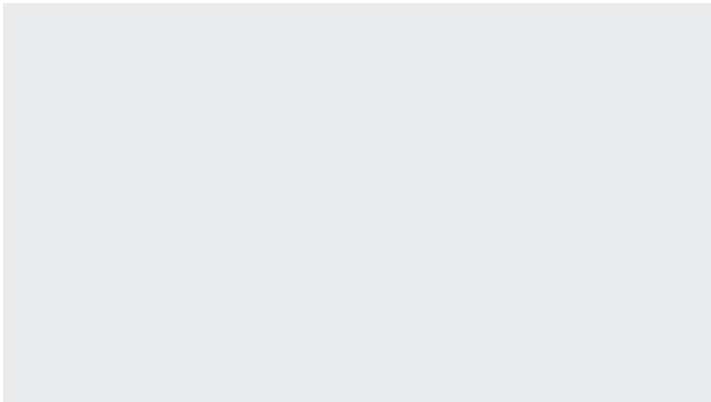




VILLAGE OF
LAWTON

Master Plan

Adopted September 12, 2023



ACKNOWLEDGEMENTS

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Brittany Rathbun, Village Clerk
Melina Leonard, Village Treasurer
Jeff Mack, Chief of Police
Todd Hackenberg, Director of Public Works

*** Notes additional Steering Committee Members**

Statement of Thanks:

This plan was developed through hard work and coordination with Village Staff, Planning Commission, Village Council, the DDA, and (most importantly!) its residents. We are deeply grateful for their thoughtful direction, constant engagement, and commitment to the Village of Lawton's future.

CONSULTANT:

progressive|ae

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RESOLUTION OF ADOPTION

VILLAGE OF LAWTON
COUNTY OF VAN BUREN
STATE OF MICHIGAN

RESOLUTION NO. 12-2023

A RESOLUTION TO ADOPT THE MASTER PLAN BY THE VILLAGE OF LAWTON VILLAGE COUNCIL

At a regular meeting of the Lawton Village Council, held at Lawton Village Hall – 125 S Main Street in Lawton, Michigan, on this 12th day of September 2023 at 7:00 p.m.

PRESENT: Appleby, E. Dudek, G. Dudek, Turner, Tanis, Peterson, Smith

ABSENT:

The following Resolution was offered by Councilperson Peterson and supported by Councilperson E. Dudek.

RESOLUTION

WHEREAS, The Michigan Planning Enabling Act, MCL 125.3801 *et seq.* (“MPEA”) authorizes the Planning Commission to prepare a master Plan for the use, development, and preservation of all lands in the Village; and

WHEREAS, the Village of Lawton Planning Commission has undertaken an effort to evaluate the Master Plan and has assembled a revised draft Master Plan; and

WHEREAS, the Michigan Planning Enabling Act MCL 125.3843, provides the Village Council of the Village of Lawton with the option to assert their right to adopt the Master Plan; and

WHEREAS, the Michigan Planning Enabling Act, MCL 125.3842, requires the Village Council of the Village of Lawton to authorize distribution of the Master Plan to the notice groups identified in the MPEA.

NOW THEREFORE, BE IT RESOLVED,

1. **Intent to Adopt the Master Plan Pursuant to MCL 125.3843**, the Village Council of the Village of Lawton hereby asserts its right and intention to adopt the Master Plan.
2. **Distribution of Draft Master Plan to Notice Group Pursuant to MCL 125.3842**, the Village Council of the Village of Lawton hereby approves distribution of the draft Master Plan to the Notice Group outlined in MPEA for review and comment.

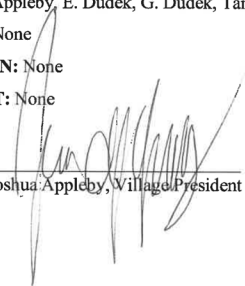
THIS RESOLUTION is hereby approved by roll call vote:

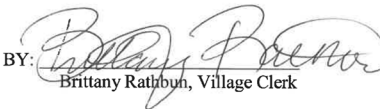
YEAS: Appleby, E. Dudek, G. Dudek, Tanis, Turner, Peterson, Smith

NAYS: None

ABSTAIN: None

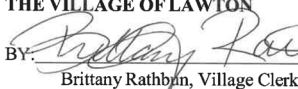
ABSENT: None

BY: 
Joshua Appleby, Village President

BY: 
Brittany Rathbun, Village Clerk

CERTIFICATION

I, Brittany Rathbun, the duly appointed Clerk of the Village of Lawton, do hereby certify that the foregoing is a true and complete copy of a Resolution adopted by the Lawton Village Council at a regular meeting held on Tuesday, September 12th, 2023 in compliance with the Open Meetings Act, Act No. 267 of the Public Acts of Michigan, 1976, as amended, the minutes of the meeting were kept and will be or have been made available as required by said Act.

THE VILLAGE OF LAWTON
BY: 
Brittany Rathbun, Village Clerk

EXECUTIVE SUMMARY

The Village of Lawton 2023 Master Plan was created to guide the village toward a future that our residents, property and building owners, developers, and other stakeholders want to see emerge. Input from residents and local stakeholders have identified a desire for growth and change while also maintaining the village’s existing small-town character and community-minded culture. Our goals for the future of Lawton are reflected in this plan.

Our village is a tight-knit, family-centered community. Of the utmost importance during the planning process was the need to achieve the right balance between capitalizing on Lawton’s roots and existing character, while also advancing the right type of change and growth for the built environment. This plan presents a tailored strategy to continue to make Lawton a great place to live, work, and play.

This plan would not have been possible without many contributing voices. Together, we’ve crafted a vision to enhance the quality of life for all and embrace an action-oriented path forward. Over the course of two public engagement events, a community survey, and six steering committee meetings, the input and feedback received were analyzed to craft five guiding themes that serve as the backbone of this document. These themes encompass the overarching values held by the community, with the aim to enhance Lawton as it moves into the future. These guiding themes are Growth, Enhance, Invest, Sustain, and Unique.

Our philosophy as we developed Lawton’s 2023 Master Plan is reflected in the following quote by Mahatma Gandhi: “The future depends on what you do today.” In this document you will find a thoughtful, forward-thinking plan. We begin with an introduction to the village, detail our planning process, connect feedback received with formulating a vision, and outline the goals and objectives to make that vision a reality.

VISION:

Building on a strong sense of community and our unique character, Lawton will proactively adapt to change, enhance its assets, and facilitate strategic, positive growth to benefit all people in our village.



1. INTRODUCTION

WHAT IS A MASTER PLAN?

The Master Plan is a policy guide. It is intended to create a framework for land use, capital improvements, and capital investment decisions over a long-range period (10 to 20 years).

The Master Plan includes various core elements, such as the Vision, Goals, and Guiding Principles (or Themes) representative of the community. These give the plan direction and provide recommendations for land use, redevelopment, maintaining community character, driving economic and community development, and action items designed to guide future decisions.

In contrast, the Zoning Ordinance is a legal document containing specific, current regulations within a jurisdiction. It contains clear, enforceable local rules detailing how land within different zones can be utilized. The rules of the Zoning Ordinance serve as the primary tool to achieve the vision of the Master Plan over time.

MASTER PLAN	ZONING ORDINANCE
Provides general policies and is a guide.	Provides specific regulations; the law.
Describes what should happen in the future - recommended land use for the next 20 years, not necessarily the recommended use for today.	Defines how land can be used today.
Includes recommendations that involve other agencies and groups.	Deals only with development-related issues under Village control.
Flexible to respond to changing conditions.	Fairly rigid and requires formal amendment to change.

THE MASTER PLAN IS USED TO:

- Evaluate development proposals against the goals of the community
- Review zoning changes for consistency with the Future Land Use Map
- Determine how land is to be developed or redeveloped in the future
- Identify physical improvements to achieve the vision and goals (e.g., streets, sidewalks, parks, utilities, public facilities)
- Consider design standards for development and redevelopment throughout the Village

2. VILLAGE OVERVIEW

HISTORY + EXISTING CONDITIONS

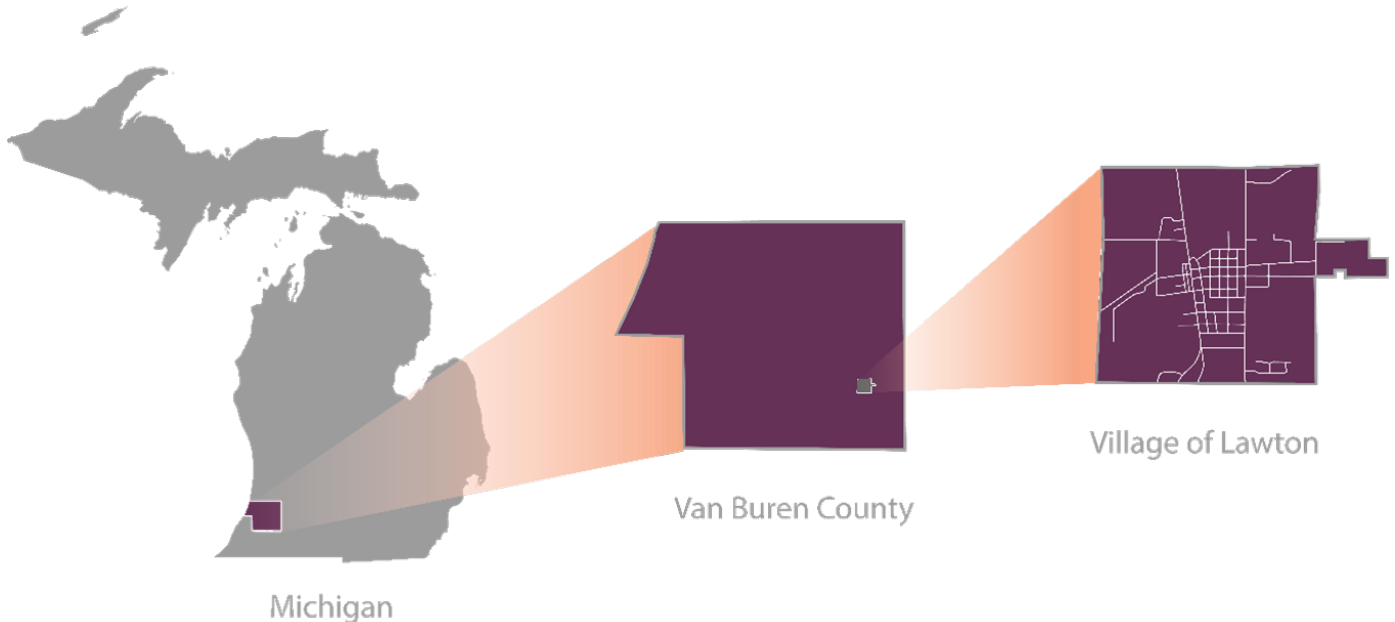
The Village of Lawton was established by Nathan Lawton in 1853. A train station was constructed in Lawton in 1848, which made the founding of the Central Iron Company possible in 1867. Lawton is the birthplace of the Michigan grape and wine industry, with the first grapes being planted shortly after the Civil War when A. B. Jones planted the area's first grape vines. In 1903, the Lawton Vineyard Company constructed the first winery at 646 North Nursery. Several years later, the Houppert family purchased the site and expanded into the Houppert Winery Complex that was later owned by Michigan Wineries, Inc. and Warner Vineyards. The Old Winery Event Center currently occupies the complex and is designated as a Michigan State Historic Site and on the National Register of Historic Places.

The area continues today as a center for fruit harvesting and is currently home to Welch's Foods and Honee Bear Canning. The Lawton Heritage Museum is located within the village, in the Old Winery Heritage Event Center, which is the state's oldest standing winery building.

Just over 2.3 square miles, the Village of Lawton is characterized by its small-town charm and a warm, friendly community atmosphere. Known throughout Michigan for its local eateries and small-town charm, the village is frequented by guests coming to enjoy a variety of outdoor activities and beautiful natural settings. Lawton's downtown forms the center of activity and connection within the community.

Lawton is well-networked and easily accessible. Located on state highway M-40, which runs north and south, the village is only three miles south of I-94 (a major federal highway) and is within thirty minutes of the nearby hub of Kalamazoo. Chicago and Grand Rapids can be accessed from Lawton within two hours. The village's central location provides a great opportunity to reside and/or work in a family-centered atmosphere while also being close to larger attractions and amenities.

LOCATION MAP



COMMUNITY PRIDE

Residents have a warranted sense of pride in their beautiful natural surroundings, vibrant locally owned eateries, school system and associated athletic programs, community-minded activism, and numerous well-attended events. In many ways, the village of Lawton is the best-kept secret in Southwest Michigan.



