

# Comprehensive Plan



# White County, Indiana

FEBRUARY 14, 2017



This Plan Was Prepared By  
 RATIO Architects, Inc.  
 Shrewsberry, Inc.

# Table of Contents

<b>01 Introduction</b>	<b>01</b>
Why Plan? - Comprehensive Planning Overview .....	02
The Adoption Process .....	03
How To Use This Plan .....	03
Vision Statement.....	04
Previous Planning .....	04
Community Engagement Overview.....	05
Introduction to Implementation Strategies.....	08
<b>02 Community Character &amp; Identity</b>	<b>11</b>
Policy Statement .....	12
White County History.....	12
Community Quality of Life .....	14
Health and Wellness.....	15
Education and Workforce .....	15
Recreation and Tourism .....	16
Goals and Objectives .....	17
Gateways and Wayfinding Profile.....	22
<b>03 Land Use</b>	<b>23</b>
Policy Statement .....	24
Existing Zoning and Land Use .....	25
Proposed Regulatory Amendments .....	26
Development Density Map.....	28
Future Land Use Designations.....	29
Future Land Use Map.....	31
Future Land Use Inset Maps .....	33-39
Profile: Balancing Land Uses.....	40
Goals and Objectives .....	41
<b>04 Housing</b>	<b>49</b>
Policy Statement .....	50
Housing Inventory .....	50
Housing Preferences .....	54
Data and Survey Results .....	55
Goals and Objectives .....	58
<b>05 Transportation and Circulation</b>	<b>59</b>
Policy Statement .....	60
Road Types .....	61
Future Thoroughfare Map.....	65
Goals and Objectives .....	69

Profile: Complete Streets .....	77
Profile: Walkable Communities .....	98

## 06 Infrastructure and Public Services 79

Policy Statement .....	80
Community Snapshot .....	80
Water and Systems.....	80
Wastewater Systems .....	81
Stormwater Systems .....	81
Development Opportunities and Barriers .....	84
Critical Facilities Map .....	85
Wellhead Protection Map .....	86
Goals and Objectives .....	87

## 07 Outdoor Recreation, Open Space, and the

### Environment 89

Policy Statement .....	90
Parks and Recreation Map .....	91
The Environment .....	93
Flood Hazards .....	93
Agricultural Snapshot .....	94
Flood Hazards Map.....	95
Goals and Objectives .....	96

### 08 Economic Development and Redevelopment 101

Policy Statement.....	102
Economic Snapshot.....	102
Case Study: Indiana’s Technological Corridor .....	109
TIF Districts.....	113
Workforce .....	118
Profile: White Co. Workforce Development Opportunities and Initiatives .....	119
Placemaking and Economic Development.....	120

Profile: Capital Improvement Plan.....	123
Case Study: Indiana Beach Revitalization .....	124
Profile: Community Performance Indicators .....	125
Profile: Public, Private Partnerships .....	126
Goals and Objectives .....	127
APC Community Specific Redevelopment Strategies.....	132
Brookston Redevelopment.....	133
Burnettsville Redevelopment .....	135
Chalmers Redevelopment.....	137
Monon Redevelopment .....	139
Monticello Redevelopment .....	141
Reynolds Redevelopment.....	143
Wolcott Redevelopment.....	145

## A Appendices 147

Zoning Maps.....	148-154
Stakeholder Meeting Summary .....	155
Proposed Street Standards.....	168
Survey Summaries .....	169

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# Infrastructure and Public Services

# 06

### Implementation of Goals and Objectives (see page 87)

*The success of the White County Comprehensive Plan will be measured in part by the application and practice of the goals, objectives and action steps contained within. Each action step includes performance indicators to assess the success of policy, program and project implementation. The performance indicators should be measured annually, deleting what has been accomplished and re-shifting priorities as necessary until the plan is updated in the future.*

### Agencies and Partners

*Unless stated otherwise the White County Area Plan office implementation committee will be the agency responsible for leading the implementation of goals, objectives and action steps contained within this Plan. Each chapter includes an implementation action plan which includes partners with specific organizational capacity and expertise to help bring parts of this Plan to fruition. These organizations consist of a broad cross section of public and private sector stakeholders.*

### Time Frame

*The following recommendations are assigned approximate time frames for implementation which may vary based on economic influences and other factors:*

- *Quick Wins: Tasks that could be undertaken immediately and/or implemented within twelve months of the Comprehensive Plan's adoption.*
- *Mid-Term Opportunities: Tasks that could be initiated within 1-5 years of the Comprehensive Plan's adoption.*
- *Long-Term Opportunities: Tasks that are on a 6-10 year or greater timeframe after the Comprehensive Plan's adoption.*
- *Ongoing Opportunities: Tasks that may be implemented in a series of incremental steps involving numerous agencies or departments or tasks that are ongoing, continuous efforts. Also, these recommendations may go beyond the time frame of this Comprehensive Plan.*

## Infrastructure and Public Services

### POLICY STATEMENT

Infrastructure and public services are not just the wastewater, water utilities and trash collection that are associated with cities and towns. Infrastructure and public services also include stormwater and drainage, green infrastructure, broadband, public safety (police, EMS, fire), recycling, roadways and public health. Many of the above entities are public in nature and integral to the function of both County and APC Community municipal structures.

Many of the APC Communities have infrastructure and public service challenges. In addition to highlighting available infrastructure and public services, this chapter provides an action plan for addressing challenges that hinder development, affect public health, and negatively impact property values. The challenges that White County and the APC Communities face is the need to provide these services efficiently with limited funding. Leadership in White County is responsible for maintaining the of allocated resources to address present needs, while at the same time looking forward to the impacts of future changes in the community.

Infrastructure and public services connect to land use, redevelopment, transportation, and improve resident's quality of life. The goals and objectives of this chapter are designed to help White County to maximize its return on public investments in infrastructure and public services to create a healthier community and attract investment. The programs and policies found throughout this chapter will help White County and the APC Communities to support the land use and development/redevelopment components contained within this plan and develop an implementation plan for capital investments.

### COMMUNITY SNAPSHOT

Most of White County and the APC Communities are served by adequate utilities to support future development. However, many of the APC Communities have aging and deficient infrastructure including roads and sidewalks, sanitary sewer, storm sewer and water systems. The following snapshot provides a summary of Infrastructure and Public Services present in the community.

### WATER SYSTEMS

Six of the seven Area Plan Commission Communities have municipal water systems. Those are: Brookston, Chalmers, Monon, Monticello, Reynolds and Wolcott. One Area Plan Commission community has user provided well water. That community is Burnettsville. The unincorporated portions of White County also use well water. Community water providers are detailed below:

- User provided wells – Burnettsville, unincorporated White County
- Municipal water (groundwater source) – Brookston, Chalmers, Reynolds, Wolcott
- Municipal water (well field) – Monticello

Monticello owns and operates its water treatment plant, which was constructed in 2001 and has been serving users since 2002. It has the capacity for additional users. Brookston owns and operates its water treatment works. New wells were constructed in 1995 and plant upgrades, including new filters, were made approximately ten years ago. It has the capacity for additional users.

**WASTEWATER SYSTEMS**

The seven Area Plan Commission Communities have municipal wastewater systems. Community wastewater providers are detailed below:

- Municipal wastewater treatment plant – Brookston, Chalmers, Monon, Monticello, Reynolds, Wolcott
- Municipal lagoon system – Burnettsville
- Private wastewater treatment plan – Indiana Beach

A few Area Plan Commission Communities have ample capacity and quality wastewater treatment plans to support development. However, several Area Plan Commission Communities have development moratoriums due to problems with wastewater treatment systems. The balance of unincorporated White County is reliant on either septic systems or the Twin Lakes Regional Sewer District for larger developments package wastewater treatment systems. The current wastewater systems summary provides information on the capacity and conditions:

- Activated sludge wastewater treatment plants with capacity for development - Monticello (1.0 average daily flow 2.4 MGD peak flow), Chalmers (recently built system), Wolcott, and Indiana Beach, Brookston (WWTP constructed in 2005-2006 with an average daily flow of 600,000 gpd and peak flow of 1.5 MGD), Wolcott (built in 2014, Wolcott WWTP is the provider with a capacity of 400,000 gpd). Reynolds and Monon have small wastewater treatment plants.
- Lagoon System - Burnettsville

Monticello’s system will increase to a capacity of 1.1-1.6 million gallons of daily operational capacity with 2.2-3.6 million gallons of peak capacity. This will resolve combined sewer overflow issues below the lakes into the Tippecanoe River.

**STORMWATER SYSTEMS**

Stormwater management is one of the most difficult challenges White County faces regarding minimizing environmental impact on the lakes and river.

One of the primary objectives of stormwater management is to prevent the direct flow of runoff from impervious surfaces (hard surfaces such as roads, parking lots, roofs, and sidewalks) and agriculture into the creeks and rivers that convey water downstream in the watershed. White County recently passed an ordinance to designate a one and one-half mile buffer between Confined Animal Feeding Operations and water bodies throughout the County. The buffer is designed to create an environment which will allow lake residential and tourism development while accommodating continued development in the rural areas of the County. White County is also addressing agricultural runoff and algae blooms by replacing broken field

## 06 | Infrastructure and Public Services



Infrastructure and Public Services in White County

tile and requiring agricultural properties be tied to appropriate septic systems. This prevents runoff from leaching into fields. White County has over 1,200 miles of field tile, most of which is deteriorating and over 100 years old.

The Area Plan Commission Communities all have stormwater utilities and MS4 operators. There are a few drainage issues within White County which are summarized below:

- Brookston, Chalmers, Monon, and Wolcott – flood hazards impacting wastewater treatment plants
- Wolcott and Mid-American Commerce Park – Ongoing drainage study to provide a solution to drainage issues
- Chalmers – flooding on the west side of town

### MID-AMERICA COMMERCE PARK DRAINAGE STUDY

In 2015, HWC Engineering prepared a Drainage Study to plan for the resolution of drainage issues in the TIF district including the Mid-America Commerce Park. The results of the Study conclude that the topography in this area is extremely flat, drains poorly and is prone to flooding. In addition, most of this area is serviced by a drainage system consisting of subsurface drains, tiles, culvers and open ditches.

### TELECOMMUNICATION, GAS, ELECTRICAL SYSTEMS AND WIND POWER

NIPSCO (Northern Indiana Public Service Company) and Carroll White REMC (Rural Electrical Municipal Utilities) provide power and gas for White County. NIPSCO works with developers on large projects to ensure capacity meets demand. There is ample gas supply in White County. NIPSCO is active in providing new services where infrastructure is not yet present. Also, NIPSCO has invested in the Midwest Independent Operator grid which is a high-powered “superhighway” for electricity going east and west through the community,

Telecommunications in the County are sufficient and provided by several companies. Except for wireless in downtown Monticello (White County Courthouse), there is no municipally provided internet service. However, most of the County is served by privately owned high-speed internet providers. The Mid-America Commerce Park (MACP) has fiber on-site and connects to the Indiana Fiber Network (IFN), providing access to a large fiber optic network comprised of over 3,500 miles of fiber throughout Indiana. First-rate fiber infrastructure means that businesses relocating to the MACP will not be limited by connectivity options. Due to the global economy, being connected physically and through information technology is vital to the region’s economic competitiveness.

Electrical power for White County is supplied by the following companies:

- Northern Indiana Public Service Company (NIPSCO) – Monticello, Reynolds, Wolcott, and the Mid-American Commerce Park
- Carroll-White Rural Electrical Member Cooperative (REMC) – Burnettsville and Monon, and the Mid-American Commerce Park
- Indiana Municipal Power Association (IMPA) – Brookston and Chalmers
- The above three power suppliers provide energy for the bulk of the unincorporated portions of White County.



Recently, the Carroll-White (REMC) Electrical Utility invested \$2 million in a new substation and increased the conductor size to better serve the MACP site and surrounding region. White County also is home to Meadow Lake Wind Farm owned and operated by EDP Renewable North America, LLC. This company has a multi-phase commercial wind farm located in the southwest corner of White County. The six-phase project will cover over 92,000 acres of land with the potential for additional phases. The first four phases are complete and consist of 300 turbines with an installed capacity of 500-megawatts. This is enough electricity to power over 150,000 average Indiana homes with clean energy each year. The fifth phase will add 50 more turbines at a total 100-megawatt capacity. A sixth phase is in the planning stage. The wind farm co-exists well with the agricultural land use in the area, allowing farmers to continue growing crops while generating revenue from the wind turbines.

The County's additional energy assets, such as the landfill near Buffalo, produces environmentally-friendly electricity which is a renewable energy source. The partnership between Carroll-White County REMC, Wabash Valley Power Association, and Waste Management committed to its constituents a reliable, sustainable, and affordable source of power, thus encouraging all types of businesses to relocate within the region. Recently, Wabash Valley Power Association added on to the existing Liberty Landfill generation. To easily handle more generation at this site, Wabash Valley Power Association opted to build a substation. The, Wabash Valley Power Association opened a 6.4 MW Landfill Gas to Energy (LFGTE) power plant, with four CAT 3520 engine-generators in October of 2016.

## **DEVELOPMENT OPPORTUNITIES AND BARRIERS**

Utilities are often the lifeblood of a community and enable the community to serve existing customers and promote sound growth. Growth requires utilities to maintain and expand utility infrastructure. Funding utility infrastructure can be challenging; neglecting infrastructure creates tremendous long-term liabilities for existing users and almost no opportunities to attract growth to the community. Utilities with larger and growing customer bases have lower and more stable utility rates over the long term than utilities with static or smaller customer bases. Therefore, communities need utility growth to maintain current infrastructure and to stabilize rates while continuing to support.

Development opportunities are needed to spur the growth of the rate base. Such opportunities can come to small, rural communities depending upon the community amenities, geographic location, and economic climate. The layout and location of a community's existing water and wastewater utility infrastructure dictate if development will be considered desirable.

The communities in White County are rural in nature and are not within proximity to a metropolitan area. Amenities, such as Lake Freeman and Lake Shafer, are destinations for people that could be utilized to create a development opportunity to attract residential and commercial growth despite their relatively remote locations. Monticello is positioned to be the most likely candidate to capitalize on these opportunities considering the condition and location of its water and wastewater utilities.

## 06 | Infrastructure and Public Services

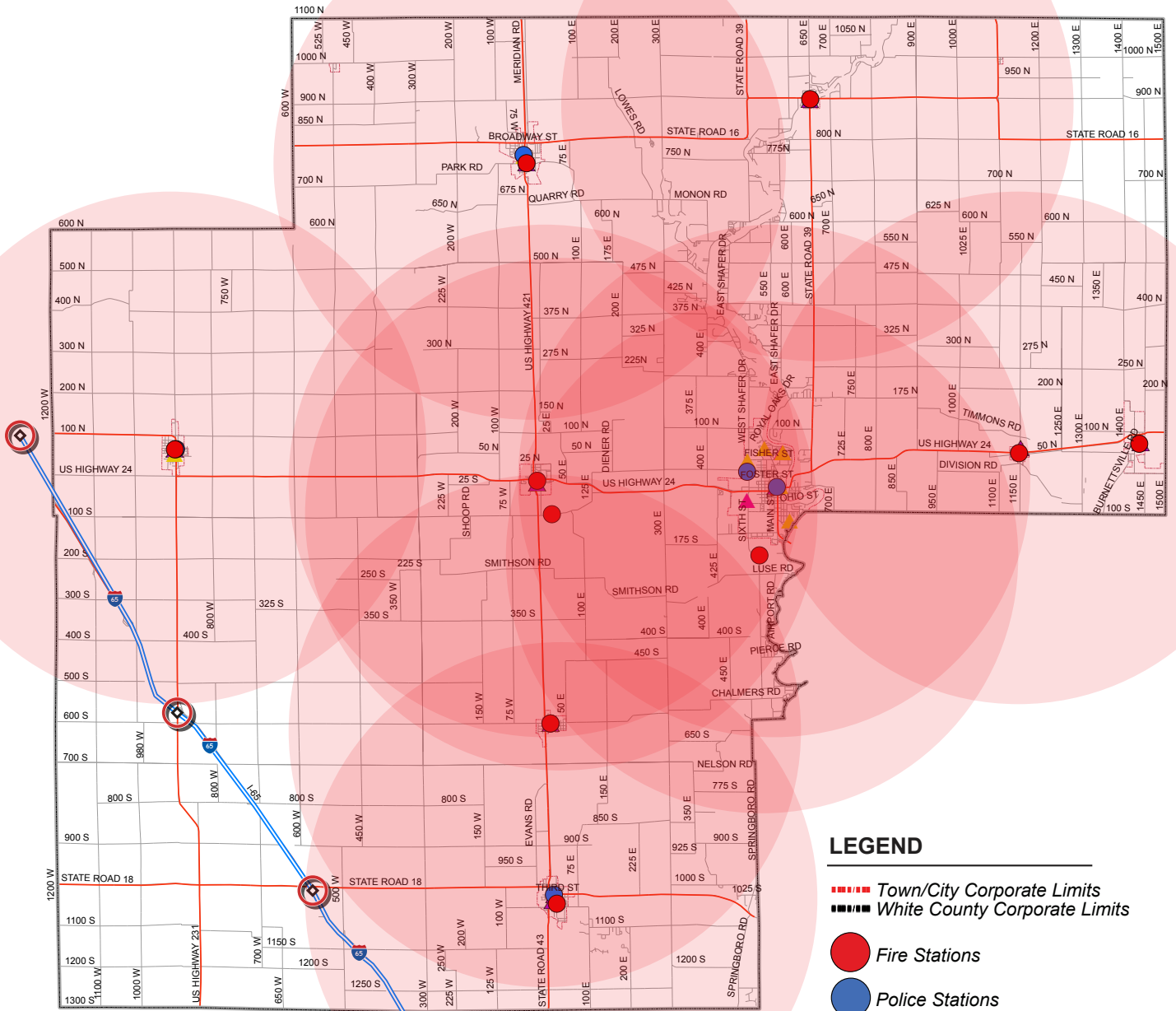
Also, interstates also create a development opportunity. Interstate interchanges have the potential to be the economic engine for the towns as they have for several communities in central Indiana when industrial parks and commercial development occurs. Wolcott is the most likely community to capitalize on growth from an interchange.

### **CRITICAL FACILITIES**

White County has a number of facilities which are classified as “Critical Facilities” by the Indiana Department of Homeland Security. Those facilities are mapped on the opposite page and include police, fire, EMS and healthcare facilities.

Response times for emergency vehicles is projected to be 11 minutes according to a variety of national health sources. EMS response time is generally longer than in urban areas, however, the coverage in White County communities is adequate. In the map on the following page, an 11 minute drive time from critical facilities is illustrated. The algorithm used by ESRI (the software map source) is based on the speed for the road classification level. For most of White County, the speed limit is 55 mph on arterials and state highways. The actual speed of emergency vehicles is generally faster than the posted speed limit. It should be noted that response times can be reduced if an EMS communications system is in place and emergency vehicles can be dispatched from the field.

**CRITICAL FACILITIES MAP**



**LEGEND**

- Town/City Corporate Limits
- White County Corporate Limits
- Fire Stations
- Police Stations
- ▲ Medical Care Facilities
- ▲ Hospitals
- ▲ EMS Stations

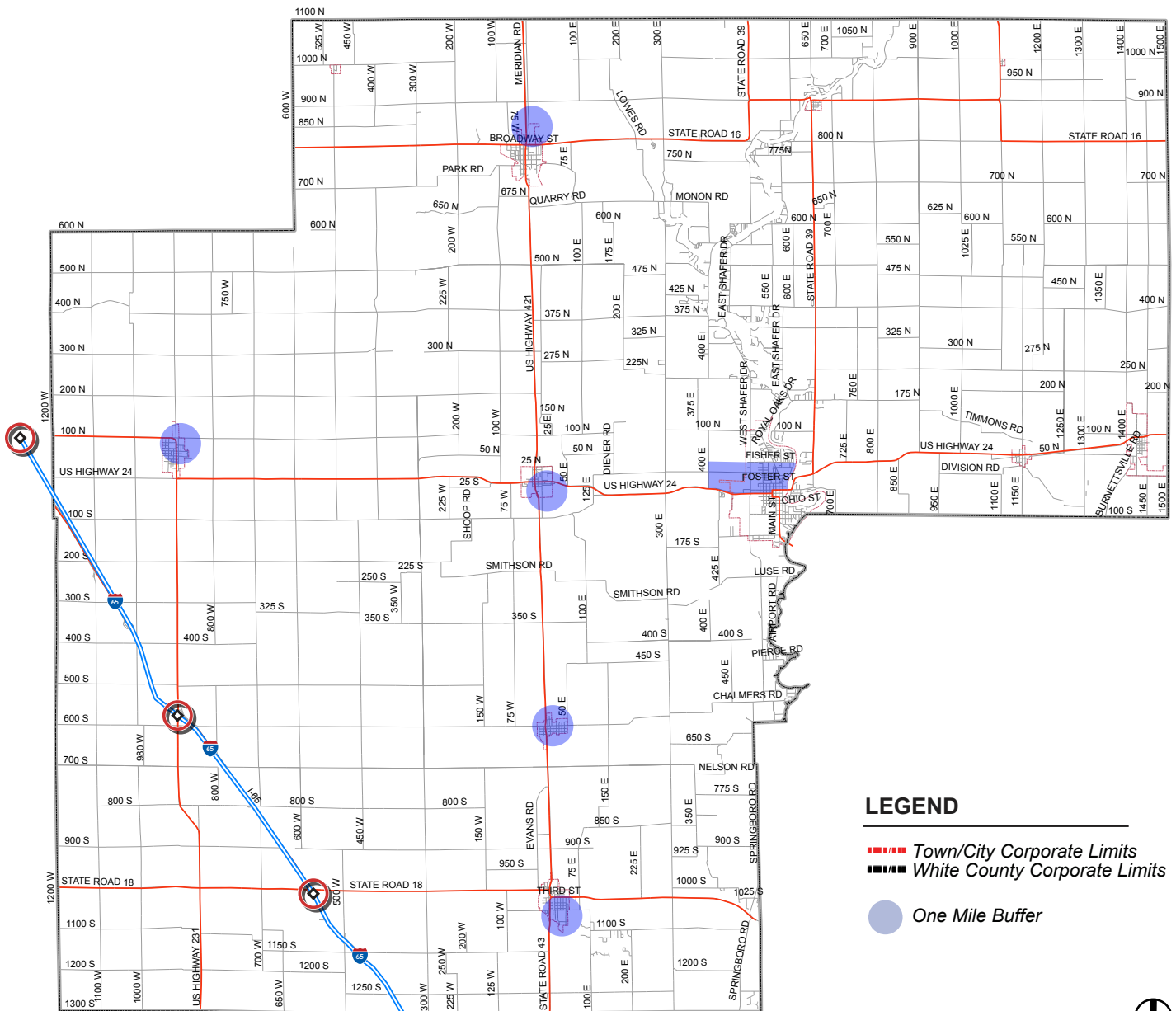


## WELLHEAD PROTECTION

The Indiana Department of Environmental Management (IDEM) defines a wellhead protection area (WHPA) as the area “through which contaminants are likely to move through and reach the well over a specified period of time.” This WHPA is delineated based on either the time of travel (TOT) of the contaminant or a distance criteria set by a local planning team. The below map indicates the general locations of wellhead protection areas which were provided by Area Plan Commission Communities with municipal water.

A guideline to delineating a WHPA specific to the needs of White County can be found on IDEM’s website, or through the following link; [http://www.in.gov/idem/cleanwater/files/wellhead\\_protection\\_guidance.pdf](http://www.in.gov/idem/cleanwater/files/wellhead_protection_guidance.pdf).

### WELLHEAD PROTECTION MAP



#### LEGEND

- Town/City Corporate Limits
- White County Corporate Limits
- One Mile Buffer



## GOAL 1:

Provide well designed and efficient infrastructure and public services with adequate capacity to promote investment/reinvestment in the County and APC Communities.

### OBJECTIVE 1:

Identify wastewater system capacity-limiting issues and problems associated with infiltration and inflow.

#### Action Step 1:

Support APC Communities in performing a closed-circuit televising (CCTV) evaluation of wastewater collection systems in communities with development moratoriums in effect.

#### When Should This Step Be Updated:

Two Years

#### Funding Sources:

County, Legislative Bodies, Utility Companies, White County Economic Development

#### Lead Agency Tasks:

Area utilities should work together to evaluate CCTV to identify defects in need of repair consisting of lining, point repairs and other improvements. Retain engineer and contractor to repair system to increase existing capacity.

#### Implementation Partners:

White County Economic Development, County

#### Completion Timeframe

- Quick Win
- Mid-Term Opportunities
- Long-Term Opportunities
- Ongoing Opportunities

### OBJECTIVE 2:

Complete utility analysis addressing critical utility needs that may negatively impact development potential.

#### Action Step 1:

Continue to work with KIRPC to research and maintain an inventory of utility planning and improvement grants. Seek planning grants and funding opportunities and earmark local funds.

#### When Should This Step Be Updated:

Annually

#### Funding Sources:

#### Completion Timeframe

- Quick Win
- Mid-Term Opportunities
- Long-Term Opportunities
- Ongoing Opportunities

# 06 | Infrastructure and Public Services

County, KIRPC

**Lead Agency Tasks:**

Identify a person either within County government or KIRPC to be a resource for grantwriting. Support KIRPC in applying for grants on behalf of the County and APC Communities.

**Implementation Partners:**

KIRPC

## GOAL 2:

### Prepare for responsible growth and development

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**OBJECTIVE 1:**

Ensure public and private construction projects with municipally owned infrastructure comply with standards.

**Completion Timeframe**

- Quick Win
- Mid-Term Opportunities
- Long-Term Opportunities
- Ongoing Opportunities

**Action Step 1:**

Create construction standards for wastewater, water, storm, and transportation infrastructure.

**When Should This Step Be Updated:**

Annually

**Funding Sources:**

County

**Lead Agency Tasks:**

Work with the Zoning Ordinance and Subdivision Control Ordinance committee to prepare and adopt updated construction standards via ordinance to ensure they are used on all private and public projects.

**Implementation Partners:**

N/A

# Parks and The Environment

# 07

# 07 | Parks and The Environment

## Implementation of Goals and Objectives (see page 96)

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## POLICY STATEMENT

Parks and the environment affect the physical aspects of quality of life. White County understands the importance of parks and recreational amenities, as well as environmental quality, plays in a community's livability and the power of natural systems.

White County is fortunate to have natural amenities such as the Tippecanoe River, and man made elements such as Lake Shafer and Lake Freeman. White County is a destination for vacationers who enjoy recreational activities such as swimming, fishing, boating, and water skiing in the summer and ice fishing and cross-country skiing in the winter. Sports enthusiasts enjoy area golf courses, tennis courts, and basketball courts. Indiana Beach, the state's largest privately owned amusement park/resort is a major tourism draw. These recreational amenities and natural amenities require careful cultivation and protection as they play a crucial part in creating and maintaining vibrant cities and towns, encouraging a healthy and active community, and increasing property values in a community.

This chapter provides programs and policies to enhance the natural and man-made environments, balance the need to provide land uses that emphasize a strong agricultural base, and plan for future industrial and commercial growth and housing development. The comprehensive planning process creates a strategy for parks and the environment. The future park and recreational amenity strategies are centered on resource sharing between the County and APC Communities. This chapter also supports farmers, the need to protect farmland from development and properly site intensive agriculture. Lastly, this chapter provides strategies for the protection of waterways and lakes, and encourage sustainable land development practices.

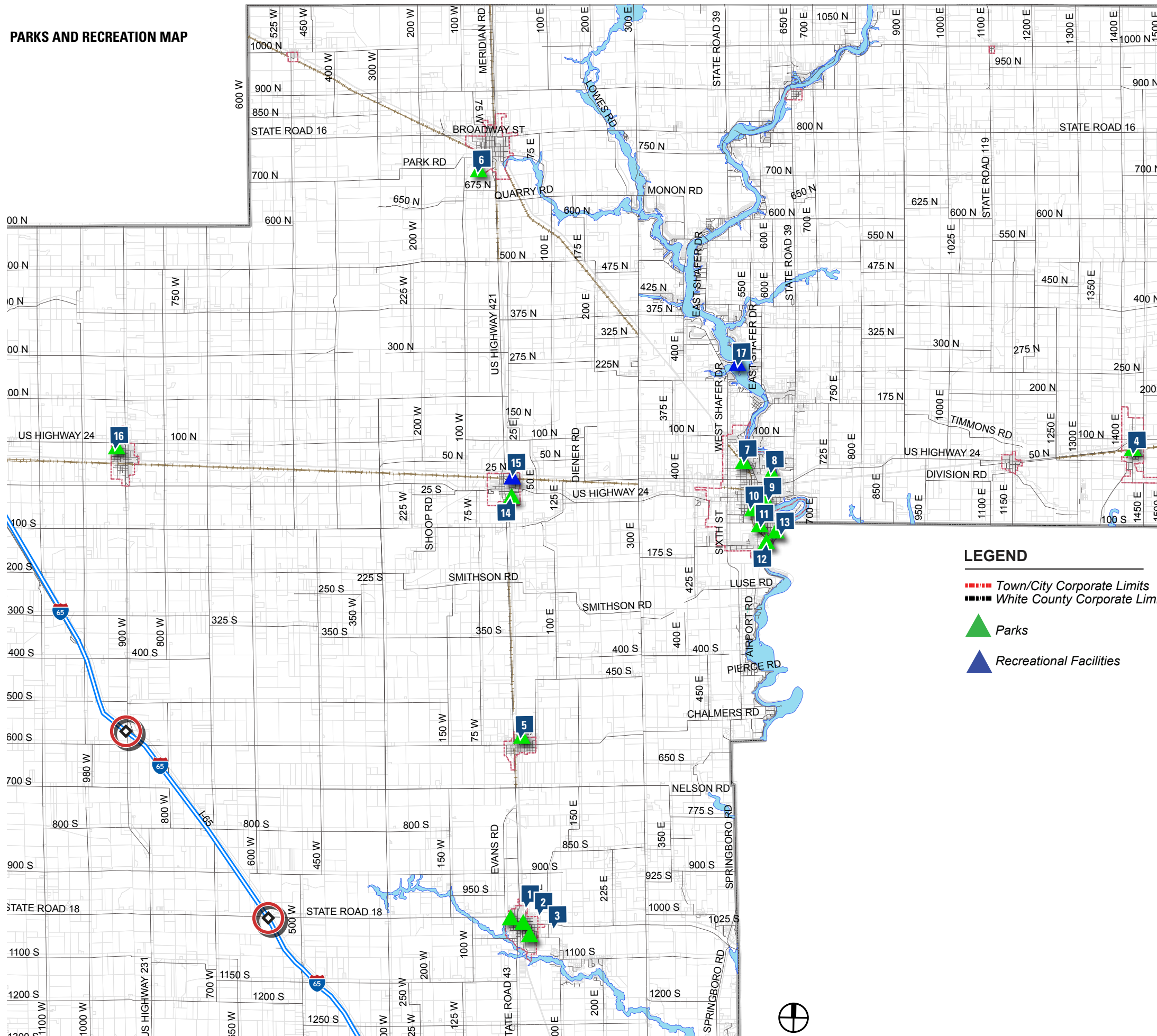
## PARKS AND TRAILS

White County does not have a countywide parks and recreation system. Parks and recreational needs are met solely by the seven APC Communities. This chapter was written with input from the public and inclusion of information from APC Community 5-year parks and recreation plans. Based on research conducted as part of the Monticello 5-Year Parks and Recreation plan White County has a deficiency in parks (as shown on the Countywide Shortage of Recreational Facilities map on page 92). The State of Indiana recommends 20 acres of park per/1000 people.

