fee/no fee, and accessibility.





## Pedestrian Network

As stated in the *Blue Zones Activate* Built Environment Report, 'destinations and routes are designed to reward, not punish, those who arrive on foot, by bike and transit.' To that end, a 'connected network of pedestrian and bicycle pathways, and frequent, quality transit facilities are necessary.' Further, these networks should be ADA-compliant and include high quality street crossings and traffic calming features.

The Sidewalks Master Plan reveals gaps in the sidewalk network in key areas near three of the identified Development/Redevelopment areas. Specifically, sidewalk is lacking along Railroad Street serving Area #1; sidewalk extends along Broadway but is not provided along W. State Road in the vicinity of Area #4; and sidewalk is not provided along the majority of Michigan or Woodlawn in the area of Area #7.

*“Walkability is one of the factors used in assessing the livability of a community. Hastings has great walkability, which means that residents are within walking distances of key destinations and attractions, such as parks, stores, city and county buildings, and a public library.”*

Robert Gibbs, Economic Development Expert

### ACTION STRATEGY:

*Prioritize completion of sidewalk networks and needed crosswalks within identified Development/Redevelopment Areas #1, #4, and #7 in the CIP that support the redevelopment scenarios for these areas.*

### ACTION STRATEGY:

*Adopt Zoning Ordinance standards that require development in these Development/Redevelopment areas to accommodate and connect to existing/planned pedestrian facilities.*





#### ACTION STRATEGY

*Champion the focus of Blue Zones to ‘craft a county-wide transportation trail network plan’ that addresses spine routes as well as local connector trails and bike lanes. Use the plan to require aligned facility construction (e.g. require trail connections during site development, accommodate bike lanes in roadway design), especially in identified business growth areas.*

#### ACTION STRATEGY

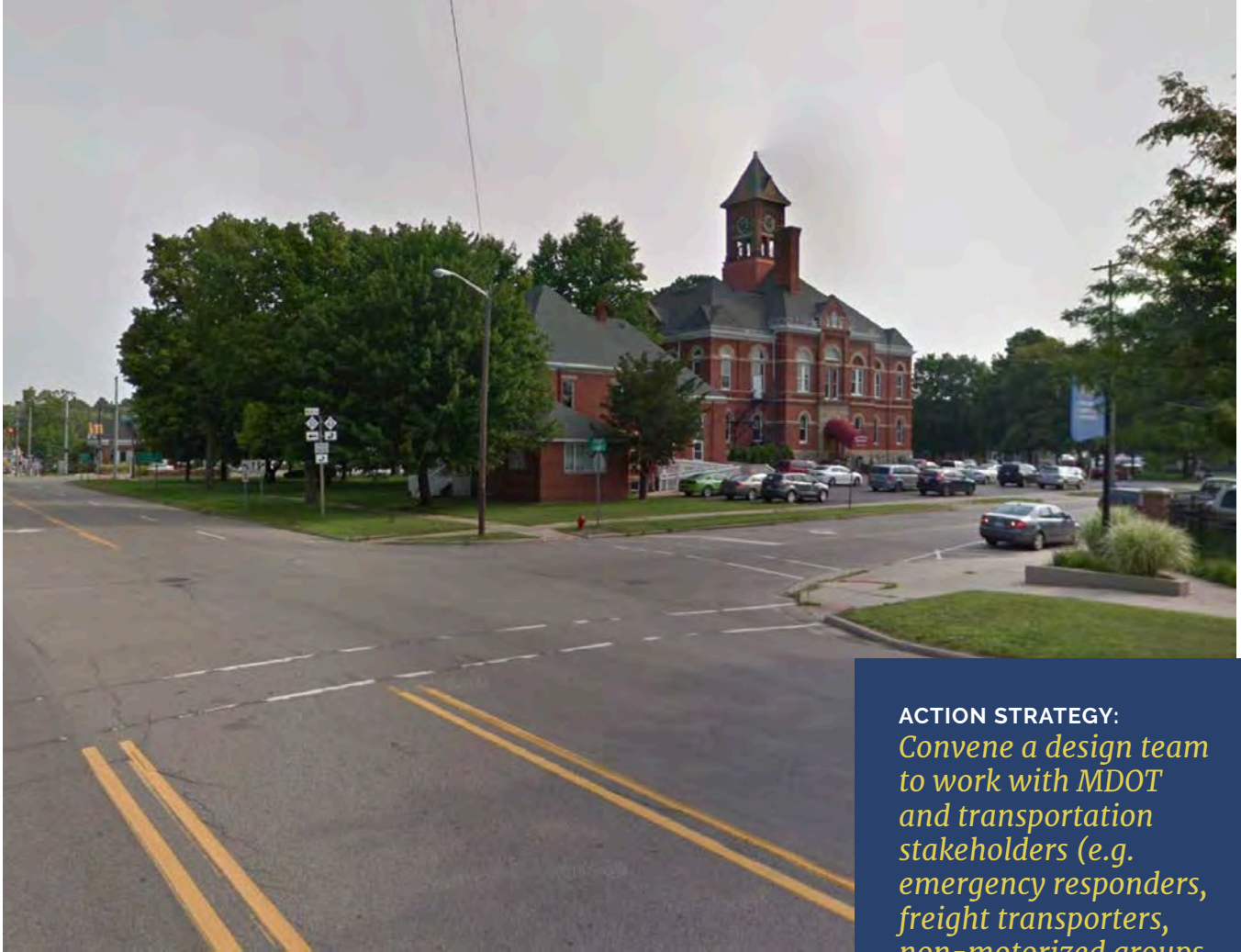
*Engage Blue Zones for support in Complete Streets related policy development, technical training, facility audits, and community engagement in the city.*

## Bike Facilities

The *Blue Zones Activate* Built Environment Report identifies a need for “more on-road protected and buffered bike facilities,” with a goal of connecting neighborhoods to one another and to the city center.

In support of business growth, bike and walk friendly towns are known to have a greater chance of being economically viable. The economic impacts of biking are reflected in increased property values near trails and the known use of trail-proximity as a selling point for property. Additionally, bike lanes are substantially less expensive to build than roads and require much less maintenance. Local economies have also reported the value of reduced parking (paving) needs for bikes and the increased likelihood of bikers to stop and spend, especially at local businesses situated in pedestrian-friendly downtowns.





## Street Features

Consistent with the business growth action strategies related to parking, the pedestrian network, and bike routes, the application of a “road diet” along portions of the city’s main thoroughfares and gateways is recommended.

A road diet is generally described as “removing travel lanes from a roadway and utilizing the space for other uses and travel modes, such as bike lanes, pedestrian refuge islands, transit uses, and/or parking.”

“Road diets” are effective in improving safety, traffic calming, and repurposing segments of the roadway for use as parking or non-motorized travel. These are all benefits desired to be realized along portions of M-43 and M-37, specifically where they serve as community gateways or provide access to the key redevelopment areas. As a result of slowing travel and increasing accessibility and walkability, “road diets” are a proven economic development technique as well as a transportation safety tool.

### **ACTION STRATEGY:**

*Convene a design team to work with MDOT and transportation stakeholders (e.g. emergency responders, freight transporters, non-motorized groups, transit agencies, etc) in the design and implementation of a pilot Road Diet on an identified segment of M-43 or M-37.*

### **ACTION STRATEGY:**

*Use the pilot Road Diet as a template for moving forward with similar installations on the remaining identified corridor segments.*



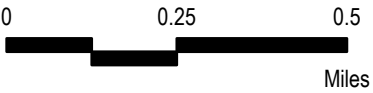
INTENTIONALLY LEFT BLANK

# Sidewalks Master Plan

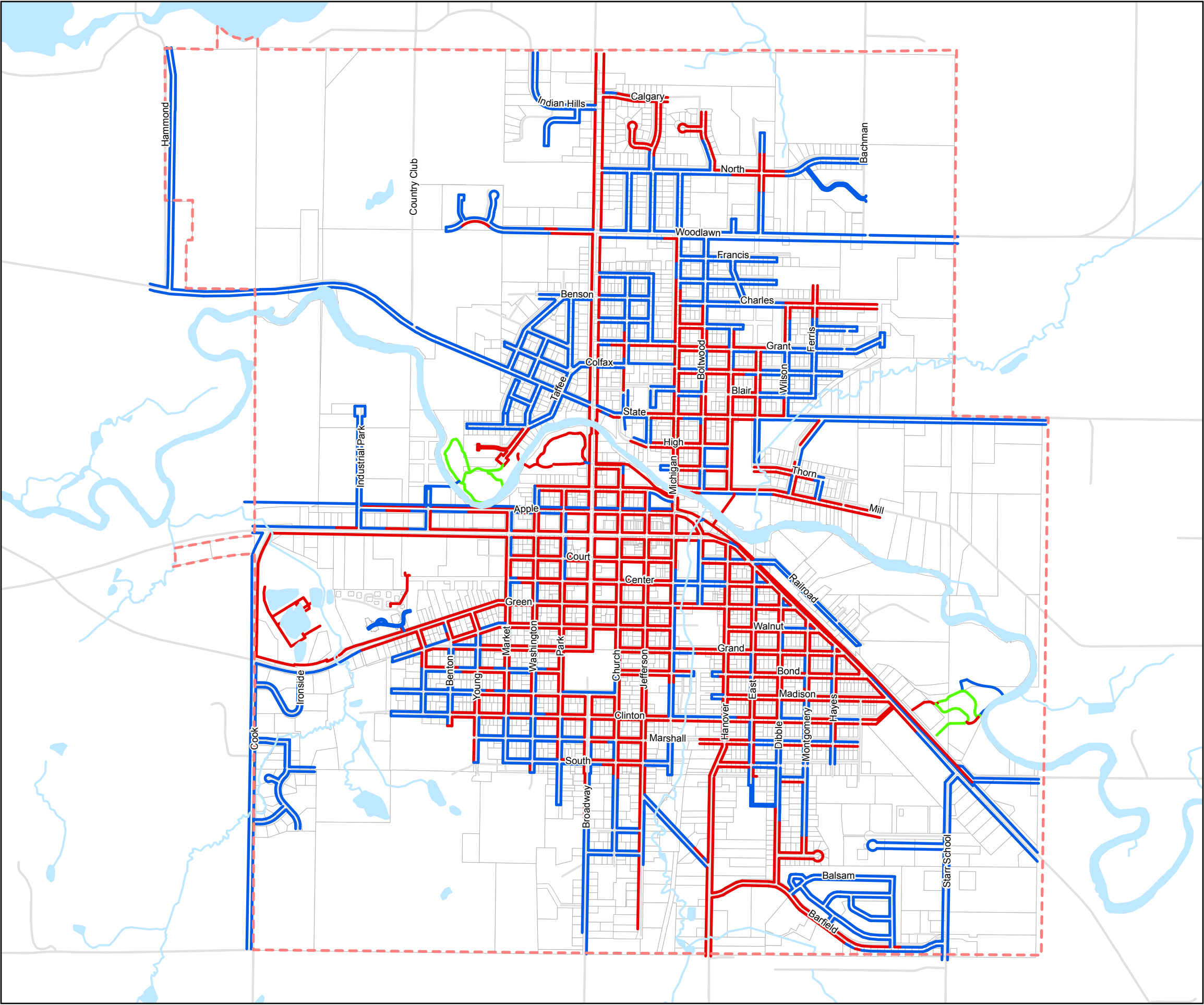
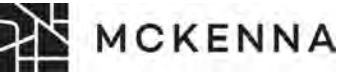
City of Hastings, Michigan

July 20, 2021

- LEGEND**
- City Boundary
  - Hastings Parcels
  - Bodies of Water
  - Existing Pathway
  - Proposed Pathway
  - Unpaved Recreation Path



Basemap Source: Michigan Center for Geographic Information, Version 17a.  
Data Source: City of Hastings 2019. McKenna 2021.