VILLAGE COMMUNITY EVENTS

- Memorial Day Parade / Veteran's Memorial Service at Cemetery / Family BBQ
- Summerfest Celebration including 5K and Fireworks
- Best of Michigan Wine Tasting Event - Lion's Club
- Veteran's Day Salute - VFW
- Fall Escapade Golf Cart Parade
- Christmas Parade and Tree Lighting

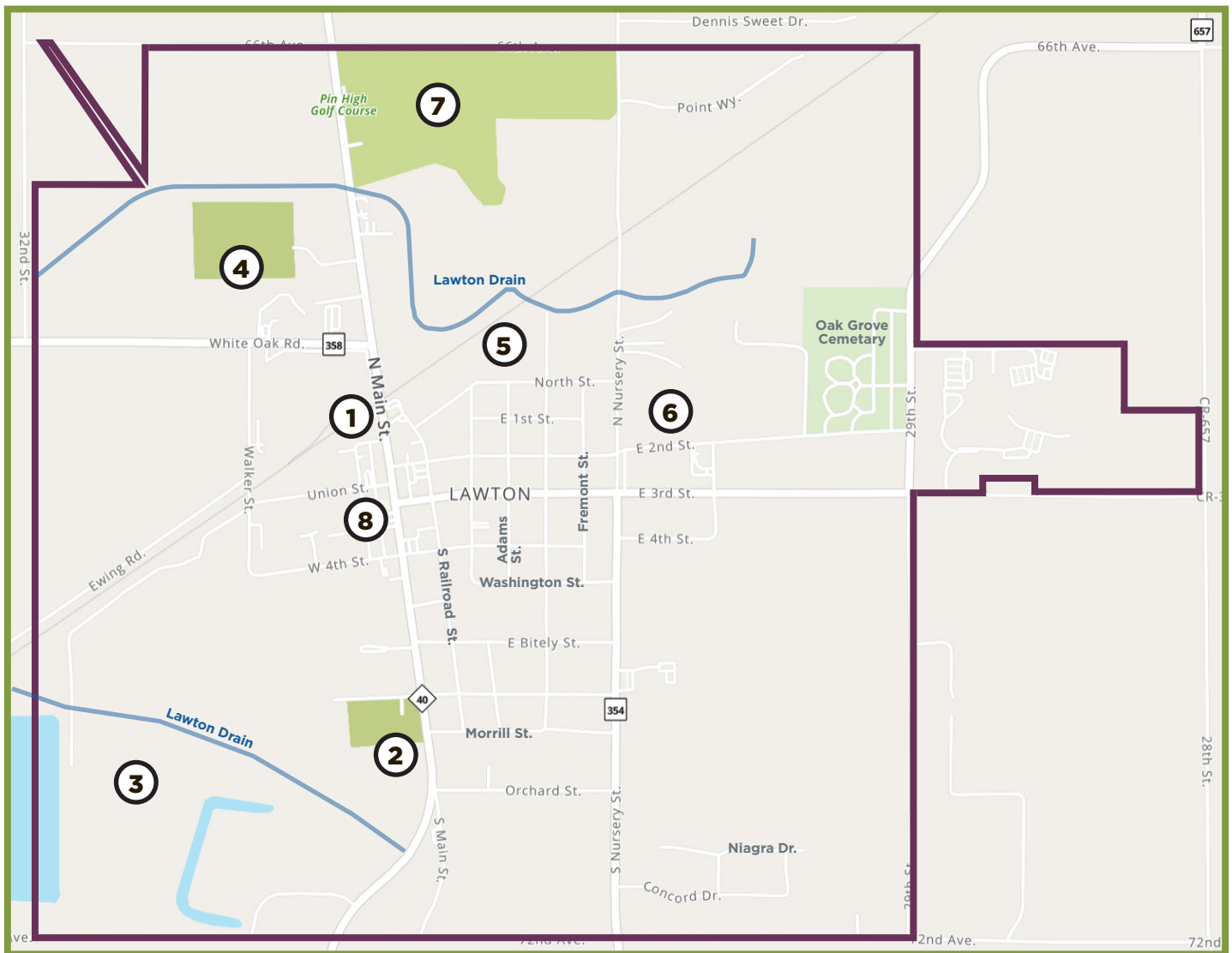


PARKS AND RECREATION

The Village of Lawton currently has four public parks, a privately owned golf course, and several public school facilities. With the successful construction of the splash pad in Chancy Lewis Park, the use of Village park facilities has increased. Energized by the community's enthusiasm, the Village Council adopted Lawton's first Parks and Recreation Master Plan in 2021 (available on the Village website or at the Village Hall).

In addition to local parks, there are a number of nearby hiking/biking and snowmobile trails, nature preserves, and State Parks. Former rail corridors have been repurposed for non-motorized and snowmobile activities. The Village of Lawton's restaurants serve as a draw for recreational users to visit Lawton.

VILLAGE OF LAWTON PARKS AND RECREATION FACILITIES MAP



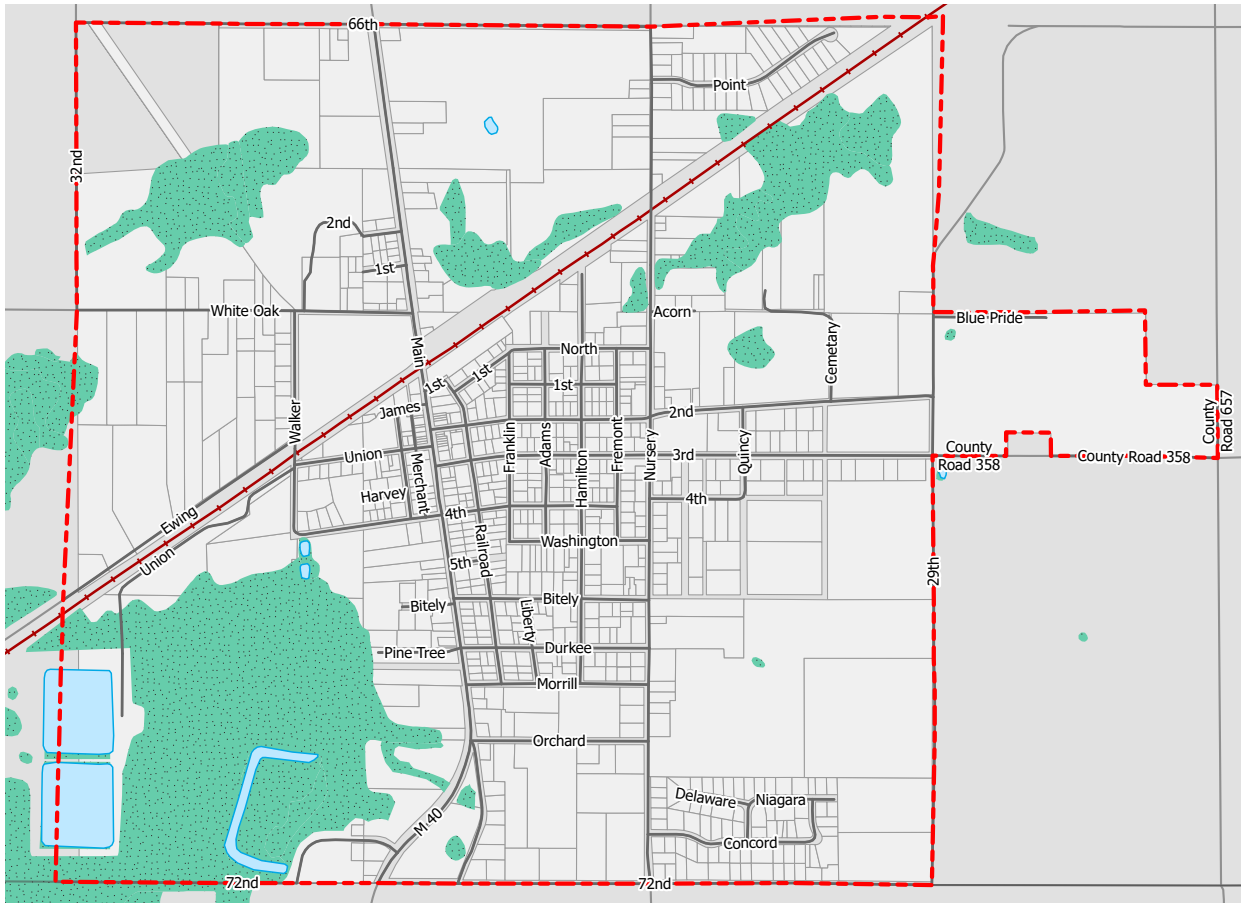
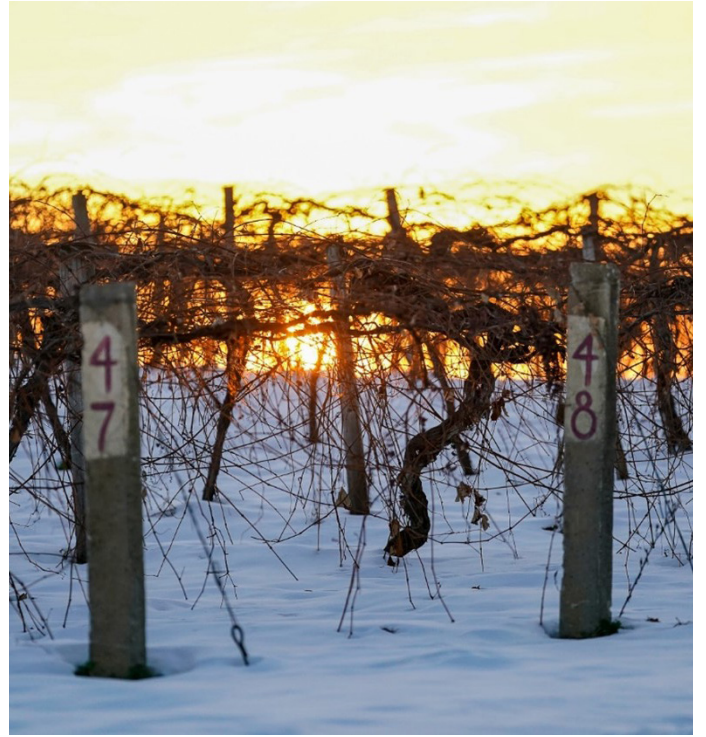
- | | | |
|-------------------------------------|------------------------------------|----------------------------------|
| 1. Cannon Park | 4. Stephayn Sports Complex | 7. Lawton Golf Club |
| 2. Chancy Lewis Park | 5. Rocket Football Fields | 8. Reid's Square (future) |
| 3. Village Conservation Area | 6. Lawton Community Schools | |

NATURAL FEATURES

Lawton is composed of rolling fields and an assortment of wetlands. Its topographic features, rich soils, and climate allow for the growing of grapes, among other fruits, which has defined the village's history.

The village is a short trip away from many inland lakes and prime agricultural lands. Village leaders seek to establish an extensive trail network to encourage multi-modal travel options within the area. The 2021-2025 Village of Lawton 5-Year Parks & Recreation Master Plan further outlines the many opportunities for the enjoyment of Lawton's natural features.

Lawton is currently conducting a wetland analysis to determine which of their publicly owned land is buildable. This assessment will identify if this land can be preserved and offer more details on the environmental factors influencing the land.



VILLAGE WETLAND AREAS

Currently being evaluated

INFRASTRUCTURE

Lawton's utility systems, both water and sewer, are oversized for current needs. The Village has an excellent water source consisting of four (4) groundwater wells. The water is stored in a 500,00-gallon elevated storage tank and distributed through approximately 11 miles of water main. Our water is pumped fresh from the wells and no treatment is utilized at this time. Wells #4, #8, #9, and #10 are all located south of town in Chancy Lewis Park and the wells vary in depth from 110 ft. to 155 ft. The wells are situated in a sandy, rocky till resultant from the retreat of the glaciers, known as the Kalamazoo Moraine. In 2021 these wells pumped 168,518,000 gallons of water for Lawton's residents, businesses, and industries.

It is estimated that the Village has substantial excess capacity of 3,500 +/- REU's (Residential Equivalent Units) where 1 REU is equivalent to 250 gallons per day (GPD) and assumes a person uses 100 gallons with an average household of 2.5 persons (7,500 gallons per month). One new home would therefore equal one (1) REU. Our water system's large excess capacity gives the Village flexibility to pursue additional industrial partners that have high water consumption needs, as well as the potential to add more housing units within the Village.

Lawton's wastewater treatment plan is designed for 250,000 gallons per day, however; the system's maximum use for the year 2021 ranged from 70,000 to 140,000 gallons per day. Similarly, this excess capacity for water treatment gives the Village the flexibility to pursue additional industrial partners as well as support additional housing development. Using the standard 250 REU (Residential Equivalent Unit) per household. Lawton's sanitary sewer system could support an additional 400 households.



STREET NETWORK

The majority of Lawton's street network is laid out in a traditional grid pattern. This design promotes walkability because buildings and homes are placed on short, interconnected blocks, allowing for multiple routes to reach the same destination. This is different than the use of cul-de-sacs, which are not connected to one another and routes all traffic onto a major road. Pedestrians must then walk along major roads because residential streets become dead ends.

Continued development of the village's traditional street grid system is important to ensure that a variety of different routes can be used by residents to access their homes, businesses, schools, and other amenities. Portions of the village have "paper streets" - streets that appear that have been platted, but never built - many of which are located to the East of Nursery Street (see below image). As development occurs, there is the opportunity to expand the grid network, turning these paper streets into actual roads.