## PARKS AND RECREATION INVENTORY



**PARKS AND RECREATION MAP**



**LEGEND**

- Town/City Corporate Limits
- White County Corporate Limits
- ▲ Parks
- ▲ Recreational Facilities

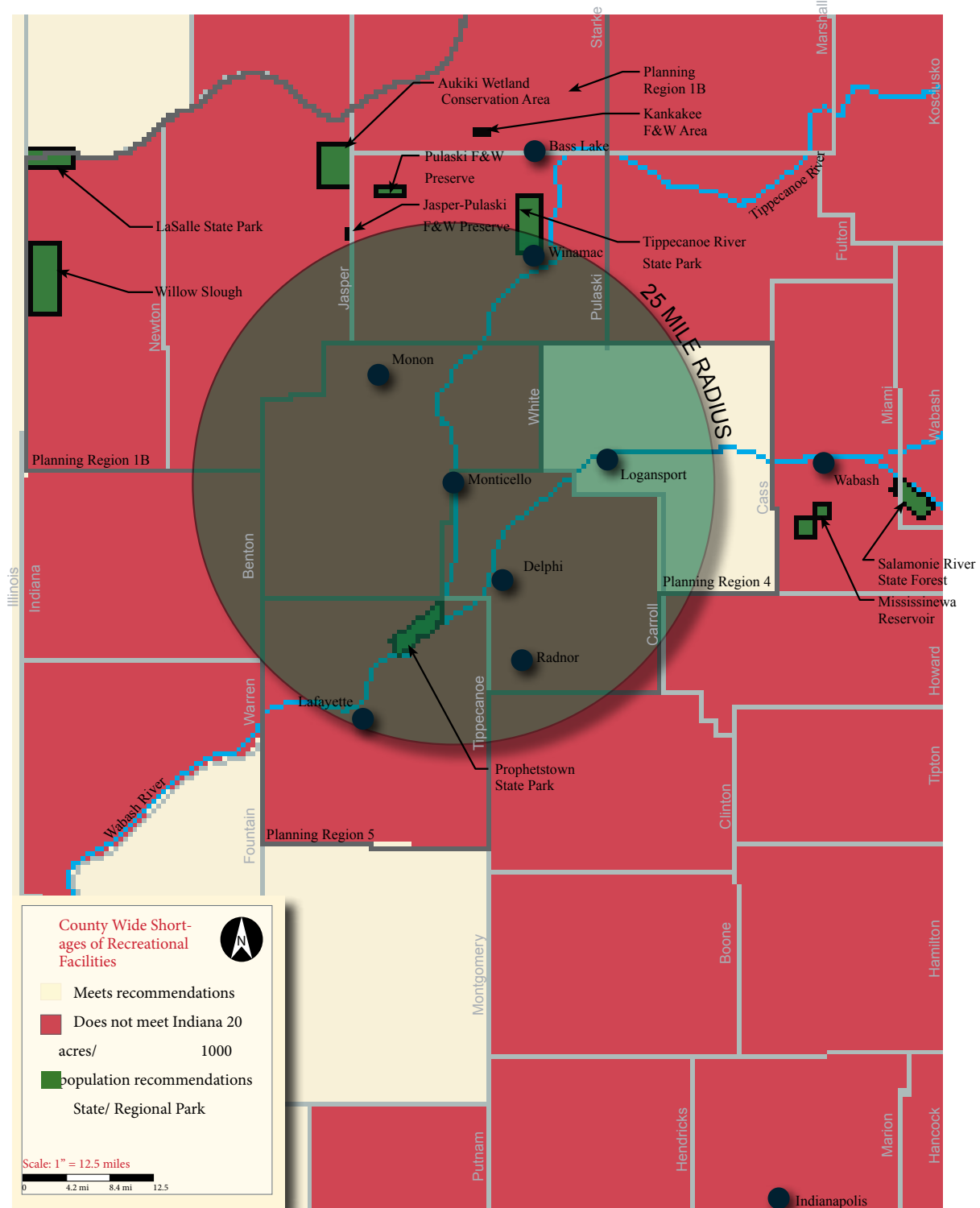
White County has 17 Parks and Recreational Facilities which meet the needs of most of the APC Communities. as depicted right and listed below:

1. Brookston Ballpark
2. Juanita Waugh Park
3. Heart to Heart Park
4. Burnettsville Park and Community Center
5. Chalmers Town Park
6. Horner Park
7. Jordan Skate Park
8. Bluewater Beach park
9. Tornado Memorial
10. Voigt Park and City Pool
11. Altherr Nature Park
12. City Park
13. Tioga Park
14. Reynolds Town Park and Baseball Facility
15. White County Fairgrounds
16. Wolcott Community Park
17. Indiana Beach

**PARKS AND OPEN SPACE IMPROVEMENTS**

# 07 | Parks and The Environment

## COUNTYWIDE SHORTAGE OF RECREATIONAL FACILITIES INVENTORY



Monon and Monticello have both completed 5-Year Park and Recreation Plans which have been referenced while preparing this chapter. The City of Monticello is active in pursuing parks and trails grants. Current projects underway include: the River Street Trail, Alltherr Park, train depot restoration and heritage rail tours to the Rail Museum in Monon. A cooperative project with the Indiana Department of Natural Resources and SFLECC to provide an access point on Lake Freeman is also underway.

Parks in Monticello are well used both by residents and visitors. At the time of this Plan the City of Monticello had 56 acres of park land. It is important to note that a recommendation of the 5-Year Park and Recreation Plan was to increase the amount of open space for parks to 76 acres in the City of Monticello. Monticello has a professional Parks Director and active Parks Board. Monticello is also focusing on accessibility and compliance with the Americans with Disabilities Act (ADA) to improve public sidewalks. Fishing, hunting and conservation are important activities.

The Town of Monon is investing in CM Horner Memorial Park (Monon Park) which is its only park and recreation facility. Monon is focusing on making the park ADA compliant, replacing aging play equipment, and continuing to maintain and promote popular baseball facilities and picnic shelters at the park. Monon is actively seeking grant funding to continue to improve its park.

The Town of Chalmers has been investing in its Town Park which is its only park and recreation facility. The improvements include doubling its size and building a walking trail. This facility is lit and includes amenities. Chalmers also has an active parks board that is seeking grant funding.

The Town of Brookston has two parks including; Wood Street Park and Juanita Waugh Park. Both parks are well utilized and the Town actively seeks grant funding.

The Town of Burnettsville is working to secure funding to repair sidewalks and improve existing infrastructure. The Town is interested in building a splash pad to better serve residents. The Town actively seeks grant funding. Burnettsville Park should be considered for improvements as well.

Several traveler comfort stations exist along major throughfares in the County. These should be evaluated for further programming. They are currently maintained by the White County Highway Department and may need improvements and updating.

## THE ENVIRONMENT

White County is fortunate to have high quality natural features including streams, rivers, fields and forests. Protecting and conserving the natural beauty and resources of White County by minimizing the environmental impacts of development and enhancing the environmental quality is imperative to maintaining a high quality of life. The creeks and streams, stands of woodlands and rolling agricultural landscapes are natural features which help define the County character. Many of the environmental resources are part of larger natural systems that are affected by what occurs in the County. Degradation of these natural amenities can be a detriment to the goals of enhancing the County's image and for positive economic development and overall quality of life.

## FLOOD HAZARDS

White County has a number of bodies of water that are subject to flooding. FEMA uses the following classifications to describe different flood hazard conditions. These



Parks in White County

# 07 | Parks and The Environment

For the most recent County Floodplain Map please visit the White County GIS web site: <https://whitein.elevatemaps.io/>

conditions are mapped on page 95.

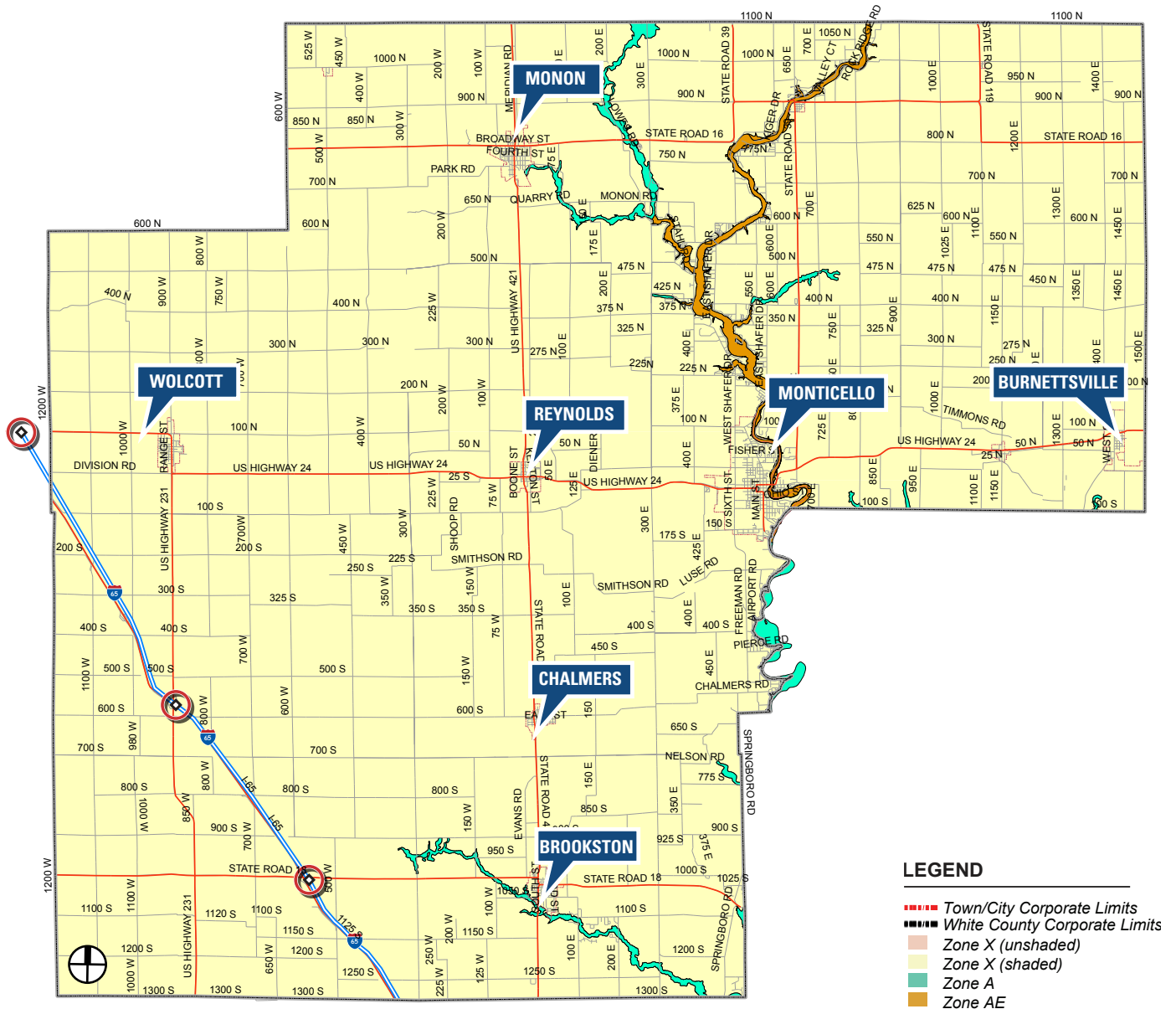
## FEMA CLASSIFICATIONS

- Zone AE are areas that have a 1% probability of flooding every year (also known as the “100-year floodplain”), and where predicted flood water elevations above mean sea level have been established. Properties in Zone AE are considered to be at high risk of flooding under the National Flood Insurance Program (NFIP). Flood insurance is required for all properties in Zone AE that have federally-backed mortgages. Construction in these areas must meet local floodplain zoning ordinance requirements, including evidence that principle structures are above the Base Flood Elevation (BFE) as shown on the adopted FIRM maps.
- Zone A are areas that have a 1% probability of flooding every year (also known as the “100-year floodplain”), and where predicted flood water elevations have not been established. Properties in Zone A are considered to be at high risk of flooding under the National Flood Insurance Program (NFIP). Flood insurance is required for all properties in Zone A that have federally-backed mortgages. Construction in these areas must meet local floodplain zoning ordinance requirements. New construction in Zone A areas may also require submission of engineering cross-sections of the waterway to determine Base Flood Elevations and floodway and floodfringe boundaries.
- Shaded Zone X are areas that have a 0.2% probability of flooding every year (also known as the “500-year floodplain”). Properties in Shaded Zone X are considered to be at moderate risk of flooding under the National Flood Insurance Program. Flood insurance is not required for properties in Zone X. Local floodplain zoning ordinances do not apply to Zone X.
- Unshaded Zone X are areas that are above the 0.2% flood elevation. Properties in unshaded Zone X are considered to be at low risk of flooding under the National Flood Insurance Program. Flood insurance is not required for properties in Zone X. Local floodplain zoning ordinances do not apply to Zone X

## AGRICULTURAL SNAPSHOT

White County recognizes agriculture as a primary industry important to its growth and development. Agribusiness is a leading industry in White County. The County leads the state in hog and corn production. White County also produces a significant amount of poultry, beef, winter wheat and soybeans. The agricultural impact on the County economy is \$100 million. The County’s agribusiness success is due in part by its stable land prices for agricultural property, reliable labor force, wind farm cultivation, low property taxes and large-scale farming operations. Agribusiness is reliant on maintenance of infrastructure and transportation systems to ensure goods and services can travel to market efficiently. Currently, maintenance of the existing roadway infrastructure is compromised due to tax caps. Impediments to the County’s ability to keep roadways maintained will be investigated and recommendations will be provided in this Plan. In addition to moving commodities, emergency response systems utilize the existing roadways. Stakeholders expressed concern for the public’s safety and response times for fire and police.

FLOODPLAIN MAP



# 07 | Parks and The Environment



Agriculture in White County

Alternative energy is becoming less expensive and more accessible to residents of White County. To take advantage of this growing demand, residents are increasingly leasing their properties for wind farming. An average farmer receives \$5000 per wind turbine annually. Residents nearby also receive a royalty check for the wind turbines impact on the view shed. There is consensus in White County regarding the positive economic impact of wind energy resources.

Conservation of farmland is a concern of County stakeholders. Development around the I-65 interchanges near Brookston and Wolcott have the potential of adversely affecting available farmland and/or increasing land prices. Removal of topsoil in productive areas makes it difficult to return to agriculture uses and affects productivity.

A generational shift is affecting the County as well. Historically, farms were family-owned. The current trend is toward larger farms or co-ops to maintain profitability. Modern farming techniques generally need less water, fertilizer and pesticides to control runoff. Smaller co-operative farms are becoming more popular.

## GOAL 1:

Encourage continued agricultural practices within the County.

### Completion Timeframe

- Quick Win
- Mid-Term Opportunities
- Long-Term Opportunities
- Ongoing Opportunities

### OBJECTIVE 1:

Designate areas for future intensive agricultural development, energy generation and industry to ensure existing agriculture is not impacted negatively.

#### Action Step 1:

Use the White County Future Land Use Map, Wellhead Protection Map, 100-Year Floodplain map and CAFO setback requirements to direct future intensive agricultural, energy, and industrial development.

#### When Should This Step Be Updated:

Annually

#### Funding Sources:

County

#### Lead Agency Tasks:

The Area Plan Commission office will work with the Zoning Ordinance and Subdivision Control Ordinance committee to prepare and adopt updated construction standards via ordinance to ensure they are used on all private and public projects.

#### Implementation Partners:

Area Plan Commission office

## GOAL 2:

### Strengthen coordination and planning of parks and open space.

**OBJECTIVE 1:**

Encourage a joint effort between the County and APC Communities to support increased park and recreation amenities and maintenance in the County.

**Action Step 1:**

Utilize Parks Department staff employed by the City of Monticello to facilitate training of APC Community Parks Boards and municipal staff to ensure the continued maintenance and growth of parks within White County. Expand amenities in the County as directed by the State Outdoor Recreation Plan and APC Community five-year park and recreation plans.

**When Should This Step Be Updated:**

Ongoing

**Funding Sources:**

Recreational Trails Grant (IDNR), Land and Water Conservation Fund (IDNR), Place Based Investment Fund (OCRA), County, Area Plan Commission Legislative Bodies

**Lead Agency Tasks:**

The lead agency should work with APC Community parks staff to provide training sessions yearly.

**Implementation Partners:**

Area Plan Commission Legislative Bodies

**Action Step 2:**

Coordinate the study and design of desired amenities collectively. By pooling resources to design and fund projects beneficial to the White County APC Communities ,they can achieve the same goal of building needed amenities, but share costs. For example, rather than having each community that wants a splash pad spend the money or take out a bond to build one the County could collectively construct a splash pad in one location.

Use the Countywide Parks inventory as the basis for a countywide trail system that connects parks and trails in Monticello and Monon. These connections could expand to state and national trail systems.

**When Should This Step Be Updated:**

Ongoing

**Completion Timeframe**

- Quick Win
- Mid-Term Opportunities
- Long-Term Opportunities
- Ongoing Opportunities

**Completion Timeframe**

- Quick Win
- Mid-Term Opportunities
- Long-Term Opportunities
- Ongoing Opportunities

# 07 | Parks and The Environment

## Completion Timeframe

- Quick Win
- Mid-Term Opportunities
- Long-Term Opportunities
- Ongoing Opportunities

### Funding Sources:

County, Area Plan Legislative Bodies

### Lead Agency Tasks:

The lead agency should work with Area Plan communities to identify parks and recreational needs and coordinate potential locations of centrally located parks facilities. Following this effort grant, donation and public funds should be sought to build new facilities.

### Implementation Partners:

Legislative Bodies

### OBJECTIVE 2:

Consider open space opportunities from many sources for incorporation into the County's open space network.

### Action Step 1:

Include non-traditional open space opportunities and promote these facilities to tourists. For example, the Nature Conservancy owns and operates Spinn Prairie outside of Monticello, IN. This and other facilities should be included as part of the Countywide open space network. See link here: <http://www.nature.org/ourinitiatives/regions/northamerica/unitedstates/indiana/placesweprotect/spinn-prairie.xml>

### When Should This Step Be Updated:

Ongoing

### Funding Sources:

County, Legislative Bodies, Area Nonprofits

### Lead Agency Tasks:

The Area Plan Commission should coordinate with various stakeholders to inventory non-traditional open space opportunities and promote them on the County, White County Economic Development and Convention and Visitor Bureau website.

### Implementation Partners:

White County Economic Development, Legislative Bodies.

## GOAL 3:



Protect and preserve environmental quality and natural resources.

**OBJECTIVE 1:**

Explore the integration of green infrastructure best management practices as alternatives to the use of retention ponds throughout the County.

**Action Step 1:**

Lead by example to ensure hard-surface street, parking, and sidewalk improvements throughout the County incorporate rain gardens, bio-swales, and other low impact designs as a feature into targeted redevelopment sites as described in Chapter 8: Economic Development and Redevelopment.

**When Should This Step Be Updated:**

Annually

**Funding Sources:**

County

**Lead Agency Tasks:**

Work with the Zoning Ordinance and Subdivision Control Ordinance committee to prepare and adopt updated construction standards via ordinance to ensure they are used on all private and public projects.

**Implementation Partners:**

N/A

**Completion Timeframe**

- Quick Win
- Mid-Term Opportunities
- Long-Term Opportunities
- Ongoing Opportunities

**OBJECTIVE 2:**

Use the County wellhead protection areas to evaluate development plans.

**Action Step 1:**

APC Staff and the Plan Commission should use the wellhead protection maps to evaluate development plans to ensure no adverse impact to existing wellhead areas exist. More resources are found here: [https://www3.epa.gov/region1/eco/drinkwater/pc\\_wellhead\\_protection.html](https://www3.epa.gov/region1/eco/drinkwater/pc_wellhead_protection.html)

**When Should This Step Be Updated:**

Annually and as needed based on wellhead location

**Funding Sources:**

County, Legislative Bodies

**Lead Agency Tasks:**

**Completion Timeframe**

- Quick Win
- Mid-Term Opportunities
- Long-Term Opportunities
- Ongoing Opportunities

# 07 | Parks and The Environment

Coordinate with Area Plan Commission Communities to keep an up to date inventory of wellhead locations throughout the County. Review zoning ordinances to update wellhead protection provisions.

**Implementation Partners:**

Area Plan Commission Communities

**Completion Timeframe**

- Quick Win
- Mid-Term Opportunities
- Long-Term Opportunities
- Ongoing Opportunities

# Economic Development and Redevelopment

08

# 08 | Economic Development and Redevelopment

## Implementation of Goals and Objectives (see page 127)

*The success of the White County Comprehensive Plan will be measured in part by the application and practice of the goals, objectives and action steps contained within. Each action step includes performance indicators to assess the success of policy, program and project implementation. The performance indicators should be measured annually, deleting what has been accomplished and re-shifting priorities as necessary until the plan is updated in the future.*

## Agencies and Partners

*Unless stated otherwise the White County Area Plan office implementation committee will be the agency responsible for leading the implementation of goals, objectives and action steps contained within this Plan. Each chapter includes an implementation action plan which includes partners with specific organizational capacity and expertise to help bring parts of this Plan to fruition. These organizations consist of a broad cross section of public and private sector stakeholders.*

## Time Frame

*The following recommendations are assigned approximate time frames for implementation which may vary based on economic influences and other factors:*

- *Quick Wins: Tasks that could be undertaken immediately and/or implemented within twelve months of the Comprehensive Plan's adoption.*
- *Mid-Term Opportunities: Tasks that could be initiated within 1-5 years of the Comprehensive Plan's adoption.*
- *Long-Term Opportunities: Tasks that are on a 6-10 year or greater timeframe after the Comprehensive Plan's adoption.*
- *Ongoing Opportunities: Tasks that may be implemented in a series of incremental steps involving numerous agencies or departments or tasks that are ongoing, continuous efforts. Also, these recommendations may go beyond the time frame of this Comprehensive Plan.*

## ECONOMIC DEVELOPMENT

### POLICY STATEMENT

The Economic Development and Redevelopment Chapter outlines strategies for community economic growth, providing policies and programs that support initiatives by White County Economic Development, White County Commissioners, and the seven Area Plan Commission Communities. This chapter provides goals, objectives and action steps which support and build on the information contained within previous chapters with specific strategies to promote robust economic development within White County

White County and the APC Communities have evolved as the economy has changed over the past decades. White County Economic Development leads an initiative for regional economic development growth that will positively impact White County. A significant part of the initiative contained within this chapter is to synthesize the programs and strategies that White County Economic Development has supported and to create a localized action plan for economic development and redevelopment. Each of the APC communities has a custom tailored initiative with an action plan that will serve as a framework for community-based economic development and redevelopment.

From a policy perspective, the Economic Development and Redevelopment Chapter recommends the location of development. This development and redevelopment initiative impacts future land use and transportation planning and creates a desirable aesthetic that will help direct the County's Zoning Ordinance and Subdivision Control Ordinance update which is set to begin after this Plan is adopted.

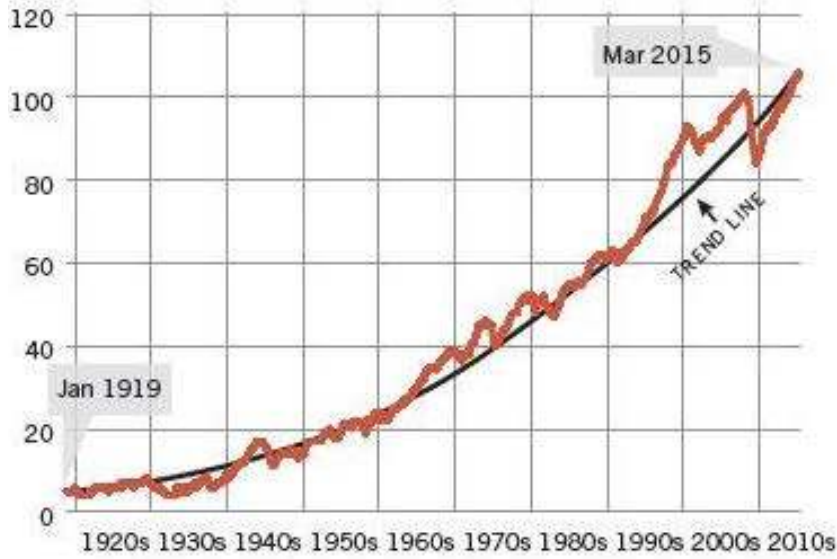
### ECONOMIC SNAPSHOT

#### GLOBAL/NATIONAL CONTEXT

Over the past century, there has been a significant shift in the use of automation to improve the production process for manufacturing and agriculture. This shift has changed the way business operates and it has significantly increased worker productivity. Therefore, production efforts do not require as many individual workers as they did in previous decades. The chart on page 95 illustrates the dramatic increase in manufacturing productivity over the past century. Therefore, many remaining jobs require a higher skill level to be productive with today's manufacturing systems.

Many of the new manufacturing jobs require significant training or advanced degrees and certifications to perform them. This requires more of the adult population to have attained higher levels of education. This shift in required educational attainment has put significant pressure on smaller communities and rural areas to stay competitive. Traditionally, these areas have lagged behind more urban areas where a larger portion of adults have attained a college education. As society continues further into the 21st Century, this requirement will only become even more important to sustain a growing economy.

## US MANUFACTURING PRODUCTION INDEX (1919-2014)



Source: Board of Governors of the Federal Reserve System

## White County

### Demographics at a Glance:

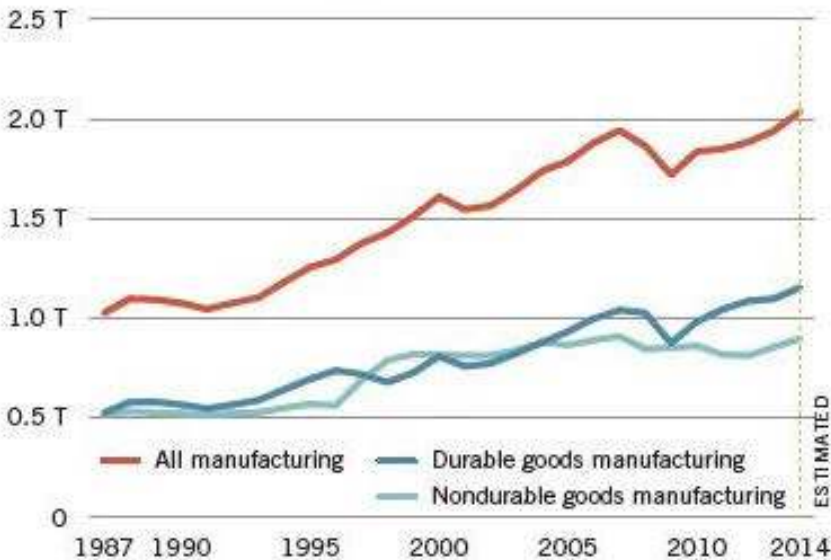
- Population, estimated: 24,293 (2015)*
- 2030 projected population: 23,160*
- 2050 projected population: 20,464*
- Median Age: 42.2.8 (2014)*
- Median Household Income: \$51,250 (2014)*
- Labor Force (16+ years): 13,613 (2015)*
- Median Home Value: \$106,400 (2014)*
- Housing: 76.7% Owner-occupied, 23.3% Renter-occupied (2014)*

**Source: US Census**

## MIDWEST CONTEXT

While much of the “rust belt” of the Midwest has been transformed into an advanced manufacturing region for automobiles, steel, chemical, and bio-sciences, the number of manufacturing jobs has decreased across the Midwest. The importance of higher productivity has been realized without a substantial number new of jobs. The chart below demonstrates the output for manufacturing durable goods. The growth in output of durable goods continued over the past few decades, without the need for more workers.

## US DURABLE AND NON-DURABLE GOODS (1987-2013)

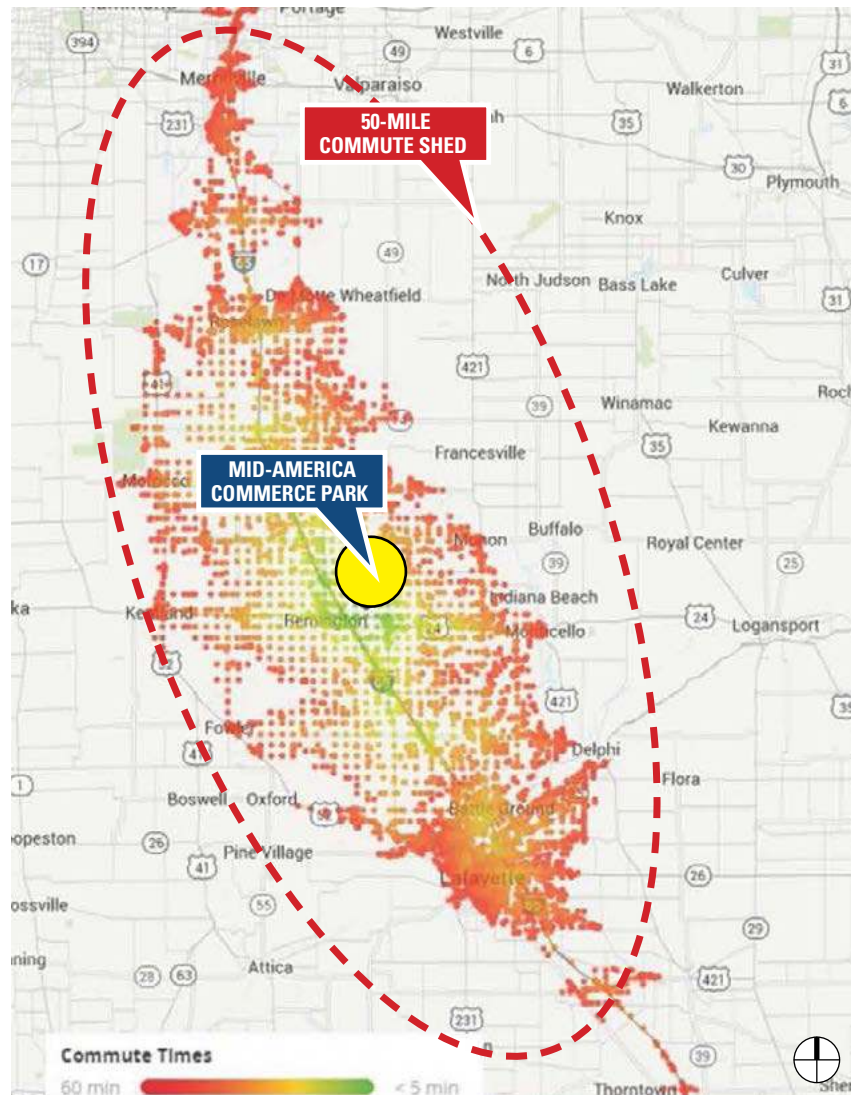


Source: Center for Business Research, Ball State University

## REGIONAL CONTEXT

White County is fortunate to be a member of the nine counties that represent the Indiana Technology Corridor. The Indiana Technology Corridor is a regional economic development and business attraction and retention program that focuses on advanced manufacturing, value-added agriculture, biomedical breakthroughs, and renewable energy. Indiana's Technology Corridor is made up of partners such as White County Economic Development that connects these industries' innovations to practical, productive applications that help companies remain a step ahead. The White County labor shed consists of nine counties which lies within the region. Indiana's Technology

## WHITE COUNTY LABOR SHED



Source: Zillow

Corridor is described in more detail in the case study on page 111. Over 540,000 people live in the region, with approximately 264,000 individuals participating in the labor force.

The Indiana Technological Corridor is an example of regionalism. Regionalism helps communities across Indiana come together to transform their communities into destinations to live, work and play. With employers continually stressing the need for a large, skilled workforce, regionalism builds upon its strong economic foundation to create a quality of place that attracts and retains residents and businesses.