# Infrastructure

## Introduction

### Objectives

The City of Hastings has identified Infrastructure, specifically the funding of infrastructure within the city, as a key issue in the success of providing a vibrant, sustainable, and prosperous community. Specifically, three main infrastructure objectives form the framework of the City's Infrastructure Strategy:

1. Ensure a safe, efficient, and cost-effective transportation network.
2. Provide adequate public utilities to serve existing and planned development in the city.
3. Provide efficient and cost-effective public services.

### Planning Tasks

The following planning task was completed to generate specific and viable Action Strategies that could be accomplished by the City to effectively achieve the stated objectives.

- Identify public/private funding sources available for the construction, expansion, and/or restoration of public infrastructure, including sewer, water, storm sewer, roads, sidewalks, pedestrian bridges, trails/pathways, and street lighting.

The findings of the planning task are detailed in this Section. Key action strategies derived from the results of the planning task are also represented and form the emphasis of the Action Plan.

# Public/Private Funding Sources for Infrastructure

Many public agencies are interested in forming partnerships with local communities in providing the public infrastructure necessary to 'better connect communities, enhance safety, and support economic growth.' The funding available through these partnerships is generally provided through publicly funded programs, loans, and competitive grant opportunities.

Public sources of funding are more likely to award large grants/contracts and to pay all project costs and/or cover indirect costs. Also, the possibility of renewal is known up front. The application process is public information and generally involves prescribed formats and firm submission deadlines.

Public-private partnerships could represent another source of funding for certain infrastructure projects. Private sources of funding are often able to be pooled with other funders and are more likely to focus on unique needs or emerging issues. They also represent the ability to provide alternative forms of assistance, such as donations of materials or expertise. The application process is generally more informal and involve fewer applicants.

A collection of infrastructure grant and partnership opportunities available to the City at the federal, state, local, and private levels is set forth in the following chart.

## Federal Grant Opportunities and Partnerships

ORGANIZATION	GRANT DESCRIPTION	ELIGIBLE PROJECTS	MAXIMUM AWARD	DEADLINE(S)
Department of Education – Student Support and Academic Enrichment Program	This grant is aimed toward improving the use of technology in order to improve achievement of digital literacy for all students.	<ul style="list-style-type: none"> <li>Broadband Adoption</li> </ul>	N/A	N/A
Drinking Water State Revolving Fund (DWSRF)	This Federal program helps to fund a wide range of water infrastructure projects.	<ul style="list-style-type: none"> <li>Treatment</li> <li>Transmission and distribution</li> <li>Source</li> <li>Storage</li> <li>Consolidation</li> <li>Creation of New Systems</li> </ul>	N/A	N/A
EPA – Healthy Watersheds Consortium Grants (HWCg)	Projects are watershed program development projects or local demonstration/training projects. For healthy watershed program development projects, the award should be provided for projects that develop and/or support state, interstate, and tribal healthy watersheds programs	<ul style="list-style-type: none"> <li>Development of state, interstate, or tribal healthy watersheds strategies or plans that employ a systems-based, integrated approach to protection; environmental flows assessments; and public outreach and education on the importance of protecting healthy watersheds.</li> </ul>	N/A	N/A
TIFIA Rural Project Initiative (RPI)	The Rural Project Initiative is aimed at helping improve transportation infrastructure in America's rural communities.	<ul style="list-style-type: none"> <li>Bridges and tunnels</li> <li>Bike and pedestrian infrastructure</li> <li>Intermodal connectors</li> <li>Transit systems</li> </ul>	Offer 49% of the project cost	N/A

## State Grant Opportunities and Partnerships

ORGANIZATION	GRANT DESCRIPTION	ELIGIBLE PROJECTS	MAXIMUM AWARD	DEADLINE(S)
Michigan Department of Transportation (MDOT)  Transportation Alternatives Program (TAP)	This State grant derives from Federal funding received mainly from gas taxes. Applicants must be an Act-51 Agency, and awards are typically given to projects with regional significance, such as providing connections to other regional trails.	<ul style="list-style-type: none"> <li>• Non-Motorized Pathways</li> <li>• Shared traffic lanes</li> <li>• Paved Shoulders</li> <li>• Boardwalks</li> <li>• Bridges</li> <li>• Sidewalks</li> </ul>	Varies - depending on project costs and matching funds	June/October each year
Michigan Department of Natural Resources Trust Fund (MNRTF)	Applications are scored on a point system with established criteria such as proximity to urban areas, regional significance, applicant's financial need, and environmental influence.	<ul style="list-style-type: none"> <li>• Non-Motorized Pathways</li> <li>• Land Acquisition</li> </ul>	\$300,000	April 1st each year
Safe Routes to School – Mini Grant	Mini grants are a programming only grant designed to assist with the development of a walking, biking, and active transportation culture among students.	<ul style="list-style-type: none"> <li>• Walking school bus program</li> <li>• Incentive program</li> <li>• Remote drop site</li> <li>• Bike rodeos</li> </ul>	\$10,000 per school, \$100,000 per school district with 10 or more schools	Early March each year
Safe Routes to School – Major Grant	This is an infrastructure grant that assists local units of government, or school systems, in implementing safe and connected pedestrian or bike infrastructure. This is to promote active transportation alternatives for students to get to school.	<ul style="list-style-type: none"> <li>• Sidewalks</li> <li>• Crosswalks</li> </ul>	\$200,000 - \$210,000	9 weeks before Application Review Committee Meetings
DNR Passport Grant	This grant opportunity funds the development or upgrade of recreation facilities. The applicant must have a minimum of 25% match.	<ul style="list-style-type: none"> <li>• Picnic areas</li> <li>• Trails</li> <li>• Campgrounds</li> <li>• Existing facility renovation</li> <li>• Boating and fishing areas</li> </ul>	\$150,000	April 1 each year
DNR Land and Water Conservation Fund	This grant assists with funding the development of public outdoor recreation projects. A minimum of 50% match is required.	<ul style="list-style-type: none"> <li>• Trails</li> <li>• Picnic areas</li> <li>• Beaches</li> <li>• Boating access</li> </ul>	\$300,000	April 1 each year
MDOT - Federal Local (HSIP) Safety Program	This program is designed to assist communities with road improvement projects in various ways.	<ul style="list-style-type: none"> <li>• Corridor Projects</li> <li>• Slope Flattening</li> <li>• Bridge improvements</li> <li>• Traffic improvements</li> <li>• Guardrails</li> </ul>	Funding will be provided at a maximum of 80% of construction project cost	N/A
MDOT - Federal High Risk Rural Roads Program	On rural classified roads, projects must include the most recent five year time period of available crash data, at least one crash, resulting in fatalities or injuries, has occurred within the proposed project limits.	<ul style="list-style-type: none"> <li>• Construction improvements</li> <li>• Engineering</li> </ul>	Funding will be provided at a maximum of 80% of construction project cost	N/A

### ACTION STRATEGY:

*Hold a summit with local officials, community leaders, and public/private utility providers to educate on funding opportunities in Michigan and explore potential partnerships in infrastructure planning/funding.*



## Private Grant Opportunities and Partnerships

ORGANIZATION	GRANT DESCRIPTION	ELIGIBLE PROJECTS	MAXIMUM AWARD	DEADLINE(S)
DALMAC Fund	A private cycling organization located in Lansing that awards bike infrastructure grants.	<ul style="list-style-type: none"> <li>• Construction of Bike Facilities</li> <li>• Bike education programs</li> <li>• Bike promotion activities</li> <li>• Purchase of bikes and other equipment</li> <li>• Development of bike routes or maps</li> </ul>	N/A	March 1st each year
League of Michigan Bicyclists (LMB)	Micro-grants are awarded to help grow bicycling initiatives in Michigan.	<ul style="list-style-type: none"> <li>• Bike safety programs</li> <li>• Bike promotion campaigns</li> <li>• Advocacy efforts</li> <li>• Innovative projects</li> </ul>	\$2,000	~ Mid-May each year
Barry County Community Foundation	The Community Foundation offers multiple grant awards for projects in various sectors such as health, environment, education, and more.	<ul style="list-style-type: none"> <li>• Projects that positively impact residents of Barry County</li> </ul>	N/A	October 15th each year
People for Bikes	This organization awards grants for bike infrastructure across the United States.	<ul style="list-style-type: none"> <li>• Bike paths, lanes, trails, and bridges</li> <li>• Bike parks and pump tracks</li> <li>• End-of-trip facilities</li> </ul>	\$10,000	Spring and Fall each year

## Local Grant Opportunities and Partnerships

ORGANIZATION	GRANT DESCRIPTION	ELIGIBLE PROJECTS	MAXIMUM AWARD	DEADLINE(S)
Downtown Businesses	Foster relationships with downtown business owners to build partnerships for community betterment	N/A	N/A	N/A
Gun Lake Casino	The Casino works with organizations that make a positive impact. Consider a 501c3 fiduciary agreement for this partnership source.	<ul style="list-style-type: none"> <li>• Youth Organizations</li> <li>• Education efforts for K-12</li> <li>• Community betterment projects and organizations</li> <li>• Diversity programs</li> <li>• Veterans associations</li> </ul>	N/A	Rolling
Hastings Education Enrichment Foundation/Hastings Area Schools	Supplement the Hastings Area School System with enrichment opportunities not available through existing funding.	School and education programs.	N/A	Rolling
Barry County Parks and Recreation	Foster relationships with Parks staff for funding opportunities for parks and trail projects, seek assistance on implementation efforts, and more.	N/A	N/A	N/A
Meijer Community Donations	A Donation Request form can be obtained online. Consider a 501c3 fiduciary partner.	All types of projects and events.	N/A	Rolling

### ACTION STRATEGY:

*Employ a grant writer to allow the City to become effective at identifying and competing in grant programs.*

### ACTION STRATEGY:

*Foster working relationships with utility service providers to better plan, prioritize, and allocate funding for infrastructure improvements.*

ORGANIZATION	GRANT DESCRIPTION	ELIGIBLE PROJECTS	MAXIMUM AWARD	DEADLINE(S)
Large area employers (e.g. Hastings Manufacturing Company, Choice Lumber Concepts, FlexFab, etc.)	Foster relationships with large area employers and business owners to build partnerships for community betterment.	N/A	N/A	N/A
Spectrum Health Community Partnership Program	Submit requests through online sponsorship application. Partnerships can also be established. Consider a fiduciary partner for contributions.	<ul style="list-style-type: none"> <li>Projects that advance health and wellness</li> <li>Support the quality of life in the community</li> <li>Fosters community impact through collaboration</li> <li>Encourages participation of Spectrum Health employees</li> </ul>	N/A	Rolling
Barry - Eaton District Health Department	Foster relationships with Health Department staff for funding opportunities or partnerships on community betterment projects and/or events.	N/A	N/A	N/A
Public transportation organizations	Seek any funding or partnership opportunities with local MPOs, public transit agencies, and MDOT agencies. This can be for road improvements, safety audits, corridor studies, and more.	N/A	N/A	N/A
Barry County Conservation District	Barry County Conservation District works with a variety of partners to provide information and technical assistance to the community.	<ul style="list-style-type: none"> <li>Forestry Assistance Program</li> <li>Michigan Agriculture Environmental Assurance Program</li> <li>Hunting Access Program</li> <li>Barry-Calhoun-Kalamazoo Cooperative Invasive Species Management Area</li> </ul>	N/A	N/A
Barry County Road Commission	Foster relationships with Road Commission staff to identify future enhancement opportunities.	N/A	N/A	N/A
USEPA Brownfield Assessment Grant Program	The United States Environmental Protection Agency (USEPA) has awarded the City of Hastings a Brownfield Hazardous Substance Assessment Grant Cooperative Agreement (CA) for community-wide assessments of properties.	<ul style="list-style-type: none"> <li>Assess brownfield sites</li> <li>Investigate historic uses</li> <li>Investigate environmental contamination</li> <li>Remedial strategies</li> <li>Redevelopment of brownfield sites</li> </ul>	N/A	Rolling
Douglas A. Margaret E. DeCamp Foundation	N/A	N/A	N/A	N/A
Blue Zones Project	Submit requests to Blue Zones Project -	Projects that improve or optimize city streets (bike lanes, sidewalks), public spaces (parks, lakes, walking paths), or schools (safe walking routes).	N/A	N/A

#### ACTION STRATEGY:

*Use the existing asset management process and capital improvement planning employed by the City to coordinate infrastructure expansions/upgrades in direct consideration of the location, design, and density of planned development areas set forth on the future land use map.*

#### ACTION STRATEGY:

*Implement low-impact development standards and techniques.*







# Partnership / Collaboration

## Introduction

### Objectives

The City of Hastings has identified Partnerships/Collaboration as a key issue in the success of providing a vibrant, sustainable, and prosperous community. Specifically, two main partnerships/collaboration objectives form the framework of the City's Partnerships/Collaboration Strategy:

1. Leverage the effectiveness of a 'regional view' in community stability.
2. Foster public sector/private sector partnerships in service delivery.