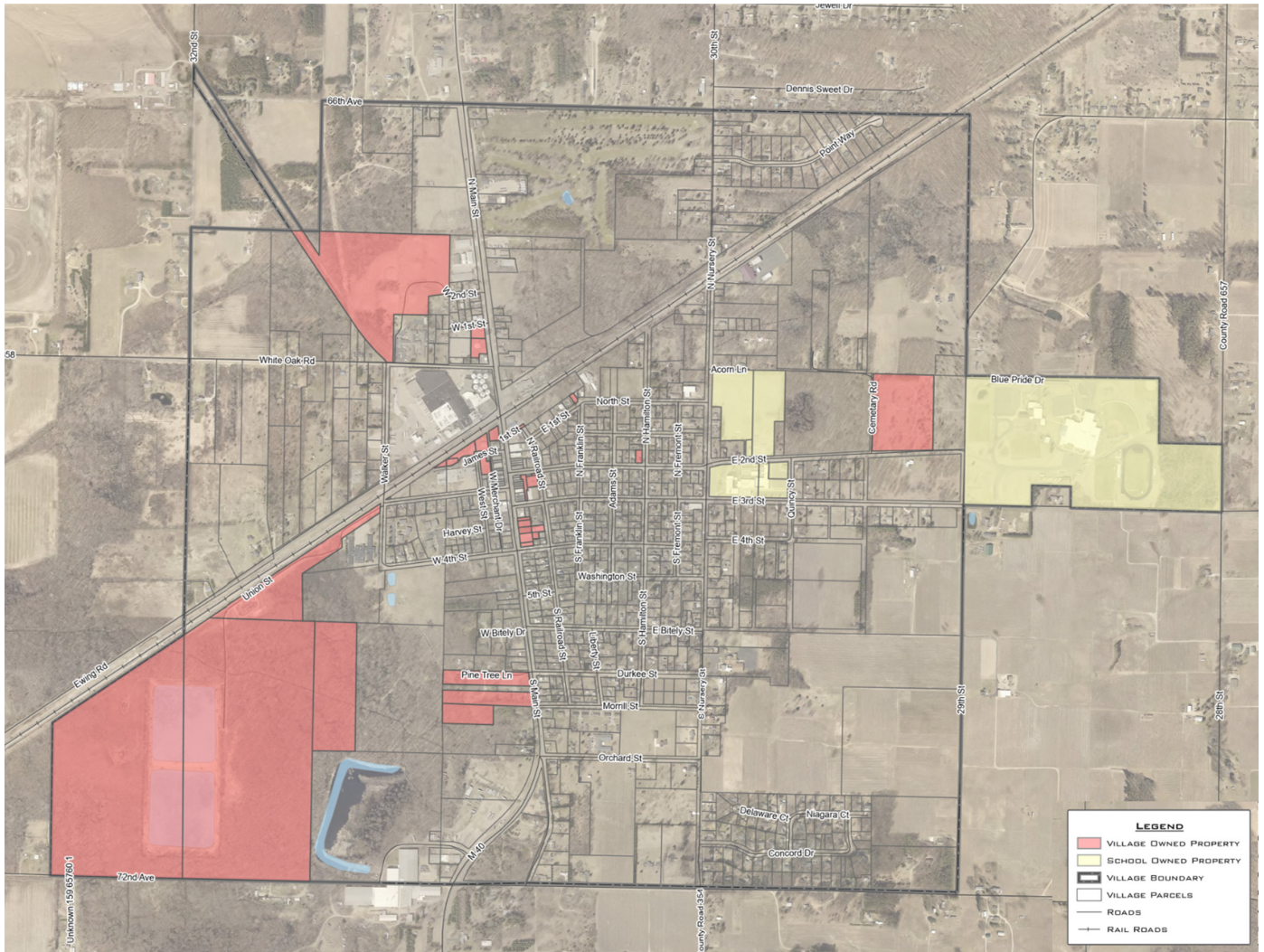
Some right-of-way areas exist, but adjoining neighbors have assumed the right-of-way to be a portion of their yard. The Village of Lawton does not derive any additional tax revenue from these larger lots.



Lawton's streets are laid out in a grid pattern, with some that have been platted but not constructed. The area circled in blue is an example of Lawton's "paper streets."

DEVELOPMENT OPPORTUNITIES

Below is a map of parcels owned by the Village of Lawton. The Village has approximately 30 parcels of land under its ownership totaling approximately 358.24 acres. The Village is open to plans for development that align with the Master Plan and the community's vision for the future. Additionally, several privately-owned parcels are underutilized or vacant and offer additional opportunities for investment. The following page has an enlarged map of the Downtown area for clarity.



Existing Average Parcel Size:

B-1 parcel: 21,901 square feet

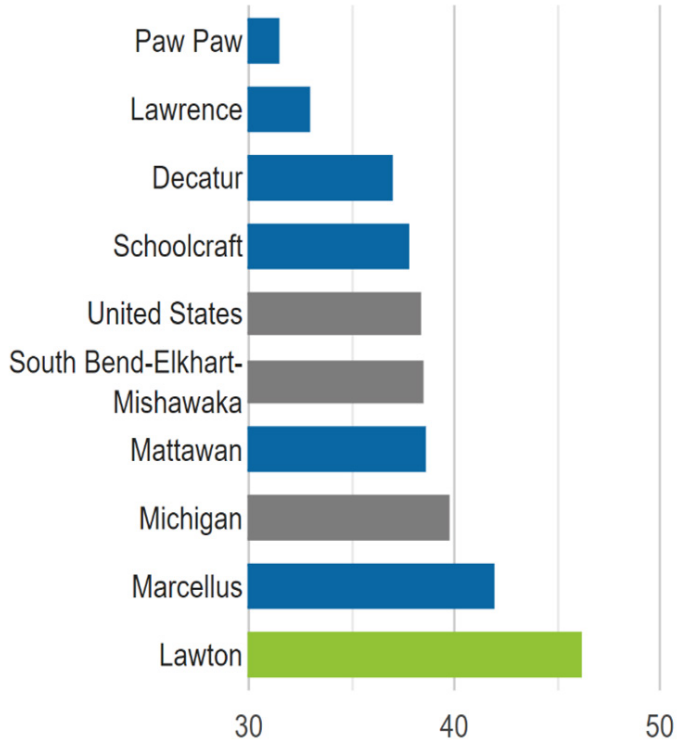
B-2 parcel: 16,359 square feet

Central Business District: 5,665 square feet

DEMOGRAPHICS AND QUALITY OF LIFE

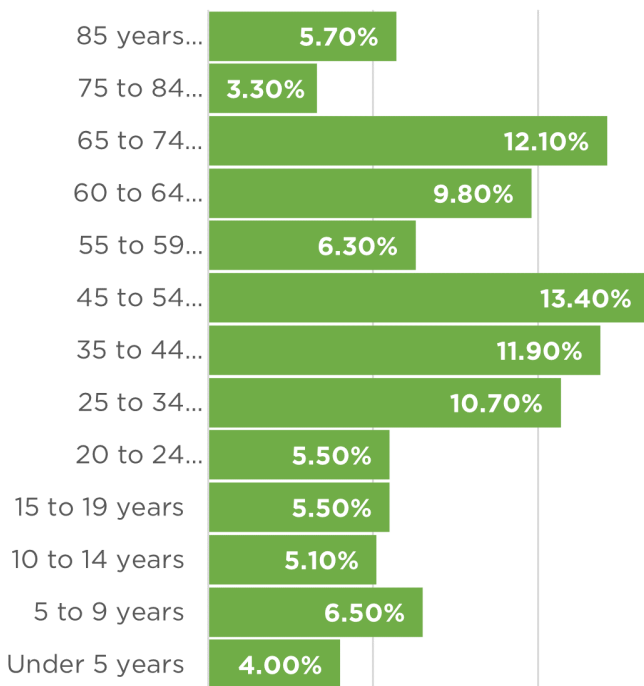
According to the U.S. Census Bureau’s 2022 American Community Survey 5-year estimates, the total population of the Village of Lawton is 1,805. Lawton has seen a decrease in population by 95 people (5%) since 2010. Nearby Schoolcraft and Paw Paw also lost population during this time, with Schoolcraft experiencing a 14.8% loss and Paw Paw a 4.1% loss in population. Conversely, Mattawan saw a substantial increase of 24.2% in new residents.

The median age of the Village of Lawton’s residents differs substantially from neighboring communities. In 2021, the median age in the village was 46.2 years, a 7.3-year increase from 2010. Paw Paw’s median age is 31.5 years, Schoolcraft’s is 37.8 years, and Mattawan’s is 38.6 years. There is an interesting difference between the median ages of men and women in Lawton; 39.1 years for men versus 51.3 years for women, even though the population is nearly evenly split.



MEDIAN AGE IN LAWTON

AGE DISTRIBUTION



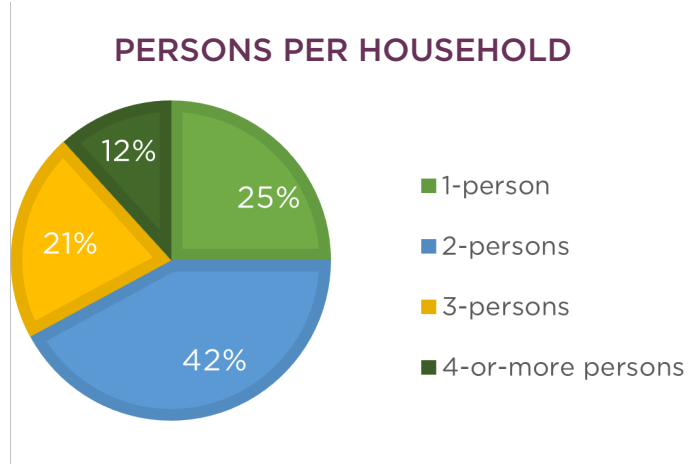
The age distribution chart to the left shows the significant number of people who are aging in the community. One in every five (5) people is over the age of 65 in Lawton.

Lawton has the smallest average family size in the region, with 2.8 people per household. This is below the average size in Paw Paw as well as the State of Michigan at 3.2. This coincides with the average household size. In Lawton, this is 2.3 people per household; a number that is slightly less than neighboring communities with household sizes of 2.5 in Paw Paw all the way up to 2.8 persons per household in Lawrence. Local, state, and national trends have seen a decline in the number of people per household over the last four (4) decades. Correspondingly, there has been a rise in the number of one- and two-person households.

A quarter of Lawton’s households are comprised of one-person, while 42 percent of its households are two people; equating to two-thirds of all households in the village. The remaining one-third of households have three or more people in them.

Seventy percent (70%) of Lawton’s households contain no children under the age of 18. Given the aging population, it is unsurprising that nearly half (48.1%) of all of Lawton’s occupied housing units have people over the age of 55 living in them.

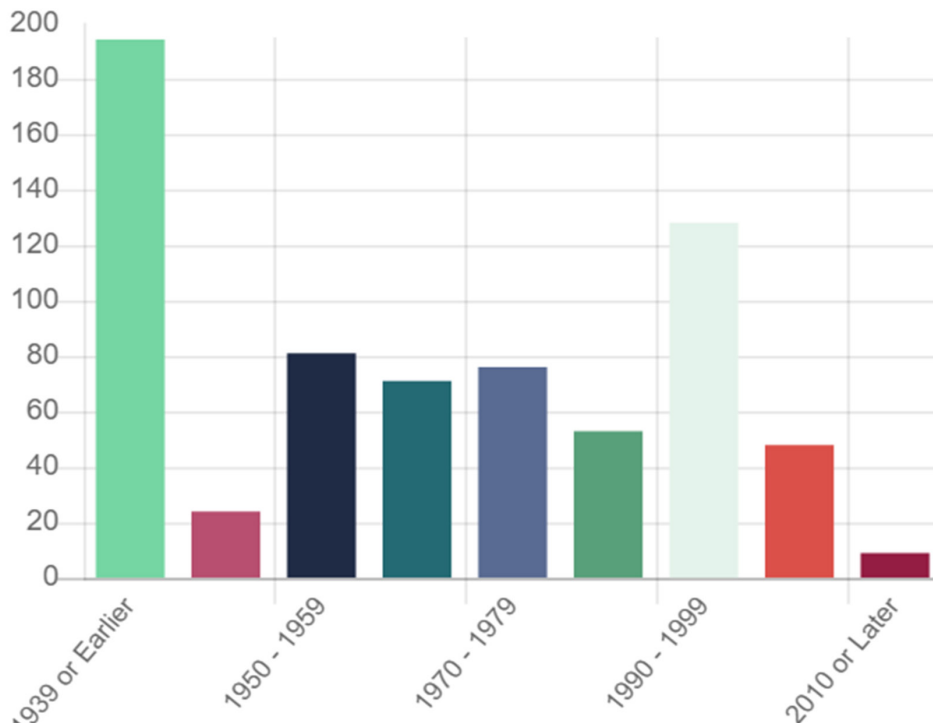
This raises questions and concerns about aging in place. Many people do not desire to move out of their neighborhood or community as they age. However, one out of every three people over the age of 65 will suffer some sort of disability as they age. To understand if Lawton’s housing stock can accommodate an aging population, it is important to look at the age of structures, as most older homes have stairs and were not designed for persons with mobility challenges. Homes may also be too large and become difficult to maintain for older individuals. This can result in an increasing need for code compliance and home repair assistance.



HOUSING

The Village of Lawton’s housing units were primarily built pre-1939, with a second wave of residential construction happening in the 1990s. Prior to the Great Recession, about 75 new housing units were constructed each decade. Since 2009, however, Census data shows that only 8 new housing units have been built in Lawton. This finding aligns with statewide and national trends. Housing production has not kept up with demand.

HOME CONSTRUCTION BY DECADE

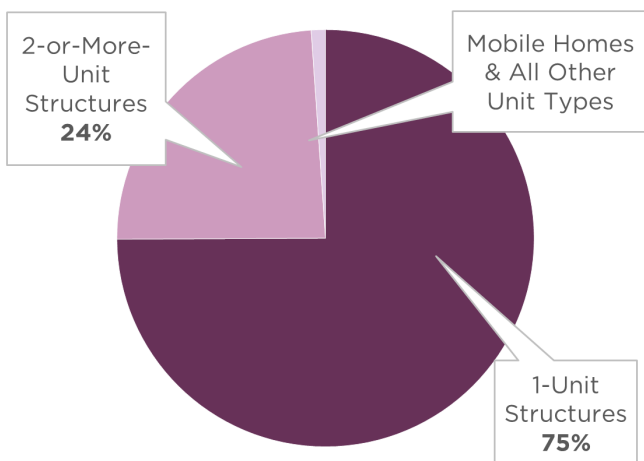




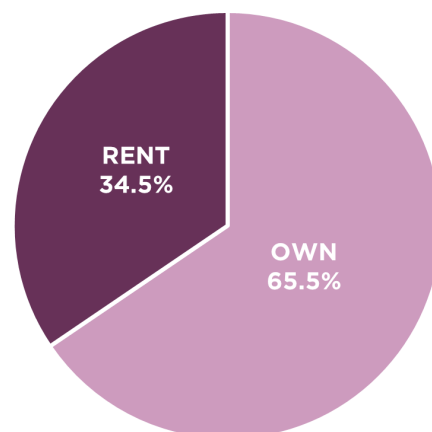
There are 764 housing units in Lawton, according to the 2021 American Community Survey. An estimated 711 of these are occupied (~93%), with values of \$50,000 - \$199,999. Three-fourths of Lawton’s housing stock is comprised of detached single-unit structures. Just under 11 percent of the housing stock is a one-bedroom or efficiency. Seventy percent (70%) of homes have 2 or 3 bedrooms, and 18 percent have 4 or more bedrooms. Given Lawton’s aging population, there is an opportunity for additional dwelling units to be incorporated into Lawton’s neighborhoods in the form of “gentle density.” This term refers to accessory dwelling units (granny flats), as well as various housing types of smaller sizes, such as cottage courts (small bungalow houses around a common greenspace) or efficiency units.