White County leadership has identified the need for further regionalism in White County from a long-range planning perspective. This approach towards regionalism will include coordination with the counties that represent Indiana’s Technology corridor from a planning perspective. The goal of this approach is to collaborate to address key initiatives that could be strengthened with a regional approach. These initiatives may include:

- Workforce Development
- Industrial/Economic Development Marketing
- Infrastructure and Utility Planning
- Venture Capital Planning Linked to Core Industrial Sectors

Like all other manufacturing areas of the United States, White County has not been immune from these dynamic employment and production trends. White County is a part of a large economic region of northwest/north central Indiana running along the I-65 corridor midway between the Chicago and Indianapolis metropolitan areas. Purdue University, located in the West Lafayette/Lafayette area in Tippecanoe County just south of White County, is at the center of this broad I-65 economic region.

The 2015 White County Targeted Market Study identified four industrial groups on which the local leadership should focus their attraction and retention efforts. These include food and beverage, transportation equipment, advanced materials, and agricultural and life sciences. These are clearly appropriate targets for the business and industries that would be most attracted to the White County communities. White County is competing against many other Midwest counties that have similar advantages regarding these industrial sectors.

**Much more has changed regarding how best to attract business and economic growth. Best management practices suggest that it is more important to invest in the quality of life of a community than in spending in the attraction of industries. White County has laid the foundation to provide growing and expanding businesses and industries shovel-ready sites with complete infrastructure. However, White County needs to look at how it can improve the quality of life of its residents if it is to sustain long-term economic growth and be in a position to possibly reverse current trends of population loss over the next few decades. The analysis outlines what those socioeconomic and business trends are and what possible quality of life improvement projects could be for each of White Counties incorporated communities to improve their long-term economic development prospects.**

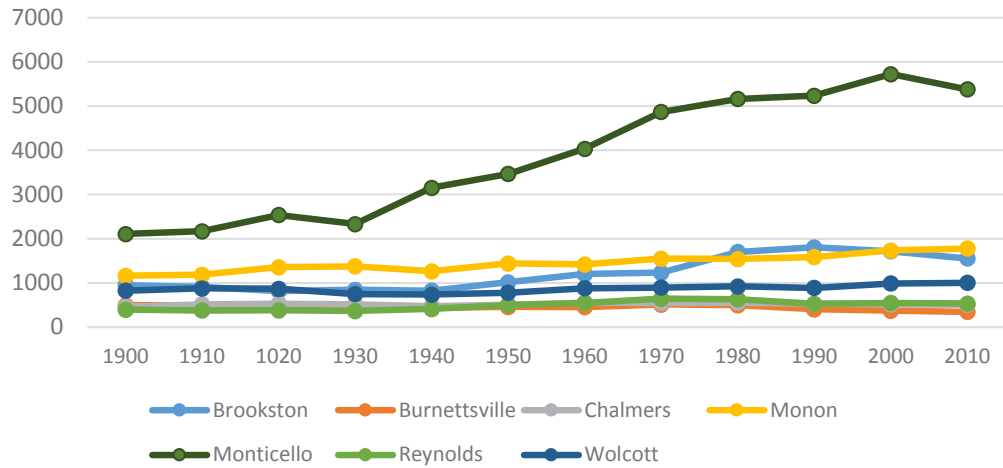
## PEER COUNTY POPULATIONS

COUNTY	2014 POPULATION
Benton	8,752
Carroll	20,004
Cass	38,266
Clinton	32,836
Fulton	20,712
Howard	82,554
Jasper	33,693
Miami	36,176
Newton	13,878
Pulaski	12,923
Starke	23,123
Tippecanoe	184,762
Warren	8,245
White	24,237

Source: 2015 White County Target Market Study.

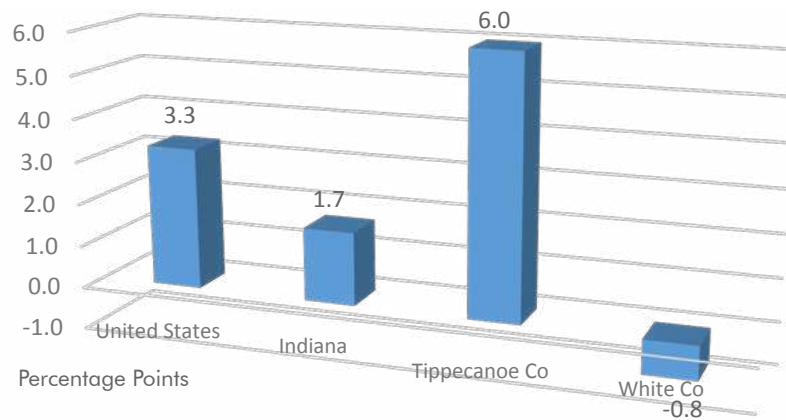
# 08 | Economic Development and Redevelopment

## POPULATION HISTORY (1900-2010)



Source: Stats Indiana

## POPULATION CHANGE (2010-2015)



Source: Stats Indiana

## PROJECTED POPULATION CHANGE (NEXT 10 YEARS)

Area	2014 Population	2019 Population	Change '14-'19	%Change 14-19
White County	24,237	23,989	(248)	(1.02%)
14 County Region	540,159	543,507	3,348	0.62%
Indiana	6,605,867	6,717,299	111,432	1.69%
U.S.	319.1 M	328.3 M	9.2 M	2.89%

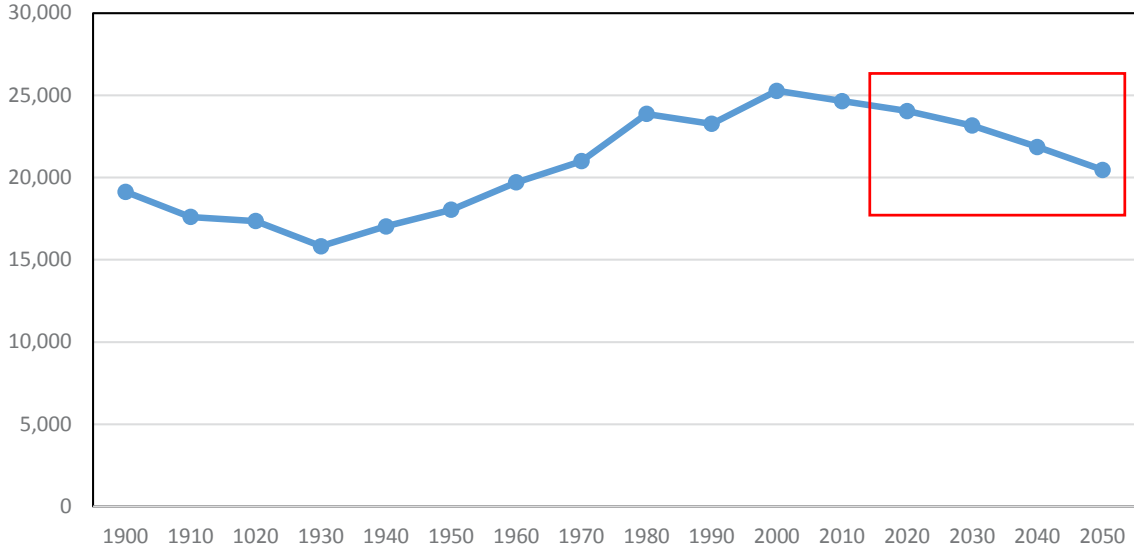
Source: 2015 White County Target Market Study



**POPULATION**

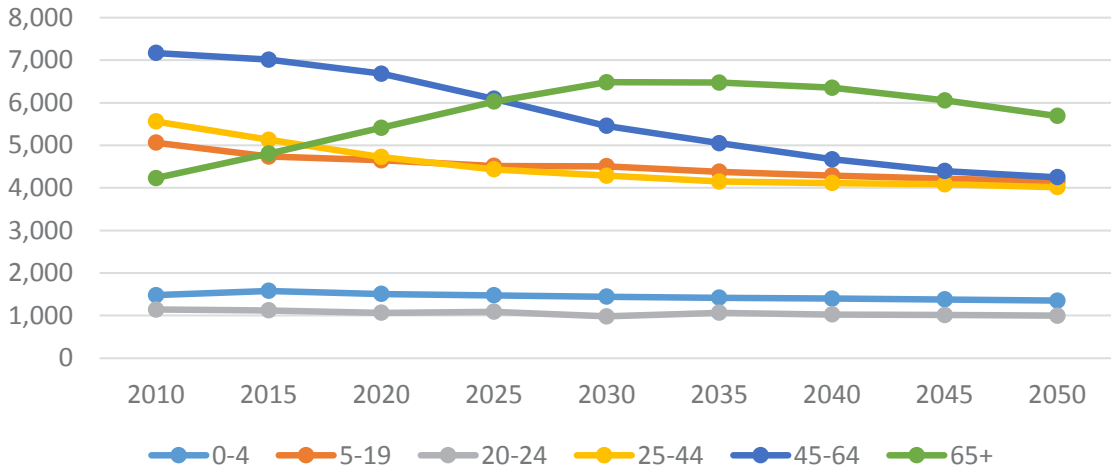
Over the past century, White County has experienced relatively stable population growth. Since 2000, White County been losing population. This population decline is projected to continue through 2050, see red box below. The projected population decline is indicated by age group in the second graph below.

**HISTORICAL POPULATION (FROM 1900-2010 AND PROJECTED 2010-2050)**



Source: Stats Indiana

**POPULATION / PROJECTED POPULATION (BY AGE GROUPS)**



Source: Stats Indiana

## 08 | Economic Development and Redevelopment

The population change from 2010 to 2015 indicated that White County had lost 0.8% of its population while the USA, Indiana, and Tippecanoe County had experienced increases of 3.3%, 1.7%, and 6%, respectively. Note: several communities in White County have seen a slight uptick in population due to annexation.

White County is projected to lose population across all age groups through 2050. Long-term sustainability is measured by several different indicators, one of the most important indicators is the overall population growth or decline over a number of decades. The existing demographics of White County as an older, aging population has its ramifications for arresting long-term economic development unless younger families can be attracted to White County over the coming decades.

Place	1900	1940	1980	1990	2000	2014
Brookston town	949	826	1701	1804	1717	1544
Burnettsville town	497	436	496	401	373	343
Chalmers town	462	475	554	525	513	506
Monon town	1160	1262	1540	1585	1733	1758
Monticello city	2107	3153	5162	5237	5723	5352
Reynolds town	393	408	632	528	547	527
Wolcott town	825	736	923	886	989	995

Source: US Census Bureau

### RACE AND ETHNICITY

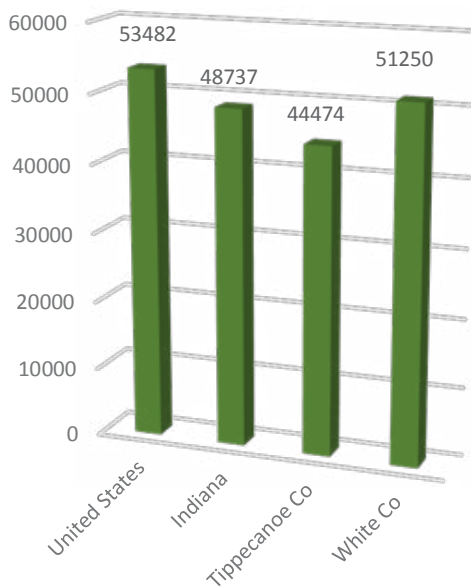
Diversity is important when attracting next generation workers, but it's also much more than that. It is also about how to integrate newcomers into a community, especially those from different ethnic backgrounds. White County has a growing Hispanic community. The Hispanic influx has kept White County's population from declining even more significantly than it has in recent years. The Hispanic community in White County has increased to 7.3% in 2014 from less than 1% in 1990. The remaining population is 90% White, 1.6% mixed ethnicity, and 1.1% other.

Source: 2011 White County Economic Development Strategy, US Census Bureau

### INCOME

White County has historically been an agricultural County with income growth coming from farming; corn, soybeans, popcorn and swine. It also has a relatively strong manufacturing base located mostly in the Monticello area. While the County has a higher median household income (MHI) than the State of Indiana and Tippecanoe County at over \$50,000. Since the Great Recession, some industry sectors in White County have experienced a loss in real wages.

Between 2001 and 2012 wages fell in several industrial sectors. These included food processing and technology, arts and entertainment, education and knowledge, transportation and logistics, transportation equipment, mining, and printing and publishing.

**MEDIAN HOUSEHOLD INCOME (2014 DOLLARS)**

Source: US Census Bureau

## *Case Study: Indiana's Technological Corridor*

Amazing things happen in places where the education and business communities join forces. The global economy has been propelled by areas like Silicon Valley, where radically new concepts are transformed into practical everyday uses.

That's what you'll find in Indiana's Technology Corridor. Centered upon the advanced technology being created in labs at Purdue University and Indiana University, powered by highly skilled training from Ivy Tech Community College, and inspired by a long tradition of individual initiative, this region is shaping the nation's future.

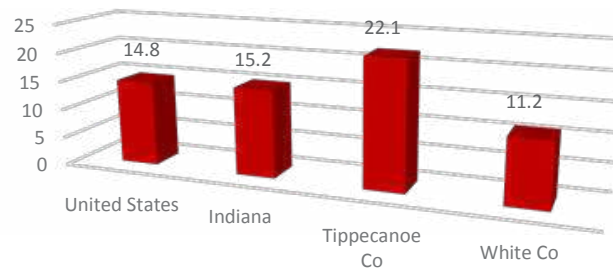
Incorporating nine counties — Benton, Carroll, Cass, Clinton, Fountain, Montgomery, Tippecanoe, Warren, and White — Indiana's Technology Corridor combines leading-edge research and innovation with an enduring entrepreneurial spirit, abundant natural resources, and a surprising variety of lifestyles.

More information about Indiana's Technology Corridor can be found here: <http://www.indianastechnologycorridor.com/>

## 08 | Economic Development and Redevelopment

Similarly to most of the Midwest, White County was negatively affected by the Great Recession and experienced a loss of jobs. The poverty rate in White County is lower than Tippecanoe County, the State of Indiana and the United States (as is shown below). While the income distribution may indicate a greater disparity between high and low incomes in White County, the more moderate poverty rate tends to suggest that the relative difference may not be as great as other areas of the Country. In White County, the poverty rate was 11.2% in 2016 for White County, placing it below both the rate for Indiana (15.2 percent), as well as the Country (14.8 percent). Four counties in the nine county region had lower poverty rates than White County, the highest rating being Tippecanoe County.

### ESTIMATED PERCENT OF POPULATION LIVING IN POVERTY (2016)



Source: US Census Bureau

### HOUSING















White County has an aging housing stock with more than 70% more than 20 years old. This causes more homes to be maintained generally at higher costs than newer homes. This is somewhat evident in the fact that the median home value in White County is \$106,400 which is below Tippecanoe County, the State, and the Country. This indicates homes are more affordable in White County than in Tippecanoe County, the State, or the Nation. **Chapter 4, Housing includes a more detailed analysis of housing in White County and strategies for improving availability and quality of housing stock.**

### BUSINESS /INDUSTRIAL DEVELOPMENT

In 2015, the White County Economic Development Corporation completed a Target Market Study. The study identified four key industries for White County. They are advanced materials, agribusiness/technology and food processing, biomed/biotech, and transportation equipment.

The table on page 101 describes each targeted industries changes in White County from 2001 through 2012. Location quotient (LQ) measures the change in the number of jobs per industry sector, the shift in the adjusted annual wage per job, and the concentration of jobs in 2001 and 2012. Location quotient is often used as a measure of the importance of the industrial sector to the local economy. If an LQ is higher than one, then it is considered to be a significant concentration of employment for the local economy.

**SECTOR JOB CHANGE IN WHITE COUNTY**

TARGETED WHITE COUNTY Industrial Sector	Job Change 01-12	Adjusted Avg. Wage / Job Change 01-12	Job Locational Quotient (2001) 2012
Advanced Materials	- 438 	+ \$5,679/job 	(2.68) 2.83 
Agribusiness / Technology / Food Process	+ 6 	- \$3,502/job 	(2.02) 2.47 
Biomed/Biotech	- 277 	+ \$4,318/job 	(0.98) 0.63 
Transportation Equipment	+ 71 	- \$1,394/job 	(2.31) 4.95 
ALL SECTORS	- 1066 	+ \$929/job 	NA

Source: Bureau of Labor Statistics

The above table indicates that within these targeted industries 1,066 jobs were lost between 2001 and 2012. Two industries showed modest gains of 6 and 71 jobs in agribusiness and transportation equipment. Advanced materials and biomed/biotech lost 438 and 277 jobs over the same period. There was a diversity of job change for White County’s targeted industries from 2001 to 2012 with a focus on additional agribusiness, technology, food processing, and transportation equipment jobs.

Overall average adjusted annual wages grew from 2001- 2012. From 2001-2012, advanced materials and biomed/biotech saw real gains in wages while agribusiness and transportation equipment wages fell in real terms over this period. Finally, the concentration or importance of these sectors changed over this time. Advanced materials, agribusiness, and transportation equipment sectors are growing in importance for White County while biomed/biotech have a reduced concentration for White County.

It is important to focus resources on economic development to successfully grow, and it makes sense to target industry sectors that have existing concentrations and high growth potentials for White County. The table indicates that White County will need to increase job training efforts and partnerships for the biomed/biotech industry to remain significant for employment in White County. The biomed/biotech sector had significant wage growth over the 2001 to 2012 period, and overall, it is a strong sector in Central Indiana with the potential to be a star growth sector in the 21st Century. It will be incumbent on White County to focus on this sector, or the leading firms in biomed/biotech may find stronger employment and places to locate and/or expand than White County.

While the advanced materials sector fell in the number of overall jobs from 2001-2012, it had strong real wage growth and increased its concentration in White County. This indicates that the industry appears to be doing well, but as more of these jobs require more advanced training. White County will need to make sure advanced worker

## 08 | Economic Development and Redevelopment

training and educational opportunities remain relevant for local firms to advance.

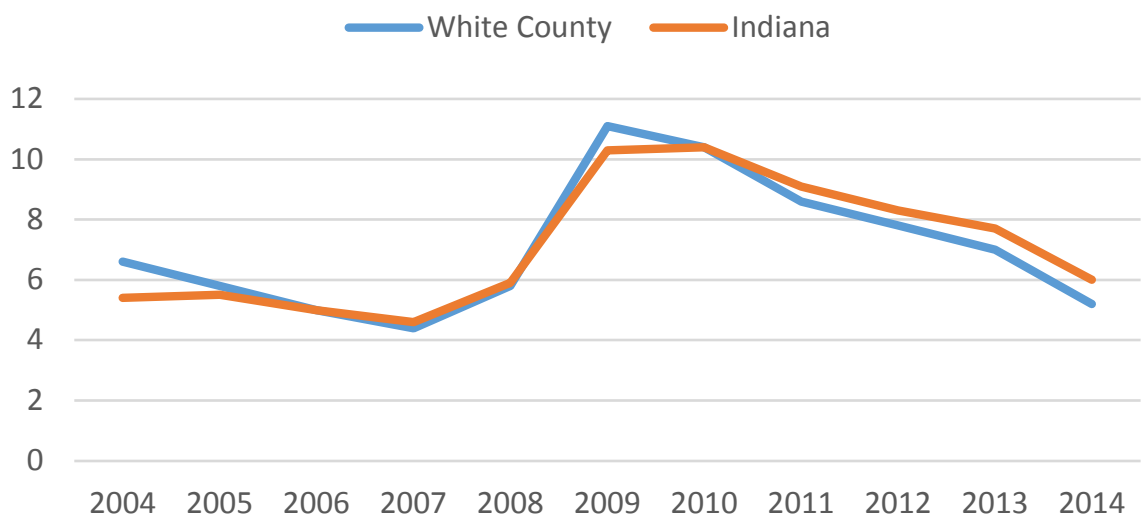
White County is a very strong agricultural county, and agribusiness and food processing will continue to be important due to its proximity to crop inputs. Again, more highly value-added processing facilities would need to be pursued for long term success.

Finally, Transportation Equipment production significantly increased its level of concentration in White County from 2001- 2012. With the continued growth in auto and aviation facilities and related research in and around Purdue University and Tippecanoe County, it is important for White County to assist its transportation equipment firms to take advantage of this growth by capturing supply demand and/or attracting supplier firms serving the growing industries in Tippecanoe County.

### UNEMPLOYMENT RATE

While White County had its unemployment rate increase by about 6 percentage points from 4.5 % in 2007 to about 10.5% by 2010, White County has had a lower unemployment rate than the State of Indiana since the Great Recession from 2009 through 2014. This indicates that White County has a lagging; less deficient economy than the State of Indiana.

### UNEMPLOYMENT RATE (2004-2014)



Source: Bureau of Labor Statistics

### COMMUTING PATTERNS

The Indiana Department of Workforce Development commuter information indicates that more than 40% of White County residents commute, primarily to Carroll County with another 21% commuting to Tippecanoe County. Most of these commuters work in manufacturing or service industries. White County attracts most of its inbound commuters from Tippecanoe County. Tippecanoe County represents about 70% of those commuting into White County or 2,301 workers. This is almost five times as high as the number of White County residents commuting to Tippecanoe County. It is

important for White County to understand why these Tippecanoe County commuters won't give up daily commutes that range 1.0 to 1.5 hours round trip per day. What's keeping these workers and their households in Tippecanoe County? Is it perceived better school systems? Is it community amenities? Is it proximity to Purdue University? For White County to reverse its current long-term falling population trend, it will be important for White County and its communities to improve their set of unique amenities and make sure their school systems provide extracurricular activities, advanced placement courses, and job internship programs. Some of these community issues will be addressed in the Community Project Plans later in this chapter.

**COMMUTING PATTERNS (TOP COUNTIES RECEIVING WORKERS FROM WHITE COUNTY, 2013)**

County	Number	Pct. Five County Total
Carroll County	793	40.50%
Tippecanoe County	425	21.70%
Cass County	282	14.40%
Pulaski County	241	12.30%
Jasper County	216	11.00%

Source: Indiana Department of Workforce Development

**COMMUTING PATTERNS (TOP COUNTIES SENDING WORKERS INTO WHITE COUNTY, 2013)**

County	Number	Pct. Five County Total
Tippecanoe County	2,301	70.00%
Jasper County	332	10.10%
Carroll County	246	7.50%
Cass County	243	7.40%
Pulaski County	163	5.00%

Source: Indiana Department of Workforce Development

**TAX INCREMENT FINANCING DISTRICTS**

There are many ways to finance implementation of proposed community projects including economic development and redevelopment financing. Tax Increment Finance (TIF) districts can and should be used to support some excellent redevelopment projects as identified in the three TIF districts located within White County. TIF districts use future increased property tax revenues generated by new development and redevelopment project investment that would, but for the TIF financing assistance, not occur. Income generated by private investment from the project would not cover all of the eventual construction costs to make it financially feasible for redevelopment. Therefore, TIF funding is critical to redevelopment and increasing the competitive position of White County as a high-quality place to live, work, and play. White County Economic Development, in conjunction with APC Communities, should evaluate existing TIF districts for expansion and identify potential new TIF districts within APC Communities and White County.

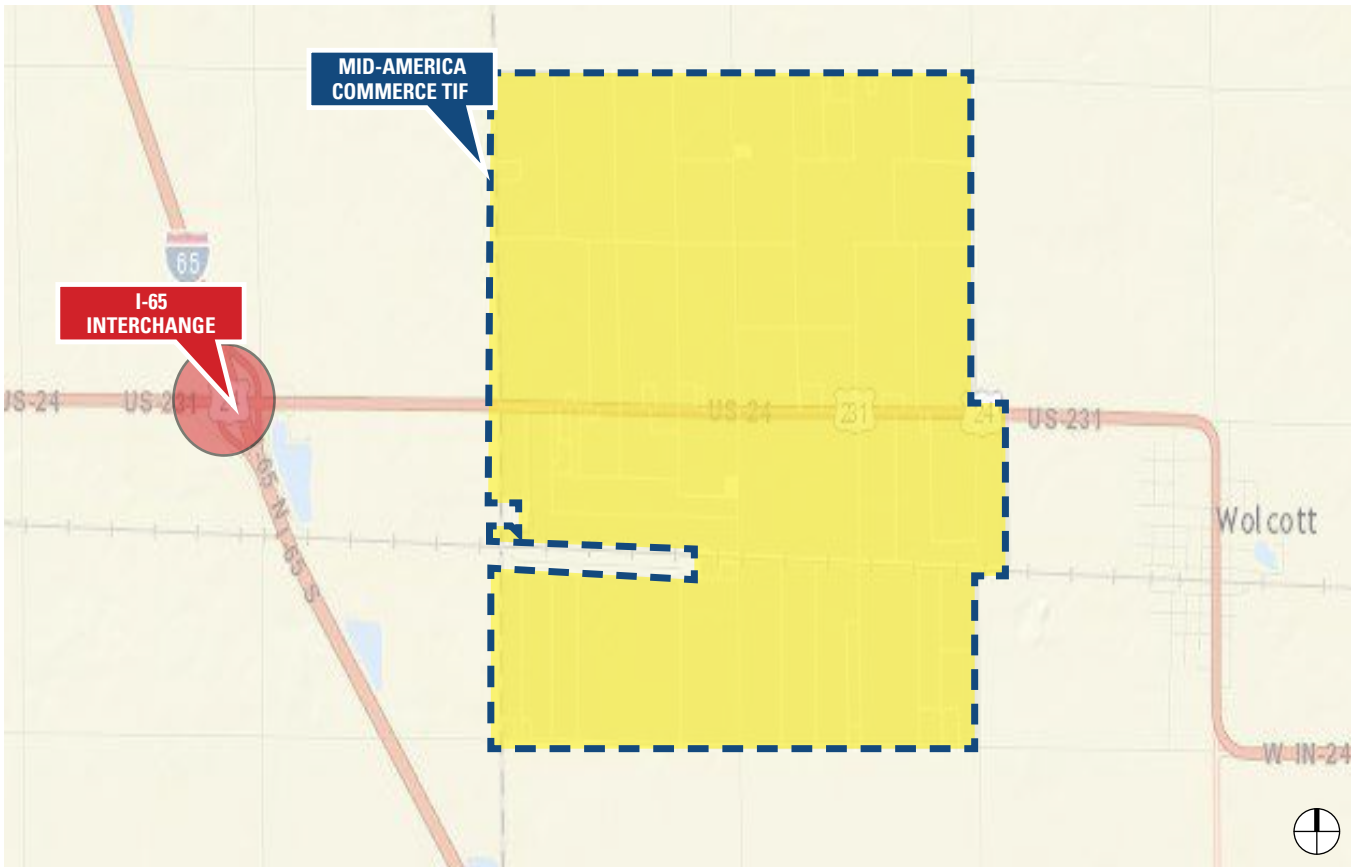
## INDUSTRIAL DEVELOPMENT ATTRIBUTES

Most of White County's communities have some industrial land for expansion and further development. White County's three TIF Districts are detailed below.

### MID-AMERICA COMMERCE PARK LOCATION: WOLCOTT US 24 & I-65

Located within one mile of I-65, the Mid-America Commerce Park (MACP) is a newly developed industrial park with superior infrastructure assets, rail access, and a shell building. The MACP's positioning halfway between Chicago and Indianapolis provides ideal access to large markets, in addition to the Genesee-Wyoming and TP&W rail line adjacent to the property. The park is in close proximity to Burns Harbor port in northern Indiana. Approximately 1800 acres of developable property that is designated for light industrial, business park, and industrial use. The area is well served with utilities. A project is in place to further increase utility infrastructure.

### MID-AMERICA COMMERCE PARK TIF DISTRICT MAP



Source: State of Indiana



Key features of the Mid-America Commerce Park include:

- Type of Space: Flex, Warehouse/Distribution, Heavy Manufacturing, Industrial, Business Park, Light Manufacturing, Mixed Use, Wholesale and Distribution
- Minimum Size: Three acre
- Rail Access: Toledo, Peoria, & Western Railway access
- Highway Access: I-65

Within the MACP is the newly completed construction of the White County Shell Building. Focused on speed-to-market development construction, the White County Shell Building offers flexible industrial space for manufacturers to install equipment less than 120 days from the execution of letter of intent to purchase or lease.

The Shell Building includes features designed for today's manufacturing standards, including:

- 60,000 square feet
- Expandable to 240,000 square feet
- 32' ceiling height
- Intersection of US Hwy 24 and CR 1200
- 50 x 50 bay spacing
- Parcel - 21 acres

Furthermore, White County has successfully applied to have the MACP certified **Shovel Ready Gold**, making it the second Gold certification site in the entire State of Indiana. Certified Shovel Ready, Silver, and Gold sites are featured on Indiana's Site Selector Database and are included in the Indiana Economic Development Corporation's (IEDC) marketing materials. Shovel Ready Gold certification confirms sites that have the aforementioned attributes, but also that the site is located less than five miles from a two-lane highway, has seismic data, soil borings, is a minimum of 20 acres, and has no environmental concerns.

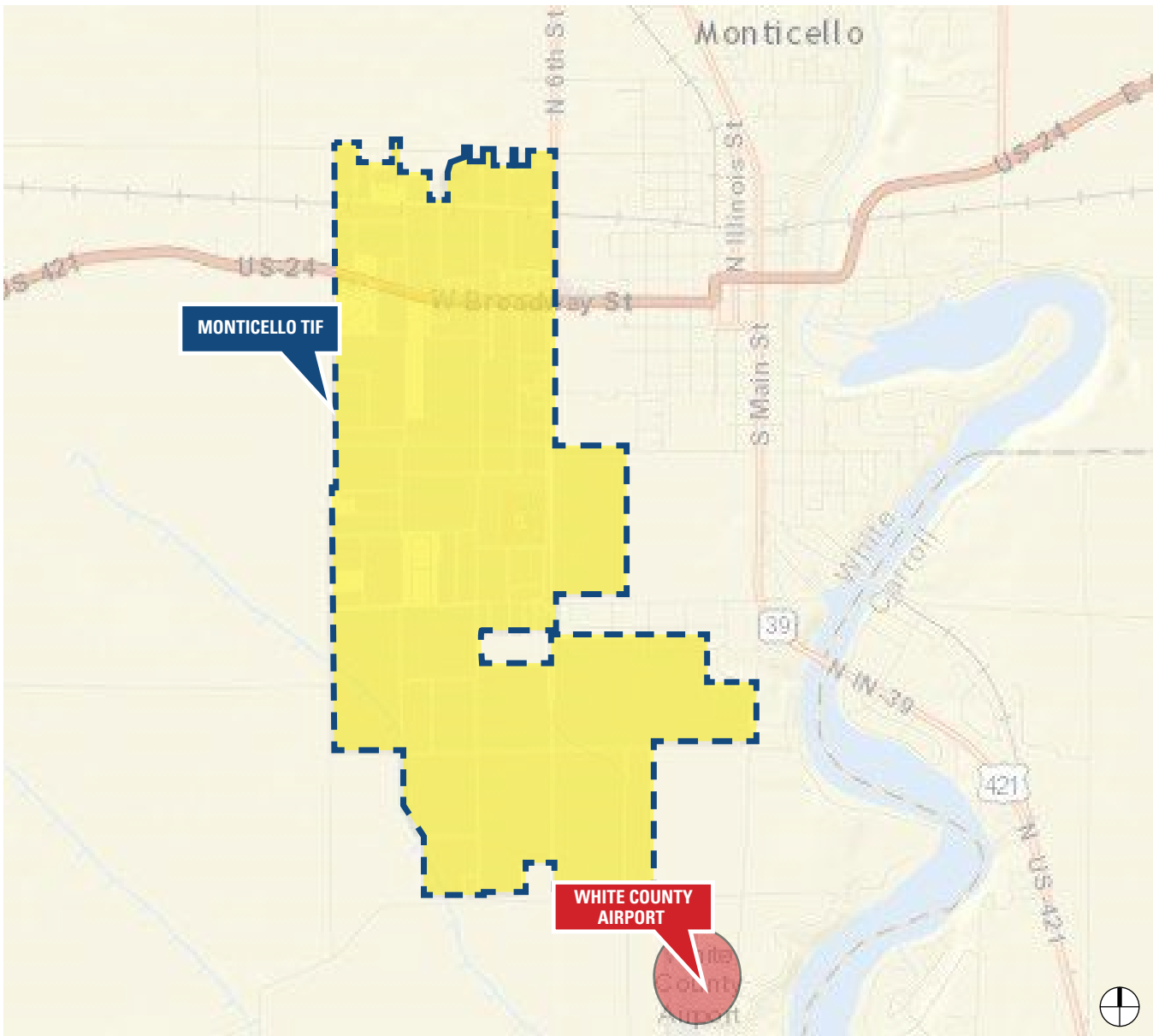
*Indiana Site Selector Database:*

<http://statein.zoomprospector.com/>

## **MONTICELLO PROFESSIONAL PARK TAX INCREMENT FINANCING DISTRICT LOCATION: WEST END OF MONTICELLO, NORTH AND SOUTH OF BROADWAY (US HWY 24)**

Monticello has taken significant steps in the past decade or so to prepare its south side industrial area for further development. This industrial land represents approximately 400 – 500 acres of land. Most of this area is in a TIF District. The area is well served with plenty of sanitary sewer and water capacity adequate for nearly all industrial users. A portion of this TIF also encompasses the Monticello Industrial Park.