### Planning Tasks

The following planning tasks were completed to generate specific and viable Action Strategies that could be accomplished by the City to effectively achieve the stated objectives.

- Identify existing and potential partnerships with/between the public and private sectors that could bring value to the planning efforts of the City of Hastings.
- Highlight successful public/private partnerships currently in operation.

The methodology and findings of the planning tasks are detailed in this Section. Key action strategies derived from the results of the planning tasks are also represented and form the emphasis of the Action Plan.



# Existing and Potential Partnerships

The City of Hastings has a long and successful history of partnerships with businesses, developers, philanthropic organizations, surrounding communities, and other levels of government. This Plan supports expanding existing partnerships and seeking out new partnership opportunities, as described in this section.

## Existing Partnerships

### Joint Planning Commission

The Joint Planning Commission (JPC) of the City of Hastings and Rutland Township exists to exercise planning and zoning jurisdiction over a portion of Rutland Township that is adjacent to the City of Hastings. The Commission, which consists of three members from the Township and three from the City, meets monthly.

The geographic area covered by the JPC runs along M-43, just west of the Hastings city limits, and includes some riverfront land along the Thornapple River. The entire area is zoned "MUD Mixed Use," although the Joint Zoning Ordinance that governs the area also includes an LI Light Industrial category that the JPC can apply.

The JPC has been successful at encouraging and regulating development in the M-43 corridor in a way that creates an attractive gateway into the city of Hastings.

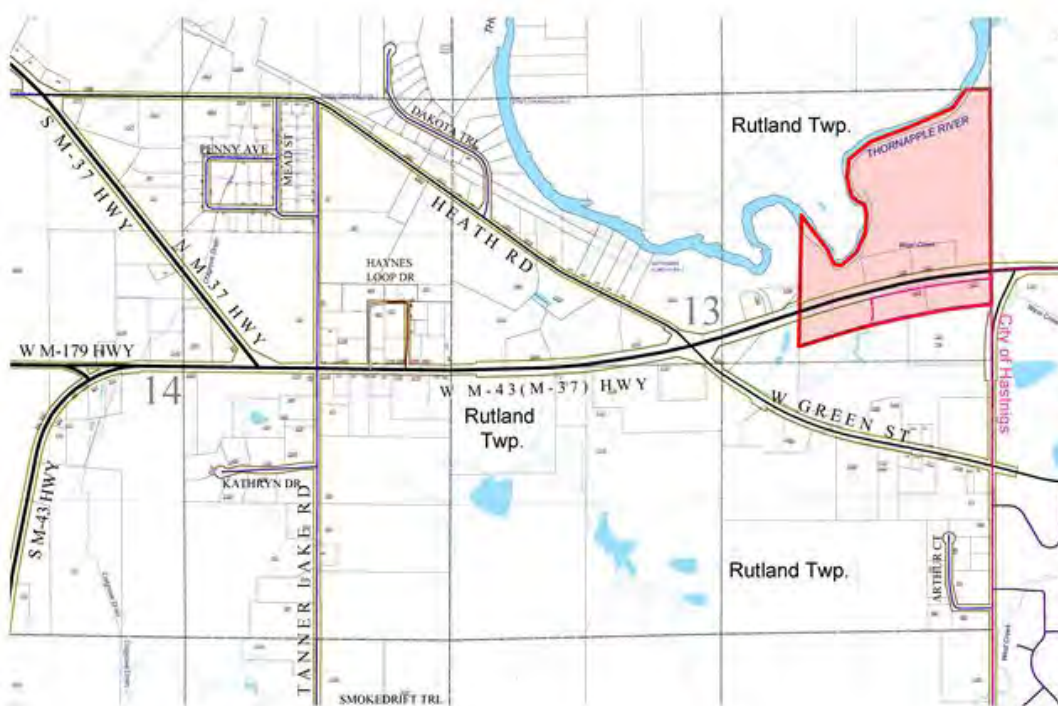
### Joint Planning Alliance

The Joint Planning Alliance (JPA) is a consortium of four communities—the City of Hastings, Rutland Township, Hastings Township, and Carlton Township—as well as Barry County. Unlike the JPC, the JPA is not a regulatory zoning body, but instead works together on broad planning issues.

The JPA has also been instrumental in envisioning and coordinating infrastructure projects, and in acting as a coordination and communication vehicle between the adjacent communities. The JPA frequently appoints subcommittees to work on specific issues, such as trail extensions, corridor design, and major development projects.

### Urban Services Agreement

The City of Hastings, Rutland Township, and Hastings Township participate in an Urban Services Agreement. Dating originally to 1992, the Agreement allows the extension of City water and sewer into the townships to support development and growth. However, extensions are only permitted within certain boundaries, known as Urban Services Districts. In some cases, Urban Services Districts have been subject to "425" agreements, in which they could be annexed into the City at a future date.



**Governor drops in at Hastings airport**  
See Story on Page 15

**A good education is hard to measure**  
See Editorial on Page 4

**Marines push Panthers at practice**  
See Story on Page 15

# THE HASTINGS BANNER

Devoted to the Interests of Barry County Since 1856

VOLUME 166 No. 37 Thursday, August 19, 2012 PRICE 75¢

## City approves first step toward urban services agreement with Rutland Township

**NEWS BRIEFS**

**Art Park reception is tonight**  
The Hastings Art Park will host a reception for the new sculpture garden on Thursday, August 23, from 5 to 8 p.m. The reception will feature a variety of art projects and a live performance by the Hastings Art Ensemble. The park is located on the corner of W. Green St. and S. M-37 Hwy.

**Mary Radmacher to perform season finale at fountain**  
Mary Radmacher will perform the season finale of her "Fountain" series at the Hastings Art Park on Thursday, August 23. The performance will be part of the "Fountain" series, which features a variety of art projects and a live performance by the Hastings Art Ensemble. The park is located on the corner of W. Green St. and S. M-37 Hwy.

**Choral society, jazz orchestra presenting evening of jazz**  
The Hastings Choral Society and Jazz Orchestra will present an evening of jazz music on Thursday, August 23. The performance will be part of the "Fountain" series, which features a variety of art projects and a live performance by the Hastings Art Ensemble. The park is located on the corner of W. Green St. and S. M-37 Hwy.

## County board gives nursing home projects wider location options

**Most school boards will see contests**

**Hastings students to have shorter days, longer school year**

**County board gives nursing home projects wider location options**  
The Barry County Board of Supervisors has approved a resolution that allows nursing home projects to be located in a wider range of areas. The resolution was passed by a 6-2 vote. The board also approved a resolution that allows nursing home projects to be located in a wider range of areas. The resolution was passed by a 6-2 vote.

**Most school boards will see contests**  
The Hastings School Board has approved a resolution that allows school boards to see contests. The resolution was passed by a 6-2 vote. The board also approved a resolution that allows school boards to see contests. The resolution was passed by a 6-2 vote.

**Hastings students to have shorter days, longer school year**  
The Hastings School Board has approved a resolution that allows students to have shorter days and a longer school year. The resolution was passed by a 6-2 vote. The board also approved a resolution that allows students to have shorter days and a longer school year. The resolution was passed by a 6-2 vote.



Hastings enjoys productive partnerships with surrounding communities, including both the Joint Planning Commission and the Joint Planning Alliance.





### Barry Community Foundation

The City of Hastings has partnered with the Barry Community Foundation on several occasions. The Community Foundation, which is based in Hastings, provides grants and programs for the arts, culture, economy, environment, and health of Barry County.

The Community Foundation is a key player in the Royal Coach Development—which will develop the former Royal Coach factory site in Downtown Hastings into housing. An anonymous gift helped the Foundation purchase the property and transfer it to a developer.

The City and Foundation have also partnered with the State of Michigan on the “MSHDA Mod” project—an initiative of the Michigan State Housing Development Corporation to construct affordable modular housing in communities with demonstrated need.

### Thornapple Plaza

Thornapple Plaza is Hastings’ showplace, an amphitheater on the Thornapple Riverfront. The park, which opened in 2016, was the result of a partnership between the City of Hastings, the Barry Community Foundation, the Thornapple Arts Council, and private donors, including the Baum Family. Today, it supports business and quality of life in Hastings, and attracts visitors from around the region to concerts and events.

### Blue Zones

Blue Zones is an international movement to increase longevity and quality of life. The Blue Zones organization, who provides lifestyle recommendations on everything from diet to recreation to housing, was identified as an opportunity by the Barry Community Foundation. Partnering with Blue Zones, the Foundation started “Activate Barry County,” a multi-pronged effort aimed at supporting culture and health—and improving quality of life.



Barry  
Community  
Foundation

For Good. For Barry County. Forever.



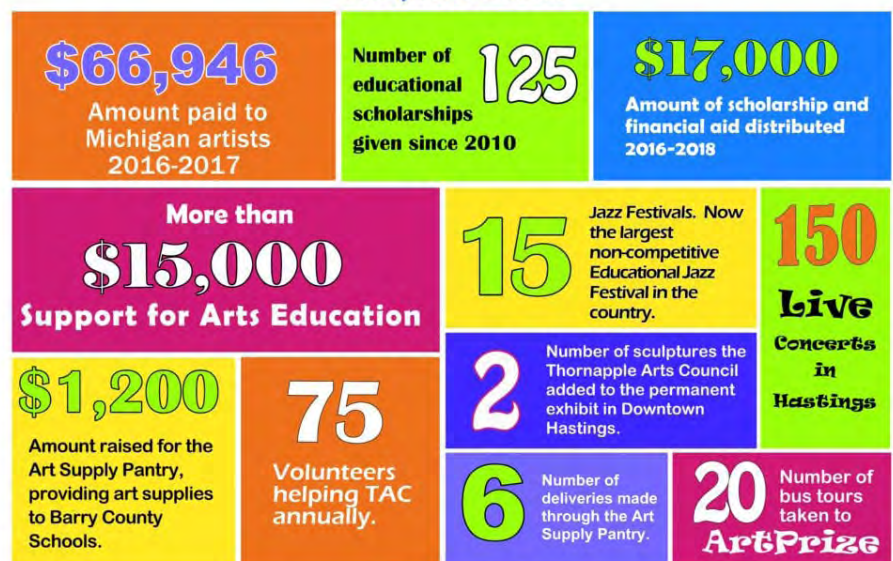




### Thornapple Arts Council

Based in Hastings, the Thornapple Arts Council is a non-profit organization dedicated to "enriching Barry County through arts and culture by fostering education, appreciation, and participation in the arts." Partnering with Hastings and other area communities, the Arts Council hosts events throughout the year. Hastings Live, a series of concerts and events on Wednesdays and Fridays in the summer, is a driver of business and vibrancy for the city's downtown.

The Arts Council also sponsors the Arts and Eats—a self-driving tour of Allegan, Barry, Calhoun, Kalamazoo, and Van Buren Counties that highlights artists from Hastings and surrounding communities.