Most of the units in Lawton are owner-occupied at 65.5 percent, with 34.5 percent occupied by renters. Per Census data, the average home in Lawton is valued at \$111,800, with an average median resident income of \$48,008. Roughly 26 percent of owner-occupied homes are owned without a mortgage, and just over 40 percent of homeowners spend less than 20 percent of their monthly income on home-ownership costs (ranging from \$500-\$990). Typical monthly rent costs are comparable to a mortgage payment, constituting roughly 30 percent of gross renter income. This makes Lawton an affordable place to live.

UNITS IN STRUCTURE



RENTAL VS OWNER-OCCUPIED UNITS



PLANNING PROCESS

Community planning is an art, rather than a science. Every community, regardless of size, is different with respect to character, philosophies, and resources. Therefore, it is essential that any planning process respects the unique conditions in the community, the character of the land, and the interests, desires, and values of its people.

Throughout the Lawton planning process, residents, business owners, school district representatives, Village staff, property owners, service providers, and elected and appointed officials were engaged to identify issues, share ideas, and to craft a common vision. Interviews, small group discussions, open houses, and surveys were employed to gather input from all sectors of the community.



HOLIDAY OPEN HOUSE

*Community Engagement Event
December 2021*

In December of 2021, a Holiday Open House was held to kick-off the planning process. Initiating a year-long round of community engagement, the December event was organized in conjunction with the Village's holiday parade and tree lighting. Community members identified both the "naughty" (dislikes) and "nice" (likes) aspects of Lawton. An online community survey was also launched at this time.

Utilizing this information, the consultant planning team presented initial Master Plan Themes derived from the feedback collected from the community. These findings were paired with a demographic overview and lively discussions around what's best for the future of Lawton.

After the themes were calibrated, we set to work on establishing goals related to the themes. Master Plan goals are written statements of intent, action-oriented statements with a purpose of implementation. These themes and goals were presented again to the community at an engagement event in mid-April. Themed to coincide with the Easter holiday, the Open House featured four activities, along with an egg hunt for kids. The exercises prompted attendees to review the feedback received thus far, evaluating the proposed guiding themes and validating the proposed goals.

The April 2022 Open House also featured an interactive mapping exercise, shown in the image below. In this activity, attendees were prompted to place specific uses and amenities in locations where they would like to see them in the village. Uses such as retail, mixed-use, various types of housing, greenspace, parks, and placemaking elements were shown on custom stickers for participants to place at their desired location. A set of stickers with kid-friendly uses were available as well. This mapping exercise helped to inform the creation of the Future Land Use Map, a key element of any Master Plan that dictates how and where a community wants to grow.

Throughout the process, the community identified the Village of Lawton as a highly desirable community both currently and in the future. In effect, the guiding themes defined the resident's vision for a high-quality, people-focused community. The guiding themes also provided criteria for evaluating key characteristics of future developments. While future development is a key interest of the community, the desire to remain true to Lawton's family-focused, small-town character was also demonstrated in the feedback gathered.

It is understood that improving the quality of development increases property values and therefore increases tax revenues as a result. Encouraging a variety of housing choices to meet the needs of the changing population of Lawton can also increase property values. For example, by allowing two to four units on a piece of property normally allowing only one, the cost of land is reduced and the value of total improvements increases. Allowing this type of "gentle density" advances the principles voiced by residents for a high-quality, sustainable community, while maintaining its small-town character.



SPRING FLING

Community Engagement Event
April 2022

COMMUNITY INPUT

The following is a synthesis of the input received for the Village of Lawton's Master Plan. The outreach identified a range of issues, opportunities and visions for the village, which were captured as part of our planning process. Several key themes developed, and helped shape the plan, informing the projects, policies, and recommendations. The content within this section is intended to characterize and organize the input received from the participants in this work.

Alternative Mobility Options: While the village is a relatively small geographic area, concern was expressed throughout the process regarding a lack of connectivity. A desire for a larger, more consistent sidewalk network for pedestrians and the ability to walk to downtown was expressed. A variety of modes are used for transportation currently (bicycles, golf carts, snowmobiles). A larger network of trails to and through Lawton emerged as a priority to make connections between key destinations in the village and beyond.

Residential Options: Most of the residential options within the village are single-family homes (75%). Yet two-thirds of Lawton's population lives in one-to-two-person households and 70 percent of households have no children under the age of 18. There is a mismatch between housing options and household characteristics. As Lawton plans for its future, it will want to increase the availability of choices for the aging population and the smaller household sizes.

Gathering Places: The pride and energy within the village is contagious, and a common frustration of residents is not having a place to gather and celebrate their identity and unity as a community. Efforts to address this include the current downtown streetscape improvements and the development of the recently donated Reid's Square into a gathering place for the community.

Character + Identity: Maintaining the overall character of the downtown and the village is a top priority. Along M-40, the more urban center is well regarded, apart from a handful of vacancies. A desire was expressed to keep the village unique with a preference for locally owned and operated businesses and restaurants.

Underutilized Properties: There are a number of underutilized and vacant parcels in the village that would benefit from additional investment. Concerns heard during engagement efforts centered around deferred maintenance and upkeep of buildings that may or may not be occupied. As was noted in the demographics section, one in five residents are senior citizens and Lawton's housing stock has had little new construction. Thus, upkeep of properties may prove to be an issue. Redevelopment and the establishment of design and maintenance standards were discussed as opportunities to improve downtown.

Infrastructure: There is a strong desire to attract an industrial partner or develop further housing to capitalize on the excess capacity of the Village's water and sewer systems. Utility upgrades, extensions where needed, and public internet connections were also discussed as integral parts of planning for Lawton's future.

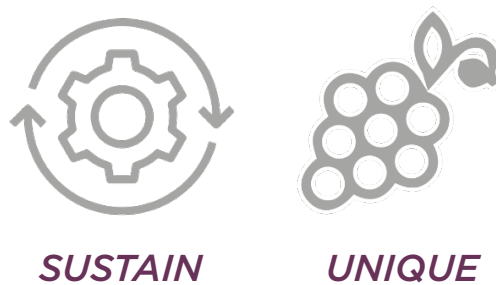
3. VISION

VISION STATEMENT

Building on a strong sense of community and our unique character, Lawton will proactively adapt to change, enhance its assets, and facilitate strategic, positive growth to benefit all people in our village.

GUIDING THEMES

During community planning events, participants identified features that are integral to the Village of Lawton. These features, and how to protect, grow and showcase them, became our foundational framework, guiding the vision for this Master Plan document. The resulting five Themes were identified as the organizing elements for the Village’s plan for the future. Our Guiding Themes are:





GROW in a balanced way, with a responsibility to the village's values and character.

The Village of Lawton will provide an admirable quality of life, well-suited to the needs of its citizens and businesses. This includes great schools, efficient services, proactive leadership and government, significant open spaces, and the programs to support them. We are committed to preserving our identity and diversity.

- Encourage development that enhances the quality of the village's natural beauty and small-town atmosphere.
- Preserve the character of Lawton's downtown.
- Attract development and support entrepreneurship that expands the economic, cultural, and civic purposes of the Village of Lawton.
- Focus development and redevelopment into areas best suited to support it.
- Ensure that Lawton has access to high-quality infrastructure, including high-speed internet.
- Provide support for enhancing existing homes and businesses and aggressively maintain existing shared resources.
- Promote residential expansion and improvement of existing housing within the community.

To the right are the word map responses to our survey question:

“What are your favorite things about Lawton? What makes it unique?”





ENHANCE *community character and quality of life for residents and guests.*

One of Lawton's strengths is its abundant small-town charm. This character is what brought families and businesses to Lawton, and what keeps them here. The emphasis should be on maintaining these attributes and expanding the community's ability to provide services to its residents and businesses that are affordable, efficient, and consistent.

- Promote Lawton's historic and cultural assets as leverage for economic and community development.
- Provide a variety of housing options for a variety of incomes, ages (including aging-in-place), abilities, family sizes, and needs.
- Enhance mobility and accessibility through increased safety, maximizing transit/bicycle/pedestrian/golf cart access and other modes of active transportation and connection.
- Develop and implement a strong program for establishing the unique character and identity of the Village of Lawton through community branding.
- Be a destination for families, businesses, and visitors that want to share in who we are and what we continue to aspire to be.



“It would be great to have a safe trail to ride my bike or golf cart into town. Part of what makes this area great is that we are all surrounded by nature!”

- Community Member



INVEST and identify opportunities for positive change and development.

The Village of Lawton will effectively build on its strengths by providing and leveraging community services and infrastructure to encourage positive change. The community's capital investments will continue to be forward-looking and of enduring quality, in keeping with the character and values of the people, businesses, and places in Lawton.

- Ensure that the Village of Lawton's neighborhoods, commercial areas, and infrastructure are developed in harmony with its natural resources and heritage.
- Treasure, maintain, and expand our public parks, trails, and recreation areas and enhance walkable streetscapes.
- Create and maintain lovable places for all residents to connect, meet, play and grow.
- Continue to be proactive in driving positive change for the Village of Lawton.
- Invest in green infrastructure to ensure a healthy and prosperous future.
- Support investments that enhance quality of life.
- Increase safe and efficient access/transportation/circulation choices for the people and businesses of Lawton.

Below are some highlighted responses to the survey question: "What would you change about Lawton? Where are our opportunities for improvement?"



"We'd like to have a place where the community could gather on a Friday or Saturday night in the summer and just have a good time."

"I would like to see more parks or improvements to existing parks, walking trails and road improvements that connect residential areas with the businesses throughout the Village."

"I would like to see more opportunities for attracting new businesses to the area while maintaining the friendly/small town vibe. Perhaps improvements to 'curb appeal' throughout the Village may assist in this area."



SUSTAIN *the long-term viability and vitality of the Village of Lawton.*

The Village of Lawton will ensure that our practices, investments, developments, and redevelopments are true to our values, sensitive to our environment, and are crafted for longevity. Lawton will change holistically and incrementally, with a focus on the redevelopment of underutilized parcels. Streets, sidewalks, and community spaces will serve as an interconnected network of resources that support and provide recreational linkages, and serve as opportunities for community interaction and economic development.

- Lawton will use sustainable planning and engineering practices to manage our natural and built environments.
- We will be good stewards of the natural and built environments so that we can adapt to climate change, be resilient to natural disasters, and thrive in times of uncertainty.
- Our development approval processes will be clear, consistent, and predictable to attract appropriate forms of development in the Village.
- Lawton will use these principles to promote a healthy and sustainable quality of life and business environment.
- The community will foster and pursue mutually beneficial relationships between its organizations, promoting public health and well-being.





***UNIQUE** destination experiences will be enhanced and curated to showcase the village.*

The Village of Lawton will continue to do what it does best – cultivating a special place for the people and businesses of the community. Lawton will continue to excel as it advances its quality of life for all residents through high-quality and efficient public services, an excellent and expanding educational system, and diverse opportunities for citizens of all ages.

- Focus the redevelopment of the Downtown District as the “Heart of Lawton.”
- Further establish and promote the downtown as a focused center of activity within the community that showcases its unique character and charm.
- Encourage and celebrate community gathering opportunities in our parks, Main Street, and Reid’s Square.
- Focus on local products and services that will improve the tax base, promote economic vitality, and increase the economic capacity of local enterprises.



“The Village is a Hallmark town. Family-oriented with community events. It’s a place where everyone helps their neighbors.”

- Community Member

4. LAND USE PLANNING

OVERVIEW

Communities employ land use planning as the primary tool to define sustainable and supportive land use arrangements and minimize or correct conflicts. By clearly articulating distinct character differences and communicating them in advance, property owners, developers, and investors will have a much better understanding of the kind of community the Village of Lawton wants to be. This will facilitate the review and approval of future development and redevelopment projects.

The Future Land Use Map represents the desired land use pattern for the village to achieve the community vision, goals, and guiding principles articulated in this plan. Subsequent pages in this chapter describe the individual character and land use categories established.

GENERAL DEVELOPMENT FRAMEWORK + FUTURE LAND USE MAP

The Village's scenario planning exercise illustrated that land use planning involves choices and options. Clearly, there is no one "right" way to develop a community. By considering the many options and evaluating the implications of each based on the long-range vision, goals, and guiding principles of this plan, a desired course was defined that not only achieves the functional, environmental, and quality of life goals of the plan, but is fiscally responsible as well.