### **MONTICELLO PROFESSIONAL PARK TIF DISTRICT MAP**



Source: State of Indiana

The Monticello Comprehensive Plan (Strategic Plan) supports the Monticello Redevelopment Commission to champion the development of the TIF District. This TIF district currently encompasses over 100 properties. In 2015, the City of Monticello Redevelopment Commission accrued a TIF Bond to fund the construction of a new fire

station that will support current and future businesses within the TIF district as well as the growing needs of the City and County.

**MAGNETATION TAX INCREMENT FINANCING DISTRICT**

**LOCATION: REYNOLDS NORTH OF US 421**

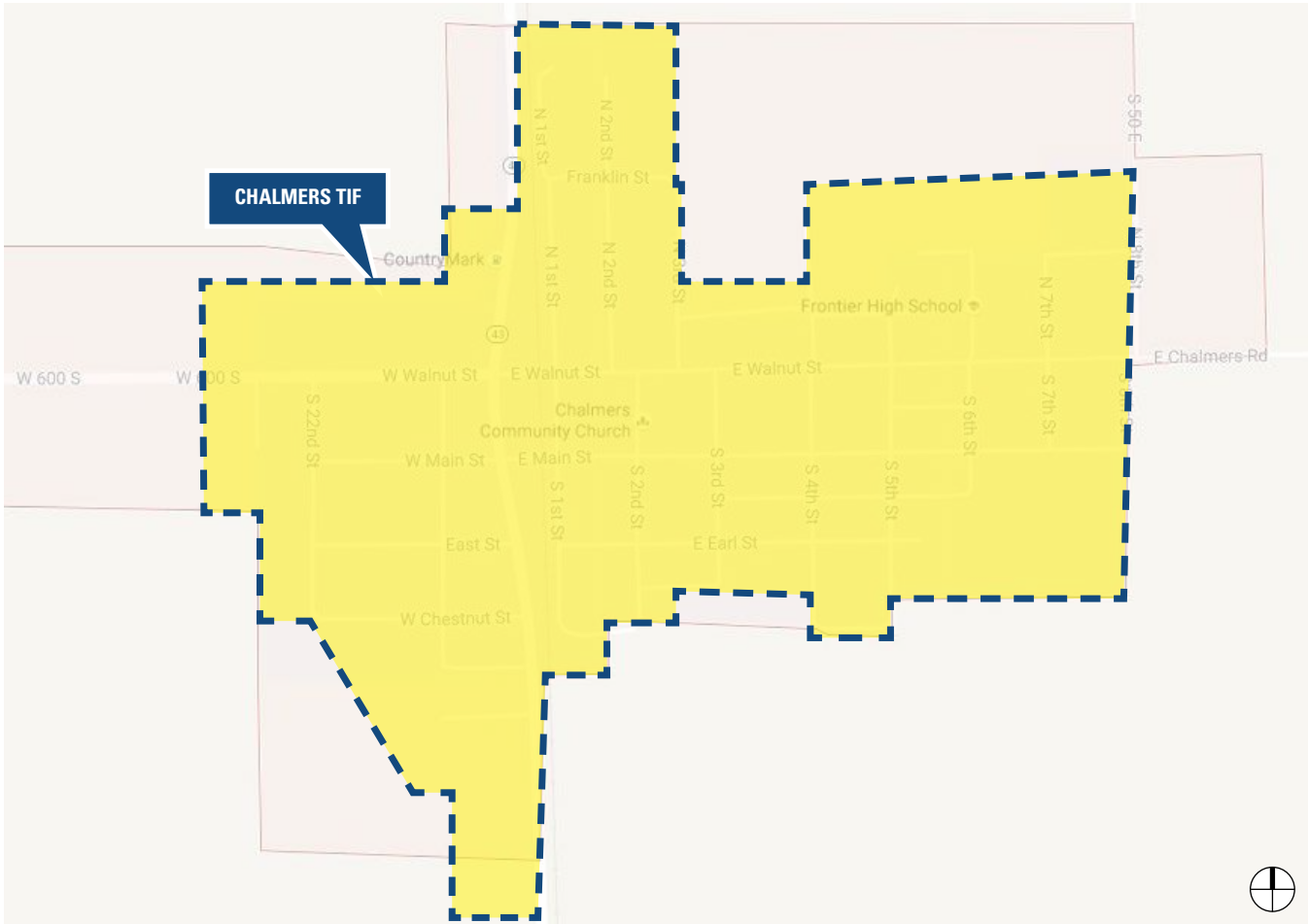
Located outside the TIF Magnetation District in Reynolds, Indiana, the Magnetation Pellet Plant commenced operations in September 2014. This large facility processes iron ore concentrate from Magnetation’s northern Minnesota operations to produce high quality fluxed iron ore pellets. These pellets serve as feedstock for Magnetation partner AK Steel’s blast furnace operations in Middletown, Ohio and Ashland, Kentucky. The Pellet Plant employs the latest pelletizing technology and engineering used in global pellet production today, and employs over 100 people in the State

**MAGNETATION INDUSTRIAL TIF**



## **CHALMERS TAX INCREMENT FINANCING DISTRICT LOCATION: TOWN OF CHALMERS CORPORATE BOUNDARIES**

Chalmers has created a Townwide TIF district in order to spur the redevelopment of commercial properties within the heart of its downtown.



Source: State of Indiana

of Indiana. The TIF District provides a small increment that is used in underwriting infrastructure improvements that were necessary to attract the facility to the Reynolds area.

### **WORKFORCE**

White County has a low number of residents with college degrees. While in the past, this may have been the norm, in the 20th Century, so many adults without college degrees become an economic burden if they have not been trained as well through on the job training programs. There are a number of Workforce Development Opportunities and Initiatives available in White County. The profile on page 121 describes that information in more detail.

### **EDUCATIONAL ANCHORS**

## *Profile: White County Workforce Development Opportunities and Initiatives*

White County has a lower than average rate of educational attainment. White County continues to have a strong industrial and agricultural base, which has mitigated the effects of a lower level of education. However, as economic downturns, outsourcing, and other industry changes have occurred over the past couple of decades many residents working in the industry have seen wages and benefits decrease for workers without technical or managerial skills. White County is fortunate to have a number of organizations focusing on workforce development. Companies thrive and expand when they have employees with the right knowledge and skills. That makes education and professional development training among the most critical investments in White County's future. Some of those organizations include White County Economic Development, Work One, Ivy Tech (technical, certificate, college core, and high-school dual credit), Corporate College, the four school systems, Choice Determines Destiny and Advanced Manufacturing, Trade Adjusted Assistance (US Dept. Labor) among others.

At the time this Comprehensive Plan was prepared White County also had a low unemployment rate (3.6% est.). A low unemployment rate is positive but limits the potential pool of residents that can utilize workforce development programs to seek skills to obtain higher paying employment. While the County enjoys a low unemployment rate another story is that many residents are underemployed (10-15% est.), or have quit looking for work. Workforce development programs in White County target unemployed workers, underemployed workers, recent high school graduates, returning military, and other workers seeking to retrain (by choice, or reentering the workforce).

Workforce development programs collectively use a three-fold approach to preparing, maintaining and retaining the workforce.

- The first approach focuses on providing training, technical skills, and soft skills (social skills and professionalism). During the stakeholder process, workforce, development representatives estimated that 80% of needs concentrate on training and technical skills and 20% are focused on providing those soft skills.
- The secondary approach focuses on a renewed focus on cooperative and vocational education within the local school system. Over the past few decades, the focus has shifted from a blended college preparatory and vocational approach to a primarily college preparatory approach and now back again to a blended approach.
- The third approach focuses on mentorship of people of all ages, education, and training. Mentorship and development coaching is a way to help guide a workforce to improve, build confidence and personal and professional growth continually.



*Former employees of Magnetation are beneficiaries of workforce development initiatives in White County.*

## 08 | Economic Development and Redevelopment

The 21st Century is the education century. Communities who do not have access to educational excellence at all levels pre-K through higher education and on the job training programs will be left behind by educationally more advanced communities and regions. IVY Tech has programs in Monticello which is a significant advantage for White County's businesses, residents, and workers. With Purdue University as the engine for advanced research within the region, White County should work to build partnerships and entrepreneurial opportunities for its firms and employees by linking to Purdue's programs. This is again especially true for the targeted sectors of advanced materials and biomed/biotech.

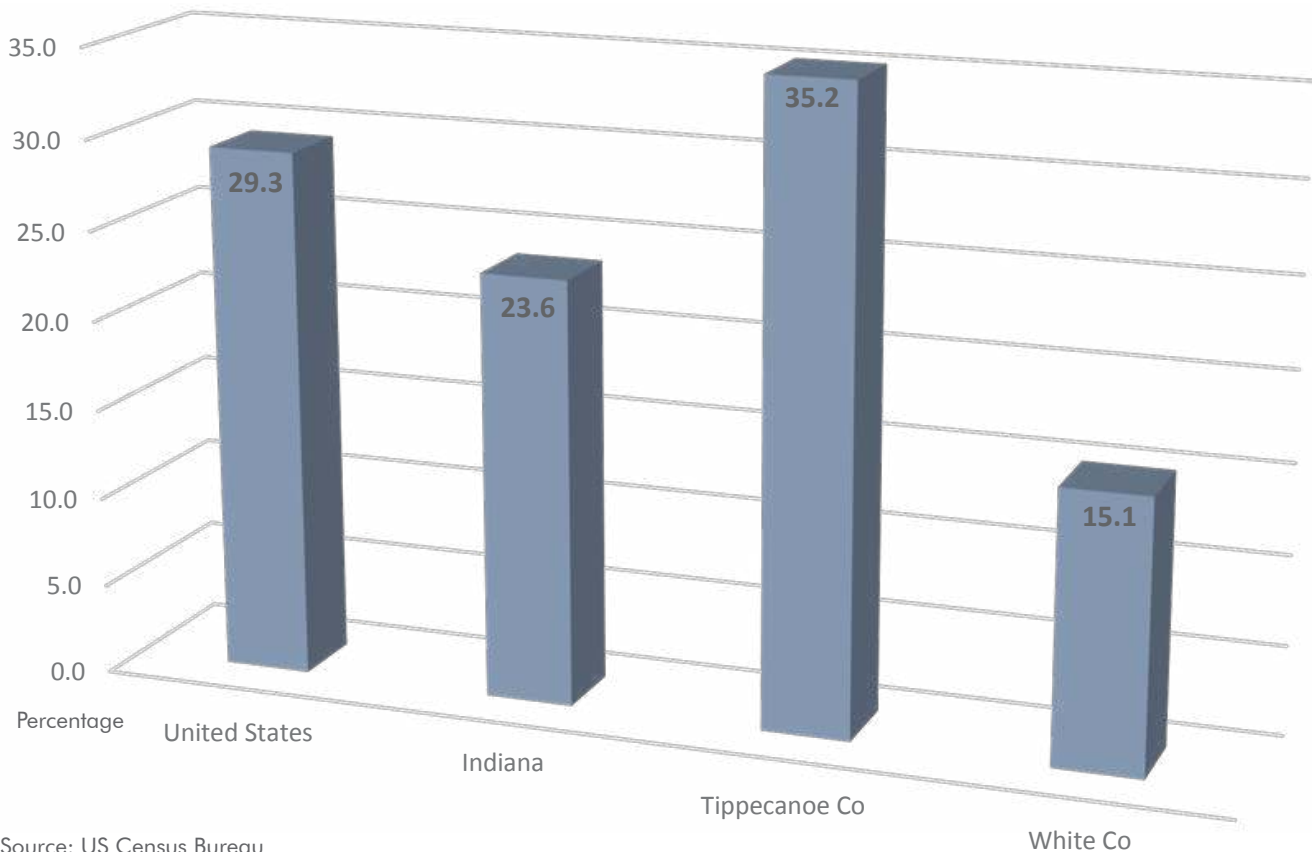
### FUTURE EDUCATIONAL NEEDS

White County will need to "up its game" on educating its workforce to keep up with productivity growth. While this is true across all sectors, it is particularly so for advanced materials and biomed/biotech sectors. This is true across all advanced manufacturing sectors.

### PLACEMAKING AND ECONOMIC DEVELOPMENT

Without a serious effort to improve the communities within White County, the County will continue its current slide regarding population loss for the next generation. Only

**BACHELORS DEGREE OR HIGHER (2014 - PERCENT OF PERSONS AGED 25+)**



Source: US Census Bureau

by making communities inviting and vibrant will APC Communities have a chance to reverse this trend. It will also attract more talented employees to White County, and it will allow County firms the opportunity to retain and attract the future professionals

## PLACEMAKING CYCLE



Source: RATIO Architects, Inc.

they will need to sustain their growth. Without improving APC Communities, these local industries will continue to locate/relocate to more vibrant communities with a richer overall set of local amenities.

## QUALITY OF LIFE DEVELOPMENT

Choice competitive communities to attract future workforce takes sustained placemaking efforts to build the set of amenities that directly improve the quality of life of communities and their residents. One of the challenges for many more rural communities such as White County is not having the long-term leadership capacity or professionals in place to develop and implement an on-going set of priority projects throughout White County's communities. The following is an effort to provide clear direction, and a set of projects that, when taken in total would position each of the Area Plan Communities for significant placemaking improvements. Many of the projects build off of recently completed projects, and simply try to keep the local momentum going forward.

The previous chart illustrates the Placemaking Cycle that leads to economic growth. Communities must have a vision of where they want to go regarding improvements. They must know who they are, and the improvements must be authentic to the community.

Otherwise, a mismatch will occur, and money will be wasted on improvements that actually won't improve the quality of life. Communities need a plan that is ground in economic realities of the community. Again, it must match business and residential

development to the scale the community can grow and absorb. The community must have the leadership capacity to support placemaking investments which can mean a changing identity or place. APC Communities must be able to raise the funds locally and attract investment for its projects.

They must also follow through with construction. APC Communities should measure how the projects have improved property values and economic investment in their communities. It is important to know if projects have the influence socially and economically to drive improvements to the local quality of life. If communities follow the placemaking cycle, then they have an opportunity to position themselves for long-term growth.

### **WHITE COUNTY BUSINESS CLIMATE**

Specific sectors in White County continue to be successful. These industries include agribusiness, manufacturing and light industrial market sectors. Residential, retail and commercial market sectors are experiencing little to no growth. Stakeholders expressed concern over the commercial lending environment and believe it is deterring new businesses and entrepreneurs from investing in new ventures.

### **WHAT CHALLENGES DO BUSINESSES FACE IN WHITE COUNTY AND ASSOCIATED COMMUNITIES?**

Businesses in White County face several challenges summarized here:

1. Challenges include the seasonal nature of tourism. For instance, seasonal businesses in Monticello shut down after several months in the summer. This means to truly revitalize the lakes and downtown Monticello year-round users must balance seasonal interest.
2. Lake Shafer and Lake Freeman provide the community with opportunities not typically found in communities of this size because of the large number of tourists the lakes draw. Lake Shafer is home of Indiana Beach which is one of the States largest tourist attractions. In the past the lakes drew weeklong vacationers, but now the typical visitor stay is a weekend or even a daytrip. The challenge for White County is how to leverage the existing, if changing, nature of lake visitors to benefit the entire County. See the profile on the revitalization of Indiana Beach on page 116.



## *Profile: Creating a Capital Improvement Plan*

### What are Capital Improvements?

Capital improvements include major projects identified as a community need for the safety and quality of life of its citizens. The most common projects usually involve construction of roads, municipal building/facility, acquisition of real property or equipment.

For the purpose of this Comprehensive Plan, the capital improvement projects include, but are not limited to construction of:

- Streets, sidewalks/ trails
- Sanitary sewer, storm sewer, and water lines, treatment plants, lift stations
- Public buildings (libraries, city halls, materials storage)
- Acquisition of fire trucks, police cars, plows

### What is a Capital Improvement Plan?

Typically a Capital Improvement Plan (CIP) is a five-year timetable or schedule identifying the planned capital improvements to be made over a period of time. The improvements are prioritized as to importance, giving an approximate date that they should be completed, and estimates for the costs of each project and anticipated funding sources. It begins with a five-year projected schedule. As each year closes, minor adjustments to the next four years are made as necessary and a fifth year is once again added. This ensures that the Capital Improvement Plan will always project five years worth of identified projects.

### How Can you Manage Growth with a CIP?

A Capital Improvement Plan is one of the most effective means to manage growth in a community. With a CIP in place, the community can best sculpt or manage where and when growth occurs within the city or town. For instance, if primary infrastructure is never extended to an area, growth is less likely to occur. On the other hand, where growth is desired, a municipality can extend its infrastructure in order to proactively attract builders. However, infrastructure alone does not always attract a new development. Extending infrastructure without a phased plan for growth can dilute opportunities and result in vast quantities of public investment that may sit idle for many years. Municipal-owned water and sewer, and roads are the most critical infrastructure elements for steering growth in a community. These two services are generally required for all new development.

Whether extending infrastructure in advance of development as a public investment or approving private infrastructure investments, all infrastructure must be built to the specifications of the city and be deeded over to the county, city or town upon completion. Further, standards for sizing of the lines should be adequate to accommodate future capacity in areas expected to have a high growth potential or desired for large-scale development like industrial or light industrial.

# Case Study: Indiana Beach Revitalization

In 2015, Indiana Beach Amusement Park was purchased by APEX. APEX owns and operates a significant number of amusement parks in New Jersey, Florida, Texas, and California. Their acquisition of Indiana Beach in 2015 was their first major move into the Midwest market. As they neared the end of their first season in late summer of 2016, John Collins of APEX was interviewed on the potential land use needs of Indiana Beach for the near and long term.

First, APEX feels that they are in the process of modernizing the existing rides and entertainment venues throughout the existing Park. At this time, they do not believe that to achieve their redevelopment goals for Indiana Beach that they will acquire any additional land. They will work within the existing land footprint of Indiana Beach to improve the park and the overall park experience for their patrons.

Outside of the Indiana Beach property, APEX would welcome redevelopment of many of the outdated tourist hospitality facilities, especially hotels. They feel a major flagged hotel would be a great addition, and it reflects the desires of families regarding overnight accommodations. Redevelopment of resorts and other facilities outside of Indiana Beach would help catalyze a revitalization of the Park. Appropriate uses may be modern hotels or additional restaurant and retail that would serve the patrons of Indiana Beach. APEX's feeling was that the more retail around the amusement park the better for all businesses in the area. The most important point is that APEX welcomed additional retail and hospitality, and they did not see it as a threat to their business. On the contrary, APEX welcomed it and felt all could prosper together.

APEX also felt that a redevelopment strategy may be necessary to reuse some of the aged properties near their property along West Shafer Drive. They felt more investment was necessary, and as Indiana Beach begins to ramp up its number of visitors higher each year; more businesses may take notice and take advantage of this increase in visitor traffic and potential demand.

Most of Indiana Beach patrons come from the Chicago and Northwest Indiana region. Many people own cottages and second homes along Lake Shafer. One of the improvements that may help Indiana Beach, and other users of Lake Shafer is the development of a public dock. This may help Indiana Beach, but it should also help businesses in Monticello and other businesses around the lake as well.

More information about APEX can be found here: [www.apexparksgroup.com/parks](http://www.apexparksgroup.com/parks)



Source: [www.coaster.com](http://www.coaster.com)

## *Profile: Community Performance Indicators*

The Indiana Office of Community and Rural Affairs has been providing services to small cities and towns for decades. The office recently developed Community Performance Indicators (CPIs) to have quantitative measures of success. White County could use these same indicators to measure the effectiveness of project investment. Worksheets are available on the OCRA website.

From the [www.in.gov/ocra](http://www.in.gov/ocra) webpage: Data indicates that 54 of Indiana's 92 counties are in absolute population decline. This means that the outward migration exceeds the inward migration by margins significant enough that the net gain between annual births and deaths is insufficient to make up the difference. In some counties the deaths already exceed births. In addition, 24 counties are growing at a rate slower than the country as a whole and are classified as being in relative decline. At best the current growth rate casts them as neutral.

Healthy communities share certain characteristics and these characteristics provide CPIs that Indiana communities can benchmark to gauge their vibrancy. These characteristics should guide community discussions and plans should be developed to encourage them.

### Assessed Value (AV):

The total dollar value assigned to all real property and improvements and personal property subject to taxation.

### Per Capita Income:

This is the mean money income received in the past 12 months computed for every man, woman, and child in a geographic area. It is derived by dividing the total income of all people 15 years old and over in a geographic area by the total population in that area.

### Population Growth:

Population growth is the change in the population, resulting from a surplus (or deficit) of births over deaths and the balance of migrants entering and leaving a geographic area.

### Educational Attainment Rate:

This measures changes in the educational status of each community by age and by level of education completed.

### Public School Enrollment:

This is the total number of children (K-12) enrolled in public schools in a geographic area. Increasing Assessed Value (AV)

# *Profile: Public Private Partnerships*

### **PPP Defined**

The term “public-private partnership” (PPP) traditionally refers to projects that involve the use of public resources or financing capabilities to promote local private economic development. In those arrangements, the public entity typically provides some combination of tax incentives, public land or other assets, infrastructure investments or financing methods. The private entity makes capital investments, commits to providing jobs, contributes development expertise and assumes financial risk.

### **A PPP Ideal for Local Government**

Examples of smaller project types that are ripe for public-private partnerships include:

- Unlocking the value of land: Local and state governments have significant real estate holdings that are often underutilized. Particularly in areas with increasing density, these real estate holdings can be leveraged to replace aging public facilities and provide parking while at the same time generating increased tax revenues from multi-use projects. Developers are also often willing to donate private land if it speeds up the delivery of needed infrastructure.

**GOALS AND OBJECTIVES**

**GOAL 1:**

Create a favorable business environment to attract development.

**OBJECTIVE 1:**

Support the revitalization of downtowns within Area Plan Commission communities.

**Action Step 1:**

Continue to collaborate with White County Economic Development to support APC Communities with their efforts to revitalize their downtowns. This effort should be coordinated closely with the White County Economic Development, White County Area Plan Commission, the two Chamber of Commerce organizations, and the White County Convention and Visitors Bureau.

**Completion Timeframe**

- Quick Win
- Mid-Term Opportunities
- Long-Term Opportunities
- Ongoing Opportunities

**When Should This Step Be Updated:**

Annually

**Funding Sources:**

Downtown Revitalization (OCRA), County, KIRPC, White County Economic Development, Legislative Bodies

**Lead Agency Tasks:**

With assistance from Area Plan Commission communities and White County, a meeting should be organized to determine how a partnership could be formed to support downtown revitalization.

**Implementation Partners:**

KIRPC, White County Economic Development, Streets of Monticello, Wolcott Main Street

**OBJECTIVE 2:**

Implement Community Revitalization Projects

**Action Step 1:**

Ask each legislative body within APC Communities to identify catalyst sites or sites needing revitalization. White County Economic Development, KIRPC and APC staff should coordinate the creation of a database as well as evaluating the sites for potential development and/or grants for cleanup and stabilization.

## **When Should This Step Be Updated:**

Annually

## **Funding Sources:**

Downtown Revitalization (OCRA), EPA, Rural Development (USDA)

## **Lead Agency Tasks:**

The APC Communities in conjunction with the White County Economic Development and KIRPC should work with potential partners to begin project planning immediately and decide on which projects may be most feasible to move forward with and prioritize tasks.

## **Implementation Partners:**

KIRPC, White County Economic Development, Streets of Monticello, Wolcott Main Street

## **OBJECTIVE 3:**

### Expand White County Economic Development partnerships and networks to strengthen business and economic growth opportunities.

## **Action Step 1:**

Promote regionalism by partnering with Greater Lafayette Commerce to apply for funding for the development of a regional prosperity plan for the Ten County Region. Challenge the organization to continue driving continuous improvement through more demanding performance metrics that promotes action and measures progress. Support regionalism from a planing perspective.

## **When Should This Step Be Updated:**

Annually

## **Funding Sources:**

White County Economic Development , County, Grant Funding

## **Lead Agency Tasks:**

Work in conjunction with White County Economic Development and the Ten County Region making up the Indiana Technology Corridor to support funding regional economic and urban planning initiatives. Also, investigate the creation of a parallel organization within the Ten County Region to focus on regional urban planning issues.

## **Implementation Partners:**

White County Economic Development, Indiana Technology Corridor, Ten County Region,

## **Action Step 2:**

Explore agricultural opportunities to leverage the numerous agri-businesses that provide significant wealth to the County.

## **Completion Timeframe**

- Quick Win
- Mid-Term Opportunities
- Long-Term Opportunities
- Ongoing Opportunities

**When Should This Step Be Updated:**

Annually

**Funding Sources:**

White County Economic Development

**Lead Agency Tasks:**

This task is lead by White County Economic Development. Coordinate with Area Plan Commission staff from a land use perspective to identify sites that are best for agri-business development. Sites selection should include criteria such as available acreage, required buffer zones and setbacks, and quality of farmland.

**Implementation Partners:**

Area Plan Commission staff.

**Action Step 3:**

Continue to expand contacts within the site selector and brokerage communities to drive business attraction initiatives through presentations of existing property for development throughout the County. Cultivate IEDC relationships and local foreign industry as a resource to develop an international business attraction strategy. Promote quarterly roundtable meetings between regional, State and National partner agency representatives.

**When Should This Step Be Updated:**

Annually

**Funding Sources:**

White County Economic Development

**Lead Agency Tasks:**

This task is lead by White County Economic Development. Coordinate with Area Plan Commission to ensure long range planning initiatives are current in order to further attract large commercial and industrial development. Coordinate with Area Plan Commission staff on locating and vetting potential sites from a land use perspective, and site development review.

**Implementation Partners:**

Area Plan Commission staff.

**Completion Timeframe**

- Quick Win
- Mid-Term Opportunities
- Long-Term Opportunities
- Ongoing Opportunities

**Completion Timeframe**

- Quick Win
- Mid-Term Opportunities
- Long-Term Opportunities
- Ongoing Opportunities

### GOAL 2:

Promote coordinated educational programs that directly assist business today and prepare White County workforce for future employment needs.

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#### **OBJECTIVE 1:**

Promote a stronger workforce through programming and partnerships.

#### **Action Step 1:**

Leverage the Educator/Employer Manufacturing Council to tighten the gap between vocational and technical skills and support learning of soft skills by driving career and technical education development into the schools.

#### **When Should This Step Be Updated:**

Annually

#### **Funding Sources:**

White County Economic Development

#### **Lead Agency Tasks:**

White County Economic Development will continue to lead the initiative to bridge the gap by encouraging area employers to guarantee interviews for area graduates, build exposure early by hosting field trips, internships, job shadowing, and work-based learning through local employers with the end goal to increase the pipeline of skilled entry-level manufacturing employees. In addition, form a study group to study the work that Clark County is doing (PRIDE Initiative).

#### **Implementation Partners:**

Area Plan Commission staff.

#### **Action Step 2:**

Utilize existing education partnerships to prepare programs for existing workforce through IVY Tech Monticello, Purdue University and the four area school systems.

#### **When Should This Step Be Updated:**

Annually

#### **Funding Sources:**

White County Economic Development, Area School Corporations

#### **Lead Agency Tasks:**



White County Economic Development will continue to lead the initiative to provide partnerships and mentors for local school corporations to expand business partnerships and internship programs for area high school students. Work with students to help guide them positively, offer mentorship and assistance in learning soft skills.

Work with non-profits and the four area school systems to promote youth development. Youth development is a precursor to workforce development and is a critical need within White County. Assess existing higher education, post-secondary education and job training resources to find opportunities for synergies and shared outcomes.

**Implementation Partners:**

Area Plan Commission staff.

## GOAL 3:

Promote White County “Brand” to site selectors, regional developers, industry leaders, and with other regional and state international initiatives.

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**OBJECTIVE 1:**

Draw quality industrial and business development to White County.

**Action Step 1:**

Encourage redevelopment of sites within the APC Community corporate boundaries and utility service areas to encourage community investment and revitalization and preserve productive agricultural ground.

**When Should This Step Be Updated:**

Annually

**Funding Sources:**

White County Economic Development

**Lead Agency Tasks:**

White County Economic Development will continue to lead the initiative, but partner with the Area Plan Commission staff to attract development that is positive for the tax base, employment base, and holistically for the community.

**Implementation Partners:**

Area Plan Commission staff.

## **APC COMMUNITY SPECIFIC REDEVELOPMENT STRATEGIES**

In the previous chapters of this Comprehensive Plan, the Goals and Recommendations have followed the analysis and descriptions of various topics. The Community Redevelopment Projects portion of this chapter was constructed to identify specific projects, each with its own set of project descriptions and action steps. Timing, partnerships and action steps are detailed in chart format following each redevelopment strategy.

### **TIMING**

The community redevelopment projects are intended to be completed over the next five years. Project timing has to do with the complexity of securing project design approvals and project funding. Therefore, generally speaking, more expensive and complex design projects may take all five years to complete while less costly and more organizational in nature projects should be completed in the first year or two of implementation.

### **PARTNERSHIPS**

The Community Projects partners who are identified in the following tables indicate partners who may have project design approval authority and/or funding sources for the projects.

### **ACTION STEPS**

The community redevelopment project action steps are identified as the set of redevelopment projects for each community.