### Art by the Numbers

## Potential Partnerships

The City of Hastings is already a model for partnering with surrounding jurisdictions, other levels of government, philanthropic organizations, and the business community. But there are always additional opportunities available. Below is a list of potential partnerships that represent added opportunities for Hastings.

### Downtown

#### Development Authority

The Downtown Development Authority (DDA) could become a more active participant in downtown-area projects, leveraging its Tax Increment Financing funding to get projects over the finish line. Potential projects include:

- Partnering with downtown businesses on exterior aesthetic improvements, like flowers or strings of lights.
- Partnering with the Thornapple Arts Council and other organizations to create a downtown incubator for artists and artisans.
- Partnering with private landowners to increase parking opportunities downtown.
- Partnering with private landowners in improving land assembly and marketing vacant storefronts and development sites.
- Partnering with landowners, philanthropic organizations, and the City itself to expand and improve the greenway along the Thornapple River.
- Promoting and expanding Hastings Live, including potentially creating a winter counterpart.

### Surrounding Communities and Barry County

With the JPC and JPA in place, Hastings is uniquely positioned to create additional partnerships for regional priorities, such as:

- Attracting and directing investment in regional sustainability, such as stormwater management, flood plain and wetland protection, and green energy.
- Encouraging a regional outlook by local businesses, including ensuring that business investment takes place in areas where infrastructure and housing are in place to support it.
- Promoting the preservation of farmland and natural beauty, especially the Thornapple River watershed.
- Building off existing efforts to complete a regional trail network, including connecting to Yankee Springs and the Iron Belle Trail.
- Coordinating local policy, specifically zoning, especially with regard to potentially controversial topics such as marijuana or wind turbines.
- Coordinating recreational activities and investments with Barry County to strengthen the regional recreation system and prevent duplicate investments.

### State of Michigan

Several departments of the State of Michigan have programs that present opportunities for local communities to partner with, many of which Hastings has participated in the past.

#### MSHDA

- MSHDA Mod - there is a critical need in rural Michigan for new affordable housing within areas experiencing current job growth. The program's intent is to use modular products in these critical need areas, thereby reducing the typical single-family construction timeframe and allowing this housing to be available at an affordable price point (less than \$200,000) and a reduced delivery time.
- Funding will not be awarded directly to the builders or suppliers of modular housing; instead, MSHDA will partner with local units of government and/or nonprofit corporations currently providing housing services to Michigan rural communities.
- Placemaking Grants – MEDC offers grants and loans to redevelop Michigan's downtowns and foster historic preservation.

#### MEDC

- Economic Development Collaboration
- Business Incentives
- Redevelopment Ready Communities
- Brownfield Redevelopment



## State of Michigan (cont.)

### MDNR

- Recreation Grant Programs (Trust Fund, Passport, etc)
- Yankee Springs/Barry State Game Area

### EGLE

- Invasive Species Outreach
- Watershed Preservation
- Wetland Preservation

### Federal Government

The Federal Government can also be an active partner with Hastings. Community Development Block Grants are the most direct opportunity for a local community, but federal agencies such as the Army Corps of Engineers or the Environmental Protection Agency can also be important for local projects. Working with the Census Bureau to ensure a complete and accurate count of the residents of Hastings and Barry County is important for the City's future federal funding opportunities.

### Opportunity Zones

The new Opportunity Zone tax incentive was created to spur economic development and job creation by encouraging long-term investments. Specifically, the Opportunity Zone incentive offers capital gains tax relief for new investment in designated areas. Benefits include tax forgiveness on gains on investments held for at least 10 years and deferral of tax on prior gains if the gain is invested in an Opportunity Fund. An Opportunity Fund is the investment vehicle used to invest in Opportunity Zone property. An Opportunity Fund

can be used to create new businesses, new commercial or residential real estate, or infrastructure. Opportunity Funds can also be used to invest in existing businesses if it doubles the investment basis over 30 months. The incentive can also be combined with other incentives such as New Market Tax Credits (NMTC), Low Income Housing Tax Credit (LIHTC), and historic rehabilitation tax credits, adding a valuable tool for economic and community development in the city.

### USDA Rural Development

A federal program that offers loans, grants, and loan guarantees to help create jobs and support economic development and essential services in rural communities.

### Institutional and Public-Private Partnerships

The City has strong partnerships already with the Barry Community Foundation and Thornapple Arts Council, as well as local businesses and individuals. Other partnerships could include:

### Institutions of Higher Education

- Kellogg Community College
- Grand Rapids Community College
- Kalamazoo Valley Community College
- Olivet College
- Kalamazoo College
- Davenport College
- Western Michigan University
- Michigan State University

## Institutional and Public-Private Partnerships (cont.)

### Major Employers

- Bradford White
- Hastings Mutual
- Flexfab
- Viking
- Hastings Manufacturing
- Hastings Fiberglass

### Health Care

- Spectrum
- Bronson
- Borgess
- Metro/U of M
- Mercy
- Cherry Health

### Sports and Entertainment

- Gun Lake Casino
- Firekeepers Casino
- Full Blast Battle Creek
- Grand Rapids Griffins
- Kalamazoo K-Wings
- West Michigan Whitecaps
- Kalamazoo Growlers
- Van Andel Arena
- Wings Arena

### School Districts

- Hastings Public Schools
- Thornapple-Kellogg Public Schools
- Delton-Kellogg Public Schools
- Maple Valley Public Schools

# Successful Public/Private Partnerships

The following communities, which have similar characteristics to Hastings and its neighbors, have had notable success with public/private partnerships.



## SUCCESS STORY

### Village of Oxford

The Village of Oxford, along with the Oxford DDA, partnered with a local developer to add public parking to the downtown, while also opening up new parcels to mixed-use development. East of the village's downtown was an underdeveloped area, where the Village owned several empty lots and an under-used parking lot.

Working together, the Village, the DDA, private landowners, and a developer created a plan that swapped Village land for private land, creating coherent development parcels and an efficient and useful DDA-owned parking lot to support the development and other businesses in the downtown.

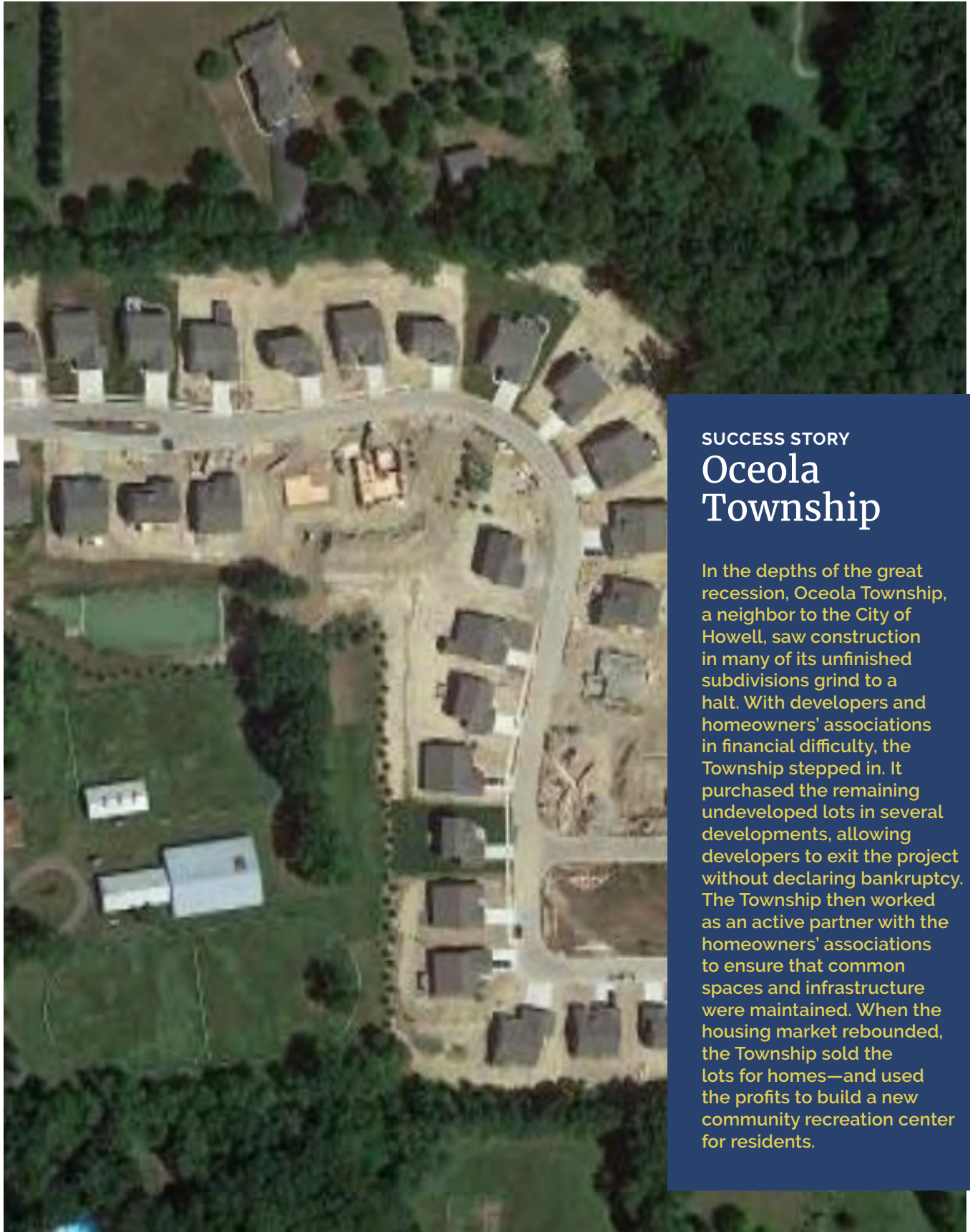


#### SUCCESS STORY

## City of Grosse Pointe

When the Jacobson's department store in Grosse Pointe closed, it left a hole in the center of the City's downtown. Working together with private developers and the landowner, the City and the DDA envisioned and then implemented a redevelopment plan. They landed a major lead tenant—Trader Joe's—and constructed a public parking garage to support it. By working together, they kept a major storefront occupied and the downtown prosperous.





#### SUCCESS STORY

## Oceola Township

In the depths of the great recession, Oceola Township, a neighbor to the City of Howell, saw construction in many of its unfinished subdivisions grind to a halt. With developers and homeowners' associations in financial difficulty, the Township stepped in. It purchased the remaining undeveloped lots in several developments, allowing developers to exit the project without declaring bankruptcy. The Township then worked as an active partner with the homeowners' associations to ensure that common spaces and infrastructure were maintained. When the housing market rebounded, the Township sold the lots for homes—and used the profits to build a new community recreation center for residents.