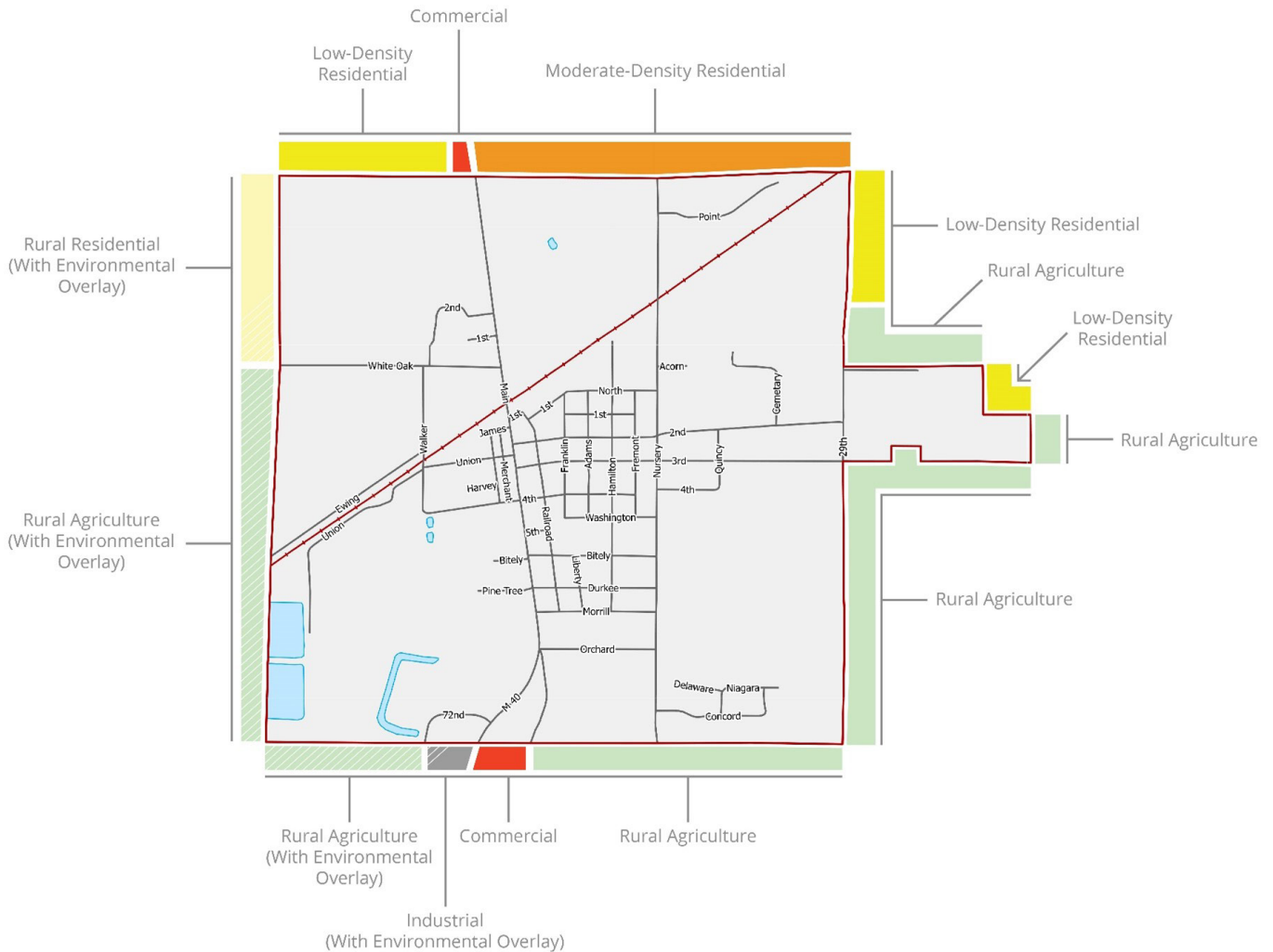
Our scenario proposes a more concentrated development pattern in specific locations. This creates higher property values, more population in a centralized area, and creates less demand for new services. The distinct character of downtown Lawton's as a mixed-use center should be enhanced, surrounded by strong neighborhoods that provide a variety of housing choices. New development should be located where existing services are provided. While some areas are intended to be more intensely developed, other areas of the village are proposed to retain a lower-density, single-family detached residential pattern.

The attractiveness of the General Development Framework is found in its balance. It supports the Plan's vision, goals, and guiding principles without sacrificing the established character of the community. Yet, it introduces important desired elements – a focused activity center, housing variety, and employment opportunities – some features which are not currently found in the established land use pattern or allowed by zoning.

These recommendations support the needs of Lawton residents and leverages the Village's infrastructure. The population of Lawton is changing, and a variety of different housing types are needed to enable "lifecycle" neighborhoods where people can age in place and young people can return to make Lawton their home. Additional development will assist in defraying expensive legacy costs associated with the Village's ownership of the water and sewer systems, and its streets.

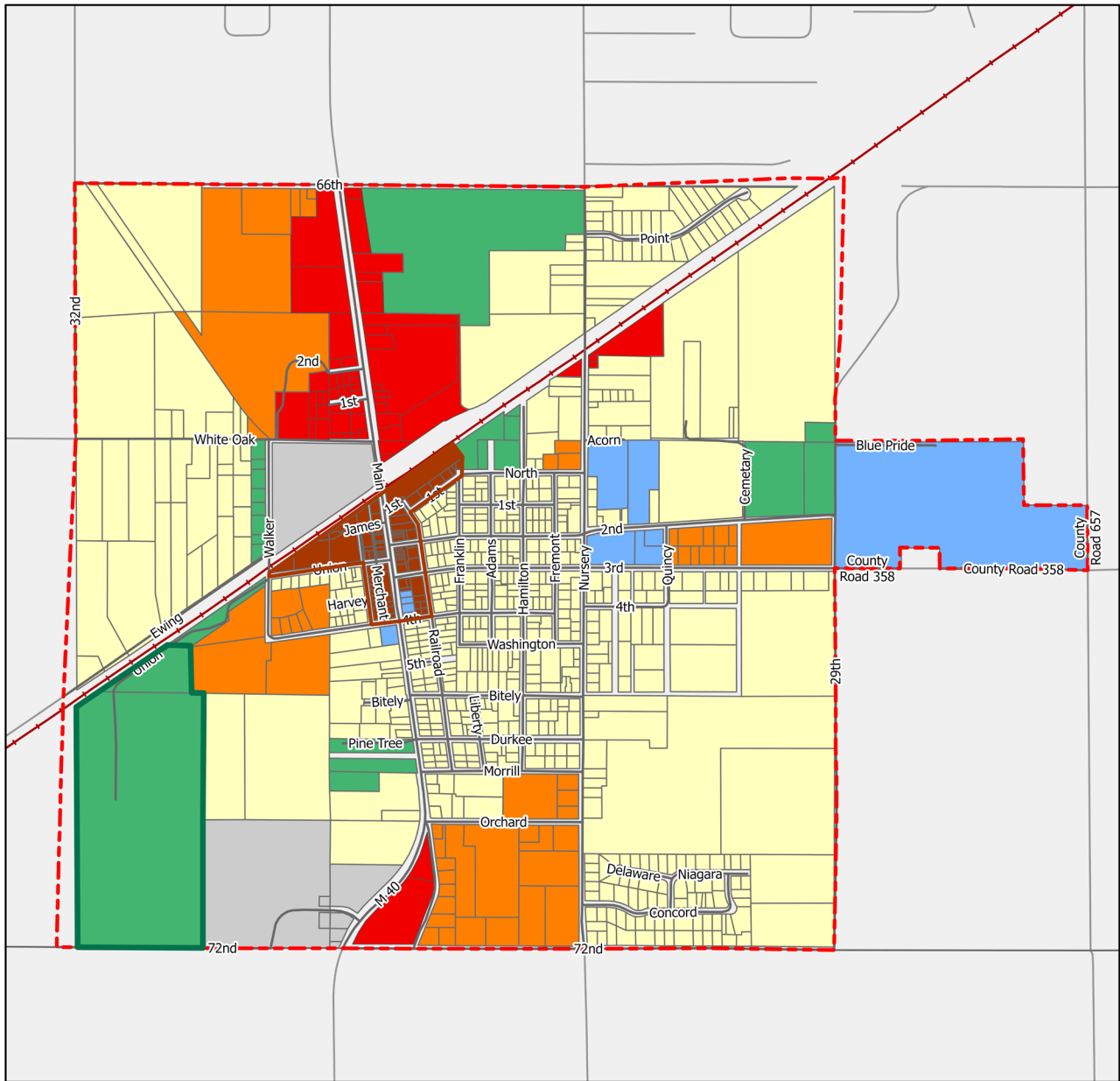
SURROUNDING LAND USES

The following map displays the context of the areas surrounding the Village of Lawton. These surrounding uses have the potential to influence and contribute to future land uses within the Village and if considered accordingly, will benefit those living in and around the subject area. As previously mentioned in this document, much of the land surrounding the Village is used largely for agriculture. As the Village of Lawton continues to modernize and diversify from its initial agricultural roots, the surrounding townships will remain as farming-centric counterparts.



Please Note: The Village has approximately 30 parcels of land under its ownership, totaling approximately 358.24 acres. The Village is open to plans for development that align with the Master Plan and the community's vision for the future. See also Development Opportunities.

FUTURE LAND USE MAP

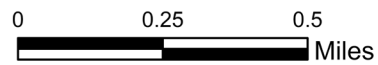


Future Land Use Map

Village of Lawton, Van Buren County, Michigan

LEGEND

- D - Downtown
- CI - Commercial/Industrial
- MRU - Mixed Residential Use
- R - Residential
- I - Industrial
- CO - Connection + Open Space
- P - Public/Institutional



Data Source: Van Buren County GIS, 2022. Michigan Geographic Data Library, 2022. Progressive AE, 2022.

progressive | ae

5. GENERAL DEVELOPMENT FRAMEWORK

The General Development Framework includes: a concentrated, mixed-use activity center in Lawton’s existing downtown center; walkable neighborhoods with a mix of housing types and choices for new/existing residents; public space for community events; expansion of utilities, especially high-speed internet; thriving industrial uses, and transportation investments that support varying travel modes. The General Development Framework will also consider the preservation of the historic character of Lawton as a resource by focusing on the design and character qualities of future development (i.e., building architecture and site design).

CLASSIFICATIONS

To regulate the character and performance of the built environment and to achieve the coordinated development and growth visions adopted as part of the Village of Lawton Master Plan, the Village is divided into the following future land use categories, which are shown by the district boundaries on the Future Land Use Map. The categories are as follows:

- Downtown (D)
- Village Residential (VR)
- Residential (R)
- Commercial and Light Industrial (CI)
- Industrial (I)
- Connection and Open Space (CO)
- Public/Institutional (P)



Downtown Lawton is the Heart of Lawton. The Downtown (D) serves as an anchor for the Village and will be a walkable village center. A mixture of retail, restaurants, upper floor housing, Reid's Square, and civic functions contribute to the place as a dynamic and vibrant center of Lawton.

Buildings in the D district typically stand one to two stories in height with the potential for greater building heights (up to 4 stories) that include residential units or offices above the storefronts on upper floors. Parking is satisfied using on-street parking and shared rear-lot parking with pass-throughs between buildings when available. Pass-throughs should be pleasant spaces with plantings and seating areas. Large blank walls should feature murals or vertical landscaping.

Location:

The Downtown (D) is in the Heart of Lawton along both sides of Main Street.

Strategies:

- Build upon existing civic uses by strengthening adjacent commercial areas
- Develop Reid's Square as a location for community activities, gatherings, public programming, and green space
- Widen sidewalks
- Introduce tactical urbanism to promote pedestrian-friendly activity
- Maximize the opportunity for window shopping in the Downtown
- Integrate "softscape" (landscape plantings) into the Downtown as much as possible
- Provide for mid-block crossings (on-demand) on Main Street

Key Best Practice Tools:

- Pedestrian-friendly/walkable streetscape
- Destination, first-floor retail, and services (e.g., grocery, pharmacy)
- Pedestrian-scale building design, including expression lines, visible entries, and façade transparency
- Placemaking tactics such as tactical urbanism, unified signage/banners/flags, and outdoor seating
- Encourage mixed-uses (upper-story residential or office above commercial)
- Program public/civic activities
- Provide public open space and street trees
- Connectivity between the downtown and adjacent neighborhoods

Parking:

- Shared parking in the rear and short-term parking on Main Street
- Rear-loaded parking, no drive-throughs
- Provide bicycle parking racks and designated parking areas for micro-mobility options

Primary Uses:

- Sit down restaurants/pubs
- Community-serving retail
- Professional offices (residential located on upper floors)
- Civic buildings (Village building, library, etc.)
- Office and businesses

Secondary Uses:

- Farmers market/community garden
- Places of public assembly (churches, event halls)
- Residential (upper floor)
- Banks/financial institutions



The Village-Residential (VR) areas of Lawton will have infill development in existing, built-out portions of the village and new development in undeveloped areas. The VR areas are characterized by a variety of different housing types that accommodate the needs of Lawton's households. This area is served by existing infrastructure.

These neighborhoods will promote a range of housing choices: townhouses, cottage courts, smaller-lot single-family units, duplexes, senior/aging-in-place units, and accessory dwelling units that reflect a traditional development pattern typical of a village as a small urban center. Development is characteristic of "gentle density" missing middle housing types that integrate well into the existing context. Large apartment buildings should be approved selectively. Streets should be laid out in a street-grid pattern. Limited home occupations that require minimal parking may be allowed.

Location:

The majority of the VR areas are served by existing public water and sewer, can accommodate a street grid network, and are connected by sidewalks to the downtown.

Strategies:

- Smaller lots and/or properly scaled buildings with multiple dwelling units
- Traditional design typical of mixed housing types found in a village
- Cluster or pocket neighborhood development typologies
- Sidewalks
- ADU (Accessory Dwelling Units) and live/work units are allowed
- Affordable comfort

Key Best Practice Tools:

- Provide a mix of housing types to accommodate a wider range of household needs in different stages of life and household arrangements (single, two-person, single-parent, ADA accessible units, etc.)
- Promote high-quality housing types that respect the character of existing neighborhoods and support the existing village context
- Pedestrian-friendly/walkable streetscape
- Diverse housing types/design
- Shared open space
- Connectivity, including maintaining grid streets

Parking:

- Associated with the individual units or at the periphery of the development
- Shared between uses based on time-of-day usage (e.g., office during the day and residential in the evening)
- Reductions in required parking when located near to downtown

Primary Uses:

- Variety of different residential housing types and price points
- Aging-in-place/senior housing
- Townhomes/attached housing
- Pocket neighborhoods/cottage courts
- Home offices

Secondary Uses:

- Live/work units
- Home-based businesses
- Churches and schools
- Natural/conservation areas
- Pocket parks and recreation areas

Housing Choice and Gentle Density

Missing middle formats can be used to gently integrate more housing choices into an existing context while maintaining the existing character. For example, accessory dwelling units which are contained entirely within the residential structure are undetectable from the street, as are well-designed detached units. A duplex with two small households may function identically to a single dwelling unit with a large household, and a cottage court of four bungalows housing retirees may generate less traffic and noise than a large single household. Adjusting these districts to permit new household configurations in structures that align with the existing pattern can provide more housing choice for residents.



The Residential areas of Lawton are less intense neighborhoods than the Village Residential areas and are characterized primarily by existing single-family residential structures. Housing units may have attached, or detached garages, and may be located on lots in a range of sizes and widths. These neighborhoods are generally developed with single-family, detached homes that range from farmhouses to modest ranches. There are some structures that have been divided into multiple units. Limited commercial activity can be found in these neighborhoods.