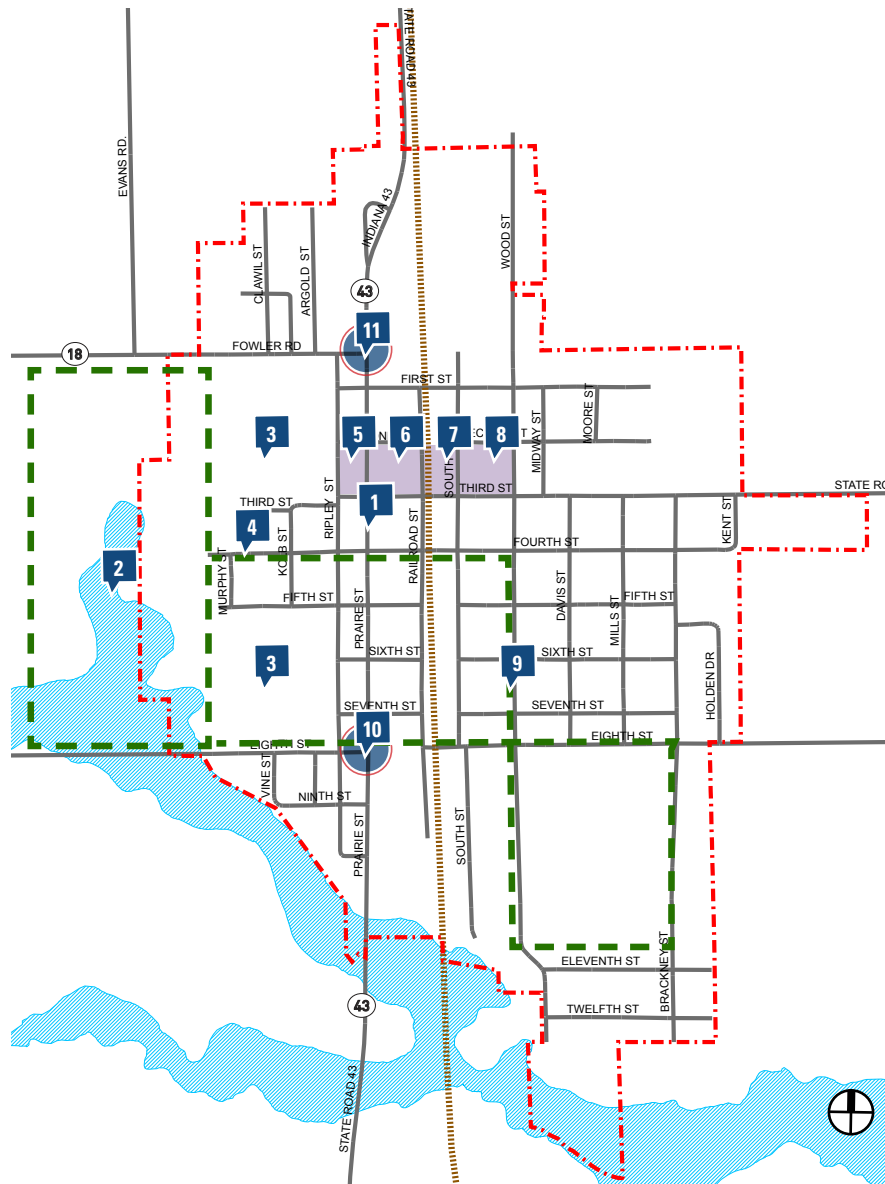
## BROOKSTON: "THE PRAIRIE" COMMUNITY

### DEMOGRAPHICS AT A GLANCE:

- Population, estimated: 1,534 (2014)
- 2030 projected population: 1,462
- 2050 projected population: 1,292
- Median Age: 37.3 (2014)
- Median Household Income: \$43,693 (2014)
- Labor Force (16+ years): 778 (2014)
- Median Home Value: 91,600 (2014)
- Housing: 72% Owner-occupied, 28% Renter-occupied (2014)

Source: US Census

### BROOKSTON REDEVELOPMENT MAP



## Redevelopment Projects

The following eleven projects represent a redevelopment strategy for the revitalization of Brookston for the next five years.

1. Implement streetscape upgrades along SR 43 from 8th Street Gateway to Fowler Rd.
2. Create a conservation area on the west side of town to create nature preserve and environmental education center.
3. Consider promoting housing development with townhomes, duplexes, and single family homes near Conservation Area.
4. Connect the conservation area to downtown via a greenway trail.
5. Join the Indiana Main Street Program.
6. Work with KIRPC and White County Economic Development to apply for a USDA small business loan program.
7. Apply for the OCRA Downtown Revitalization, Place Based Investment Fund and Downtown Construction grants.
8. Create a TIF District to encompass the Main Street Program area of downtown.
9. Complete sidewalk accessibility at intersection for Wood St. from 8th St. to at least 4th Street.
10. Create a gateway at 8th Street and the Elementary School on the south side of SR 43.
11. Create a gateway at Fowler Road and SR 43 on north side.

### LEGEND

- Town/City Corporate Limits
- White County Corporate Limits
- Trail Connections
- Gateway Locations
- Redevelopment Sites
- Project Locations
- 100 - Year Floodplain

# 08 | Economic Development and Redevelopment

## BROOKSTON REDEVELOPMENT ACTION PLAN

	Timing	Partners	Budget Planning	Funding Sources
<b>1.</b>	1 Yr	Town, IOCRA-MS, KIRPC, White Co. CVB	\$2,000 for local application needs	IOCRA, IDNR-SHPO, KIRPC, White Co. CVB, USDA
<b>2.</b>	1-2 Yrs	Town, IOCRA, KIRPC, Historic Landmarks, IDNR-SHPO, White Co. CVB	Plan on \$5,000 locally	Town, White Co., IOCRA, local businesses, foundations, National Trust, USDA
<b>3.</b>	1-3 Yrs	Town, IOCRA, KIRPC, Historic Landmarks, IDNR-SHPO	Private Property Owners, Town TIF, Local match 20%+, Potential of \$400-500,000 investment	Town, IOCRA, banks, National Trust, foundations
<b>4.</b>	1-2 Yrs	Town, KIRPC, INDR-SHPO, IOCRA	Town should TIF to support and assist pending private development projects, Private investment \$1-1.5M	Town, White Co. CVB, IOCRA, IDNR-SHPO
<b>5.</b>	1-5 Yrs	INDOT, White Co., KIRPC	\$1-2M need 20% match over 3-4 years	Town, INDOT, TIF, White Co., IOCRA
<b>6.</b>	1-3 Yrs	IDNR, IDEM, Nature Conservancy, Ducks Unlimited, Boy/Girl Scouts, Conservation Foundations, KIRPC	\$2-3M may need local match for federal/state grants	Town TIF, White Co., IDNR, IDEM, Ducks Unlimited, Nature Conservancy, Conservation Foundations
<b>7.</b>	1-3 Yrs	Private Developers, IHCD, USDA, FHA, VA, banks	Homes priced from \$80 to \$200,000; total private investment of \$5-10M	Private developer(s) with possible LIHTC or other special homeownership assistance
<b>8.</b>	1-3 Yrs	Town, Foundations, IDNR, KIRPC	\$1M need local match	Town TIF, IDNR, Foundations
<b>9.</b>	1-3 Yrs	Town, KIRPC, INDOT, IOCRA	Town use existing budget for capital improvements, match grant from INDOT, KIRPC	Town, INDOT Safe Routes to School
<b>10.</b>	1-3 Yrs	Town, KIRPC, INDOT, IOCRA	Town use existing budget for capital improvements, match grant from INDOT, KIRPC	Town, INDOT Safe Routes to School
<b>11.</b>	1-3 Yrs	Town, INDOT, White Co.	\$25,000-75,000	Town, White Co. CVB

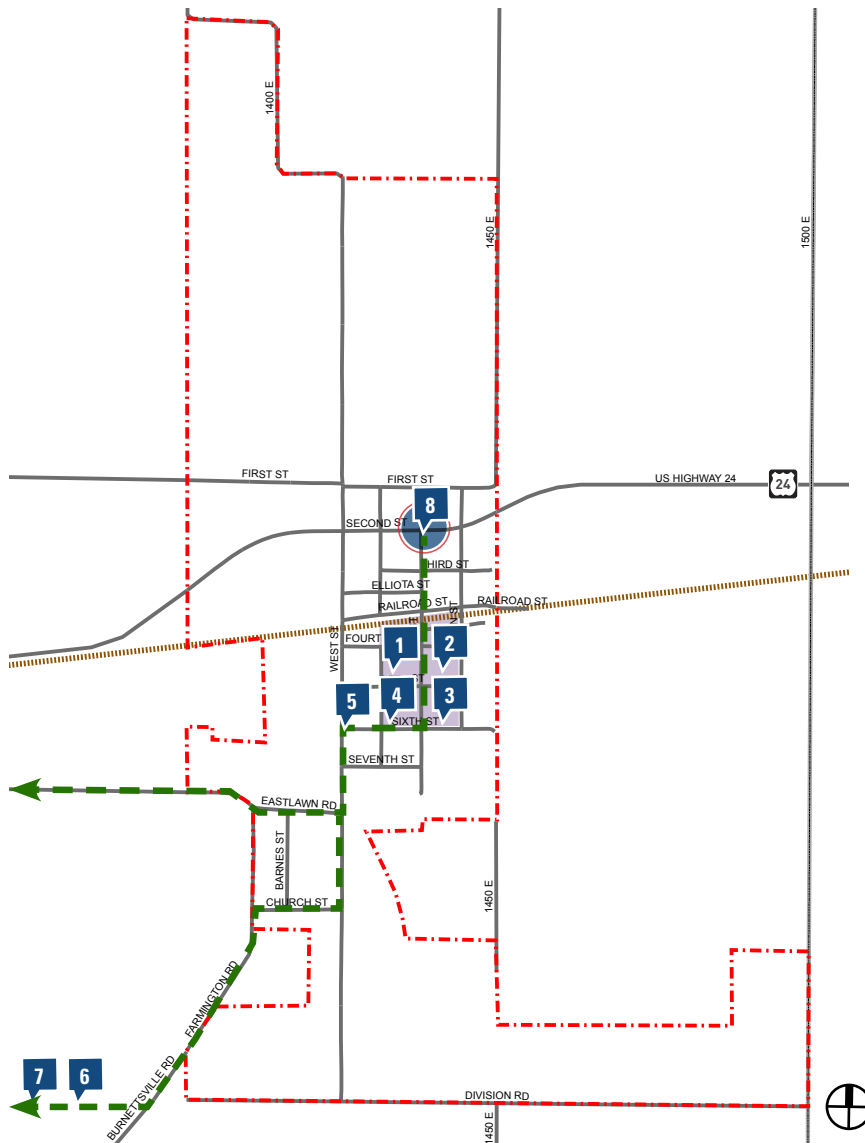
## BURNETTSVILLE: "AUTHENTIC SMALL TOWN" COMMUNITY

### DEMOGRAPHICS AT A GLANCE:

- Population, estimated: 343 (2016)
- 2030 projected population: 325
- 2050 projected population: 287
- Median Age: 44 (2016)
- Median Household Income: \$43,301 (2016)
- Labor Force (16+ years): 190 (2016)
- Median Home Value: \$84,420 (2016)
- Housing: 68.8% Owner-occupied, 17.1% Renter-occupied (2016)

Source: US Census and ESRI Business Analyst

### BURNETTSVILLE REDEVELOPMENT MAP



## Redevelopment Projects

The following eight projects represent a redevelopment strategy for the revitalization of Burnettsville for the next five years.

1. Join the Indiana Main Street Program.
2. Work with KIRPC and White County Economic Development to apply for a USDA small business loan program.
3. Apply for the OCRA Downtown Revitalization, Place Based Investment Fund and Downtown Enhancement grants.
4. Create a TIF District encompassing the Main Street Program area of downtown.
5. Create a linkage from Downtown to the Elementary School southwest of community.
6. Create a constructed wetland, education and nature point of interest along greenway to the school at the wastewater treatment lagoons.
7. Loop the greenway trail from the school north along CR N 300 E to E 50 N to reconnect to downtown.
8. Create a gateway and install signage at the US 24 and Main Street intersection.

### LEGEND

- Town/City Corporate Limits
- White County Corporate Limits
- Trail Connections
- Gateway Locations
- Redevelopment Sites
- Project Locations
- 100 - Year Floodplain

# 08 | Economic Development and Redevelopment

## BURNETTSVILLE REDEVELOPMENT ACTION PLAN

Project #	Timing	Partners	Budget Planning	Funding Sources
1.	1 Yr	Town, IOCRA-MS, KIRPC, White Co. CVB	\$1,000 for local application needs	IOCRA, IDNR-SHPO, KIRPC, White Co., USDA
2.	1-2 Yrs	Town, IOCRA, KIRPC, Historic Landmarks, IDNR-SHPO, White Co. CVB	Plan on \$5,000 locally	Town, White Co., IOCRA, local businesses, foundations, National Trust, USDA
3.	1-3 Yrs	Town, IOCRA, KIRPC, Historic Landmarks, IDNR-SHPO	Private Property Owners, Town TIF, Local match 20%+, Potential of \$100-200,000 investment	Town, IOCRA, banks, National Trust, foundations
4.	1-2 Yrs	Town, KIRPC, INDR-SHPO, IOCRA	Town should TIF to support and assist pending private development projects, Private investment \$250,000-500,0000	Town, White Co. CVB, IOCRA, IDNR-SHPO
5.	1-5 Yrs	Town, White Co. CVB, IDNR, INDOT, IOCRA	\$1-2M with local match of 20%	INDOT Safe Routes To School, IDNR, IOCRA, Town, White Co. CVB
6.	1-5 Yrs	Town, Foundations, IDEM, IDNR, USDOE, IDOE	\$1M-\$1.5M, local match may be required for some grants	Town, Foundations, IDEM, IDNR, USDOE, IDOE
7.	1-5 Yrs	Town, White Co. CVB, IDNR, INDOT, IOCRA	\$1-2M with local match of 20%	INDOT Safe Routes To School, IDNR, IOCRA, Town, White Co. CVB
8.	1-2 Yrs	Town, INDOT, White Co CVB	\$25,000-75,000	Town, INDOT, White Co CVB

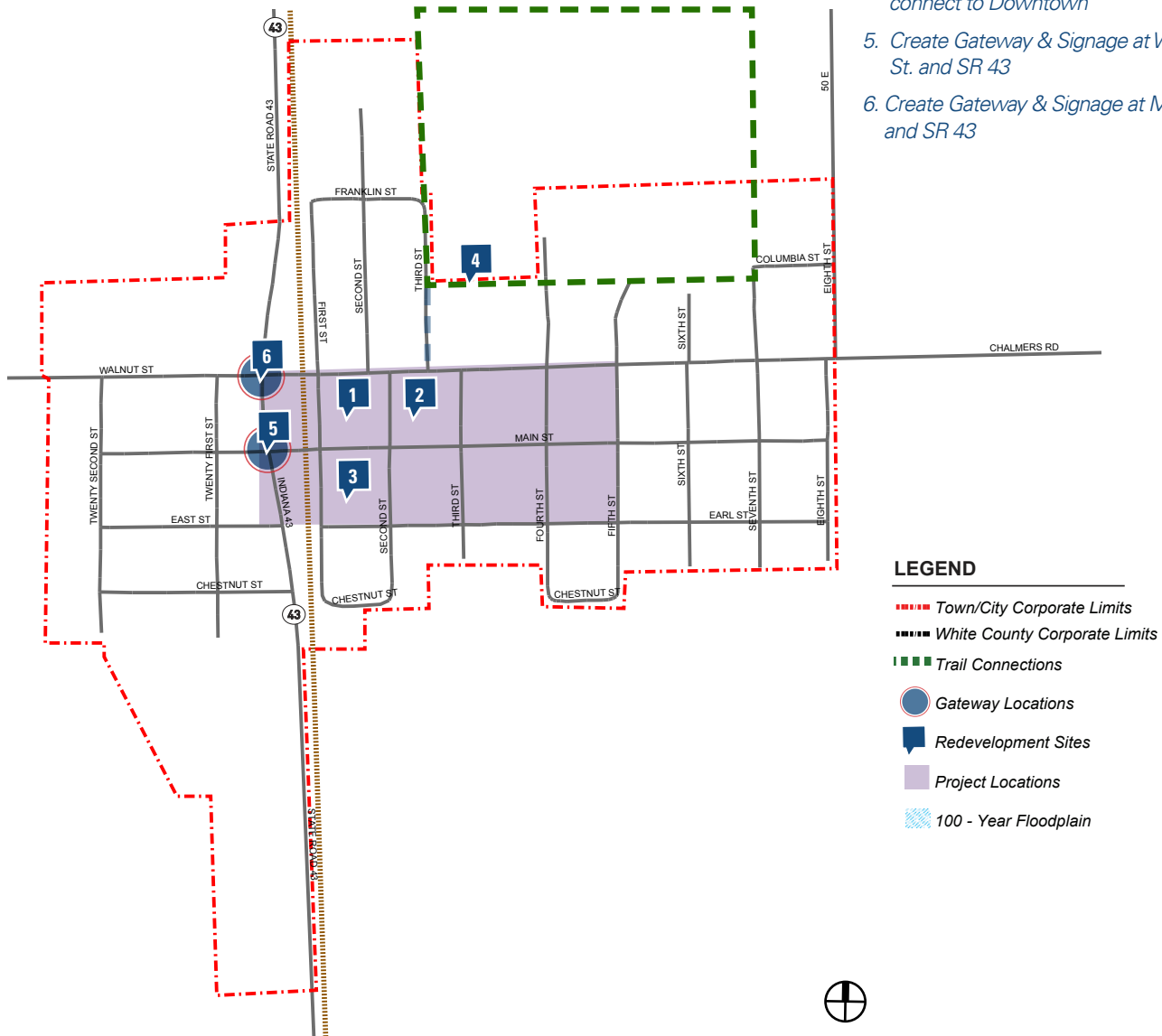
## CHALMERS: "SPORTS AND PLAY" COMMUNITY

### DEMOGRAPHICS AT A GLANCE:

- Population, estimated: 1,534 (2014)
- 2030 projected population: 1,462
- 2050 projected population: 1,292
- Median Age: 37.3 (2014)
- Median Household Income: \$43,693 (2014)
- Labor Force (16+ years): 778 (2014)
- Median Home Value: 91,600 (2014)
- Housing: 72% Owner-occupied, 28% Renter-occupied (2014)

Source: US Census

### CHALMERS REDEVELOPMENT MAP



## Redevelopment Projects

The following six projects represent a redevelopment strategy for the revitalization of Chalmers for the next five years.

1. Join and expand White County Main Street Alliance Program
2. Join White County Main Street Alliance Program to apply for USDA small business loan program
3. Apply for the OCRA Downtown Revitalization, Place Based Investment Fund and Downtown Enhancement grants.
4. Create trail/sidewalk safe connectivity to the school and park area and connect to Downtown
5. Create Gateway & Signage at Walnut St. and SR 43
6. Create Gateway & Signage at Main St. and SR 43

# 08 | Economic Development and Redevelopment

## CHALMERS REDEVELOPMENT ACTION PLAN

Project #	Timing	Partners	Budget Planning	Funding Sources
1.	1 Yr	Town, IOCRA-MS, KIRPC, White Co. CVB	\$1,500 for local application needs	IOCRA, IDNR-SHPO, KIRPC, White Co., USDA
2.	1-2 Yrs	Town, IOCRA, KIRPC, Historic Landmarks, IDNR-SHPO, White Co. CVB	Plan on \$5,000 locally	Town, White Co., IOCRA, local businesses, foundations, National Trust, USDA
3.	1-3 Yrs	Town, IOCRA, KIRPC, Historic Landmarks, IDNR-SHPO	Private Property Owners, Town TIF, Local match 20%+, Potential of \$400-500,000 investment	Town, IOCRA, banks, National Trust, foundations
4.	1-3 Yrs	Town, IOCRA, IDNR-SHPO	\$250,000-500,000	Town, IOCRA, IDNR, INDOT Safe Routes to School
5.	1-2 Yrs	Town, White Co CVB, INDOT	\$25,000-75,000	Town, White Co CVB, INDOT
6.	1-2 Yrs	Town, White Co CVB, INDOT	\$25,000-75,000	Town, White Co CVB, INDOT



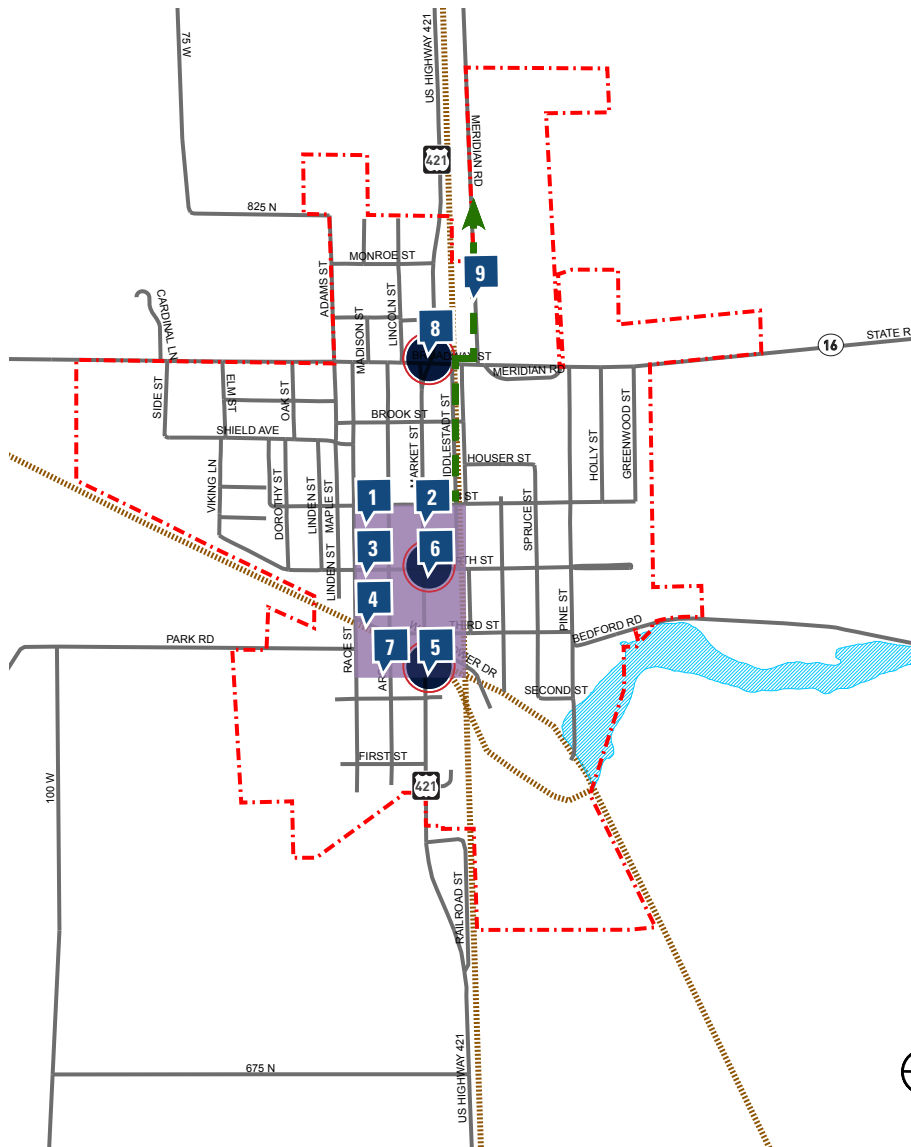
## MONON: "RAILROAD HERITAGE" COMMUNITY

### DEMOGRAPHICS AT A GLANCE:

- Population, estimated: 1,872 (2014)
- 2030 projected population: 1,665
- 2050 projected population: 1,471
- Median Age: 27.9 (2014)
- Median Household Income: \$34,382 (2014)
- Labor Force (16+ years): 820 (2014)
- Median Home Value: \$126,100 (2013) - White County Estimate
- Housing: 52.8% Owner-occupied, 47.2% Renter-occupied (2013)

Source: US Census

### MONON REDEVELOPMENT MAP



## Redevelopment Projects

The following nine projects represent a redevelopment strategy for the revitalization of Monon for the next five years.

1. Join the Indiana Main Street Program.
2. Work with KIRPC and White County Economic Development to apply for a USDA small business loan program.
3. Apply for the OCRA Downtown Revitalization, Place Based Investment Fund and Downtown Enhancement grants.
4. Create a TIF District to encompass the Main Street Program area of downtown.
5. Create a gateway and install signage at US 421 RR crossing south edge of downtown.
6. Create a gateway and install signage at US 421 and 4th Street
7. Designate downtown a National Register of Historic Places district through Indiana Landmarks.
8. Create a gateway and install signage at US 421 and Broadway St/SR 16 on the north side of community.
9. Develop a trail on North Meridian Street from downtown to the schools and then continue north two-miles to the Railroad Museum.

### LEGEND

- Town/City Corporate Limits
- White County Corporate Limits
- Trail Connections
- Gateway Locations
- Redevelopment Sites
- Project Locations
- 100 - Year Floodplain

# 08 | Economic Development and Redevelopment

## MONON REDEVELOPMENT ACTION PLAN

Project #	Timing	Partners	Budget Planning	Funding Sources
1.	1 Yr	Town, IOCRA-MS, KIRPC, White Co. CVB	\$2,000 for local application needs	IOCRA, IDNR-SHPO, KIRPC, White Co., USDA
2.	1-2 Yrs	Town, IOCRA, KIRPC, Historic Landmarks, IDNR-SHPO, White Co. CVB	Plan on \$5,000 locally	Town, White Co., IOCRA, local businesses, foundations, National Trust, USDA
3.	1-3 Yrs	Town, IOCRA, KIRPC, Historic Landmarks, IDNR-SHPO	Private Property Owners, Town TIF, Local match 20%+, Potential of \$400-500,000 investment	Town, IOCRA, banks, National Trust, foundations
4.	1-2 Yrs	Town, KIRPC, INDR-SHPO, IOCRA	Town should TIF to support and assist pending private development projects, Private investment \$1-1.5M	Town, White Co. CVB, IOCRA, IDNR-SHPO
5.	1-2 Yrs	Town, White Co CVB, INDOT	\$25,000-75,000	Town, White Co CVB, INDOT
6.	1-3 Yrs	Town, White Co CVB, INDOT	\$25,000-75,000	Town, White Co CVB, INDOT
7.	1-3 Yrs	Town, White Co CVB, IDNR-SHPO, Historic Landmarks	\$5,000-10,000	Town, White Co CVB, IDNR-SHPO, Historic Landmarks
8.	1-3 Yrs	Town, White Co CVB, INDOT	\$25,000-75,000	Town, White Co CVB, INDOT
9.	1-5 Yrs	Town, White Co, INDOT	\$2-3M, local match required for grants	Town, White Co, INDOT Safe Routes to School

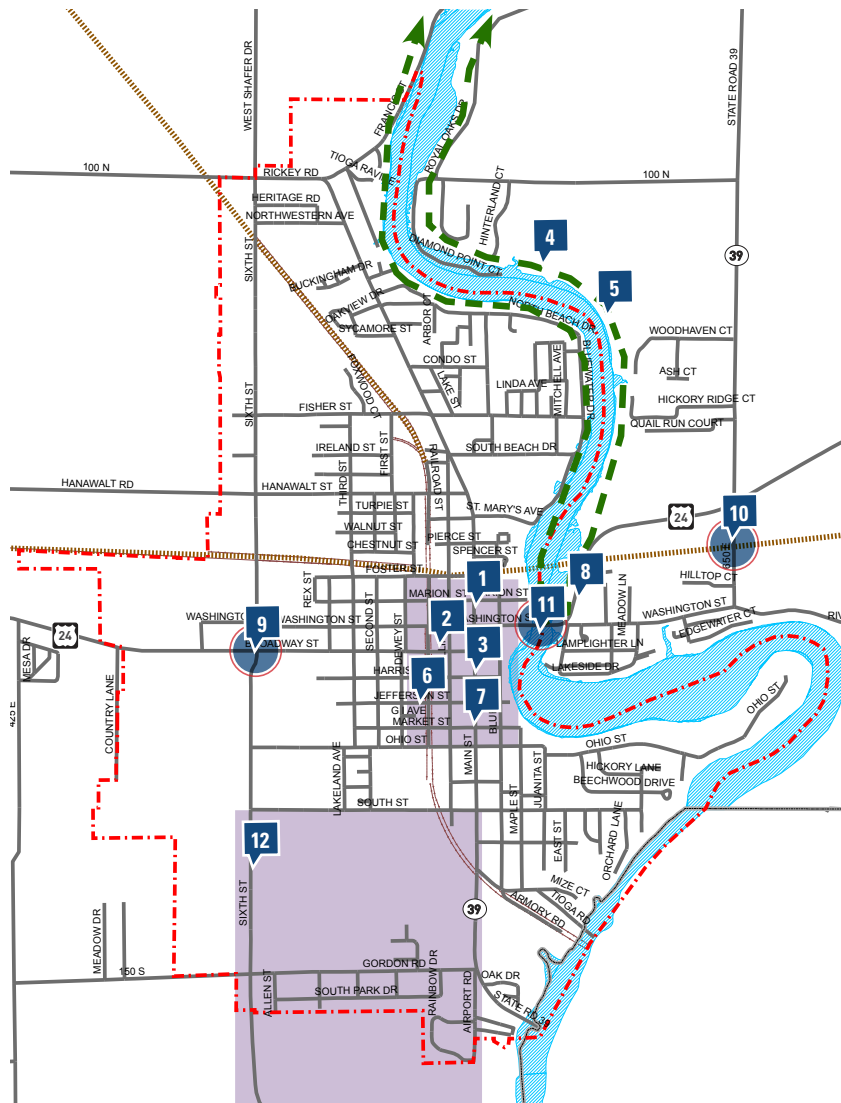
## MONTICELLO: "BE A TOURIST & PLAY EVERYDAY" COMMUNITY

### DEMOGRAPHICS AT A GLANCE:

- Population, estimated: 5,355 (2014)
- 2035 projected population: 5,069
- 2050 projected population: 4,479
- Median Age: 44.4 (2014)
- Median Household Income: \$39,272 (2014)
- Labor Force (16+ years): 2,345 (2014)
- Median Home Value: \$94,700 (2014)
- Housing: 54.4% Owner-occupied, 45.6% Renter-occupied (2014)

Source: US Census

### MONTICELLO REDEVELOPMENT MAP



## Redevelopment Projects

The following twelve projects represent a redevelopment strategy for the revitalization of Monticello for the next five years.

1. Work with KIRPC and White County Economic Development to apply for a USDA small business loan program.
2. Apply for the OCRA Downtown Revitalization, Place Based Investment Fund and Downtown Enhancement grants.
3. Create a TIF District to encompass the Main Street Program area of downtown.
4. Create a bike, golf cart, and pedestrian greenway to Indiana Beach from downtown along Lake Shaffer (west side).
5. Create a bike, golf cart, and pedestrian greenway on east side of Lake Shaffer to cross Lake Shaffer over N. Francis Street Bridge.
6. Create and / or emphasize the historic neighborhood between downtown and Twin Lake High School that straddles both sides of US 24. Designate this neighborhood as a National Register of Historic Places district through Indiana Landmarks.
7. Conduct a cultural resources survey to determine if downtown could be classified as an historic district. Review historic photos to determine if historically appropriate restorations could occur with grant funds.
8. Redevelop water front for residential and tourism development on east side of downtown with "Twin Lakes Microbrew Pub" and boat docks.
9. Create a gateway at 6th Street and US 24 on the west side of City.
10. Create a gateway at US 24 and SR 39 on east side the east side of the City.
11. Create a downtown gateway at the bridge just east of downtown Monticello.
12. Continue economic development efforts to attract and retain industrial and business development on South 6th Street.