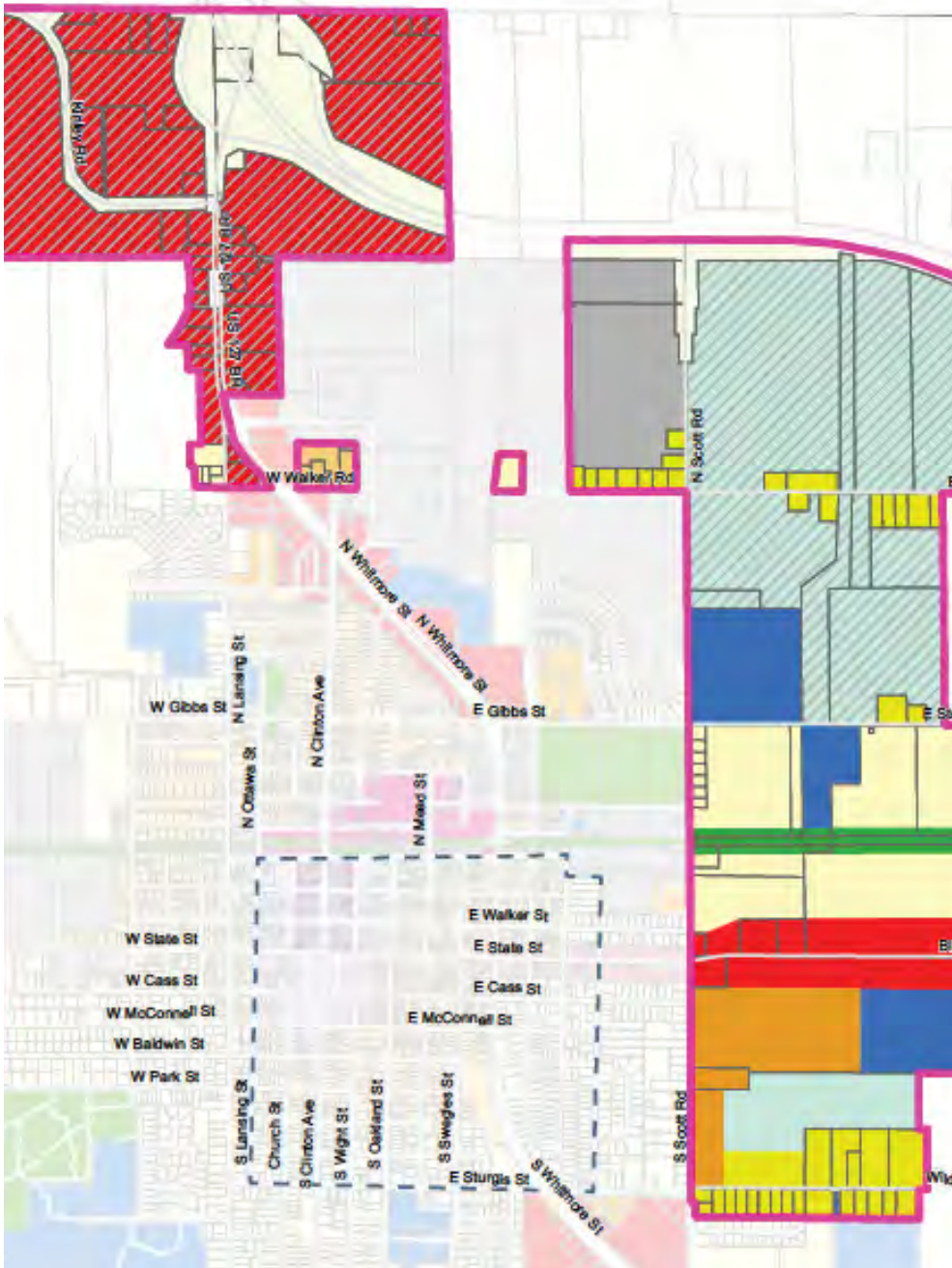
#### SUCCESS STORY

## City of St. Johns and Bingham Township, Clinton County

The neighboring communities of the City of St. Johns and Bingham Township knew that their economic fates were tied together, with growth opportunities in the form of new jobs and a rebounding housing market. When St. Johns began the process of updating the City Master Plan, Bingham Township asked to participate.

The Township had never had its own Master Plan, instead relying on Clinton County for planning and zoning services. But the Township was determined to help plan its future. Working together, the City, Township, and County created "Joint Planning Areas"—portions of the Township covered by the City's Master Plan, but subject to County zoning.

A subsequent County Master Plan update incorporated the land use recommendations of the Joint Planning Areas, ensuring a consistent planning approach for years to come.









# Future Land Use Plan

The Future Land Use Plan serves as a guide for how the community envisions itself in the next 10 to 15 years. It is based on an analysis of land use issues in the city, existing land use, demographics, housing conditions, retail market potential, housing market potential, community infrastructure, transportation and circulation, public input from workshops and online engagement, and the goals and objectives set forth by the community. As the City implements this Future Land Use Plan through zoning districts and other land use controls, they will ensure that the community's neighborhoods are protected, economic development is encouraged, new neighborhoods connect with the rest of the City, natural resources in the city are preserved, recreation opportunities are enhanced, and the downtown core remains a main center of activity and a source of community pride.

The Future Land Use Plan constitutes the development policy of the City. The Plan should be updated on a regular basis to address the impact of new developments or other changing conditions.

Hastings has several distinct areas of commercial, residential, industrial, and mixed land uses. The Future Land Use Plan recognizes the differences between these areas but also describes how the different areas can transition into each other and contribute to an overall connectivity throughout the entire city. Each of these future land use areas has a different combination of design, use, and density that creates its own context. The purpose of a Future Land Use Plan is to identify all of the parts that add up to create character, not just land use and dimensional standards.

The Plan establishes several character and neighborhood areas and offers recommendations on design, use, and density characteristics for each area. The components of the Plan include the following:

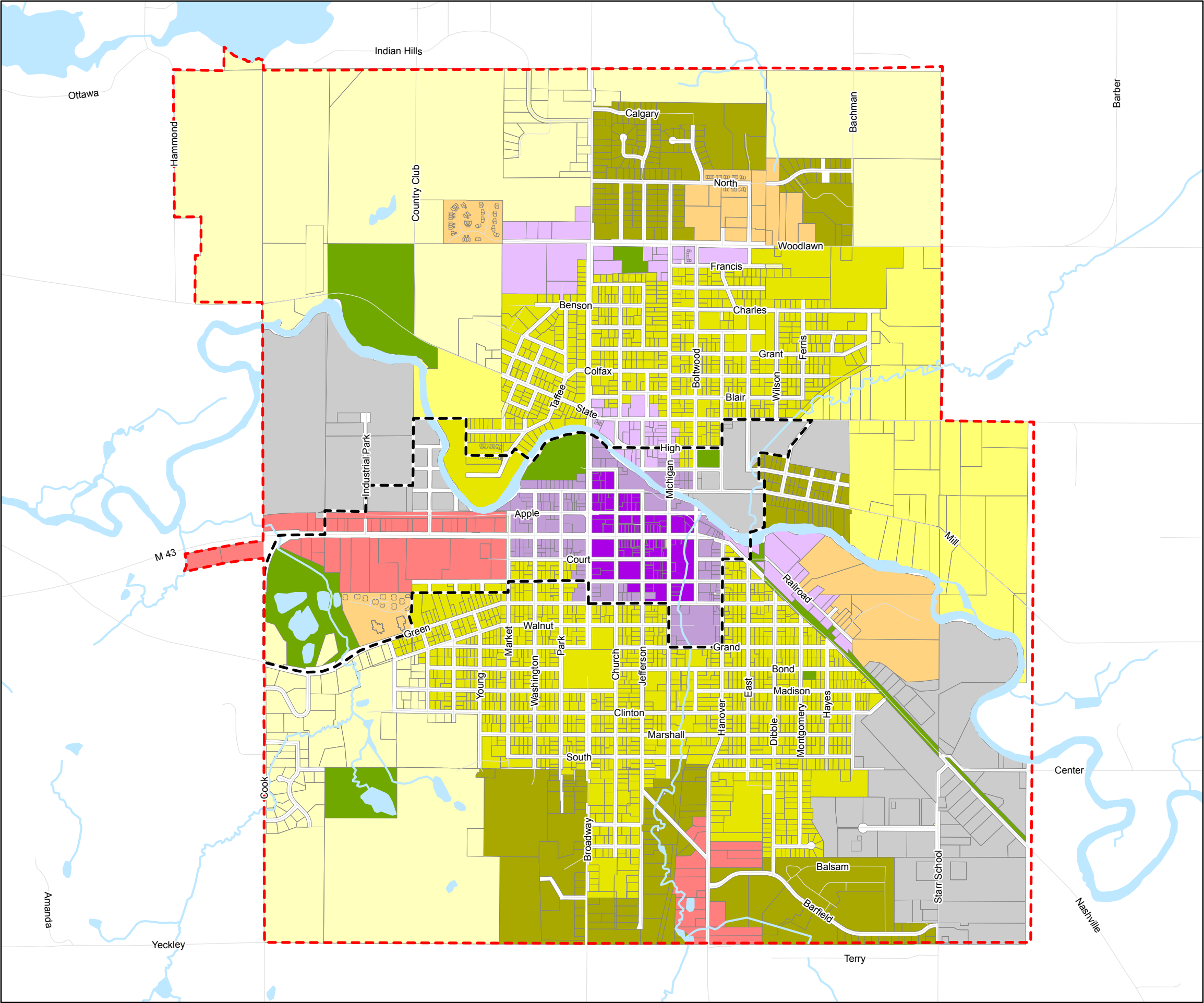
- 1. Land Use:** Uses which are appropriate within the character area.
- 2. Buildings:** How the building looks and functions and where it is located on the lot.
- 3. Design:** How lots are designed and relate to each other in the public realm.

# Future Land Use Categories

The future land use character areas are displayed on the Future Land Use Map and are also described in this section of the Master Plan. The elected and appointed officials of Hastings are responsible for the interpretation of the intent of the Future Land Use Plan and the future land use categories.

Each future land use category is explained in greater detail on the following pages with the Future Land Use guidelines specifying the preferred land uses, buildings, and designs for each area, as well as pictures showing the existing and planned character of each area.





# Future Land Use

City of Hastings, Michigan

July 21, 2021

## LEGEND

- City Boundary
- Bodies of Water
- Future Land Use
  - Conservation/Preservation
  - Residential Growth A - 15,000 s.f. lots
  - Residential Growth B - 9,000 s.f. lots
  - Residential Growth C - Multiple-Family
  - Core Neighborhood
  - Modern Neighborhood
  - Gateway Commercial
  - Business and Industry
  - Neighborhood Center
  - Downtown Edge
  - Downtown Core
- Downtown Development District & Principal Shopping District

0 500 1,000  
Feet



Basemap Source: Michigan Center for Geographic Information, Version 17a.  
Data Source: City of Hastings 2019. McKenna 2021.





INTENTIONALLY LEFT BLANK



## Conservation/Preservation

### DESIGN GUIDELINES

#### LOT DIMENSIONS

**Minimum Lot Area:**  
N/A

**Minimum Lot Width:**  
N/A

#### BUILDING SETBACKS

**Minimum / Maximum /  
Side / Rear:**  
As necessary for park amenities.

#### BUILDING HEIGHT

**Minimum:**  
1 story

**Maximum:**  
As necessary to accommodate use.

#### STREET FRONTAGES

- » Recreational amenities
- » Lawn / greenscape
- » Preserved trees

### General Characteristics.

This designation is used within the flood plain along the Thornapple River to designate that development is highly discouraged in order to protect sensitive natural features and prevent damage to property in the event of a flood. Areas within this designation can be used for both passive and active recreation. Natural features and developed parklands should be compatible with the surrounding landscape and neighborhood.

### Appropriate Land Uses.

All areas should maintain uses which promote the inclusion of the public and provide recreational and gathering opportunities.

### Streets and Transportation.

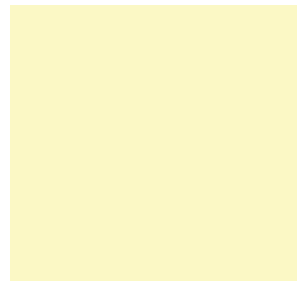
Existing pedestrian and cyclist trails should be maintained. Additional pathways and associated amenities (e.g. bicycle racks, water fountains, wayfinding signage, lighting, etc.) should be constructed as needed. The connection of such pathways to connect the parks is strongly encouraged.

### Building and Site Design.

There are no specific Building and Site Design recommendations in this Plan for the Parks district, although high quality architecture is encouraged. Buildings should be well lit, highly visible, and provide public amenities. Parks should be maintained and upgraded as needed.

Sufficient parking should be provided for public facilities. Parking areas should be designed to minimize stormwater runoff and implement low-impact development techniques (pervious pavement, bioswales, etc.).