Homes will be located centrally on individual sites. New construction should infill or abut existing development, radiating from the existing village center. Homes will be connected to public infrastructure and be laid out in a consistent grid pattern where topography and natural features will allow. There may be landscaping or fences that provide separation from adjoining residential development. Development should be of similar character to nearby structures. Any secondary uses will be of similar character to those of the residential units. Sidewalks are expected; where not present, attempts should be made to install them. Trees and landscaping are important features.

This is a predominant land use area in the village, comprised of existing and new residential development.

Strategies:

- Sidewalks
- Single-family detached housing units
- Lots in a variety of different sizes
- In-home occupations are allowed if excessive traffic is not generated
- ADU (Accessory Dwelling Units)
- Infill and new housing that meets the needs of Lawton residents



OPPORTUNITIES FOR GREEN SOLUTIONS

1. Energy efficient furnace + applications
2. Energy Star rated structure
3. High R insulation
4. Insulated windows + doors
5. Shade trees
6. Downspout disconnect/rain barrel
7. Rain garden/bioswale
8. Permeable paving

Key Best Practice Tools:

- Provide a mix of housing types to accommodate a wider range of household makeups and people in different stages of life
- Promote high-quality housing types that respect the character of existing neighborhoods
- Pedestrian-friendly/walkable streetscape
- Shared open space
- Pedestrian-friendly connectivity

Parking:

Associated with individual units. On-street parking is allowed but will not interfere with sidewalks or bike lanes.

Primary Uses:

- Detached single units and cottage courts
- In-character, aging-in-place/senior housing
- In-character, townhomes/attached housing
- In-home offices are allowed

Secondary (Special) Uses:

- Churches
- Schools
- Natural/Conservation areas
- Pocket parks



The Commercial and Light Industrial areas of Lawton include many of the areas that have grown out of the expansion of local entrepreneurship in the community. Many of these developments are local businesses taking advantage of an idea and the creative reuse of existing lots and buildings. Many of these investments fill a need for industrial facilities, or the needs of commercial, retail, and even residential users. These businesses are often mixed-use in nature: light manufacturing, fabrication, and/or service providers with office support and some associated “showroom retail.” Many of these uses will require truck access with shipping/receiving capabilities.

The Commercial and Light Industrial areas do not demand high visibility but do need easy access to arterial circulation. The CI will expect a level of flexibility in regulations around size and structure to allow for the creative combination of their business functions. These uses are prime candidates for alternative energy and stormwater management functions. Landscaped front yards with parking located to the side or rear is expected.

A future development in this District could be the development of an “Eco-Industrial Park,” that brings together compatible businesses to co-locate with each other to efficiently, effectively, environmentally, and economically utilize resources.

Location:

Currently, these are somewhat dispersed locations throughout the village but could become a more concentrated District.

Strategies:

- Hard to develop lots and buildings being put to productive use
- Potential for entrepreneurial support
- Potential as a commercial/industrial land bank for future development
- Site remediation
- Adaptive reuse

Key Best Practice Tools:

- Integrate green infrastructure
- Green roofs
- Support the needs of existing businesses and residents
- Eco-industrial development/industrial ecology

Parking: On-site parking is encouraged with integration of green stormwater management.

Primary Uses:

- Light manufacturing, industrial, fabrication
- Product development/processing
- Shipping/receiving/warehousing
- Showroom display
- Office

Secondary Uses:

- Hotel/motel
- Self-storage
- Auto/RV/motorcycle sales
- Auto repair
- Churches

The Industrial areas of Lawton are both light and heavy in nature. Currently, primary industrial activities are associated with food processing and packaging. The I classification is characterized primarily by food processing facilities, with supportive shipping, receiving, and storage areas. The current facilities vary in size and scope, but all are characterized by frequent large truck traffic and worker traffic at shift change. These areas are located at the northern and southern ends of Main Street. Desired future industrial activities include food-related industries or other businesses that require abundant water and sanitary sewer capacity. Businesses, particularly those that receive any local or State subsidies, should be job-dense to provide employment opportunities.

Clusters of uses that support one another are encouraged to locate near the industrial centers. These industrial centers provide opportunities to concentrate employment on normal workdays. Ancillary uses that support industrial activities and their employees are allowed, such as office uses, laboratories, company outlet stores, daycare/senior care, and coffee shops.

Location:

The I classification includes light and heavy industrial uses in the village, typically located at Lawton's northern and southern edges along, or just off of, Main Street.

Strategies:

- Concentrate industrial activities
- Encourage self-contained activities
- Manage traffic, especially at shift change
- Integrate better visual and noise features
- Buffering on-site
- Integrate with Village economic and community development strategies

Key Best Practice Tools:

- Visual and noise buffering
- Traffic management
- Shared impact reduction responsibilities
- Environmentally conscious waste control systems

Parking: On-site.

Primary Uses:

- Light and heavy industrial
- Job-dense businesses (not storage)



This future land use category is for the different types of roads, streets, alleys, trails, sidewalks, parking, etc. that are in use within the village. The primary goal of this category is to provide safe, efficient means of providing access, and connecting all the people and businesses of Lawton to each other, and to/from the surrounding area(s). Active Transportation, which includes pedestrian-friendly and bicycle-friendly modes of transportation that complement the vehicular-oriented modes of transportation, should be considered, along with overall access and circulation.

Lawton's parks and open areas provide not only land expressly dedicated for recreation and conservation but are a resource for community resilience and education. There are several areas within the village of Lawton that have been identified as parks, recreational areas, and open spaces. In several cases these areas serve as buffers between incompatible land uses and provide opportunities for both passive and active recreation. These areas are often more sensitive to natural disasters and are often the areas least suitable for development. Wetlands, woodlots, and similar areas within the village of Lawton are important for enhancing the Village's resilience to flooding and similar phenomena.

Strategies:

- Develop and implement a Complete Streets® program in Lawton
- Size the streets and roads to best match their needs
- Integrate active transportation as much as possible
- Facilitate commercial and industrial logistics to be the safest and most efficient possible
- Facilitate pedestrian-friendly access
- Make the access/circulation system aesthetically pleasing to enhance the general quality of life of Lawton
- Facilitate parking to provide maximum access while being environmentally friendly

Key Best Practice Tools:

- Minimize pedestrian/vehicular conflicts
- Facilitate mid-block crossings and pedestrian-friendly crossings, especially in the DD
- Provide off-street parking in the DD as well as sidewalks and bike lanes throughout Lawton
- Connect to local and regional trail systems
- Mid-block connections
- Connect active and passive greenspace with trails, greenways, and Safe-Routes-to-Schools®
- Preservation/conservation of unbuildable areas
- Floodplain management
- Develop safe and pleasant connections between rear-loaded parking and Main Street
- Environmental education programs in conjunction with schools and conservation organizations

Primary Uses:

- Sidewalks + bike lanes throughout Lawton
- Active recreation such as splash parks and recreation fields
- Passive recreation such as wetlands and woodlots
- Wildlife corridors/migratory layovers
- Stormwater retention/detention
- Civic gathering places

Secondary Uses/Components:

- Bike parking racks and golf cart parking in the DD
- Develop pedestrian-activated crossings in the DD
- Wildlife observation
- Greenway(s)



6. ZONING RECOMMENDATIONS

The Zoning Ordinance is a key mechanism for achieving the desired land use pattern and quality of development advocated for in the Plan. This section provides a useful guide to bridge the gap between current zoning regulations and proposed future land use and character designations.

The Future Land Use Plan is a long-range vision of the Village that evolves over time and should not be confused with the Village's Zoning Map, which is a current (short-term) mechanism for regulating development. Therefore, some properties may follow an incremental development strategy and should not be immediately rezoned to correspond with the Plan. The Future Land Use Plan is intended to serve as a guide for land use decisions over a longer period of time (5 to 20 years).

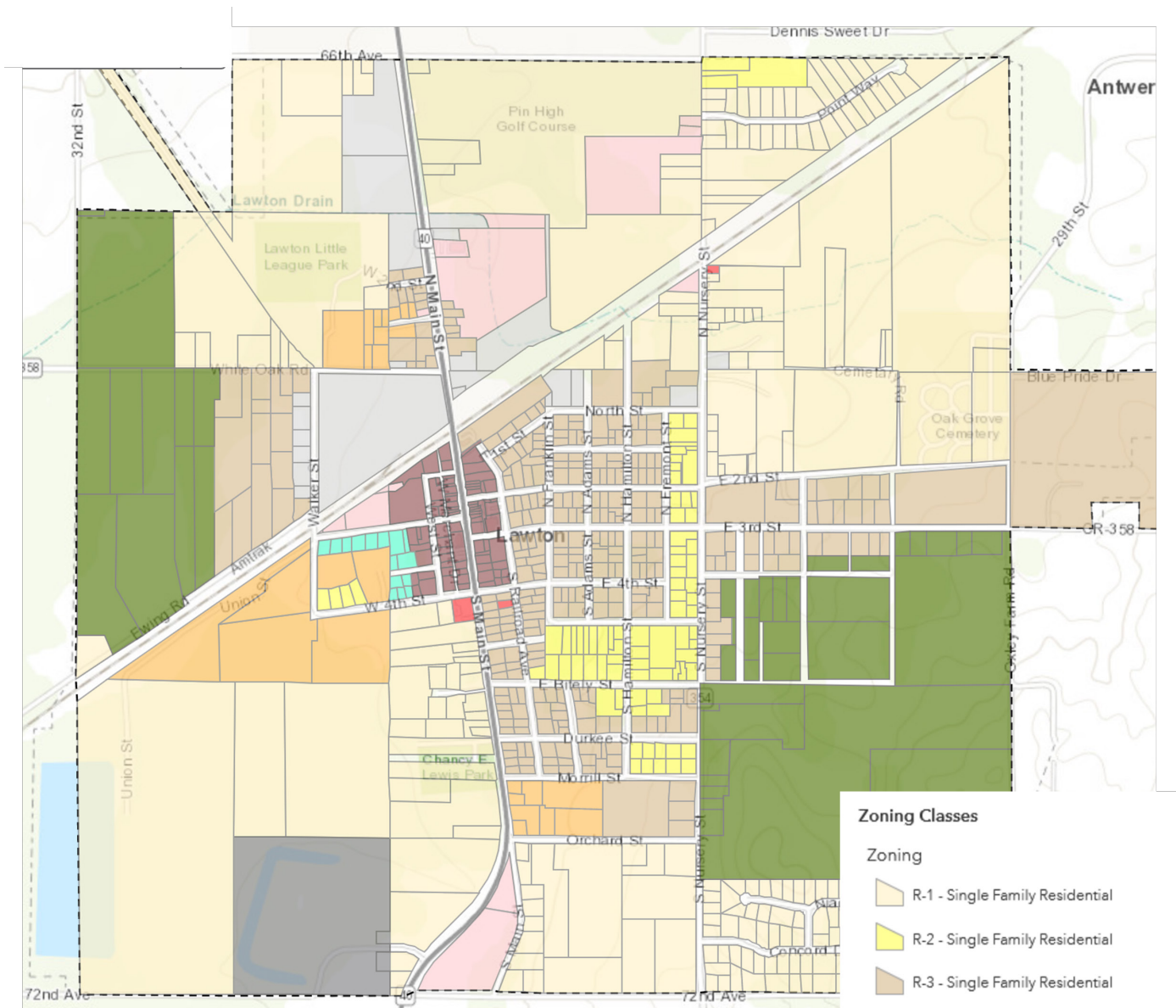
Realizing the desired future land use pattern will be gradual, particularly because established businesses and homes are in areas that might be better suited for other types of uses in the long term. In addition, the Future Land Use Map is generalized. A more detailed evaluation would be required as part of any rezoning consideration.

Zoning changes in accordance with the Master Plan can be made gradually so that change can be managed with minimal disruption to the normal life of Lawton. The Future Land Use Map and the Plan's goals and recommendations should be consulted to judge the merits of a rezoning request. In review of rezoning and development proposals, the Village should consider the following sequencing standards:

- *Any rezoning or development proposal must be compatible with the Master Plan as a whole and be able to stand and function on its own without harm to the quality of surrounding land uses.*
- *There must be sufficient public infrastructure to accommodate any proposed development or the types of uses that would be allowed under the requested zoning change. This must include sufficient sewer and water capacity, a transportation system to support impacts, and a stormwater system to limit impacts.*
- *For sites near natural features and areas best suited for conservation and community resilience, the environmental conditions of the site should be capable of accommodating the types of development or potential uses allowed with a zoning change. The impact to natural features should be minimized to the greatest extent practical.*

This Chapter should be referred to when considering potential changes to the Zoning Ordinance. Additional dialogue and analysis is recommended prior to adopting ordinance amendments to ensure that an abundance of nonconformities are not created and that there is synchronicity between other ordinance provisions. The Future Land Use categories and Themes described in the preceding chapters serve as the foundation for suggested ordinance creation.

Additionally, the Village of Lawton has chosen to participate in the *Redevelopment Ready Communities*[®] program of the Michigan Economic Development Corporation (MEDC). Integrated into this process are the RRC Best Practices. These Best Practices should serve as a checklist of "to do" items within the Zoning Ordinance.



Current Village of Lawton
Zoning Map, 2017

Given that development regulations are among the most effective regulatory tools that can be used by the Village to help implement the vision, goals, and design concepts in this Plan, it makes sense to reconsider the zone districts that currently exist and how they align with the goals of the Master Plan. The Village of Lawton's Zoning Ordinance is currently comprised of:

- Six (6) residential zone districts (R-1, R-2, R-3, RT, RM-1, and RM-H)
- One (1) zone district for agricultural operations (AG)
- Four (4) commercial business districts (OS-1, B-1, B-2, and B-3)
- Two (2) districts that address industrial and intense land uses (I-1 and I-2)
- One (1) parking zone district (P-1)

In some cases, zone districts that are listed in the ordinance are not designated in any location on the zoning map. In other instances, there is very little distinction between zone districts that make it worth having a unique designation. To that end, the following items should be considered regarding the organization of the Village's Zoning Ordinance:

- Keep the AG district to align with existing uses and allow for the timing of appropriate development in future for residential uses as the village center grows outward;
- Consider collapsing and simplifying the residential zone districts to align with the future land use categories of Village Residential (VR) and Residential (R), including thoughtful consideration of different housing types using the Special Land Use process and/or performance standards;
- Evaluate the uses in the commercial business district categories to determine which uses are most compatible and supportive of downtown and those that would be suitable for other locations in the village that would not compete or draw away from downtown's vibrancy;
- Consider collapsing the commercial districts into two districts - one for downtown and the other where commercial, office/service and/or light industrial activities would be acceptable;
- Introduce performance-based and/or design regulations for uses and buildings to ensure compatibility within the same zone district; and
- Eliminate the parking zone district and simply reference parking standards and requirements as a section in the zoning ordinance.