### LEGEND

- Town/City Corporate Limits
- White County Corporate Limits
- Trail Connections
- Gateway Locations
- Redevelopment Sites
- Project Locations
- 100 - Year Floodplain

# 08 | Economic Development and Redevelopment

## MONTICELLO REDEVELOPMENT ACTION PLAN

Projects	Timing	Partners	Budget Planning	Funding Sources
1.	1-2 Yrs	City, IOCRA, KIRPC, Historic Landmarks, IDNR-SHPO, White Co. CVB	Plan on \$75,000 locally	City, White Co., IOCRA, local businesses, foundations, National Trust, USDA
2.	1-3 Yrs	City, IOCRA, KIRPC, Historic Landmarks, IDNR-SHPO	Private Property Owners, City TIF, Local match 20%+, Potential of \$400-500,000 investment	City, IOCRA, banks, National Trust, foundations
3.	1-2 Yrs	City, KIRPC, INDR-SHPO, IOCRA	City should TIF to support and assist pending private development projects, Private investment \$1-1.5M	City, White Co. CVB, IOCRA, IDNR-SHPO
4.	1-5 Yrs	City, White Co, Indiana Beach, INDOT	\$4M-5M, grants will require local match	City, White Co CVB, INDOT, Private Donors, IDNR
5.	1-5 Yrs	City, White Co, Indiana Beach, INDOT	\$4M-5M, grants will require local match	City, White Co CVB, INDOT, Private Donors, IDNR
6.	1-3 Yrs	City, White Co CVB, IDNR-SHPO, Historic Landmarks	\$7,500-10,000	City, White Co CVB, IDNR-SHPO, Historic Landmarks
7.	1-3 Yrs	City, White Co CVB, IDNR-SHPO, Historic Landmarks	\$10-15,000	City, White Co CVB, IDNR-SHPO, Historic Landmarks
8.	1-5 Yrs	City, White Co CVB, Private developers	City-TIF should leverage \$15-25M private investment	City-TIF, IOCRA, USDA, banks, private developers, IOCRA, White County Economic Development Alliance
9.	1-3 Yrs	City, White Co CVB, INDOT	\$25,000-75,000	City, White Co CVB, INDOT
10.	1-3 Yrs	City, White Co CVB, INDOT	\$25,000-75,000	City, White Co CVB, INDOT
11.	1-3 Yrs	City, White Co CVB, INDOT	\$25,000-75,000	City, White Co CVB, INDOT
12.	1-5 Yrs	City, White County Economic Development, IEDC	Economic Development project specific	City-TIF, White County Economic Development Alliance, IEDC

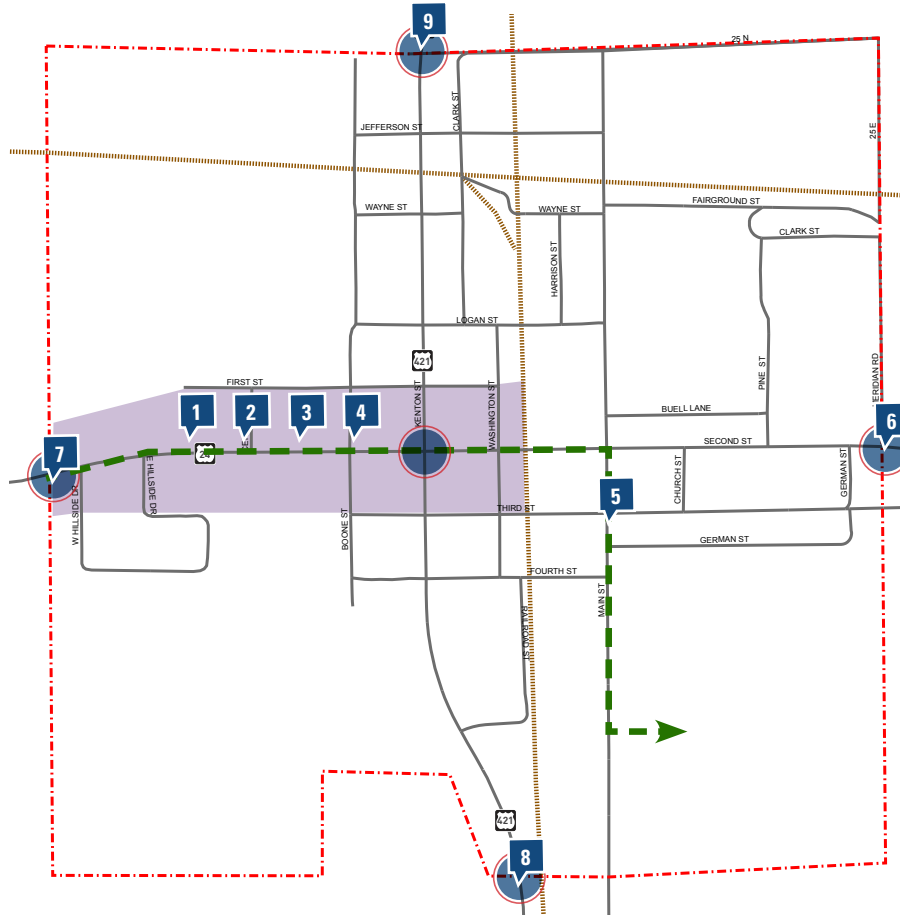
## REYNOLDS: "CROSSROADS" COMMUNITY

### DEMOGRAPHICS AT A GLANCE:

- Population, estimated: 1,129 (2014)
- 2030 projected population: 942
- 2050 projected population: 833
- Median Age: 38.8 (2014)
- Median Household Income: \$50,982 (2014)
- Labor Force (16+ years): 544 (2014)
- Median Home Value: \$126,100 (2013) - White County Estimate
- Housing: 67.0% Owner-occupied, 33.0% Renter-occupied (2014)

Source: US Census

### REYNOLDS REDEVELOPMENT MAP



## Redevelopment Projects

The following ten projects represent a redevelopment strategy for the revitalization of Reynolds for the next five years.

1. Join the Indiana Main Street Program.
2. Join White County Main Street Alliance Program to apply for USDA small business loan program.
3. Apply for OCRA Façade Grant.
4. TIF the Main Street Program area of downtown.
5. Create stronger pedestrian connectivity along US 24 from the school administration building to Main St. then south along Main St. to the community park.
6. Create a gateway at US 24 and 50 E on the east side of Reynolds.
7. Create a gateway at US 24 on the west side of town near the school administration building.
8. Create a gateway on SR 43 at the south entrance to town.
9. Create a gateway on north side of town at the SR 43 and W 100 N CR intersection.
10. Improve the streetscape at the intersection of US 24 and SR 43 downtown.

### LEGEND

- Town/City Corporate Limits
- White County Corporate Limits
- Trail Connections
- Gateway Locations
- Redevelopment Sites
- Project Locations
- 100 - Year Floodplain

# 08 | Economic Development and Redevelopment

## REYNOLDS REDEVELOPMENT ACTION PLAN

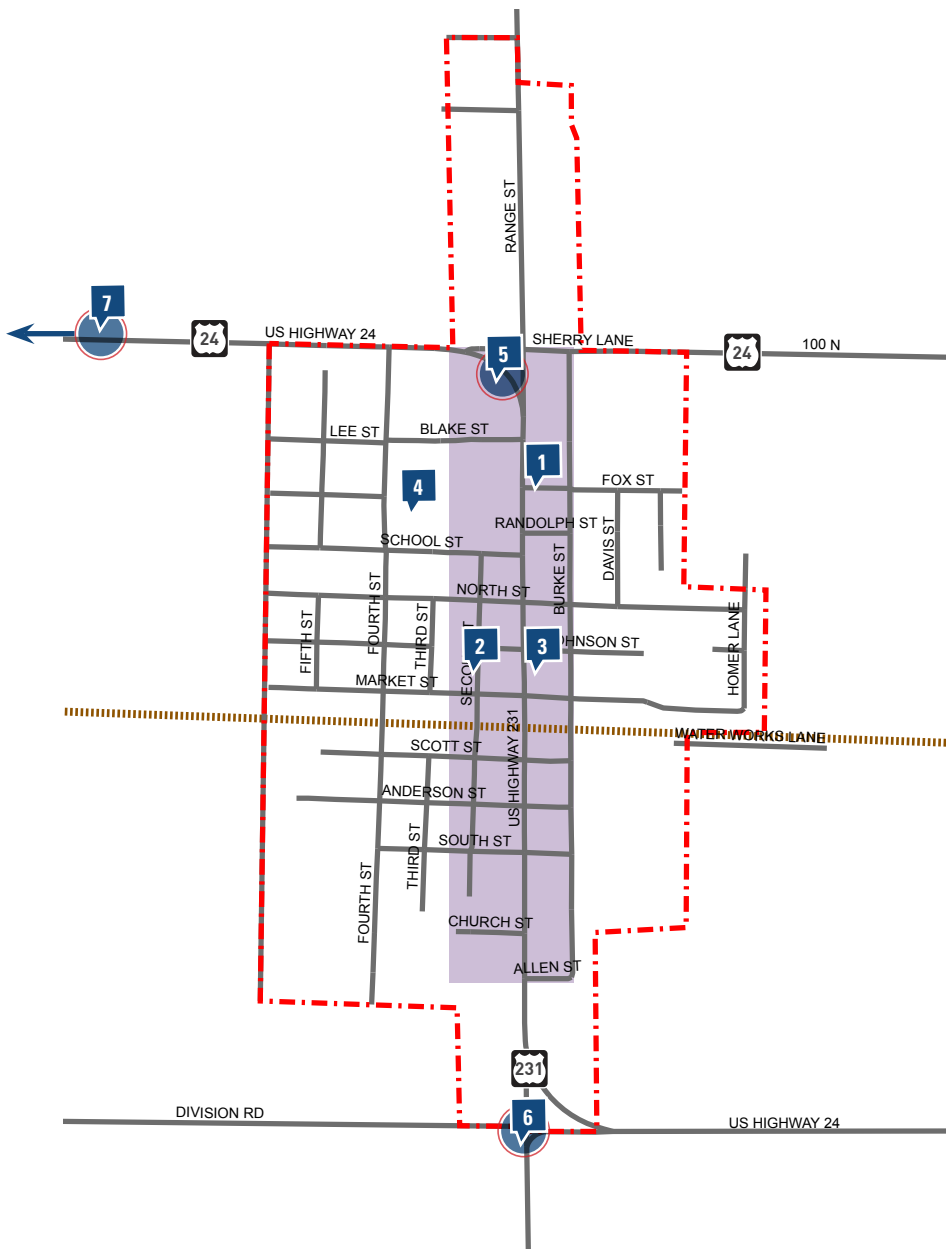
Projects	Timing	Partners	Budget Planning	Funding Sources
<b>1.</b>	1 Yr	Town, IOCRA-MS, KIRPC, White Co. CVB	\$1,500 for local application needs	IOCRA, IDNR-SHPO, KIRPC, White Co., USDA
<b>2.</b>	1-2 Yrs	Town, IOCRA, KIRPC, Historic Landmarks, IDNR-SHPO, White Co. CVB	Plan on \$5,000 locally	Town, White Co., IOCRA, local businesses, foundations, National Trust, USDA
<b>3.</b>	1-3 Yrs	Town, IOCRA, KIRPC, Historic Landmarks, IDNR-SHPO	Private Property Owners, Town TIF, Local match 20%+, Potential of \$400-500,000 investment	Town, IOCRA, banks, National Trust, foundations
<b>4.</b>	1-2 Yrs	Town, KIRPC, INDR-SHPO, IOCRA	Town should TIF to support and assist pending private development projects, Private investment \$1-1.5M	Town, White Co. CVB, IOCRA, IDNR-SHPO
<b>5.</b>	1-5 Yrs	Town, INDOT, IDNR	\$1M-2M with local match required	Town, INDOT, IDNR
<b>6.</b>	1-3 Yrs	Town, White Co CVB, INDOT	\$25,000-75,000	Town, White Co CVB, INDOT
<b>7.</b>	1-3 Yrs	Town, White Co CVB, INDOT	\$25,000-75,000	Town, White Co CVB, INDOT
<b>8.</b>	1-3 Yrs	Town, White Co CVB, INDOT	\$25,000-75,000	Town, White Co CVB, INDOT
<b>9.</b>	1-5 Yrs	Town, INDOT, IDNR	\$1M-2M with local match required	Town, INDOT, IDNR

## WOLCOTT: "PIONEER ANSON WOLCOTT'S" COMMUNITY

### DEMOGRAPHICS AT A GLANCE:

- Population, estimated: 1,129 (2014)
- 2030 projected population: 942
- 2050 projected population: 833
- Median Age: 38.8 (2014)
- Median Household Income: \$50,982 (2014)
- Labor Force (16+ years): 544 (2014)
- Median Home Value: \$126,100 (2013) - White County Estimate
- Housing: 67.0% Owner-occupied, 33.0% Renter-occupied (2014)

### WOLCOTT REDEVELOPMENT MAP



## Redevelopment Projects

The following seven projects represent a redevelopment strategy for the revitalization of Wolcott for the next five years.

1. Work with KIRPC and White County Economic Development to apply for a USDA small business loan program.
2. Apply for the OCRA Downtown Revitalization, Place Based Investment Fund and Downtown Enhancement grants.
3. Create a TIF District to encompass the Main Street Program area of downtown.
4. Create a linkage pedestrian linkage from downtown to the Wolcott House, school and park.
5. Create a gateway and install signage at the US 24 curve entering the south side of town.
6. Create a gateway and signage at the US 24 curve entering the north side of town.
7. Create a welcome sign at the County line on the west side of Mid-America Park.

### LEGEND

- Town/City Corporate Limits
- White County Corporate Limits
- Trail Connections
- Gateway Locations
- Redevelopment Sites
- Project Locations
- 100 - Year Floodplain

# 08 | Economic Development and Redevelopment

## WOLCOTT ED REDEVELOPMENT ACTION PLAN

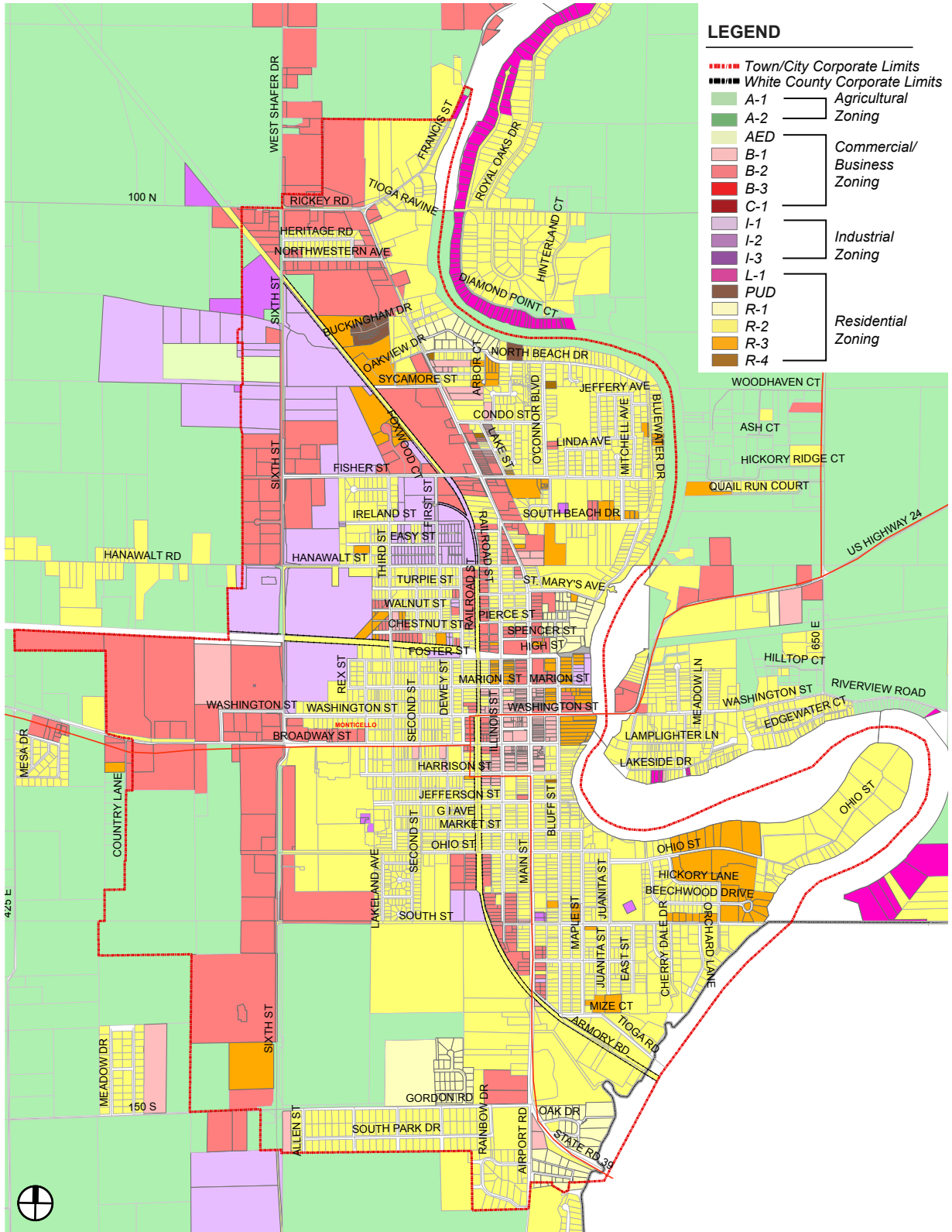
Projects	Timing	Partners	Budget Planning	Funding Sources
1.	1-2 Yrs	Town, IOCRA, KIRPC, Historic Landmarks, IDNR-SHPO, White Co. CVB	Plan on \$5,000 locally	Town, White Co., IOCRA, local businesses, foundations, National Trust, USDA
2.	1-3 Yrs	Town, IOCRA, KIRPC, Historic Landmarks, IDNR-SHPO	Private Property Owners, Town TIF, Local match 20%+, Potential of \$400-500,000 investment	Town, IOCRA, banks, National Trust, foundations
3.	1-2 Yrs	Town, KIRPC, INDR-SHPO, IOCRA	Town should TIF to support and assist pending private development projects, Private investment \$1-1.5M	Town, White Co. CVB, IOCRA, IDNR-SHPO
4.	1-3 Yrs	Town, INDOT, IDNR KIRPC	\$500,000-\$1M	Town, INDOT, IDNR
5.	1-3 Yrs	Town, INDOT, IDNR	\$25,000-75,000	Town, INDOT, IDNR
6.	1-3 Yrs	Town, INDOT, IDNR	\$25,000-75,000	Town, INDOT, IDNR
7.	1-5 Yrs	Town, IEDC	Economic Development project specific	Town, White County Economic Development Alliance, IEDC



# Appendices

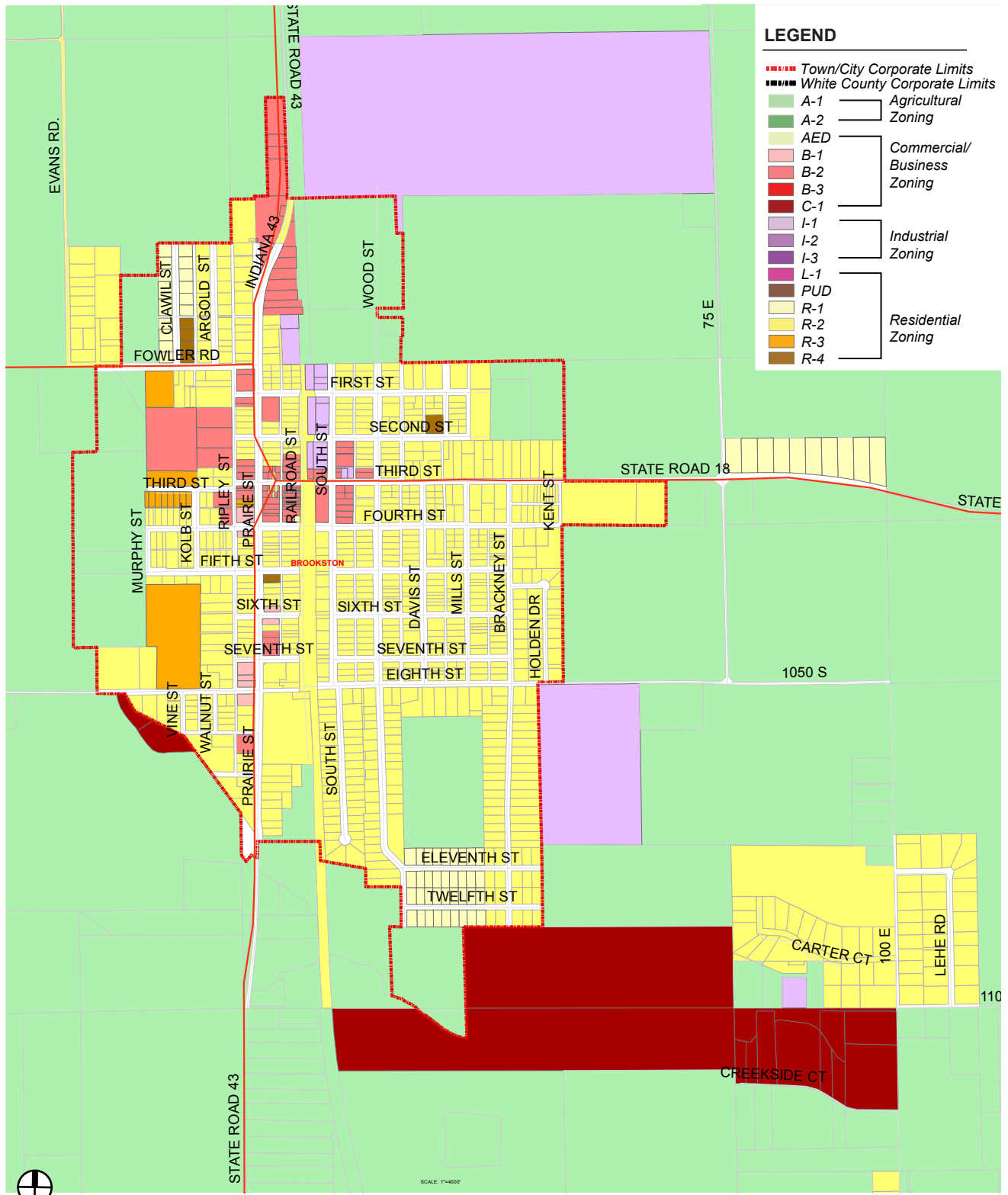
# A

## 2016 OFFICIAL WHITE COUNTY ZONING MAP (MONTICELLO BLOW UP MAP)



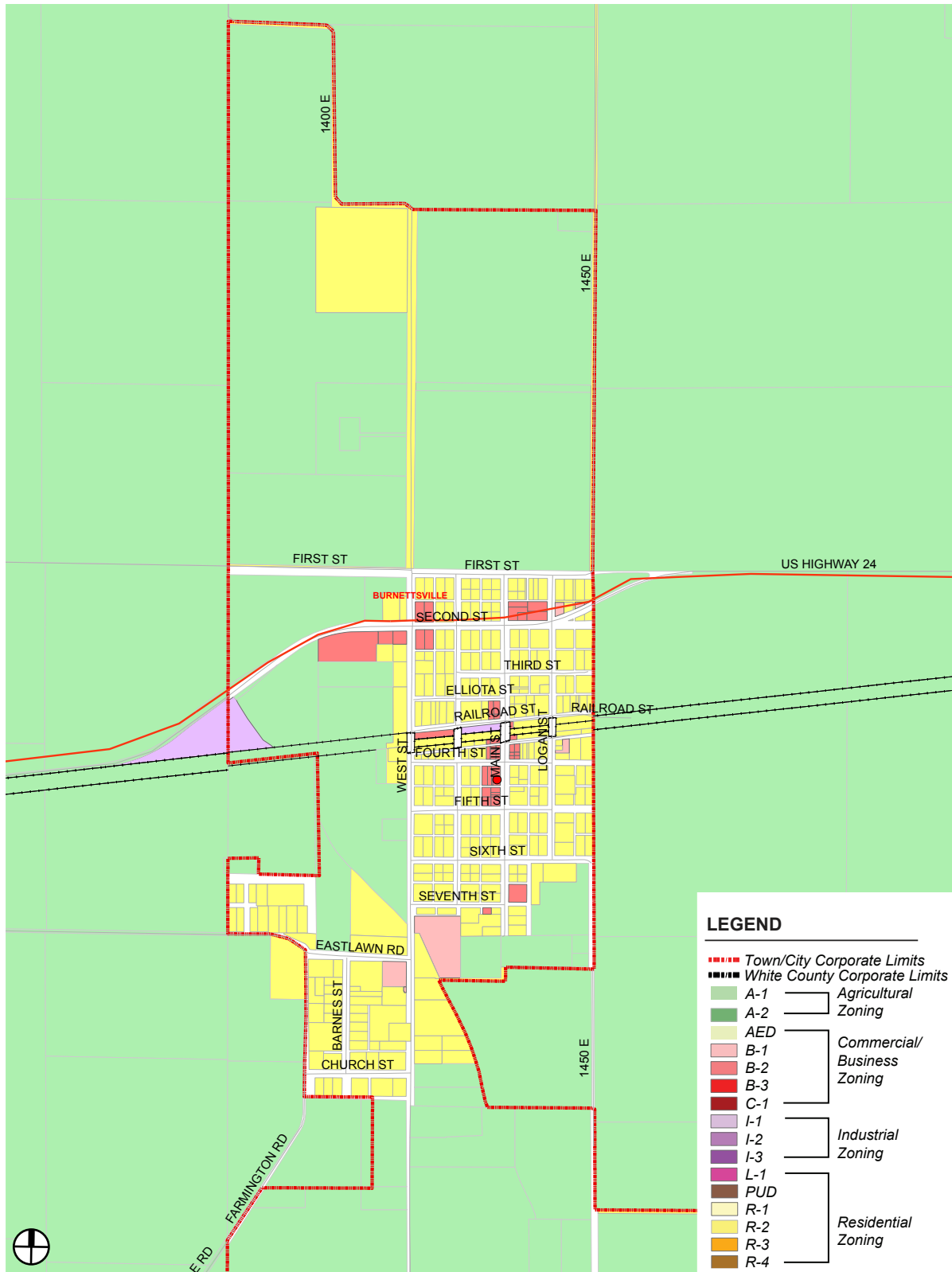
Blowup Maps Not To Scale

2016 OFFICIAL WHITE COUNTY ZONING MAP (BROOKSTON BLOW UP MAP)



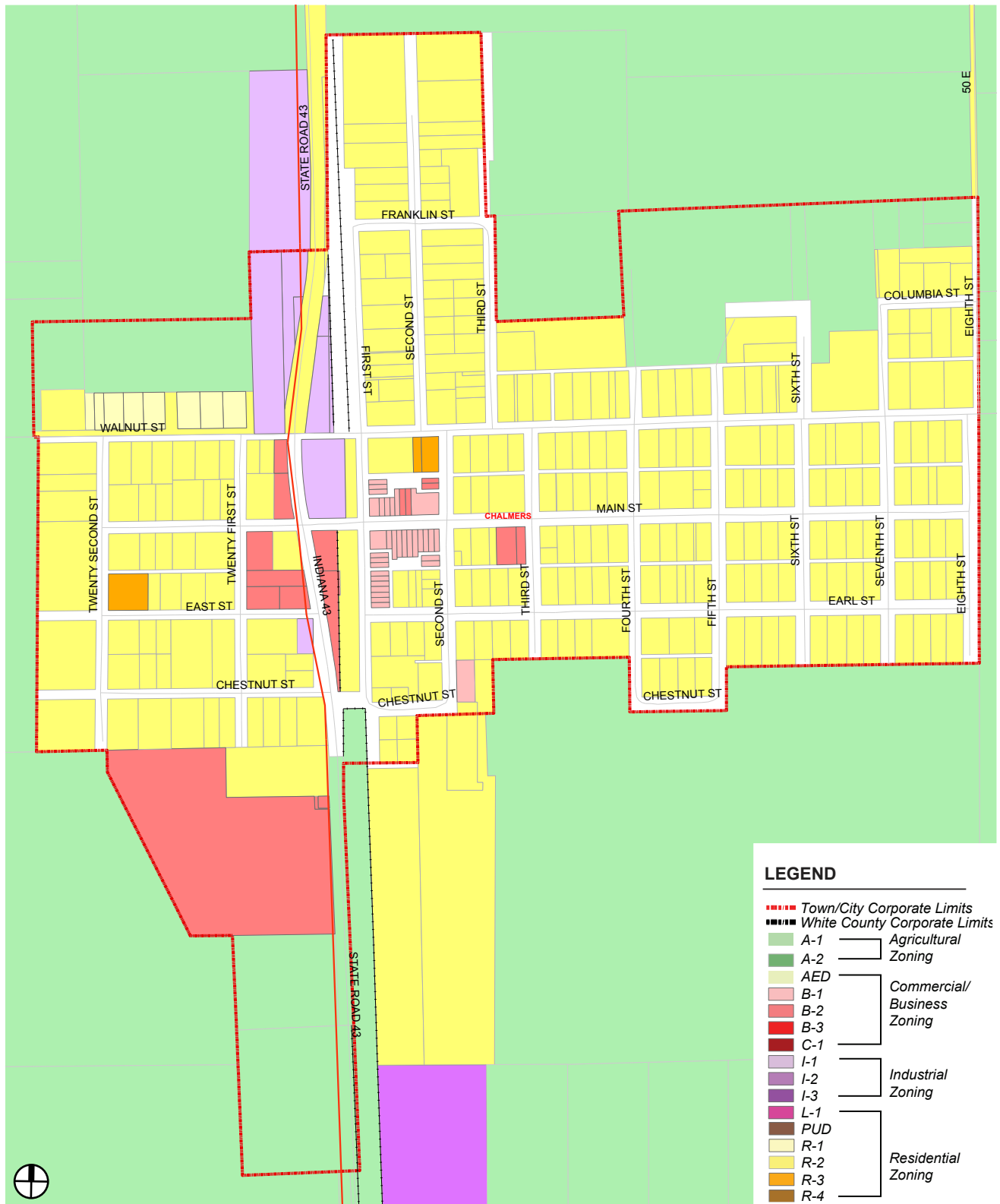
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## 2016 OFFICIAL WHITE COUNTY ZONING MAP (BURNETTSTVILLE BLOW UP MAP)