# Residential Growth A

## 15,000 sf lots

### DESIGN GUIDELINES

#### LOT DIMENSIONS

**Minimum Lot Areas:**  
15,000 square feet

**Minimum Lot Width:**  
75 feet

#### BUILDING SETBACKS

**Recommended Front Setbacks:**  
25-40 feet

**Recommended Side Setbacks:**  
10-20 feet

**Recommended Rear Setbacks:**  
30-50 feet

#### BUILDING HEIGHT

**Minimum:**  
1 story

**Maximum:**  
3 stories

#### STREET FRONTAGES

- » Front porch
- » Lawn / greenscape
- » Trees and landscaping

### General Characteristics.

This designation is characterized by single-family housing units in new neighborhoods with a minimum lot size of 15,000 square feet.

Neighborhoods should be designed with connected street patterns, including connections to existing neighborhoods where possible, and should have amenities (such as parks and schools) within their boundaries. Businesses and retail should be within walking distance, in Neighborhood Center or Gateway Commercial areas.

### Appropriate Land Uses.

Typical uses include residential dwelling units, schools, parks, open space, and other compatible municipal or civic uses.

### Streets and Transportation.

Streets should follow a connected pattern that respects topography and natural features, and therefore may not constitute a true "grid." Streets should feature elements such as sidewalks, pedestrian scale lighting, and a tree canopy.

### Building and Site Design.

Sites should be designed to give homes a front and back yard, while maintaining a human, walkable scale that promotes social interaction and reduces unnecessary and unused lawn space.

Buildings should be designed with high quality materials and consistent with architectural styles common in West Michigan. Alternative architectural styles may be appropriate in some neighborhoods, provided that the unique design enhances the general character of the area. Garages need not be in the rear yard, but should not dominate the front of the house when viewed from the street.





# Residential Growth B

## 9,000 sf lots

### DESIGN GUIDELINES

#### LOT DIMENSIONS

**Minimum Lot Areas:**  
9,000 square feet

**Minimum Lot Width:**  
50 feet

#### BUILDING SETBACKS

**Recommended Front Setbacks:**  
15-25 feet

**Recommended Side Setbacks:**  
5-15 feet, wider if necessary to make space for a driveway.

**Recommended Rear Setbacks:**  
30-50 feet

#### BUILDING HEIGHT

**Minimum:**  
1 story

**Maximum:**  
3 stories

#### STREET FRONTAGES

- » Front porch
- » Lawn / greenscape
- » Trees and landscaping

### General Characteristics.

This designation is characterized by single-family housing units in new neighborhoods with a minimum lot size of 9,000 square feet.

Neighborhoods should be designed with connected street patterns, including connections to existing neighborhoods where possible, and should have amenities (such as parks and schools) within their boundaries. Businesses and retail should be within walking distance, in Neighborhood Center areas.

### Appropriate Land Uses.

Typical uses include residential dwelling units, schools, parks, open space, and other compatible municipal or civic uses.

### Streets and Transportation.

Streets should follow a connected pattern that replicates the grid of the core of Hastings, with blocks approximately 300 feet long. Natural features may interrupt the grid or cause streets to deviate, but connectivity should be prioritized. Streets should feature elements such as sidewalks, pedestrian scale lighting, and a tree canopy.

### Building and Site Design.

Sites should be designed to give homes a front and back yard, while maintaining a human, walkable scale that promotes social interaction and reduces unnecessary and unused lawn space.

Buildings should be designed with high quality materials and consistent with architectural styles common in West Michigan. Alternative architectural styles may be appropriate in some neighborhoods, provided that the unique design enhances the general character of the area. Homes should include front porches to encourage connection to the street, and garages should be located in rear or side yards to the maximum extent possible.



# Residential Growth C

## Multiple-Family

### DESIGN GUIDELINES

#### LOT DIMENSIONS

##### Minimum Lot Area:

As needed to design a mixed-density neighborhood that respects natural features and includes approximately 10 to 15 housing units per acre.

##### Minimum Lot Width:

50-100 feet

#### BUILDING SETBACKS

##### Recommended Front

##### Setbacks:

15-35 feet from internal streets. Setbacks may be larger from arterials and thoroughfares.

##### Recommended

##### Side Setbacks:

As needed to create a coherent and walkable neighborhood, while respecting natural features.

##### Recommended Rear

##### Setbacks:

As needed to create a coherent and walkable neighborhood, while respecting natural features.

#### BUILDING HEIGHT

##### Minimum:

1 story

##### Maximum:

4 stories

#### STREET FRONTAGES

- » Welcoming entrances
- » Front porch
- » Lawn / greenscape
- » Preserved trees

### General Characteristics.

This designation is characterized by high density residential neighborhoods with densities up to 10 units per gross acre of land. Gross acreage is used in order to incentivize the creation of compact developments that retain important natural features such as wetlands, woodlands, and topographical changes.

Neighborhoods should be designed with connected street patterns, including connections to existing neighborhoods where possible, and should have amenities (such as parks and schools) within their boundaries. Businesses and retail should be within walking distance, along major corridors or within "Neighborhood Centers" designed to serve 1-3 surrounding neighborhoods.

### Appropriate Land Uses.

In addition to conventional multiple-family buildings, "missing middle" housing types such as townhouses, duplexes, and quadplexes are all appropriate, as are single-family homes within mixed-density developments (although single-family-only developments are discouraged). New neighborhoods are encouraged to contain a variety of housing types, to allow for a variety of price points and to create increased density without impacting the character of existing adjacent neighborhoods.

### Streets and Transportation.

Neighborhoods should have connections to a collector or arterial street to handle higher amounts of traffic. The design of internal street networks should allow for safe walking and biking. Connections to parks and recreation amenities and bicycling and walking paths are encouraged.

### Building and Site Design.

Buildings should be built with high-quality materials and should be architecturally compatible with surrounding neighborhoods. Buildings with a connection to the street, including designs with attractive front facades, entrances, and porches are all highly encouraged. Open spaces should be functional and allow for recreational enjoyment and the preservation of natural features. Architectural variation is highly encouraged to create character on long and connected facades.

Parking areas may be located in the front, side, or rear yards for buildings.

Large areas of parking should be broken up with landscaped islands and trees. However, where appropriate, buildings should front the street and provide parking to the rear. Parking space requirements may vary based on the location of the development and availability of shared parking.

## Core Neighborhood

### DESIGN GUIDELINES

#### LOT DIMENSIONS

**Minimum Lot Area:**  
Consistent with surrounding character.

**Minimum Lot Width:**  
Consistent with surrounding character.

#### BUILDING SETBACKS

**Minimum / Maximum / Side / Rear:**  
Consistent with surrounding character.

#### BUILDING HEIGHT

**Minimum:**  
1 story

**Maximum:**  
3 stories

#### STREET FRONTAGES

- » Front porch
- » Lawn / greenscape
- » Trees and landscaping

### General Characteristics.

This designation is characterized by single-family and multiple-family residential housing units in a more urban setting. Smaller single- and small multiple-family housing units, including townhouses, condominiums, and apartments are appropriate. Core neighborhoods are located near downtown and typically represent traditional neighborhood development.

### Appropriate Land Uses.

Typical uses include attached and detached residential dwelling units, small apartment buildings, schools, parks, open space, and other compatible municipal or civic uses.

### Streets and Transportation.

Streets follow a traditional grid pattern with common elements such as sidewalks, pedestrian scale lighting, and tree canopy. Main thoroughfares may be recommended for on-street bicycle facilities such as bike lanes.

### Building Location.

Building setbacks should be consistent with existing residential properties. Buildings may have minimal front yard setback to encourage connection to the street.

### Building and Site Design.

Buildings should be designed with high quality materials and conform to the dominant architectural typology of the block. Alternative architectural styles may be appropriate in some neighborhoods, provided the character of the residential block is enhanced. Buildings should include front (street) entrances to encourage connection to the street, and garages should be located in rear yards.

Residential dwellings may utilize off-street parking through the use of on-site garages. Where appropriate, dwellings may utilize on-street parking or shared parking in lieu of providing an on-site garage. On-site parking shall be located to the rear of the building wherever possible.







## Modern Neighborhood

### DESIGN GUIDELINES

#### LOT DIMENSIONS

**Minimum Lot Area:**  
Consistent with surrounding character.

**Minimum Lot Width:**  
Consistent with surrounding character.

#### BUILDING SETBACKS

**Minimum / Maximum / Side / Rear:**  
Consistent with surrounding character.

#### BUILDING HEIGHT

**Minimum:**  
1 story

**Maximum:**  
3 stories

#### STREET FRONTAGES

- » Front porch
- » Lawn / greenscape
- » Trees and landscaping

### General Characteristics.

This designation is characterized by single-family residential housing units on larger lot sizes than those found in the older neighborhoods of the City. These homes were built in the post-World War II era and tend to be located outside of the City's core and often have attached garages. The streets are curvilinear with cul-de-sacs and no alleys.

### Appropriate Land Uses.

Appropriate uses include detached single-family residential dwelling units, two-family attached residential dwelling units, schools, parks, and other compatible municipal and civic uses.

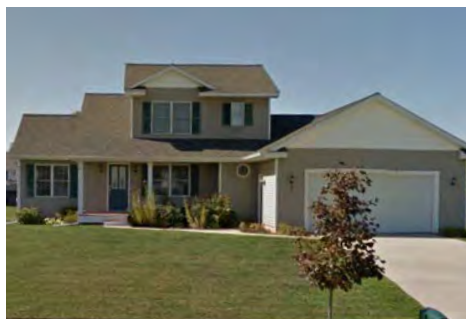
### Streets and Transportation.

Residential streets should be designed for slow traffic and easy pedestrian and bicycle usage. However, they should form a connected, logical pattern with as many connections to the existing street system as possible, including connections to neighborhoods in the surrounding townships. Culs-de-sac are highly discouraged.

### Building and Site Design.

Building setbacks should be consistent with existing residential properties. Buildings may have minimal front yard setback to encourage connection to the street.

New homes should be designed with high quality materials, but need not conform to any architectural standard. However, they should be consistent with surrounding homes in terms of scale, massing, and site design. Garages should be located so that they do not dominate the front facade of the home.



# Neighborhood Center

## DESIGN GUIDELINES

### LOT DIMENSIONS

**Recommended Lot Areas:**  
5,000 to 20,000 square feet, though larger lots featuring multiple buildings with shared parking would also be acceptable.

**Recommended Lot Width:**  
40-60 feet, except as described above.

### BUILDING SETBACKS

**Recommended Front Setbacks:**  
0-10 feet

**Recommended Side Setbacks:**  
0-15 feet, though larger setbacks to allow driveways to rear parking could also be appropriate.

**Recommended Rear Setbacks:**  
As needed for parking and loading.

### BUILDING HEIGHT

**Minimum:**  
1 story

**Maximum:**  
4 stories, though lower heights may be necessary near residential.

### STREET FRONTAGES

- » Welcoming office/institutional entrances
- » Retail storefronts
- » Outdoor patio / seating areas

## General Characteristics.

Neighborhood Centers are low intensity mixed-use or commercial areas intended to serve 1-3 neighborhoods and provide services, small-scale retail, and amenities. Neighborhood Center areas should provide amenities to the surrounding residential areas in a human scale and walkable format, while keeping a "small town," rather than "urban" character.

## Appropriate Land Uses.

Low-intensity businesses such as small retail stores, personal services, or small offices (including medical offices) should populate ground floors of buildings. Residential uses or office uses should be on upper floors.

## Streets and Transportation.

All streets lined with Neighborhood Center uses should have sidewalks or bike paths on both sides. On-street parking is encouraged where possible. Bike racks, street trees, benches, trash cans, and other streetscaping should also be included.

## Building and Site Design.

Buildings should be built with high-quality materials and should be architecturally compatible with surrounding neighborhoods. Buildings should be constructed with storefront-style first floors, although the use may not necessarily be retail. Individual buildings are encouraged, even if they do not have side yards, rather than large, wide buildings that take up entire lots.