There are a number of approaches that could apply to each suggestion for consideration. In addition to the above-listed zoning recommendations, the Goals/Objectives/Actions section of this Master Plan identifies more recommended zoning changes as they align with the priorities set by the community. The Planning Commission will need to engage in its own process to consider text and map amendments to the Zoning Ordinance, as required by State law, and then provide a recommendation to the Village Council.

7. SUCCESSFUL IMPLEMENTATION

The Village of Lawton’s Master Plan was developed through a highly interactive process that engaged the community in defining a preferred future. Through this collaborative effort, the Village, community leaders, and the public have contributed both resources and personal time to formulate a useful, exciting, and visionary blueprint for the coming decades. This level of participation signals Lawton’s commitment as a community that seeks creative solutions to its challenges. The Plan will position Lawton to manage future development, redevelopment, capital improvements, collaborative partnerships, and programs on a solid foundation of fiscal, social, and environmental sustainability.



STEERING COMMITTEE

Workshop in March 2022

This Plan is intended to be a policy guide for moving the Village of Lawton forward, guiding decisions about physical, community, and economic development. But the Plan is more than just a policy guide for Village officials and staff. With the commitment of resources to this planning effort comes the high expectation that the recommendations will be implemented, some soon, others over a longer period, some by the Village on its own, some with the help of the *Redevelopment Ready Communities*® program of the State of Michigan.

The success of this Plan and its accompanying ordinances will help turn the Village’s goals into reality and will require a long-term commitment and political consensus. These documents are meant to be used, reviewed, and placed into ACTION. The Plan is designed to be a road map for incorporating strategies, specific projects, and programs that will achieve the desired results.

This chapter synthesizes the many Plan recommendations and identifies the actions and timing needed to transform the Plan’s vision into reality.

COMMITMENT

While the input received through the various activities of the Master Plan process provided a foundation to help achieve the Village’s vision, community support and involvement must continue. Successful Plan implementation will be directly related to committed Village leadership, not limited to its elected and appointed officials and staff. While elected and appointed officials (Village Manager, Village Council, and Planning Commission) will have a strong leadership role, many others (Village department directors, staff, and leaders from the community’s institutions and organizations) will also be instrumental in supporting and implementing the Plan and its many parts. However, commitment reaches beyond just these individuals and includes individuals with an interest and stake in the future. Citizens, landowners, developers, and business owners will impact how the Village of Lawton changes and must unite toward the Plan’s common vision. Momentum and enthusiasm from the constituency engaged in the planning process must be sustained to guarantee the Plan will remain the important action-oriented document it is intended to be..

CONTINUED COMMUNITY INVOLVEMENT

Citizen involvement was the cornerstone of this planning process, and continued involvement by the public is essential to ensure the Plan’s success. Adoption of the Plan marks the end of the initial phase of the process, but it is only the beginning of the evolutionary process to focus on the Plan’s vision and recommendations and to promote community participation in making the Plan a reality.

GUIDANCE FOR DEVELOPMENT DECISIONS

This plan is designed for routine use and should be consistently employed during any process affecting the Village of Lawton’s future. Private investment decisions by developers, corporations, and landowners should consider the plan’s direction. Other planning efforts for neighborhoods, corridors, and community facilities should be conducted in harmony with the Master Plan. Finally, the plan should be used as a key criterion when reviewing development proposals and be referenced in related reports and studies.



INTEGRATE WITH CAPITAL IMPROVEMENTS

Village officials and departments must embrace the Plan, applying its recommendations to help shape annual budgets, work programs, and the design of capital improvements. For example, the Village's engineering partner can support implementation through infrastructure improvements, streets, and storm systems designed consistently with Plan policies and recommendations. The Village will have a direct connection through site plan review and other zoning decisions. Each department, staff person, and elected official should find it a benefit, if not an obligation, to reference the Plan when making decisions and setting priorities.

PARTNERSHIPS

Ideally, this Plan will be endorsed by the many organizations in the Village as a "shared vision," the foundation of future efforts. Entities such as the Lawton Public Schools, Van Buren County, MDOT, MSU Cooperative Extension, Southwest Michigan First, Michigan Economic Development Corporation, Market VanBuren, Cornerstone Alliance, local and multi-national businesses, and many others have something to contribute relative to their role in Lawton's future. Partnerships may range from sharing information to funding and shared promotions or services. What can these partnerships do that the Village cannot do alone?

- *Solve Larger Issues: Many issues are beyond the control of individual jurisdictions and require cooperation, including major infrastructure improvements, nonmotorized and other transit options, and economic development.*
- *Improve the Vitality of Each Entity: Working together, community leaders can become more acquainted with the Village's vision and the role each has to offer, working toward more cooperative, rather than competitive, relationships. A vibrant urban core and unified, attractive corridors will benefit not only the Village of Lawton, but its suburbs and the region as a whole.*
- *Meeting Expectations for Public Services: Economic conditions make it more difficult for individual communities to meet resident's needs and expectations. More sharing of resources and eliminating duplicative efforts may result in more cost-effective ways of providing essential community services.*
- *Maximize Investments: The Village government and many organizations and institutions have all made significant investments in the community, publicly and privately. Ongoing relationships can help ensure those contributions continue to attain a high rate of return in terms of financial and social capital.*



EVALUATION + MONITORING

This Plan has been developed with a degree of flexibility, allowing nimble responses to emerging conditions, challenges, and opportunities. To help ensure the Plan stays fresh and useful, periodic reviews are essential and amendments should be made when needed. This will ensure Plan goals, objectives, and recommendations reflect changing community conditions, needs, expectations, and financial realities. The Plan should be reviewed annually, ideally by the Planning Commission and Village Council, to keep it fresh and remind those involved of the importance of the document. The Planning Commission will review the Master Plan yearly to review the status of the Plan's implementation, discuss funding opportunities, refine priorities, and to involve new implementors and participants to ensure all organizations and key players remain committed. This report will be sent to the Village Council with the Planning Commission's recommendations.

ROLES OF VILLAGE OFFICIALS

The Lawton Village Council must be firmly engaged in the process of implementing the Plan. Their responsibilities will be to prioritize various action items and establish timeframes by which each action must be initiated and completed. They must also consider and weigh the funding commitments necessary to realize the Village's vision, whether involving capital improvements, facility design, municipal services, targeted studies, or changes to development regulations, such as municipal codes and procedures, including the Zoning Ordinance.

The Planning Commission is charged with overseeing Plan implementation and is empowered to make ongoing land use decisions. As such, it has great influence on how sustainable the Village of Lawton will be. As an example, the Planning Commission is charged with preparing studies, ordinances, and certain programmatic initiatives before they are submitted to the Village Council. In other instances, the Village Manager and the Planning Commission play a strong role as "Plan Facilitators," overseeing the process and monitoring its progress and results. Together, Village staff and the Planning Commission must be held accountable, ensuring the Village's Master Plan impacts daily decisions and actions by its many stakeholders.



8. GOALS, OBJECTIVES, + ACTIONS

The following goals, objectives, and actions establish next steps the Village can take to shape its future. These strategies are intended to ensure the Master Plan is integrated into day-to-day planning and decision-making for the Village and its residents. Furthermore, they assist with implementing core recommendations and key projects over the lifespan of the Plan.

This Master Plan includes several recommended policies, projects, and strategies. The following matrix identifies the key actions that can be undertaken to achieve the community's vision. The Village should use the matrix to assign tasks, explore strategic partnerships, and identify funding sources relevant to each action. As actions are completed, and the Plan is updated, the matrix should be revised to prioritize the remaining actions and add new ones as needed.

Organized by key development priorities, these tables encompass a variety of actions related to our established vision and goals. For ease of access and clarity of direction, the goals and actions have been organized into these key priorities: economic vitality, residential, placemaking, and transportation and mobility. The Master Plan themes of Grow, Enhance, Invest, Sustain, and Unique were kept in mind as these goals and actions were articulated.

PRIORITY KEY	
Most Important	A
Very Important	B
Important	C

TIMEFRAME KEY	
1 - 5 Years	1
6 - 10 Years	2
Ongoing	3
As Available	4

ECONOMIC VITALITY

- Lawton will preserve the character of Lawton’s downtown.
- Lawton will promote its historic and cultural assets as leverage for economic and community development.
- Lawton will attract and encourage development that supports entrepreneurship and expands the economic, cultural, and civic aspects of the community.
- Lawton will promote a healthy and sustainable quality of life and business development.
- Lawton will implement new branding to promote its unique character and identity to attract families, businesses, and visitors that want to share who we are and who we continue to be.
- Lawton will target economic development toward existing and compatible activities, small-scale entrepreneurial endeavors, and local value-added processing.
- Lawton will encourage development that enhances the quality of life of the Village’s natural beauty, small-town atmosphere, and sense of belonging.

#		PR	TF
GOAL 1: PROMOTE A BALANCED, MIXED-USE DOWNTOWN			
1	Redevelop Village owned parking lots in conjunction with privately owned parking lots to balance the needs of residents, employees, and visitors.	C	1
2	Provide for adequate bicycle, golf cart, and snowmobile parking facilities.	B	1
3	Develop well-screened, shared waste receptacles for downtown businesses.	A	1
4	Encourage small to medium scale retail storefronts associated with on-site production and manufacturing.	B	4
5	Create a sign and graphics system for wayfinding that highlights the historical, cultural, and natural features of the community.	A	1
6	Incorporate art into the downtown.	A	1
7	Actively promote the DDA’s facade improvement program.	A	3
8	Update signage and storefront design standards and codes to meet or exceed generally accepted industry standards.	B	2
9	Develop vacant lots and restore / adaptively reuse historic structures.	B	4
GOAL 2: UNIQUELY MARKET, GROW, AND SUSTAIN			
1	Identify opportunities to sell Village-owned properties for development to increase tax base.	B	1
2	Explore opportunities for public/private partnerships that advance efforts to invest in and redevelop high priority sites.	A	1
3	Promote Lawton to prospective employers and families based upon its livability, high quality of life, quality schools, and strong sense of place.	A	3
4	Expand/develop an indoor/outdoor Lawton Community Market for locally produced food, flowers, crafts/art, etc. to serve as a small business incubator.	C	2
5	Develop a community kitchen/processing facility (small business incubator) to facilitate garden/farm-to-table retail activities.	C	2
6	Enhance Village gateways by implementing placemaking strategies like signage, wayfinding, and streetscape upgrades.	B	4
7	Establish branding and design standards for signage; include in signage guidelines in the Zoning Ordinance.	A	1
8	Develop, promote, and market Lawton products and activities.	B	3
9	Foster stronger relationships between the public schools, local government, student groups, and community groups.	A	3
10	Collaborate with nearby government entities and local organizations to improve regional collaboration.	B	3
11	Consider creating a sinking fund from the sale of Village property to provide financial resources to acquire property for parks and trails.	C	2
12	Promote and install solar and green technologies as cost-effective alternatives and as potential business/job focus.	B	4
GOAL 3: SUPPORT ENTREPRENEURIAL ACTIVITY AND HELP SMALL BUSINESSES THRIVE			
1	Create a retail attraction strategy to sustain a healthy and diverse local business community.	B	1
2	Support the development of entrepreneurship networks and assistance to startup firms.	C	4
3	Identify pilot projects for placemaking in targeted areas.	B	3

RESIDENTIAL - HOUSING AND NEIGHBORHOODS

- Lawton will be a place that attracts people “to” our Village.
- Lawton will provide a variety of housing options for a variety of incomes, ages (including aging-in-place), abilities, family sizes, and needs.
- Lawton will focus on development and redevelopment in areas supported by or near existing infrastructure.