Blowup Maps Not To Scale

2016 OFFICIAL WHITE COUNTY ZONING MAP (CHALMERS BLOW UP MAP)



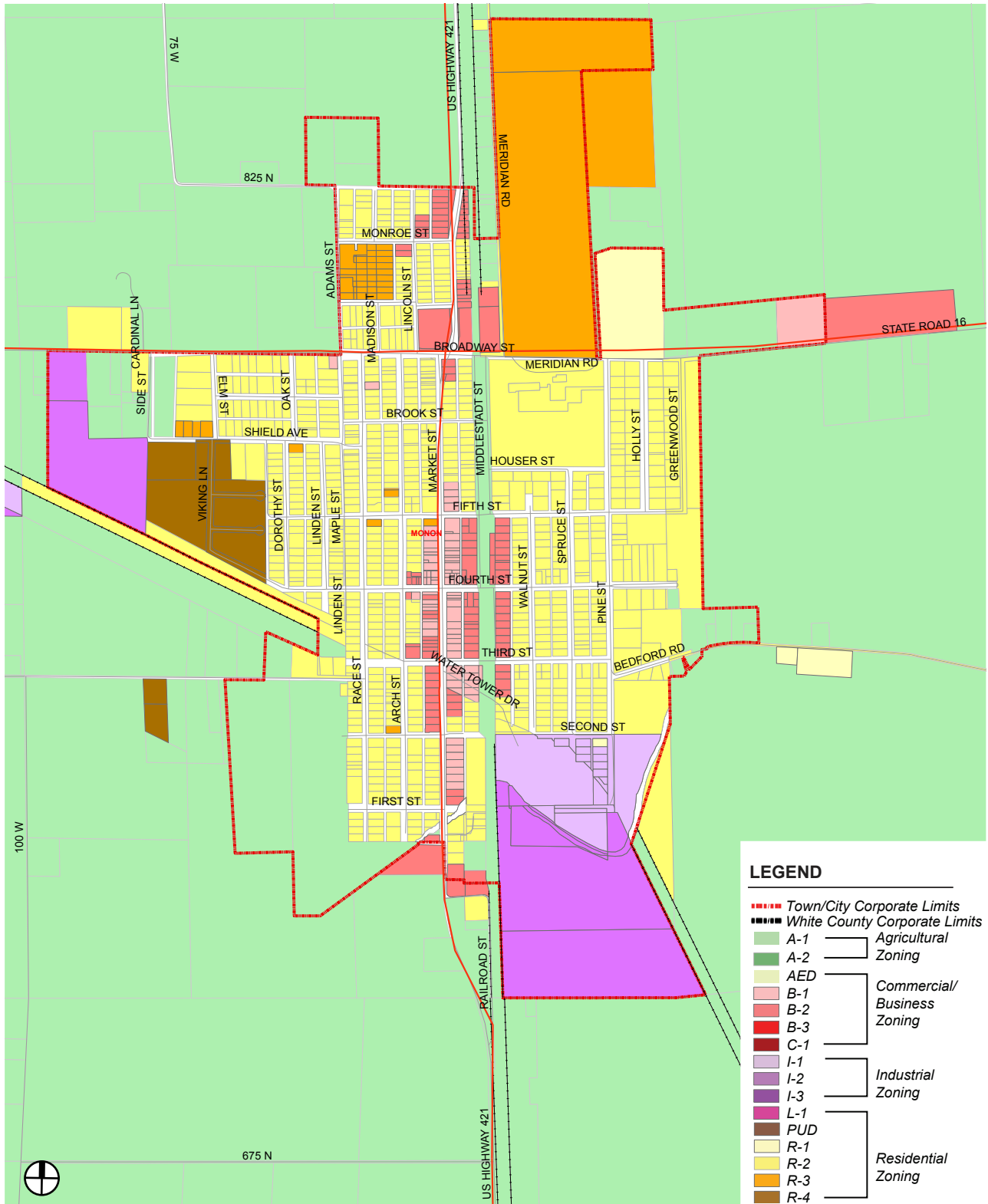
**LEGEND**

- Town/City Corporate Limits
- White County Corporate Limits
- A-1 Agricultural Zoning
- A-2 Agricultural Zoning
- AED Agricultural Zoning
- B-1 Commercial/Business Zoning
- B-2 Commercial/Business Zoning
- B-3 Commercial/Business Zoning
- C-1 Commercial/Business Zoning
- I-1 Industrial Zoning
- I-2 Industrial Zoning
- I-3 Industrial Zoning
- L-1 Industrial Zoning
- PUD Industrial Zoning
- R-1 Residential Zoning
- R-2 Residential Zoning
- R-3 Residential Zoning
- R-4 Residential Zoning

Blowup Maps Not To Scale

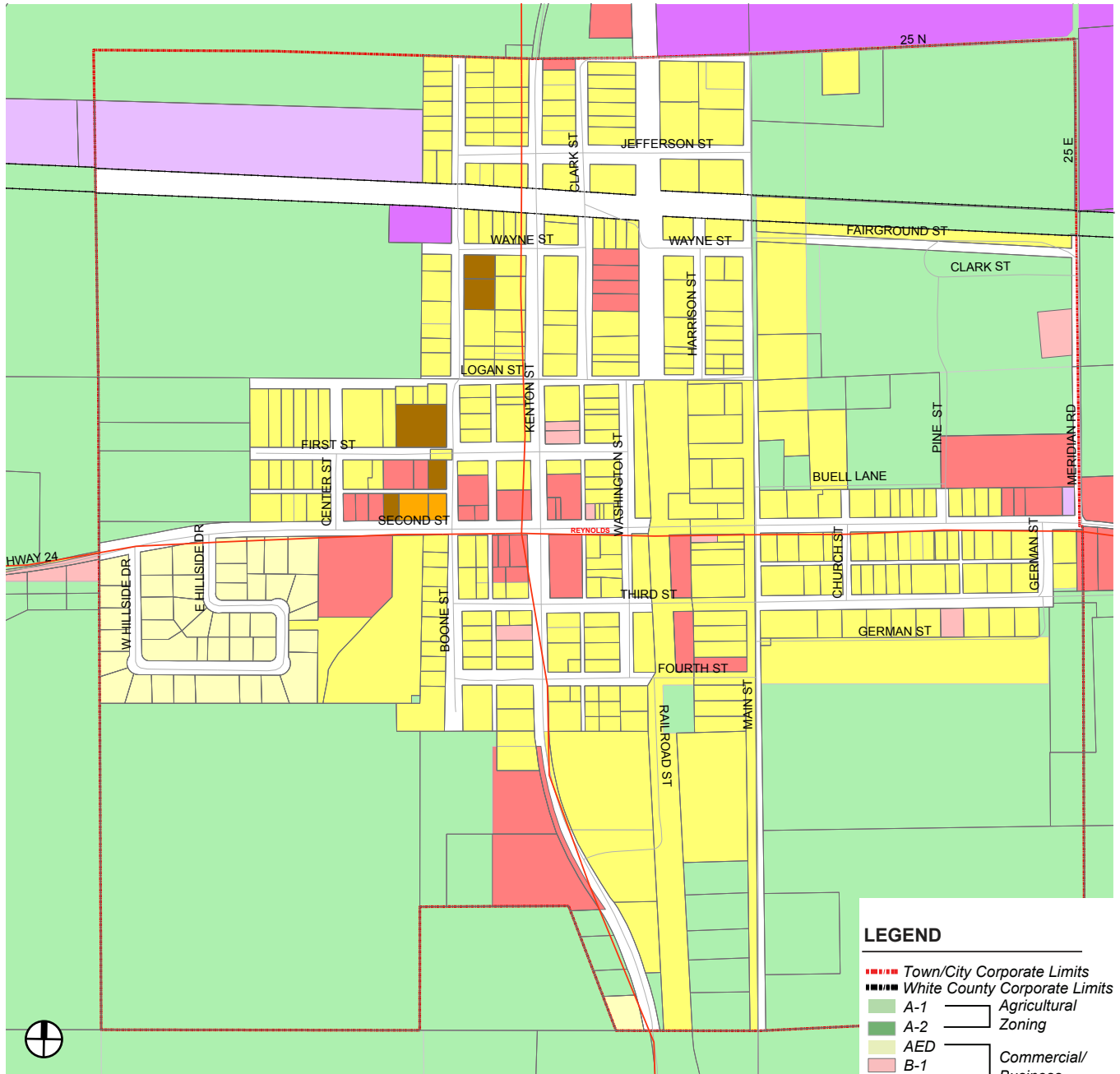
# A | Appendix

## 2016 OFFICIAL WHITE COUNTY ZONING MAP (MONON BLOWUP MAP)



Blowup Maps Not To Scale

2016 OFFICIAL WHITE COUNTY ZONING MAP (REYNOLDS BLOWUP MAP)

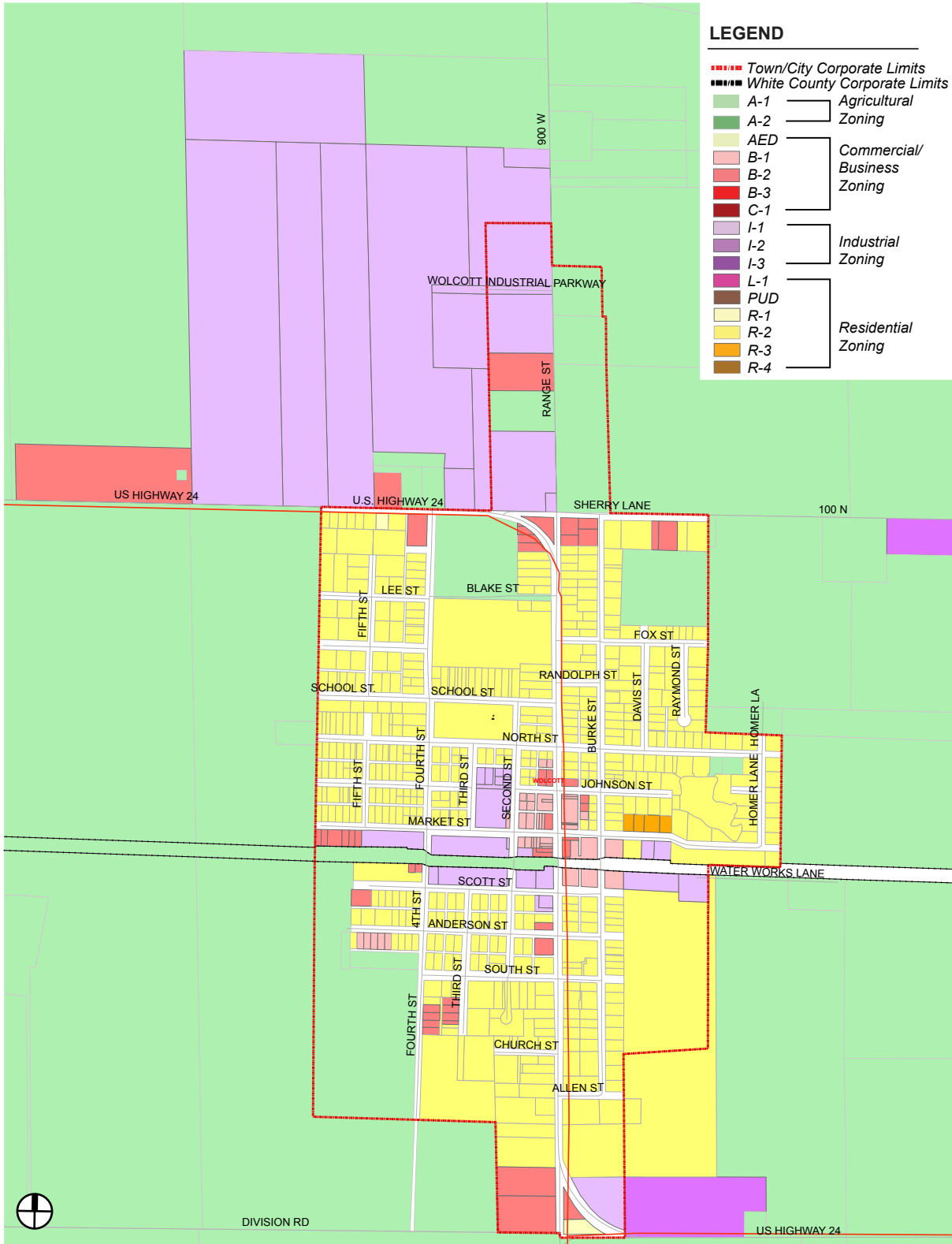


Blowup Maps Not To Scale

**LEGEND**

- ▬▬▬▬▬ Town/City Corporate Limits
- ▬▬▬▬▬ White County Corporate Limits
- A-1 Agricultural Zoning
- A-2 Agricultural Zoning
- AED Agricultural Zoning
- B-1 Commercial/Business Zoning
- B-2 Commercial/Business Zoning
- B-3 Commercial/Business Zoning
- C-1 Commercial/Business Zoning
- I-1 Industrial Zoning
- I-2 Industrial Zoning
- I-3 Industrial Zoning
- L-1 Industrial Zoning
- PUD Residential Zoning
- R-1 Residential Zoning
- R-2 Residential Zoning
- R-3 Residential Zoning
- R-4 Residential Zoning

## 2016 OFFICIAL WHITE COUNTY ZONING MAP (WOLCOTT BLOWUP MAP)



Blowup Maps Not To Scale





RATIO

Architecture  
 Preservation  
 Interior Design  
 Landscape Architecture  
 Urban Planning & Design  
 Graphic Design

## STAKEHOLDER MEETING SUMMARY

Project: White County Comprehensive Plan  
 RATIO Project No.: 15110.000  
 Date/Time: February 19 & February 26, 2016  
 Purpose: Stakeholder Meeting Summary  
 Participants: List Available Upon Request

As part of the White County Comprehensive Planning process, members of the consultant team met with invited stakeholders representing diverse groups and organizations on February 19<sup>th</sup> and 26<sup>th</sup>. The discussions were informal with the facilitator providing question prompts. Comments, questions, and responses from the various stakeholders are presented below. This information will be discussed with the project steering committee and city staff, and some material will be incorporated into the Plan.

### Stakeholder Meeting Schedule:

February 19, 2016

- 9-9:50 am Ivy Tech/Workforce Development.
- 10-10:50 am Realtors (commercial, industrial and residential)
- 11-11:50 am Corporations/Entrepreneurs/Business Owners.
- 3:10-4 pm Agribusiness/Farm Bureau/Purdue Extension

February 26, 2016

- 9-9:50 am Department Heads and Elected Officials.
- 10-10:50 am Public Works, Utilities, and Parks (county and community).
- 2-2:50 pm Tourism/Chamber of Commerce/Quality of Life.
- 3-3:50 pm Education (superintendents, teachers, parents).
- 4-4:30 pm Finance

### Summary

#### February 19, 2016

9 am – Ivy Tech/Workforce Development

1. What are the characteristics of the groups you serve?
  - a. The characteristics of the groups served by IvyTech and other Workforce development programs are threefold and focus on recent high school graduates, returning military and other workers desiring to retrain (either by choice or layoff's).
  - b. 40% of high school graduates either do not attend college or do not graduate which means of high school students you have a significant number of individuals that could potentially take advantage of programs. A large number of persons with the ability to leave do so after finishing high school.
  - c. White County has a 3.8% unemployment rate which is positive, but also minimizes the potentially available workforce to fill jobs and take advantage of workforce development programs. While 3.8% of the population is unemployed approximately, 10-15% of the population is considered underemployed. Those unemployed and underemployed individuals, as well as those who have quit looking for work and are not calculated in the unemployment statistics, should continue to be targeted by Ivy Tech/Workforce Development. There was much discussion of a "living wage" and that those making minimum wage cannot support a family on one check without government subsidies or family assistance.
  - d. Many people left professions and the workforce since the recession. While workforce development needs require skills, they also require socialization skills needed to adapt to a professional environment.
  - e. Stakeholders also described a generational divide in perceived motivation and work skills. The two generations that were mentioned are Baby Boomers and the Millennial workforce.
  - f. White County has a negative workforce migration. Approximately 60% of residents leave White County
  - g. Outside of White County the community can draw from a large area to obtain employees. The county measures the labor shed as 45 miles. Within 45 miles of White County, there are approximately 265,000 people. Within 60 miles Lafayette, Kokomo and Logansport.

## Stakeholder Meeting Summary

Page 2

February 19 & 26, 2016

- h. White County has a quality workforce. The problem is availability and pay. White County pays lower than several of the communities within the 45-mile reach, so the negative workforce migration results in a loss of potential homegrown workforce and difficulty in attracting qualified individuals from outside the community.
        - i. White County has workforce issues with the unskilled labor force. Companies described issues with drugs and workforce professionalism as a drain on the community and on the ability to attract and retain top talent.
        - j. Workforce development and Ivy Tech stakeholders enumerated several companies who are mostly tier two and three suppliers, manufacturing (SIA, Magnetation, and Alcoa) and other small industries who need upwards of 500 employees and are actively seeking workers. The issue within every stakeholder meeting is attracting qualified applicants.
        - k. What is important to a prospective workforce is schools, quality of place (infrastructure, parks, restaurants, etc.), and the availability of quality workforce housing. The community lacks quality rental housing/apartments, and single-family housing in the 150-200k+ range for middle management. Real estate is affordable, and the cost of living is lower than neighboring Tippecanoe County.
2. What strategies do you use to attract, prepare, retain and maintain the workforce?  
White County employs a three-fold approach to prepare, retain, and maintain the workforce.
  - a. The first approach focuses on training and technical skills. The skill gap is located not in technical skills, but instead in social skills and professionalism. Several stakeholders noted that the focus of many programs is approximately 80% training and technical skills and 20% social skills and professionalism and that this should potentially be balanced to resolve workforce deficiencies. Much of this education is obtained through Ivy Tech or trades programs.
  - b. Another approach includes a renewed focus on cooperative vocational education within secondary schools throughout the county. Stakeholders noted that several quality programs exist including; welding, CNC/Engineering Tech, and other programs that transfer directly into vocational post-secondary education and Ivy Tech.
  - c. The third approach is simply mentorship. Many young persons lack strong role models both personally and professionally. Development coaching is a way to help guide a millennial workforce to success as well as retain employees.
  - d. An additional approach that has been discussed, but not implemented is to connect the quality of place to employee attraction and retainage. Simply, employees can enjoy more amenities as well as a more robust work, live, play relationship in other parts of the state and country. White County has quality amenities such as the lakes, affordable real-estate and what is described as a laid-back lifestyle that may have the potential to help with attraction and retention of the workforce if marketed correctly. The last piece of this, however, is compensation. While the cost of living is lower in White County, so is pay. Many residents are choosing to use White County as a bedroom community and work elsewhere for better pay, or move elsewhere altogether. White County has great (I-65 etc.) accessibility which comes with a positive and negative. The X-factor to keep people in White County needs to be further examined.
3. What programs has Ivy Tech and partners implemented to serve workforce development needs? How well are they used?  
Several programs that were profiled include.
  - a. Jobs for American Graduates (JAG Program). The JAG program is a state-based national non-profit organization dedicated to preventing dropouts among young people who are most at-risk. This program helps at-risk students stay in school through graduation, pursue postsecondary education and secure quality entry-level jobs leading to career advancement opportunities.
  - b. Choice Determines Destiny. A scholarship program that helps seniors transition from high school.
  - c. Advancing Manufacturing. The community is not providing the workforce with labor and vocational skills that are required. The business community appealed to the White County Workforce Committee to help. This partnership between WorkOne and Ivy Tech is called Advancing Manufacturing. This program is a nine-week process which graduates Certified Production Technicians (CPT's). This program was funded by the County (100k in \$2500 scholarships). This program focused on persons ages 18-65 that were either high school graduates, people who were laid off/needed to retrain to re-enter the workforce, and returning military personnel. Over a two-year period, 24 people completed the program. Unfortunately, the program did not get the traction it needed. Some thought that the issue was that since the program was administered in part by school guidance counselors that parents were not directly reached and the value was not understood. This effort continues.

## Stakeholder Meeting Summary

Page 3

February 19 &amp; 26, 2016

- d. Other initiatives include meetings between workforce development leaders and the four school superintendents. These meetings look at things like vocational education, sharing resources, perception of public education and other programs
- e. Research the Work Keys program in Ohio.

## 10 am – Realtors

1. What are the characteristics of the groups you serve?
 

Realtors in White County described several different groups that they serve primarily from a residential perspective. Those groups are detailed below.

  - a. Vacation/Retirees. This market is mostly focused around Lake Shafer and Freeman. Realtors stated that the market is split between part-time residents and full-time residents with more part time. Full-time residents are mostly retirees. Education stakeholders noted that the number of students being picked up around the lakes had decreased. Two unique aspects concern this market. Notably, the real estate market is healthier around the lakes (higher price points) but has been down 12% in recent years while the remainder of the county remained stable. This market sector draws predominately from Chicago and surrounding suburbs and Central Indiana (including Indianapolis). Housing ranges from post-war cottages to large homes. Two trends exist. Larger homes are being built in a teardown rebuild scenario. Sometimes two homes are torn down to build one. Alternatively, the national trend towards smaller homes is also factoring in.
  - b. Workforce/Middle Management. This market includes diverse rural properties, an active market in Brookston and a small market in the other APC communities. The availability of quality housing stock in the 150-200k range remains scarce, and many people at this price point chose to build. The other option appears to be finding an older home that needs renovation and investing to do so. Brookston is a bedroom community for Tippecanoe County. The remaining APC communities except for Monticello are bedroom communities for county industry. Workforce development also noted that many area workers are choosing to live in Tippecanoe County and, in particular, Lafayette/West Lafayette due to a number of amenities present. The four school systems in White County have good reputations and scores (on trulia.com), but face falling enrollment and funding gaps which may affect this market in the future.
  - c. Workforce/Labor. This market is geared much towards rental properties since workers often do not have the available capital/credit to secure a mortgage. While rental housing exists in the seven APC communities, it is noted that the quality of available housing (as supported by rents) is problematic when companies look at employee retention/attraction. Very little multi-family housing has been constructed since the recession. A potential pent-up demand should be studied in more detail. The APC communities should also be examined for potential adaptive reuse (senior and low income) opportunities that could utilize tax credits to help fill this market gap. White county's rural population is aging which is further intensifying the need. Stakeholders noted that Wolcott, in particular, had workers commuting from Indianapolis due to a lack of available housing.
  - d. 1<sup>st</sup> Time Homebuyers. This is a small market but does exist. 1<sup>st</sup>-time homebuyers are looking for affordable homes that are turn key near employment centers. Brookston has a significant 1<sup>st</sup>-time homebuyer market. The smaller towns in the APC communities have intact downtowns and schools located within the corporate boundaries may present an opportunity to attract first-time home buyers as part of a community revitalization strategy.
  - e. Existing/Upgrades. A small portion of the residential market is focused on existing residents that wish to upgrade from their current homes. The average numbers of days a property spends on the market affect the ability of existing homeowners from upgrading to a different home.
2. What product types are selling? What is the average number of days for these products on the market?
  - a. Single-family housing under the 150k price point is not selling quickly enough. Average days on the market ranges from 90 days to 6 months depending on the location and price point.
  - b. Single-family housing ranging from 150-200k in rural areas and areas with good interstate access are hard to find. These houses do not come on the market often and when they do they are purchased quickly.
  - c. Multi-family housing (including duplexes) are tough to sell due to condition issues and the cost of renovation versus rental income. \$700 per month is the sweet spot for the cost of a two-bedroom apartment per month. Anything above \$800 per month is priced out of the market. However, there is a significant opportunity to fill a gap in the multi-family market.

## Stakeholder Meeting Summary

Page 4

February 19 & 26, 2016

- d. Commercial properties are not selling and take an amount of time averaging 2-3 years to sell. All of the seven downtowns are very low in both purchase and rental values. Larger square footages sit on the market longer. Purchase costs average around \$40 per s.f. Rental costs average around \$15 per s.f. (in a newer commercial strip mall) and \$4-7 per s.f. Average in the downtowns. White County does not have sufficient rooftops, or traffic counts to attract many more big-box stores, or franchise restaurants. This is not necessarily a bad thing though because local businesses are supported as a result.
  - e. Redevelopment of industrial properties slow due to lack of available sites, but with economic incentives such as TIF districts, this could be bolstered.
  - f. Development of new greenfield industrial properties are handled mostly through deals with the industry and White County Economic Development. The Mid-American Commerce Park is an example of this type of partnership. Land development costs range from 25k to 35k per acre depending on the area.
  - g. Agricultural land goes for 10k to 15k per acre.
  - h. Connectivity is important as much business is generated from foot traffic.
3. What areas of the county are seeing development activity?
    - a. From a residential perspective, the market is slow, but there are signs of pent-up demand for single family and multi-family housing. The future land use map should specify potential areas of growth for both of these land use types.
    - b. The tourism aspect of the economy is showing signs of recovery. Indiana Beach was purchased by Apex Parks Group, who is planning to revitalize the park and resort. Stakeholders indicated that downtown Monticello has available real estate that that could be positioned to serve the tourist population. The issue in the past has been that the seasonal business dries up after a few months in the spring/summer. An estimated 45000 people come to the White County area during tourist season.
    - c. Industry is a big part of the White County economy. The Mid-American commerce park features a spec building to help entice potential users to the site. This is considered to be a shovel-ready site. The industrial development sector of the economy sees slow growth, but with the size of many of these type of developments the business attraction strategy employed by White County Economic Development appears to be working.
  4. What is the focus of the developments you are involved with?
    - a. Developments are focused mainly on the industrial and commercial sectors of the economy. The Great Recession held back much of this development. The other area which may have pent up demand is housing (single and multi-family).
  5. Where are the development opportunity areas?
    - a. Greenfield properties near the two I-65 interchanges near Brookston and Wolcott.
    - b. Downtown Monticello and properties near the Indiana Beach Amusement Park and Resort.
    - c. Small town downtowns in Monon, Wolcott, Brookston, Chalmers, Burnettsville, and Reynolds. All of these have the potential to attract business incubation spaces in vacant storefronts.
    - d. Industrial sites near rail spurs in the seven APC communities.
    - e. Development and redevelopment opportunities for commercial and industrial land uses within TIF districts located throughout White County. The county may have a chance to create some new TIF districts to support business attraction and retention.
    - f. The county is considered to be developer friendly. Stakeholders considered White County also to have excellent cooperation with the APC communities. This is a boon for development and a reason the County is enjoying success.
  6. What is the overall opinion of the real estate market and development opportunities in White County?
    - a. The overall opinion of the real estate market is that it is struggling, but stable.
    - b. The tourism section continues to strengthen despite a decrease in sale prices of single family residential property around the lakes. Aside from tourism that is driven by Lake Shafer, Lake Freeman, and Indiana Beach, the county has a winery, golf course and rail museum/restaurant located throughout White County.
    - c. Industrial sectors are bolstered by the county's economic development initiatives. Residential real estate is driven predominately by the factors outlined in #1. Residential real estate is tied to industrial development in the community.
    - d. Agribusiness continues to be a juggernaut in White County. Land prices are stable for agricultural land that is of high productive value. The continued investment in Wind Farms further stabilizes agricultural real estate and drives the prices up for properties with those leases.

Stakeholder Meeting Summary  
Page 5  
February 19 & 26, 2016

- e. New challenges will hinge around the ability of schools to maintain facilities in small town, the success of workforce development initiatives and ability to attract and retain new businesses.
- 7. What are the challenges in the residential market? Are there any housing access or equity issues?
  - a. Challenges in the residential market are supply, quality and demand. When you have demand for high-quality housing within the 150k-200k range, you do not have a supply. When you have a supply of low-quality housing, you do not have demand. This community appears to have a housing gap of quality supply for both middle management and professionals looking to buy and for laborers looking to rent. The community has an abundance of housing stock that is not desirable due to condition issues.

11-11:50 am Corporations/Entrepreneurs/Business Owners.

1. What are the greatest resources of White County for strengthening economic development and creating new employment opportunities?
  - a. White County's location on the I-65 corridor is an excellent resource that the County continues to position itself to reap the benefits from. The community is well positioned from both a vehicular and rail perspective. White County is also in the process of expanding its airport which will further improve access to the community.
  - b. Lake Shafer, Lake Freeman, and the Big Monon Creek provide both an active and passive recreational experience that promotes quality of place and helps attract and retain employees.
  - c. White County has some of the most productive cropland in the Midwest which continue to attract investment from an agribusiness and agribusiness support perspective.
  - d. White County has embraced business development and a co-operative spirit in a way that has helped White County to retain and attract major employers. White County continues to strengthen its partnerships and work to maintain a business-friendly atmosphere.
  - e. White County has the largest commercial wind farm in the Midwest. This resource has provided construction and operations jobs as well as provided a positive image for White County, which is even reflected in the county seal.
  - f. White County has a powerful co-operative that make up White County Economic Development and Chamber of Commerce.
  - g. White County's proximity to Purdue University and connection the wealth of programs and initiatives offered at Purdue should be strengthened.
2. Regarding economic development, what type of development do you feel White County needs to reach its potential?
  - a. White County needs to pursue a two-fold economic development approach that balances new development of large industrial businesses with redevelopment and infill of existing industrial and commercial sites situated throughout the county.
  - b. Waterfront redevelopment is an opportunity that would help White County reach its potential.
  - c. A casino or resort hotel at the old county home?
  - d. Revitalizing the small towns in the county and uniting them around a common goal could help improve the quality of place for the small towns to improve the attraction of new residents and businesses.
  - e. Redeveloping Monticello's downtown to be a destination for residents and tourists alike.
3. Are your workforce needs fulfilled?
  - a. White County has workforce fulfillment issues. As was discussed during the Workforce Development/Ivy Tech stakeholder meeting the social skills and training of applicants for jobs continue to be of concern.
  - b. Employers in multiple sectors noted that they all are actively hiring and have vacancies. Entry level positions are particularly hard to fill. Some companies are turning towards retirees to fill open positions. It takes on average two months to fill a position.
  - c. From an employment perspective, White County does not pay as highly as neighboring Tippecanoe County and other employers. The relatively low cost of living in White County coupled with Tippecanoe County means many residents are commuting to Lafayette/West Lafayette for employment which makes it hard to fill positions within the community.
  - d. White County also has substance abuse issues that exacerbate the problem of finding a qualified workforce.
4. What are the strengths and weaknesses of your location and do you have expansion plans?

## Stakeholder Meeting Summary

Page 6

February 19 & 26, 2016

- a. The strengths of White County include; access, quality of place generated by a mix of lakes, rural, and small town amenities, strong business focus, an alternative energy hub, safe community, high-quality schools, inter-governmental cooperation and available land for development and redevelopment.
- b. The weaknesses of White County include; fragmentation of agencies, net outflow of people, workforce development (quality and quantity)/brain drain, politics and mindset, substance abuse issues, proximity of higher wage paying communities that have a higher perceived quality of place, quality of housing stock, and aging customer base and population.

### 3:10-4 pm Agribusiness/Farm Bureau

1. What strengths does agribusiness have in White County?
  - a. White County leads the state in hog and corn production. White County also produces a significant amount of poultry, beef, winter wheat and soybeans. The agricultural impact on the County economy is over \$100 million.
  - b. White County has stable land prices for agricultural property (10-15k per acre).
  - c. White County is seeing an influx of labor that is quality and more reliable. This is helping alleviate workforce development issues.
  - d. The wind farms located within White County impacts agribusiness positively from a financial perspective.
  - e. Two existing and one planned large hog packing plant within proximity to White County.
  - f. Low property taxes that are expected to decrease further.
2. What weaknesses does agribusiness have in White County?
  - a. Tax caps have affected the ability of the County to maintain road infrastructure and bridges. Both are an issue. Volunteer fire department and educational funding are also affected by tax caps which is hitting rural districts and schools hard. The community has begun to support the schools and fire department to help find a solution.
  - b. CAFO buildings require special training from both fire and public safety capacity and labor capacity.
  - c. The workforce is an issue in the agricultural business community also. Farming is becoming more automated with expensive machinery because farmers cannot find people to work. Substance abuse continues to be an issue in the White County community.
  - d. Agribusiness has hazards such as CAFO pits, grain bins, waste disposal, chemicals and antibiotic/medicine use.
  - e. If Wind Turbine subsidies are removed, there is a risk that the decommissioning provisions may go into effect if they are abandoned. This risk is, however, slight.
  - f. Perceived environmental issues of CAFOs are negatively impacting public image. This document should include training to inform the public of CAFOs and best management practices being used in the county. This document is also an opportunity to support one-mile agricultural buffers that are currently being considered by the County Commissioners.
3. How does alternative energy (wind, solar, etc.) affect agribusiness?
  - a. White County farmers and residents affected by alternative energy are positively impacted because they receive funds due to leases and/or royalties. An average farmer receives \$5000 per wind turbine annually and the county \$10,000 per turbine annually. Residents nearby also receive a royalty check for the wind turbines impact on the viewshed. White County is united around Wind Turbines and alternative energy resources. This is another product of the co-operative spirit that is emboldened by the County.
4. Are there any environmental, land use or farmland preservation concerns?
  - a. Development around the I-65 interchanges near Brookston and Wolcott have the potential of adversely affecting available farmland and/or driving up land prices. When topsoil is removed for development than property cannot return to productive farm use in the future.
  - b. CAFO's generate environmental concerns. The new type of package wastewater treatment plants that are being used by CAFO operations returns water to creeks and stream much cleaner than agricultural runoff from the tile.
  - c. Fertilizer runoff continues to be a concern especially as they run-off into Lake Shafer and Lake Freeman.
  - d. One mile CAFO setback from towns and one and one half mile setback from the lakes is a significant environmental step that the community is taking to address an issue.
5. How is modern farming changing the way farmers use land, water, and resources?
  - a. Modern farming is a business, but in a sense also still family oriented. Farms are having to increase in size or join in co-operatives to maintain profitability.
  - b. Modern farming is evolving to need less water, fertilizer and pesticides to control runoff.