Parking areas should be located in the side or rear yards for buildings. Large areas of parking should be broken up with landscaped islands and trees. Parking space requirements may vary (or be waived completely) based on the location of the development and availability of shared parking.





# Downtown Edge

DESIGN GUIDELINES

LOT DIMENSIONS

**Minimum Lot Area:**  
Consistent with existing surroundings.

**Minimum Lot Width:**  
Consistent with existing surroundings.

BUILDING SETBACKS

**Recommended Front Setbacks:**  
0-10 feet

**Recommended Side Setbacks:**  
0-15 feet, though larger setbacks to allow driveways to rear parking could also be appropriate.

**Recommended Rear Setbacks:**  
As needed for parking and loading.

Building Height

**Minimum:**  
1 story

**Maximum:**  
4 stories

STREET FRONTAGES

- » Outdoor patio / seating areas
- » Front porch / stoop
- » Welcoming office entrance
- » Awnings and canopies
- » Lawn / landscaping

General Characteristics.

The mixed-use areas surrounding the Downtown Core area constitute the Downtown Edge designation. This area should be a walkable and attractive transition between the Downtown Core and Core Neighborhoods, and should help welcome people into the core of the City.

Appropriate Land Uses.

Uses that can serve as a transition between the downtown and the neighborhoods are encouraged. Uses should be a mix of commercial, professional offices, residential, technology or light industrial, and civic. The goal of this area is to allow existing uses to continue while creating an opportunity for different types of uses in the future if sites are redeveloped.

Streets and Transportation.

The streets should incorporate on-street parking to support nearby land uses. Bicyclists and pedestrians should be able to use these streets safely as they venture downtown. Bicycle lanes may be appropriate, in order to both access and bypass the downtown area. Streetscape and landscape elements should enhance the area and complement the streetscape and landscape elements of downtown, to create a cohesive visual aesthetic to the City.

Building and Site Design.

Building setbacks should be small (but need not be zero) and any front yard space should be well-maintained—and not contain parking.

A mix of building types should be allowed in the Downtown Edge district. Any new buildings should match the feel and character of surrounding buildings.

If any new parking lots are constructed, they should be at the backs of sites and should be open to the public, with attractive landscaping and screening. Wayfinding signage should promote public parking in this designation as an option for visitors to downtown.







## Downtown Core

### DESIGN GUIDELINES

#### LOT DIMENSIONS

**Minimum Lot Area:**  
Consistent with existing surroundings.

**Minimum Lot Width:**  
Consistent with existing surroundings.

#### BUILDING SETBACKS

**Recommended Front Setback:**  
0 feet

**Recommended Side Setbacks:**  
0 feet, though setbacks to allow driveways to rear parking, or pedestrian walkways, could also be appropriate.

**Recommended Rear Setbacks:**  
As needed for parking and loading.

#### BUILDING HEIGHT

**Minimum:**  
2 stories

**Maximum:**  
5 stories

#### STREET FRONTAGES

- » Retail storefronts
- » Outdoor patio / seating areas
- » Windows and displays
- » Awnings and canopies

### General Characteristics.

Hastings' historic downtown is a mixed-use hub of activity in the core of the City, and the buildings have historic architectural characteristics that define the downtown character.

### Appropriate Land Uses.

Mixed uses are compatible within the Downtown Core area. Commercial businesses intended for this category include service, professional, and retail businesses that encourage foot traffic and do not require large parking lots. Other land use types such as institutional or recreational uses, as well as small business "maker spaces" are also encouraged. Some residential uses, such as upper floor apartments, are also compatible in this area.

There is no maximum residential density recommendation. The design recommendations of this Plan will set densities to a reasonable number of units by requiring good design. Setbacks on the front and side should be minimal and setbacks along the rear of lots should be respectful of parking, loading, and circulation needs.

### Streets and Transportation.

On- and off-street parking layouts, mobility routes, and streetscape/landscape elements should be continued or established in the downtown core consistent with the City of Hastings Streetscape Master Plan. The Streetscape Master Plan details streetscape designs and layouts for the city's downtown core with an emphasis on function, safety, longevity, economic development, beauty, and history.

### Building Location.

New buildings or infill development should be built to the sidewalk. Reuse and re-occupancy of existing buildings is preferred whenever possible. Any new buildings should match existing feel and character of the existing built environment. Buildings should contain two or more stories, be located right on the sidewalk, and have off-street parking located to the rear. No front and side yard setbacks are encouraged. First floor storefronts should be transparent and welcoming with minimal window signage. Signage should be attractive, with projecting signs encouraged.

Any parking lots should be open to the public and serve the entire Downtown Core area. On street parking should be encouraged where street right-of-way permits, and off street parking should be located at the rear of buildings. Shared parking should be encouraged, and new uses shall not be required to create parking. Wayfinding signage should clearly identify public parking in this designation.



## Gateway Commercial

### DESIGN GUIDELINES

#### LOT DIMENSIONS

**Minimum Lot Area:**  
Consistent with existing.

**Minimum Lot Width:**  
Consistent with existing.

#### BUILDING SETBACKS

**Recommended Front Setback:**  
As necessary to preserve parking, loading, and circulation, as well as attractive landscaping and gateway signage.

**Recommended Side Setbacks:**  
As needed for parking and loading.

**Recommended Rear Setbacks:**  
As needed for parking and loading.

#### BUILDING HEIGHT

**Minimum:**  
1 story

**Maximum:**  
3 stories

#### STREET FRONTAGES

- » Retail storefronts
- » Outdoor patio / seating areas
- » Lawn / greenscape
- » Landscaped parking

### General Characteristics.

Sites are intended for large scale retail and other commercial uses serving residents of Hastings, surrounding areas, and travelers along the M-37, M-43, M-79, and M-179 corridors.

### Appropriate Land Uses.

This area is most appropriate for the automotive-oriented uses often located near the highways. Uses needing a larger site area than those in the other commercial categories should be located in the Gateway Commercial area. The parking areas and loading zones should have an adequate level of screening and landscaping to help blend with the aesthetic of the area.

### Streets and Transportation.

Sites should be designed to incorporate shared access drives and connections between parcels ("cross access") in order to reduce the number of curb cuts onto the street. The streetscape will not be as detailed as other areas, but it should be consistent. Parking areas should not interfere with pedestrian and bicycle access from the sidewalks and streets to entrances of buildings, and the connections from the sidewalks and streets to the buildings should be safe for anyone using them.

### Building and Site Design.

Buildings should be constructed of high-quality materials which wrap around the entire building and feature attractive signage. Facades that face the public right-of-way should incorporate a high percentage of windows within their design. Buildings should be designed so that they can potentially be reused upon future redevelopment. Parking lots should include landscaping to break up large areas of pavement and to provide screening from sites wherever necessary.



# Business and Industry

## DESIGN GUIDELINES

### LOT DIMENSIONS

**Recommended Lot Areas:**  
50,000 to 100,000 square feet, though larger or smaller lots may be appropriate in some areas.

**Recommended Lot Width:**  
100-300 feet, though larger may be necessary for business operations.

### BUILDING SETBACKS

**Recommended Front Setbacks:**  
As needed for business operations.

**Recommended Side Setbacks:**  
As needed for business operations.

**Recommended Rear Setbacks:**  
As needed for business operations, without negatively impacting residential.

### BUILDING HEIGHT

**Minimum:**  
1 story

**Maximum:**  
4 stories, though lower heights may be necessary near residential, and taller buildings (or industrial structures) may be appropriate when necessary for operations.

### STREET FRONTAGES

- » Welcoming business entrances
- » Operational space
- » Parking

## General Characteristics.

Business and Industry is intended for office, manufacturing, warehousing, logistics, and research and development business uses. They should be designed and operated to be respectful of their surroundings, with truck traffic, noise, odor, dust, or outdoor storage/operations designed to mitigate off-site impacts.

## Appropriate Land Uses.

Appropriate uses include office, light manufacturing, artisan production, food and beverage production, and research and development uses. Parking areas and loading zones should be properly buffered and landscaped.

## Streets and Transportation.

Streets should be designed in a pattern that allows access from residential areas, but does not encourage cut-through traffic by employees and trucks. Within the Business and Industry district, the streets should be designed to be sufficient for business traffic. Non-motorized and transit connections are encouraged, but are only necessary along major corridors.

## Building and Site Design.

Buildings should be constructed of high-quality materials which wrap around the entire building and feature attractive signage. Robust landscaping should be installed throughout the site, especially adjacent to residential areas.

Industrial buildings should be supported by sufficient but not overly excessive parking areas. Parking areas may be located in the front, side, or rear yards for buildings. Large areas of parking should be broken up with landscaped islands and trees.





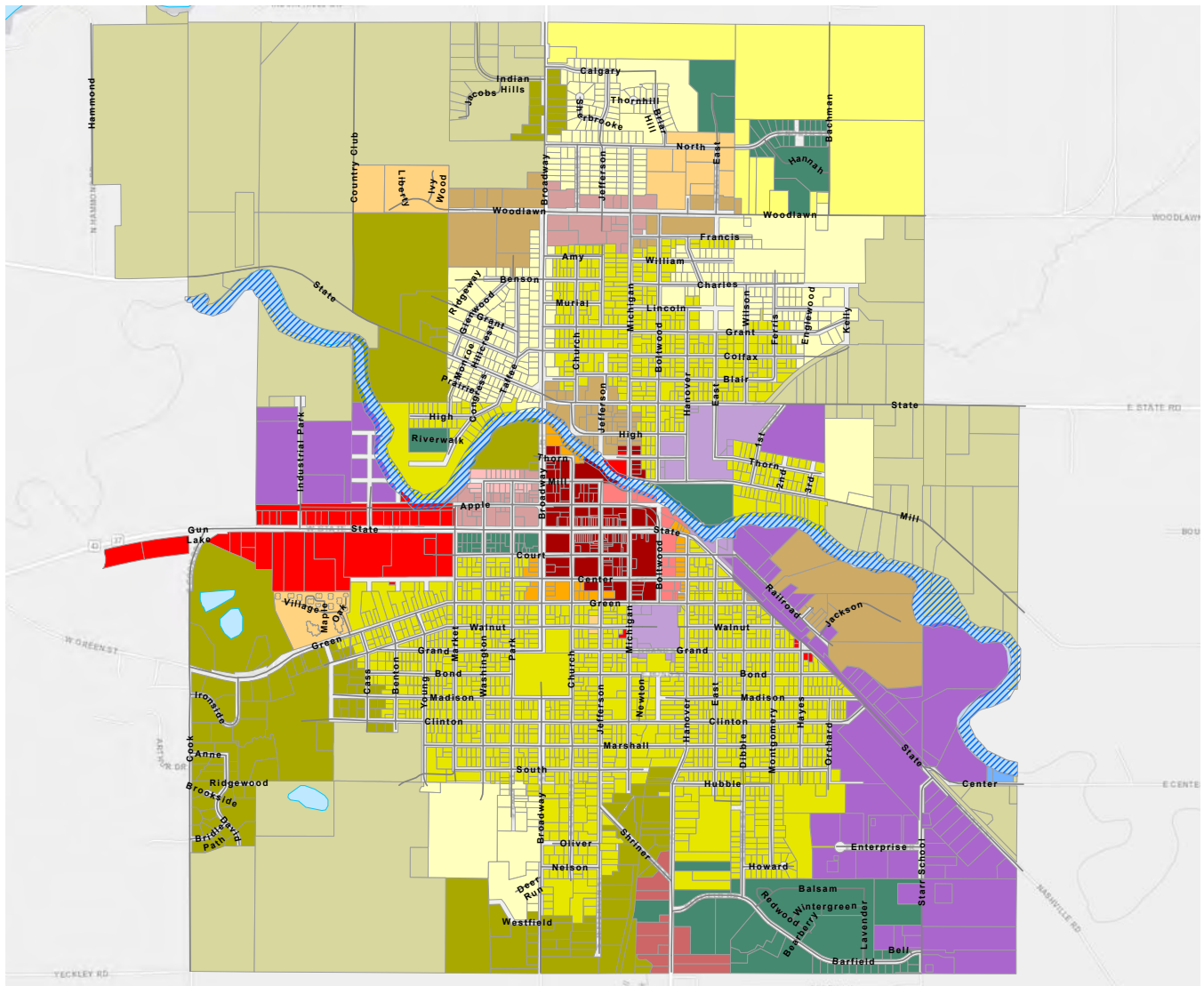
# Zoning Plan

## Relationship between Future Land Use and Zoning Categories

The following table shows the Hastings Zoning Districts that would appropriately implement the vision of the Future Land Use Categories. Rezoning requests should be reviewed against this table to determine whether the requested district is supported by this Plan. In some cases, a new zoning district may be the most effective way to implement the vision of the Future Land Use Plan.