#		PR	TF
GOAL 1: PURSUE AND ENCOURAGE NEW HOUSING DEVELOPMENT OPPORTUNITIES			
1	Perform a Housing Target Market Analysis (TMA) to inventory available housing and conduct analysis of conditions and gaps in market.	B	1
2	Identify areas with excess capacity and/or those that would complement adjoining properties as Targeted Redevelopment Areas (TRA's) and find developers.	A	1
3	Use the revised Zoning Ordinance to encourage increases in housing density in the Targeted Redevelopment Areas and to encourage affordable and age-friendly housing.	A	1
4	Provide infrastructure support for housing in Targeted Redevelopment Areas	A	4
5	Create design guidelines for “small lot” infill housing.	A	1
6	Integrate more housing options into the Downtown.	B	4
7	Provide incentives for incorporating “silver living” options (barrier-free, independent living, cottage clusters, etc.) in new development and the construction of housing units that implement universal design.	A	4
8	Provide incentives for affordable housing development / redevelopment.	A	4
GOAL 2: PROMOTE NEIGHBORHOODS AND EXPAND LOCAL CAPACITY			
1	Revise the Zoning Ordinance and development guidelines to provide diversified housing options at reasonable densities.	A	1
2	Encourage pocket neighborhoods (A pocket neighborhood is a type of planned community that consists of a grouping of smaller residences, often around a courtyard or common garden, designed to promote a close-knit sense of community).	C	4
3	Allow ADUs (Accessory Dwelling Units), also known as “granny flats” and “mother-in-law” apartments in all residential districts. (Attached is preferred, but detached units are allowed if they meet specifications).	A	1
4	Permit a balanced mix of housing types within neighborhoods (e.g., duplexes, triplexes, quadplexes), provided high standards of architectural and site design characteristics are maintained throughout, such as stone and brick facades, usable open spaces, distinctive features, decorative landscaping and sidewalks.	B	1
5	Promote and facilitate Universal Design in housing construction (i.e., design that can be accessed by all people regardless of ability, disability, or age).	B	2
6	Prohibit “cookie-cutter” development by requiring ample variations in building architecture, materials, and colors.	A	1
7	Incentivize conservation-based design principles in the Zoning Ordinance and promote conservation-based design in general.	C	2
8	Promote neighborhood amenities, such as parks, schools, and other quality of life elements.	B	3
GOAL 3: SUPPORT EXISTING RESIDENTS AND PRESERVE THE EXISTING HOUSING STOCK			
1	Enforce the Village Zoning Ordinance and International Property Maintenance Code to ensure that the existing housing stock is maintained.	B	1
2	Develop and implement a rental housing inspection and licensing program.	C	1
3	Permit properties in the Village Residential future land use category to include limited, small scale, mixed-density development that complements the surrounding residential character and epitomizes Lawton's small-town charm, which abide by the zoning requirements for signage, fencing, screening, storage, and parking.	C	1
4	Provide support for homeowners to update and remodel their homes and properties.	B	4
5	Assist residents in need with maintenance and repairs.	B	4
GOAL 4: EXPAND HOUSING SERVICES FOR HOMEOWNERS, RENTERS, AND LANDLORDS			
1	Promote Lawton as a great place to live	A	3
2	Support new landlords and renters with “Welcome to Lawton” resources.	B	1

PLACEMAKING

- Lawton will treasure, maintain, and expand our public parks, trails, and recreation areas and enhance walkable streetscapes.
- Lawton will invest in green infrastructure to ensure a healthy and prosperous future for its citizens and businesses.
- Lawton will use sustainable planning and engineering practices to manage both natural and built resources.
- Lawton will ensure that its residents have access to high-quality infrastructure.
- Lawton will revise the Zoning Ordinance to encourage development, streamline requirements, and support Lawton in being an inviting, walkable, and vibrant community.

#		PR	TF
GOAL 1: IMPROVE EXISTING PARKS, RECREATION FACILITIES, AND OPEN SPACE			
1	Repair and replace worn out and damaged equipment and amenities as necessary, beginning with the Kid's Dream Playground	A	1
2	Continue to review and expand a proactive inspection and maintenance program to keep the parks and facilities aesthetically appealing	B	3
3	Improve barrier-free access to parks and recreation amenities.	B	4
4	Consider creation of an "Adopt-A-Park" program for all Village parks.	C	1
5	Promote the installation of public art, especially by local artists/craftspeople, in public and private places and use existing community spaces as venues.	B	4
6	Update the Parks and Recreation Plan every five years and continue to implement the Plan.	A	1
7	Seek grant funding and other financial assistance to help acquire and develop Village recreational facilities.	A	3
8	Develop a comprehensive park identification program to provide consistent, uniform park signage with additional instructional / directional, watershed, educational, and wayfinding signage.	B	1
GOAL 2: PURSUE LONG-TERM OPPORTUNITIES FOR NEW PUBLIC SPACES			
1	Construct a public space on the empty lot in the middle of the Downtown that offers opportunities for community gathering and activities, establishes a strong sense of place, and fosters social interaction and community pride: "Reid's Corner."	A	1
2	Establish a Parks and Recreation Board to help develop and program common spaces, parks, playgrounds, trails, and recreation areas in partnership with the schools and surrounding townships.	C	1
3	Seek opportunities to share facilities with other public agencies (school district / townships / Van Buren County), non-profit organizations, and other institutions, first targeting the development of new baseball fields.	A	3
4	Work cooperatively to create a network of parks and non-motorized routes around Lawton and between neighboring communities	A	3
5	Engage in public/private partnerships to secure funding for recreation facilities.	B	4
GOAL 3: MAINTAIN QUALITY VILLAGE SERVICES, INFRASTRUCTURE, AND FACILITIES WITH FISCALLY RESPONSIBLE STRATEGIC GROWTH			
1	Repair, replace, and expand infrastructure in order to properly service the community with advanced, state-of-the-art Infrastructure and materials, including the most advanced communications technology.	A	4
2	Maintain a six-year forward-looking, realistic Capital Improvement Plan (CIP), balancing community and economic development goals with infrastructure and social capacity.	A	3
3	Incorporate a public building and facility rehabilitation plan into the comprehensive CIP, prioritizing the Village Hall and Department of Public Works.	B	1
4	Identify a new location for a community well to provide redundant infrastructure to source the Village's water supply.	B	1

**GOAL 4:
IMPROVE COMMUNICATION RESOURCES**

1	Locate a digital message sign in the new development, Reid's Square, to share community information.	B	1
2	Improve communication efforts to residents, businesses, and visitors to promote events, recent achievements, and Lawton's best assets.	A	3
3	Improve the user experience of the Village's website to be an efficient resource for information, transparency, and basic functions.	B	3
4	Develop a comprehensive social media strategy.	C	1
5	Create an online and hard cover "welcome package" that highlights community information, events, organizations, activities, and other community attractions for perspective residents and entrepreneurs.	B	1
6	Upgrade records keeping, data management, and sharing between Village departments.	B	3

**GOAL 5:
IMPLEMENT AND PROMOTE SUSTAINABILITY DESIGN AND RAISE AWARENESS WITHIN THE COMMUNITY**

1	Create promotional materials for residents and businesses describing sustainable practices.	B	3
2	Investigate contract with single hauler for refuse and recycling, increasing recycling options.	B	1
3	Increase business recycling through code requirements and/or incentive programs.	C	1
4	Work with Van Buren County Conservation District to offer additional collection programs for less common recycling items.	B	3
5	Convert street lighting and public facility lighting to LED.	C	2
6	Develop zoning incentives to integrate natural drainage and green stormwater infrastructure into development projects.	C	2
7	Encourage the development and installation of green roofs, solar, and other green technologies within Lawton.	B	1
8	Promote neighborhood amenities, such as parks, schools, and other quality of life elements.	C	2
9	Promote the use of permeable pavement and other options for limiting the amount of stormwater runoff	C	1

**GOAL 6:
LAWTON WILL CONTINUE TO BE A DYNAMIC MIX OF HOUSING, BUSINESSES, AND ACTIVITIES DESIGNED TO BE ATTRACTIVE TO A VARIETY OF DEMOGRAPHIC GROUPS**

1	Rewrite Zoning Ordinance per the Zoning Plan in Chapter 6. of this Plan and as other goals and objectives in this Chapter instruct.	A	1
2	Simplify the Zoning Ordinance to address appropriate uses, dimensional requirements, design, and connectivity between properties.	A	1
3	Incorporate Smart Growth principles into Village planning processes, regulations, and ordinances.	B	3
4	Control development densities and locations through updated zoning districts and regulations based on the future land use plan.	B	3
5	Establish site and building design guidelines to ensure that new development is of a high quality, both in appearance and function.	B	1
6	Provide an appropriate mix of businesses, including industrial, commercial, and office uses, that provide employment opportunities and a sound tax base for the Village.	A	3
7	Clearly lay out the process for site plan review, special land use review, rezonings, variances, and text amendments, with clearly defined review standards and expectations.	A	1
8	Update and implement the most current building codes available for the State of Michigan.	A	1
9	Create a fee schedule that is easily found and reviewed at least annually.	A	3

TRANSPORTATION AND MOBILITY

- Lawton will enhance mobility, accessibility, and safety for travel by transit, bicycle, walking, and other modes of active transportation.
- Lawton will encourage alternative modes of transportation (including pedestrian, bicycle, ride sharing), where practical, and design that promotes, rather than prevents, their use.
- Promote Lawton as a walkable community.

#		PR	TF
GOAL 1: IMPROVE MOBILITY			
1	Reconstruct M-40/Main St.	A	1
2	Develop and implement a Safe-Routes-to-School program.	B	1
3	Adopt a Complete Streets Policy.	B	1
4	Ensure that all streets in Lawton, especially Downtown, are pedestrian friendly.	B	4
5	Adopt access management standards/requirements for all new development and major redevelopment projects, especially along main street (M-40).	B	1
6	Integrate access and circulation (connectivity) standards into all land use, zoning, and development ordinances as a part of the plan/development review process for all development and redevelopment proposals.	A	1
GOAL 2: IMPROVE CONDITIONS			
1	Complete a Village-wide sidewalk assessment and develop a prioritized list of needed improvements, prioritizing areas existing within the Village without sidewalks.	B	1
2	Require the installation of sidewalks in all new commercial and residential developments, as well as the maintenance of current sidewalks through a sidewalk improvement and maintenance program.	B	1
3	Provide a safe and efficient non-motorized pathway and sidewalk system that provides connectivity, access, and mobility to various land uses, including parks and recreation, civic institutions, commercial and residential developments.	B	1
4	Tie non-motorized pathway system into the regional trail system.	C	4
GOAL 3: IMPROVE STREETScape			
1	Install enhanced streetscape along M-40 in Downtown.	A	1
2	Install bike racks on Main Street as part of new streetscape program.	A	1



TACTICAL URBANISM TOOLS

Tactical Urbanism is an approach to building neighborhoods and communities that utilizes short-term, low-cost, and scalable interventions and policies to initiate long-term change.

Using a variety of tools and readily available resources, we can advance future goals as related to street safety, public space, and more! The following list is a starting point for ideas to continue placemaking in the Village of Lawton:

BARRIER ELEMENTS - Objects used for physical or visual separations between motor vehicles and people. Items could include, but are not limited to:

Traffic cones/barricades, cardboard cylinders, plastic barriers, wooden crates, tire planters, straw wattle, and relocated parking stops.

SURFACE TREATMENTS - Colorful applied markings help define spaces and enhance aesthetic appeal. Great for volunteer projects, consider the following list of materials as applicable options:

Duct and traffic tape, floor mats, spray paint, sidewalk chalk, and stencils.

SIGNS - Wayfinding can be used for cohesive branding, help communities understand how to use spaces, and are easy to come by!

LANDSCAPING + FURNITURE - Street amenities are crucial to lingering, sitting, and interaction within any environment. Opt for comfort and don't be afraid to keep it simple!

9. STRATEGIC ACTION PLAN

The Action Plan tables of the preceding chapter summarize the recommendations from throughout the Plan into specific categories, outlining individual tasks to be accomplished within the 20-year planning period. This format serves as a useful checklist to track accomplishments and reassign priorities. It also serves as a checklist to facilitate annual reviews of the Plan. The Long-term/Ongoing recommendations should be evaluated annually for progress with the actions set to “expire” that year.

REGULATORY

Recommendations are provided for amending Village ordinances to better support Plan proposals. Most of these actions could be implemented as part of an update to the Zoning Ordinance and other Village regulations related to land use, streets, and infrastructure and the Village is the primary responsible party.

CAPITAL IMPROVEMENTS

Streets, trails, utilities, parks, and municipal buildings are the integral framework that supports quality development. Two key objectives are that:

- 1) Design must complement the context of the surrounding area; and
- 2) Sustainable materials and practices should be employed to the degree practical.

PARTNERSHIPS

Intergovernmental cooperation has become more important as each jurisdiction struggles with increased service demands and limited resources. Shared concerns cut across jurisdictional boundaries and affect many communities and the metro area overall. Frequently, the actions, or inactions, of one jurisdiction can have a tremendous impact on others. Increasingly, public and local officials are becoming more aware of the widespread, rather than localized, ramifications of individual community decisions on finances, service delivery, and quality of life. Watersheds and ecosystems, economic development efforts, housing, infrastructure, and transportation improvements all cross community borders, impacting not only Lawton, but the county, and the surrounding region. Cooperation with neighboring and regional entities is encouraged by this Plan.



PROMOTION/PROGRAMMATIC

Redevelopment Ready Communities® (RRC): The Village of Lawton has chosen to participate in the Michigan Redevelopment Ready Communities® program. Integrated into this process are the RRC Best Practices. The RRC program was developed by experts in the public and private sector and are the best practices to achieve certification. They're also designed to create a predictable and straightforward experience for investors, businesses, and residents working within a community. These best practices challenge the Village of Lawton to be flexible while seeking quality development that supports a sense of place.

A driving force in Lawton's planning efforts is to be more vibrant and competitive, which means it must be ready for development. To this end, the Village of Lawton has used this planning process to attract new investment and reinvestment, identify assets and opportunities, and focus limited resources. Certified Redevelopment Ready Communities® attract and retain businesses, balance growth, and have a streamlined development approval process making pertinent information available for anyone to view. These are the foundations of this process.

Economic Incentives: Economic development initiatives can be created or refined to achieve specific implementation goals. For example, incentives could encourage employers or businesses to locate on targeted redevelopment sites. Preferred infill and redevelopment sites should include areas that can be most efficiently served by existing infrastructure and have the greatest potential to stimulate investment on nearby properties.

Funding: Plan implementation will require adequate funding from current revenue sources, state and federal grants, or public/private sector partnerships. Annual appropriations and capital improvement funds should rely on the Plan recommendations as a guide for setting priorities.



CITATIONS + CREDITS

Special thanks for photography included: Chloe Schulz, Bill Dolak, Chris McComis

<https://www.facebook.com/LawtonFarmMarket/>

Trail Town information, with thanks to : https://michigantrails.org/wp-content/uploads/2016/11/trail_town_manual_1.pdf

Precedent photography from the following sources:

<https://www.southhaven.org/experience/trails-town>

<https://gowightman.com/projects/moso-village>

<https://smartgrowth.org/main-street-holland-michigan/>

Stock Photography via Pexels, by Jopwell and Lum3n

Tactical Urbanism Toolkit, <https://www.translink.ca/-/media/translink/documents/rider-guide/travelsmart/tactical-urbanism-toolkit.pdf>

Tactical Urbanist's Guide, <http://tacticalurbanismguide.com/>

APPENDICES

Appendix A. Downtown Streetscape Sub-Area Plan

Appendix B. 5 Year Parks and Recreation Plan

Appendix C. Community Survey Results