The recommended changes to the Zoning Ordinance in the Housing Section should be pursued in order to implement this Plan, in addition to the changes recommended in this section.

Planned Unit Developments (PUD) may be approved in any Future Land Use category provided that the proposal fits the vision of the Future Land Use category and the requirements of the Zoning Ordinance.




**Table 15: Relationship Between Future Land Use and Zoning Categories**

<b>FUTURE LAND USE CATEGORIES</b>	<b>ZONING DISTRICTS</b>
Residential Growth A – 15,000 sf Lots	R-S Suburban Residential <sup>1</sup>
Residential Growth B – 9,000 sf Lots	R-1 One-Family Residential <sup>1</sup> R-1A Single-Family Residential <sup>2</sup>
Residential Growth C – Multiple-Family	A-1 Apartments A-2 Apartments Edge R-D Duplex Apartment District
Core Neighborhood	R-2 One-Family Residential <sup>3</sup> A-1 Apartments <sup>4</sup>
Modern Neighborhood	R-1 One-Family Residential R-M Mobile Home Park <sup>6</sup>
Neighborhood Center	B-5 Mixed-Use A-O Apartments and Office Buildings O Office
Downtown Edge	B-3 Downtown Edge B-5 Mixed-Use A-O Apartments and Office Buildings O Office
Downtown Core	B-1 Central Business District
Gateway Commercial	B-2 General Business District B-4 West Business District B-6 South Business District O Office
Business and Industry	D-1 Industrial D-2 Industrial O Office
Conservation/Preservation	R-P Thornapple River Protection Overlay Zone
No FLU Category	R-R Rural Residential <sup>5</sup>

**Footnotes:**

1. The minimum lot size in the R-S district should be revised to match the 15,000 square feet envisioned in the Residential Growth A Future Land Use category.
2. The minimum lot size in the R-1 and R-1A districts should be revised to match the 9,000 square feet envisioned in the Residential Growth B Future Land Use category. The R-1 and R-1A districts could also be consolidated into a single district.
3. The R-2 district could be expanded to allow "gentle density" and "missing middle" housing types, such as townhouses, duplexes, and small apartment buildings (four units or fewer).
4. Rezoning to A-1 within the Core Neighborhood Future Land Use Category should only be approved if one of the following is true of the site in question:
  - a) The site is adjacent to a site zoned B-1, B-2, B-3, B-4, B-5, B-6, A-1, A-O, D-1, or D-2.
  - b) The site is adjacent to a site in the Downtown Core, Downtown Edge, or Neighborhood Center Future Land Use categories.
5. The R-R Rural Residential District should be slowly eliminated over time. This plan does not support any additional land being rezoned to R-R. Land currently zoned R-R should be rezoned to other categories (or to a PUD) as development occurs, consistent with the vision of this plan.
6. Rezoning to the R-M District is discouraged, except for lots planned for "Modern Neighborhood" and immediately adjacent to an existing Mobile Home Park.



*“Our goals can only be reached through a vehicle of a plan, in which we must fervently believe, and upon which we must vigorously act. There is no other route to success.”*

—Pablo Picasso





# Action Plan

The key Action Strategies generated through the planning tasks and public engagement efforts in the four identified issues of Housing, Business Growth, Infrastructure, and Partnership/Collaboration have been compiled and set forth in the following Action Plan. This Action Plan prioritizes the Strategies within each issue silo, assigns timeframe parameters, and identifies responsible parties. This Action Plan is intended to provide active 'next step' guidance and should be used by the City in the development of its annual work plans and to report and gauge its success in meeting expectations and reaching goals.

# Action Plan

## KEY

Priority		Timeframe		Responsibility (Color)
A	Most Important	1	Within 5 years	Project Lead
B	Very Important	2	5-10 years	Key Participant
C	Important	3	10+ years	Contributor

## RESPONSIBILITY

<b>BAT</b>	Business Action Team
<b>BC</b>	Barry County
<b>BO</b>	Business Owners
<b>BRA</b>	Brownfield Redevelopment Authority
<b>BZ</b>	Blue Zone
<b>CC</b>	City Council
<b>CS</b>	City Staff
<b>DDA</b>	Downtown Development Authority
<b>JPA</b>	Joint Planning Alliance
<b>JPC</b>	Joint Planning Commission
<b>LDFA</b>	Local Development Finance Authority
<b>MDOT</b>	Michigan Department of Transportation
<b>NC</b>	Neighboring Communities
<b>PC</b>	Planning Commission
<b>PO</b>	Property Owners

## FUNDING

<b>Public</b>	Includes public funds from the City operating budget, County, and State funding. May also include local government bonds and grants.
<b>Private</b>	Includes funds from private sources such as grant monies, corporate funding, or property owners.
<b>TIF</b>	Tax increment financing provided by an authorized body. Please refer to the summary of economic development tools.

## HOUSING

PROJECT	PRIORITY	TIMEFRAME	RESPONSIBILITY			FUNDING		
			CITY	OTHER GOV'T	PRIVATE	PUBLIC	PRIVATE	TIF / DDA
A) Use the Regulating Plan (page 12) to identify those areas where future residential uses will be developed.	A	1	PC			•		
B) Consider the creation of a zoning district or residential design standards specific to pre-1950s residences that allow modifications without variances and a phased approach to reinvestment.	A	1	PC CC			•		
C) Streamline the existing permitting process applicable to housing.	A	1	CS			•		
D) Identify land within and in close proximity to downtown for redevelopment of high-density residential housing. Amend the Zoning Ordinance/Map as needed.	A	2	PC CC			•		
E) Review/revise the residential zoning districts in the city to correlate with the Residential Categories of the Build-Out Analysis and apply them consistent with the Regulating Plan.	A	2	PC CC			•		
F) Amend the Zoning Ordinance/Map to address the impediments to housing development/redevelopment identified in the Zoning Ordinance Gap Analysis (page 15).	A	2	PC CC			•		
G) Adopt a Rental Property Ordinance to facilitate relevant code inspections and require a certificate of occupancy for tenancy.	B	1	CC CS			•		
H) Adopt a Vacant Property Ordinance to facilitate inspections of residential properties vacant for more than 90 days.	B	1	CC CS			•		
I) Incentivize remodels of pre-1950 housing through reduced fee structures and other promotional programs.	B	1	CS			•		
J) Sponsor and market Homeowner Improvement Classes in conjunction with local construction businesses or hardware companies.	B	1	CS			•		
K) Work with local lenders to market home equity loan programs or develop rental home reinvestment programs.	B	1	CS		BO	•	•	



BUSINESS GROWTH								
PROJECT	PRIORITY	TIMEFRAME	RESPONSIBILITY			FUNDING		
			CITY	OTHER GOV'T	PRIVATE	PUBLIC	PRIVATE	TIF / DDA
A) Prioritize the completion of sidewalk networks and needed cross-walks within the development-redevelopment sites #1, #, and #7 in the City DIP to support the redevelopment scenarios for these areas.	A	1	CS CC		BZ	•		•
B) Retain an expert in small town retail to work with the downtown business community in updating local retail strategies to respond to the increase in downtown residents.	A	1	DDA		BO		•	•
C) Conduct a parking study to determine adequacy of existing/planned parking facilities to serve residential growth downtown. Generate an inventory of all parking facilities and conduct regular counts of available parking spaces for continual assessment of parking supply.	A	1	DDA PC			•		•
D) Form a Business Action Team to convene, communicate with, and coalesce the business community on consumer messaging.	A	1	CS BAT					•
E) Develop a community fact sheet/investment prospectus that will highlight Hastings' competitive assets and intrigue potential investors.	A	1	CS DDA LDFA BAT			•		•
F) Investigate and sponsor the creation of a public wi-fi zone in the downtown area.	A	2	CS DDA					•
G) Form a Community Development/Redevelopment Team to spearhead the specific action strategies identified for the 7 development-redevelopment sites, including the marketing of the identified sites.	A	3	CS CDT PC CC			•		
H) Develop a parking plan centered around the core set of proven-effective downtown parking best practices.	B	1	PC CC DDA			•		•
I) Develop gateway overlay zones to be applied to community entry points and key gateway corridors.	B	1	PC CC	JPC		•		
J) Identify and connect with local organizations that can serve as partners or project stakeholders.	B	1	CS BRA DDA LDFA	BC JPA	•	•		•
K) Amend the Zoning Ordinance to require development on the development-redevelopment sites to accommodate and connect to existing/planned pedestrian facilities.	B	1	PC CC			•		

BUSINESS GROWTH (CONT.)								
PROJECT	PRIORITY	TIMEFRAME	RESPONSIBILITY			FUNDING		
			CITY	OTHER GOV'T	PRIVATE	PUBLIC	PRIVATE	TIF / DDA
L) Create a marketing team charged with spearheading the execution of the action strategies of the marketing work plan to employ branding and highlight the City's destination features.	B	2	BAT DDA LDFA CS			•		•
M) Champion the focus of Blue Zones to craft and support a county-wide transportation trail network plan.	C	3	CS CC	BZ		•		•
N) Seek Blue Zones support in Complete Streets policy development, technical training, facility audits, and community engagement in the City.	C	3	CS CC	BZ		•		•
O) Convene a transportation design team to work with MDOT and stakeholders in the design and implementation of a road diet on segments of M-43 and M-37. Use as a template for other identified corridor segments.	C	3	CS	MDOT		•		
P) Establish a Principal Shopping District in the downtown core to work in concert with the DDA in supporting economic activity in the Downtown Development District.	A	1	CC DDA			•		
INFRASTRUCTURE								
A) Convene a summit with local officials, community leaders, and local utility providers to educate on funding opportunities and explore potential partnerships.	A	1	CS		PO	•	•	
B) Employ/retain a grant writer to allow the City to become effective at identifying and competing in grant programs.	A	1	CS			•		
C) Foster working relationships with utility service providers to jointly plan, prioritize, and allocate funding for infrastructure improvements.	A	1	CS			•		
D) Use the City's existing asset management, existing asset management plan, and capital improvement plan to coordinate infrastructure expansions/upgrades in direct consideration of planned development areas.	A	1	cs			•		
E) Implement low impact development standards and techniques.	B	2	PC CC			•		
PARTNERSHIP / COLLABORATION								
A) Develop a strategic platform for collaboration that 1) reinforces existing joint efforts, 2) identifies new partnerships; 3) identifies partnership projects, and 4) establishes a communication medium for identified partners.	B	2	CS	BC JPA JPC NC		•		







235 East Main Street, Suite 105  
Northville, MI 48167  
mcka.com

#### STAFF ACKNOWLEDGMENTS

John Jackson, AICP . . . . . President  
Rebecca Harvey, AICP . . . . . Project Manager  
Christopher Khorey, AICP . . . . . Market Analysis  
Mario Ortega, AICP . . . . . Housing Planner  
Natalie Bond . . . . . Project Planner  
Danielle Bouchard . . . . . GIS Mapping  
Carrie Leitner . . . . . Art Director