## Stakeholder Meeting Summary

Page 7

February 19 &amp; 26, 2016

- c. Smaller co-operative farms are becoming more popular as the country experiences a back to the land movement.

**Stakeholder Meeting Schedule**

February 26, 2016

- 9-9:50 am Department Heads and Elected Officials.
- 10-10:50 am Public Works, Utilities, and Parks (county and community).
- 2-2:50 pm Tourism/Chamber of Commerce/Quality of Life.
- 3-3:50 pm Education (superintendents, teachers, parents).
- 4-4:30 pm Finance

**Summary****February 26, 2016**

9-9:50 am Department Heads and Elected Officials.

1. Twenty Years (20) from now, what kind of community do you envision (want) White County to be?
  - a. To create such a powerful county-wide reputation that is; a well educated, disciplined, responsible, eager and proactive population and a great place to live!
  - b. A fully occupied Mid-American Commerce Park and Monticello's professional parks development.
  - c. A revitalized downtown in the seven APC member communities with a healthy mix of businesses, residences, and public amenities/infrastructure upgrades. This all culminates in a renewed sense of community.
  - d. Restored historic community assets such as the Monon Community Theatre.
  - e. A strengthened workforce guided by a strong school system that is still community-based and financially stable.
  - f. Fully capitalize on the potential to be the "Wind Energy Capital of the Midwest"
2. What plans, projects, or accomplishments has your organization made that we should know about?
  - a. Brookston Downtown Revitalization Plan
  - b. Monticello Stellar Communities Application (2015?)
  - c. White County Transportation Plan (2016) KIRPC
  - d. Non-profit impact on the local community. Just to name a few the Rotary Club has donated over 100k to Monticello Parks over an 11-year period, and the Kiwanis Club, Streets of Monticello Organization have stepped up in many areas by helping fund and providing in-kind labor on many civic projects. Also, the White County Economic Development Organization is an important positive asset in the community and has directly impacted the quality of life for residents through economic development.
3. What are some of the challenges of creating and maintaining public amenities (parks, community centers, town hall etc.), streets and sidewalks in the White County?
  - a. Funding is a major challenge that the County faces. Tax caps have negatively impacted the capital projects, operation and maintenance budgets of the County and seven APC communities. Moreover, educational funding is problematic because the school-aged population within the county is decreasing. With those population decreases come funding shortfalls since funding is tied to population.
  - b. Several of the seven APC communities have lost their community schools, have aging/failing infrastructure, and a shrinking population. Communities are striving to maintain individual identities in light of school closures.
  - c. Attracting residents and businesses to invest in several of the smaller APC communities and retaining those persons is a challenge. Real estate is affordable, but needs to be marketed with a solid action plan in order to entice redevelopment opportunities.
4. Are there plans for any significant investments in the public realm—streetscapes, beautification efforts, new roads, etc.?
  - a. The City of Monticello is building a new fire station in partnership with White County. This development will also include a street extension which will continue west to service the new station between the hospital and Brandywine Conference Center. This corridor is envisioned as being a professional park in the future. The City also has a number of potential redevelopment projects focusing on the old Fire Station and another site nearby.
  - b. The Town of Monon is working with its local preservation society to revitalize its historic downtown theater which has been vacant for many years. This is designed as a catalyst project to spur the revitalization of the downtown. Also, the town is in discussion with the township to build a new fire station. The current fire station sits in a low-lying area

## Stakeholder Meeting Summary

Page 8

February 19 & 26, 2016

that has flooded multiple times over the last few years. The other thing to consider is that the town hall building is old, and has had very minimal updates over the years. This space is insufficient for current town uses. Stakeholders noted that it would be ideal if we could implement the town hall building in with the fire station similar to what Chalmers has done. The stakeholder reservations with this that if the fire station/town hall is built outside of the downtown area as is proposed another vacancy will lead to further disinvestment in downtown. Monon also needs investment in its sewer system. The town is currently under a development moratorium because of too much stormwater flowing into the wastewater system (I&I). Also, the water system is aging, and water mains are in need of replacement due to recurring breaks.

- c. The Town of Chalmers is setting aside dollars to replace sidewalks throughout downtown. This is a catalyst that will hopefully spur reinvestment in the downtown's redevelopment.
  - d. The Town of Brookston has a five-year infrastructure investment program and is actively pursuing grants to replace streets and sidewalks in conjunction with two INDOT funded projects (SR 18 and SR 43) planned shortly. The Town also plans to build a new fire station/community center.
  - e. The Town of Reynolds needs to invest in its sewer system due to too much stormwater flowing into the wastewater system (I&I). This town also has a development moratorium due to sewer issues.
  - f. The Town of Wolcott is most interested in working through drainage issues, and building new water and sewage treatment plants and by resolving these three issues the city can encourage development. Wolcott is also working immediately to stabilize vacant buildings which are in danger of collapse in the downtown.
  - g. The Town of Burnettsville has lost much of its population and is struggling to provide municipal services. This town has a lagoon system that services its residents. Its residents are on drinking water wells. This town is embarking on a five-year project to improve streets and sidewalks. The town is also working to fill vacant buildings in its core.
  - h. White County Government has several projects shortly. These projects include the expansion of 6<sup>th</sup> Street and Gordon Road to US 421 to connect into Indiana Beach by 2018. Another project involves the replacement of the Norway Bridge located at the Norway Dam. Further, the County is working with CSX rail on a drainage study to create a long term drainage solution to the Mid-American Industrial Park. Other notable projects include a new highway garage (side has been selected), White County airport runway expansion (in partnership with the city) new fire stations (in partnership with individual APC communities), and improvements to the County recycling facility. Another long-term project is the replacement of approximately 1200 miles of regulated field tiles within the community. From a procedural standpoint, the White County Auditors office is digitizing records to maximize efficiency and transparency.
5. What resources do you need to implement plans/projects?
    - a. The top challenge with all stakeholders is finding funding to not only maintain critical infrastructure, provide services but also fund projects. KIRPC (Kankakee Iroquois Regional Planning Commission) is integral in providing technical and grant writing support to the seven APC communities.
  6. What is the number one issue in the County that needs to be dealt with?

The stakeholders addressed several issues.

    - a. CAFO's and the proximity to the lakes is the #1 issue as voiced by a county commissioner. A setback is currently being established for these sensitive areas that are integral to the continued popularity of White County as a tourist destination.
    - b. Workforce issues. Stakeholders indicated that many entry level and labor jobs cannot fill positions because they cannot find skilled, experienced employees who are responsible, have initiative, and can pass a drug test.
    - c. "Small communities are dying" is a systemic problem that plagues the community. Rural communities throughout the country are experiencing similar issues and are having to "right size" resources, infrastructure, and services.
  7. How effective are local/county governmental relations?
    - a. Stakeholders indicated that they have seen a "remarkable and dramatic improvement" in inter-governmental relationships during the past few years that have resulted directly in successes shown with the Mid-American Park and wind turbines.
  8. Who may be excluded from this process that we need to engage?
    - a. Social service organizations, town leaders for a one on one conversation and young persons (aged 15-25).

10-10:50 am Public Works, Utilities, and Parks (county and community).

1. Are there identified infrastructure problem areas?
  - a. Many of the seven APC communities have aging and deficient infrastructure including roads and sidewalks, sanitary sewer, storm sewer and water systems.



## Stakeholder Meeting Summary

Page 9

February 19 &amp; 26, 2016

2. What is the adequacy of existing systems and planned/needed upgrades:
  - a. Water systems
    - i. All of the communities interviewed stated that water systems are adequate for uses today. Burnettsville is on well so they cannot accommodate industry. The remainder of the seven area planning communities are on drinking water systems sourced from wells. Except Wolcott, which is on a water system with Remington, the remaining APC communities have municipal water works. Monon and Chalmers drinking water mains are deteriorating and in need of lining. This project is costly and time-consuming. Chalmers has asbestos water lines and is also in need of a new well to expand capacity. Monticello has a large water works facility and has additional capacity. The unincorporated portion of White County is on well water.
  - b. Wastewater systems
    - i. All of the seven APC communities have wastewater systems. All, but Burnettsville run their own wastewater treatment plant operations. Burnettsville is on a lagoon system. Indiana Beach is on its own wastewater system also and discharges north of the park into a creek. Several of the APC communities have development moratoriums due to problematic wastewater treatment systems. The towns of Reynolds, and Monon both have moratoriums due to I&I (Infiltration and Inflow) due to flood hazards near the WWTP. The town of Chalmers, Wolcott and Brookston also experiences I&I, but are not on any ban. Chalmers system was built recently (2005). Monticello has a large WWTP operation that is being expanded. Monticello's system will increase to a capacity of 1.1-1.6 million gallons of daily operational capacity with 2.2-3.6 million gallons of peak capacity. This will resolve CSO issues below the lakes into the Tippecanoe River.
  - c. Stormwater system
    - i. The town of Wolcott reported ongoing drainage issues that it is working to study fully in conjunction with the City and CSX railroad as it affects the Mid-American Commerce Park. The town of Chalmers has stormwater issues on the west side of town. As far as the lakes are concerned stormwater runoff is cleaner than in the past. The lakes still have some issues with algae blooms due to agricultural runoff in the spring and summer. White County is currently working with property owners to replace broken field tile at the cost of \$700 per acre. Currently, there are over 1200 miles of field tile in the county, and much is over 100 years old.
3. Telecommunication and gas, and electrical systems (including wind-power)
  - a. NIPSCO (Northern Indiana Public Service Company) and Carroll White REMC (Rural Electrical Municipal Utilities) provide power and gas for White County. NIPSCO said the system is pretty robust, and capacity is there for industrial development, etc. NIPSCO works with developers on large projects to ensure capacity meets demand. From a gas perspective, the capacity is there, but there may be some gaps in rural areas. NIPSCO has a rural gas plan to fill gaps. Moreover NIPSCO has invested in the Midwest Independent Operator grid which is a high powered "superhighway" for electricity going east and west through the community.
  - b. White County also is home to Meadow Lake Wind Farm owned and operated by EDP Renewable North America, LLC. This company has a multi-phase commercial wind farm located in the southwest corner of White County. The five-phase project will cover over 92,000 acres of land with the potential for additional phases. The first four phases are complete and consist of 300 turbines with an installed capacity of 500 megawatts. This is enough electricity to power over 150,000 average Indiana homes with clean energy each year. The second phase will add 50 more turbines at 100-megawatt capacity each. The wind farm co-exists well with the agricultural land use in the area, allowing farmers to continue growing crops while generating revenue from the wind turbines.
  - c. Telecommunications in the County are sufficient and provided by a number of large providers. Except for wireless in downtown Monticello (courthouse) there is no municipal internet.
4. What are current planned park improvements?
  - a. Monticello recently updated the five-year parks master plan. The City is active in pursuing parks and trails grants (land and water conservation fund, safe routes to schools, interceptor srif loan etc.). Some projects include the River Street Trail, Allthair Park (with green amenities), Train Depot Restoration and heritage rail tours to the Rail Museum in Monon. A cooperative project with the Indiana Department of Natural Resources to provide an access point to the Blue Water Beach on Lake Shafer is also underway. Parks in Monticello are well used both by residents and visitors. Currently, the City has 56 acres of park land. The parks need analysis conducted as part of the five-year parks plan states that 76 acres of parks are needed. Monticello has a professional parks director and active parks board. Monticello is also focusing on accessibility and compliance with the Americans With Disabilities Act on public sidewalks.

## Stakeholder Meeting Summary

Page 10

February 19 & 26, 2016

- b. Chalmers has been investing in its Town Park. This includes doubling the size and putting in a 10' w x 3700 l.f. walking trail that is well used. This facility is lit and includes amenities. Chalmers also has an active parks board that is seeking grant funding.
  - c. Brookston has several parks including; Wood Street Park, Juanita Waugh Park. Both parks are well utilized.
  - d. Burnettsville is working to encumber funds to repair sidewalks and infrastructure and is interested in a splash pad.
  - e. White County has a few "rest stops" that are maintained by the highway department. These should be evaluated for further programming since they are interspersed in the county along major thoroughfares.
  - f. Since there are no county parks, it is imperative for all of the APC communities, the county trustees, and the county commissioners to work together to fund, maintain and plan for new amenities to meet the needs of the population. Since White County and the APC communities enjoy a collaborative relationship with high inter-governmental co-operation the comprehensive plan may want to investigate case studies where small communities share parks staff, maintenance, etc. A splash pad is an example project that several communities were interested in studying. Rather than having each community that wants a splash pad spend the money or take out a bond to build one the county could collectively construct a splash pad in one location. This is just an example. The stakeholders were also interested in a countywide trail system with a focus on rail-trails. Carroll County has a successful system that should be reviewed.
  - g. Parks in the remaining APC communities will be studied as part of the Community Issues and Needs Report.
5. What resources do you need to implement plans/projects?
- a. Funding and staff are key resources that are needed to implement plans and projects.

2-2:50 pm Tourism/Chamber of Commerce/Quality of Life.

1. How is the perceived vs. actual health of the community?
- a. Perceived needs
    - i. Access to Healthcare
    - ii. Poverty
    - iii. Education
    - iv. Access to healthy foods
    - v. Obesity – diet, nutrition and exercise
    - vi. Substance abuse
    - vii. Chronic Disease
  - b. Actual (from IU Hospital report)
    - i. 22% adult tobacco usage (smoking)
    - ii. 32% adult obesity rate
    - iii. 37% did not have access to exercise opportunities
    - iv. High preventable hospital stay rate. This means a lot of people are going to the hospital for something they could have done on an outpatient basis
    - v. Environmental initiatives (walking trails, playgrounds, community health centers, parks)
  - c. Other community health needs include; a large percentage of seniors, children and families in need. Need to talk with Patty Godlove about the various programs she and her husband are employing to help with children in poverty and mentorship.
  - d. The county has several food pantries (Monticello, Monon, Wolcott), a community garden which donates all food, meals on wheels and student backpack programs that help, but the need is great and increasing. Meals on wheels could use a hospital or assisted living nutritionist to help prepare menus for healthy eating. Also, the Purdue Extension Service is working to improve the Farmers Market to allow for SNAP, WICK, SR WICK and other farmers market assistance to provide healthy food to needy persons and resolve food desert issues.
  - e. The county needs to create health and wellness policy initiatives.
2. What are the visitor attractions (tourist, leisure, business) in White County?
- a. Indiana Beach, Lake Shafer, Lake Freeman and Monticello (ask Monticello for branding study) 2200 homes around both of the lakes, 43 resorts around the lakes.
  - b. 13 Festivals interspersed in various APC communities
  - c. Monon Rail Museum
  - d. County sports complex
  - e. Brookston is an arts-centric community.

## Stakeholder Meeting Summary

Page 11

February 19 &amp; 26, 2016

- f. There is a need to find a draw in each of the APC communities.
  - g. The county lacks, however, an overall organization that works on tourism, open space and the arts. The Chamber of Commerce and Visitors Bureau both work on initiatives, but it seems as if there is a disconnect.
3. What challenges do businesses face in White County and associated communities?
    - a. Businesses in White County face several challenges. Challenges include the seasonal nature of tourism. For instance, seasonal businesses in Monticello shut down after several months in the summer. This means to truly revitalize the lakes and downtown Monticello year-round users must balance seasonal interest.
    - b. Small towns continue to lack draw from outside users. As the population of the small towns continue to decrease, and businesses close there is a high rate of vacancy, blight, and disinvestment in the core. Small towns are losing their identities as the population declines due to attrition and is not replaced. This is a major issue.
  4. What are some new trends and opportunities that we might explore.
    - a. TIFs need to be examined in more detail as a redevelopment tool
    - b. Another tool is Tax Credits (Federal and New Market)
    - c. Complete streets
    - d. Fine arts promotion
    - e. STEM promotion

3-3:50 pm Education (superintendents, teachers, parents).

1. Are the schools in White County meeting or exceeding state standards?
  - a. Currently, the four school districts (Tri-County, Frontier, Twin Lakes, North White) in White County are rated highly and meet, or exceed state standards in testing. In fact, SAT scores have increased by 10 points over the past decade.
  - b. The county has one charter school.
2. What challenges does education face?
  - a. Schools are challenged for several reasons. Enrollment is decreasing by 5-10% per year as the population ages. Less school-aged children live in White County each year due to young families locating in places like Lafayette or Remington, which are closer to high paying jobs, amenities, and housing supply.
  - b. Other challenges are community-based. Opportunities for good paying employment in the community are hard to find in certain sectors (especially in small towns). Because of those jobs communities shrank and infrastructure was not continually invested in. What you are left with is some communities that have managed to thrive and others that have suffered.
  - c. Over the past ten years, demographics of the County and APC communities have changed. In the past, many farmers had young children at home, and people along the lakes had children at home. Also, more homes were owner occupied. Currently, the trend is that the community is getting older and poorer. The small towns have had an increase in rental properties over the past ten years. Many of the families moving into rentals are one parent households with little education and entry level jobs. As a result, of many families in poverty, the ability to educate is suffering.
  - d. Since White County Schools have enrollment losses (\$5700 per student in state funding), this means that consolidation is on the table. Tax caps exacerbate this problem. Tax caps and inability to collect tuition have created a hole in local educational finances. Right now the Tri-County School Corporation is facing a 900k operational deficit. This is not sustainable.
  - e. Many teachers are leaving White County to work in neighboring communities such as Lafayette for the same reason families are leaving. Those factors are; higher wages, more amenities, and better housing supply. This is increased by the statewide teacher shortage.
  - f. Apathy in the community is a major issue. Educators described the breakdown of the family unit and lack of active grandparents and mentors as a major problem in the community. Family units have been broken down due to generational poverty and to some extent substance abuse by parents. As a result, students lack self-respect, initiative, and respect for others. Male mentors are needed badly.
  - g. 68% of students go to a four-year college. Most leave the community for better opportunities after. This means the brightest and best are leaving the community and raising their families elsewhere. What remains is 32% or approximately 90 graduates per year who stay in the community. Most of those go directly into the workforce. Despite workforce development and vocational training, a fair percentage of those still lack the required skills needed to be successful.

## Stakeholder Meeting Summary

Page 12

February 19 & 26, 2016

- h. To coordinate workforce development programs between the four school systems, Ivy Tech, Work One and other community entities and attract students to participate. The four school systems have been working to evolve vocational education to provide jobs and skills for high school students readying to enter the workforce. A big part of this is partnering with local employers to provide mentorship, development coaching, and internships.
    - i. The property around the lakes attracts many people, but not many families anymore. Although the lakes have become a retirement haven, it has the potential to attract active families on a year-round basis.
  - 3. Is there a high rate of student mobility in White County?
    - a. Since White County has an increasing amount of rental properties in the APC communities it has a greater rate of student mobility than has been previously experienced. White County also has a significant transient population that is involved in agriculture and other seasonal businesses. School enrollment numbers are taken twice a year. Enrollment numbers affect state funding.
  - 4. What is the best way to retain students in the County after high school or college? Is there something the community can provide to retain students after their primary education?
    - a. One program promises to engage students in their career preparation earlier in their educational careers and pair them with a career mentor.
    - b. More higher-paying jobs are needed.
    - c. Destination based investment in the small towns and infrastructure is necessary because people are not only looking for quality schools when they seek to buy a home. People are also highly focused on community amenities (good parks, shops, gyms, etc.).
    - d. Fully realize Purdue University resources as resident attraction and retention resource. Research creating a business incubation and/or bio-research center. White County has prime agricultural ground; perhaps it is an agricultural research center in conjunction with industry and Purdue. The other potential piece that hasn't been realized is making the county the "Green Energy" capital of the Midwest.
    - e. Consolidation is scary. Once the four county school corporations determine the best course of action as far as consolidation is concerned people will be more apt to move to some of the smaller APC communities. People do not want to invest in a community knowing that it might lose its community school and identity along with it.

4-4:30 pm Finance

- 1. What are your general views on the financial conditions, real estate, and business climate in White County and the seven APC communities?
  - a. Considering the lending climate in White County. Rules are tougher, and you need capital to get capital to start a business. Economic and political uncertainties are keeping entrepreneurs from investing in new ventures.
  - b. The farm economy has taken a beating over the past year. It has also encountered many swings (highs and lows) that will likely not be seen again from a crop price perspective. What is positive about farming in White County is that the income many farmers receive from the wind turbines provides extra income that insulates some of the instability in the crop/commodity market.
  - c. Manufacturing and Industry is doing well. Businesses that made it through the recession are maintaining or expanding the workforce and investing in their businesses. Most are preferring to stay as lean as possible. Some in the manufacturing sector indicate that now is the most profitable that they have ever been. Most have lines of credit but prefer to use cash.
  - d. Commercial business is flat. As renewed investment in Indiana Beach improves the local tourism economy some new seasonal businesses may be created.
  - e. Residential lending is steady, and interest rates are very favorable to those that have sufficient credit, are willing to take out mortgage insurance and/or have a 20% down payment. Definitely pent up demand for quality middle class housing stock and quality apartments. Aging population housing trends and needs should also be considered. There may be an opportunity to attract new subdivisions near the interstate interchanges and especially in Brookston and Wolcott. As Indiana Beach is improved so will values along the lakefront.
  - f. Mid-American Commerce Center can totally transform Wolcott.
  - g. 3.65% for a 30 year fixed mortgage in White County.

Any additions or corrections to these Minutes should be submitted in writing to RATIO within ten (10) days of receipt. Otherwise, these Minutes stand as correct.

Stakeholder Meeting Summary  
Page 13  
February 19 & 26, 2016

Respectfully submitted,

Aaron Kowalski, AICP  
Urban Planner

## PROPOSED STREET STANDARDS (FOR SUBDIVISION CONTROL ORDINANCE UPDATE)

STREET STANDARDS								
	Roadway Type		Minimum ROW (ft)	Minimum Pavement Width (ft)	Minimum Shoulder Width (ft)	Maximum Grade (%)	Horizontal Alignment (ft)	Horizontal Visibility (ft)
Urban	Residential without on street parking	Local	50'	20'	Shared	7%	150'	150'
	Residential with on street parking *1	Local	60'	36'	N/A	7%	150'	150'
	Non Residential	Local	50'	24'	N/A	7%	300'	300'
		Collector	70'	40'	N/A	6%	300'	300'
	Arterial	Secondary	80'	62'	N/A	6%	500'	500'
		Primary	115'	88'	N/A	6%	500'	500'
Rural	Residential	Local	60'	24'	N/A	7%	200'	150'
	Non Residential	Local	60'	24'	6' *3	6%	300'	300'
		Collector	75'	40'	6' *3	6%	300'	300'
	Arterial	Secondary	88', 64', or 40' *2	44'	8'	6%	500'	500'
		Primary	110'	88'	10'	6%	500'	500'

\*1. Parking permitted on both sides of street based on pavement width. No on street parking is allowed in other categories.

\*2. Width may vary depending on the number of lanes. Lane widths should be 12'. If a trail or multi-use path is present add 40' to the total.

\*3 Shoulder may be unpaved.



Architecture  
 Preservation  
 Interior Design  
 Landscape Architecture  
 Urban Design & Planning  
 Graphic Design

## MEMORANDUM

To: White County Comprehensive Plan Steering Committee

RATIO Project No.: 15110.00

Date: 6/17/2016

Subject: Take Home Planning Kit – Summary

The following summary reviews the results of the 14 Take Home Planning Kits that were administered by White County Comprehensive Plan Steering Committee Members. This summary provided results from 154 participants including 74 high-school students from the four school corporations in White County. Youth results are tallied separately. The following results in conjunction with online survey results and results from Comprehensive Planning surveys conducted last summer by the White County Area Plan Commission were synthesized into goals and objectives for this plan.

### Activity 1: Vision Worksheet

Participants were asked to write descriptive phrases that illustrate the potential vision for White County over the next ten to twenty years. Similar phrases were summarized with the number of people who had similar responses included following the phrase.

### General Public Responses

- New types of industry in the county that will generate jobs and strengthen the economic base and recruit more families with young children into the community. X9
- Promote the lakes as a tool to recruit residents and tourists to the community. Promote high-quality lodging, seasonal rentals, and seasonal and year-round homes along the lakes. X6
- Promote affordability of property around the lakes.
- Promote workforce development and business growth to increase quality and quantity of jobs with higher compensation. X3
- Promote the development of quality workforce housing (both single family and multi-family). X2
- Expand of progressive agribusiness within White County and protect prime-agricultural property for productive agricultural use. X5
- Update long-range land planning to inform quality and ease of development/redevelopment within White County.
- Promote small business growth to fill vacant storefronts, provide stores and restaurants which will support small communities, and create a community investment strategy from within. X10
- An increase of extra-curricular (non-school) activities and facilities for children and families.
- White County needs a larger school population for increase programs and opportunities. X4
- Promote more family friendly activities and stronger gathering venues, park, sidewalk, trail and open space systems throughout the community. X8
- Improve access to and quality of critical facilities such as hospitals, urgent care, EMT, fire, police and other emergency responders. X2
- Dedication to revitalization and preservation of APC community's historic neighborhoods and downtowns. This may include supporting enhanced historic preservation organizations. X6
- Promote a safe, progressive and diverse community, which is welcoming to all and open to growth and development. By capitalizing on the diversity of people, geography and economy broader choices will be realized which positively influences the quality of life. X6
- A forward thinking county, which is investing its resources back into the county to promote economic development and quality of life for its citizens.
- White County should desire to be a "Choice Community" that is a desirable place to live even if residents have to commute out of the county to find employment.
- White County should embark on a strategic focus to improve the quality of life and place that includes; clean and safe neighborhoods, greater accessibility to businesses and pedestrian amenities, well-maintained utility and road and bridge infrastructure, and low taxes and quality schools that are supported. X9
- Old fashioned values paired with modern and innovative conveniences blended for the ultimate in quality of life.
- White County should invest in clean and attractive lakes, rivers, and natural spaces and accessible ways to reach them such as a Riverwalk. X2

## Summary: Take Home Planning Kit

Page 2

6/17/2016

- Schools must be invested in and kept in good standing to attract and retain families. Schools should investigate consolidating to maintain a high quality of education with a declining population.
- The county needs to coordinate with APC communities to share technical resources and assist with the development of capital improvements projects. X3
- Grow the tourism sector with a focus on extending the season beyond the summer months. X6
- We are a county with a focus on manufacturing, tourism, and agriculture that promotes balanced education, forward thinking and a concentration of work-life balance. X3
- White County could be improved if the county and APC communities had better access to healthcare. Doctors offices in small towns are needed. X2
- White County needs a housing stabilization program for current homeowners that need assistance as well as a more robust enforcement policy for unsafe buildings.
- With the aging population, White County needs, more senior-friendly housing, aging in place initiatives, assisted living facilities and other support systems.
- White County should invest in becoming more ADA accessible to support the needs of the growing senior population.
- White County needs to focus on providing employment, quality of life amenities, and suitable housing to better support a middle class. X2
- Create a positive community for education and employment for future generations while maintaining a low tax rate for property owners. X2
- Create an open, safe and nurturing community for all people. X2
- White County needs to form a cooperative multi-agency group enhancing current and future recreational, agricultural, industrial, and residential growth and prosperity.
- Not only increase population, but also increase and promote marketing efforts highlighting tourist attractions and activities. X2
- White County needs a more enforceable nuisance ordinance to require property owners to clean up properties.
- Current ordinances are outdated and in need of updating to keep pace with changes in White County and the 21<sup>st</sup>-century world. Also, investigate splitting the Area Plan and Building Departments. X3
- White County is very business friendly and has a strong economic development focus. That is one of the biggest assets of the community. X5
- White County is a community with small town values that services others through recreation, tourism, and agricultural roots.
- White County is a community, which embraces its five sub communities; agriculture, tourism, small town residents, second homeowners, and business retail and industry.
- Keep our beautiful lakes pristine by addressing any environmental issues head on.
- White County is a community with strong collaboration and communication amongst government, educational and non-profit entities that has resulted in a united focus on improving quality of life, physical appearance of communities, and encouraging arts and culture. By breaking down silos success can be achieved.

### **Youth Responses**

- White County is a place you think of to raise a family, to live, work and play, enjoy the small town feel, and benefit from proximity to employers. X4
- White County will be a county that has a strong focus on economic development, which will attract people to the area. X3
- White County needs more housing developments on the south side of the county to entice parents that community to Lafayette.
- White County needs outstanding quality of life facilities and programs such as a YMCA community center with fitness center and pool, family programs, adult programs, teen programs, early child development programs and childcare to compete against neighboring Tippecanoe County.
- Embrace the past and future of agriculture in White County. White County should be focused on sustaining agriculture, our environment, and improving access and infrastructure to support agricultural businesses. Farming built White County and pays the majority of taxes used to maintain county infrastructure. X4
- White County – Where country and community interconnect resulting in small town roots growing for a prosperous tomorrow.
- White County – Where yesterday's values and tomorrow's technology intersect to focus on a more sustainable future.



## Summary: Take Home Planning Kit

Page 3

6/17/2016

- Make downtown Monticello part of the tourist area (IB-6<sup>th</sup> st) and invest in improvements to bring those tourists downtown.
- Improve the availability of year- round activities such as ice skating, public lake access, indoor sports, and outdoor active recreation.
- White County is a community that cares and works together will all in mind. White County has good schools, small town atmosphere and strong agricultural roots. White County is built up of small towns with quaint downtowns, a strong industrial base, and tourism. Tourism should draw more unique shops and complimentary activities to attract tourists, attract, and retain younger families.
- Stay focused on agricultural roots, small towns, and areas of the county that are not lived in. Preserve rural character and small town feel especially where it has been lost. Monticello above the other small towns has activity and things are improving. White County has a lot going for it, but still a long way to go.
- White County is a close knit, welcoming, and safe community for all people. X8
- White County is a growing county that embraces technological advances and yet preserves its long history.
- Of key importance is the preservation of the lakes in White County.
- Commercial semi-traffic should be rerouted outside of the City of Monticello.
- White County has a focus on development of business and trade opportunities that positively affects resident retention/attraction and job growth.
- White County needs to focus on providing low cost, quality infrastructure and sewer services to meet local needs and the needs of new businesses.
- Workforce development and maintaining quality schools are very important to maintaining White County and keeping it relevant in the 21<sup>st</sup> century. X8
- White County is a safe, family focused community where education is a priority. X4
- County cities and towns need to be brought together to determine how to cooperate in providing recreational amenities to county residents without duplicating services.
- Education and the prevention of “brain drain” is a priority of White County.
- School consolidation should be a priority in the future.
- White County – Everything you need to raise a family and start a career.
- White County has small hometown feel with big city options and amenities (such as trails, bike paths). X5
- White County should work to promote its tourism, industry, and agricultural businesses to create a destination for growth.
- A future vision for White County is a community, which as a strategic focus on economic development, capital improvements, and the importance of agriculture in the community. In addition, White County should continue to support established industry, small businesses, and assets such as Lake Shafer and Indiana Beach.
- The redevelopment of Monticello’s downtown and riverfront will spur economic development by creating an enhanced destination.
- White County is a community with a strategic focus on economic development and capital improvement projects. This balance maintains the county’s agricultural heritage, tourism, and manufacturing base. In addition, the quality of life that is generated draws younger generations who respect the importance of protecting rural areas and the lakes. X4
- White county desperately needs more activity for youth, increased opportunities for college graduates to return home and start careers and quality housing for them to start families. X3
- For White County to be successful, it needs available jobs for individuals in younger generations to learn from those before them, take risks, and start small businesses. .
- An efficient pathway between businesses, government, and community would help White County move forward positively.
- White County is a friendly community with small town feel, a thriving industrial base, and great recreation opportunities. This is what makes White County a great place to live.
- White County is a friendly community with a great amount of potential in the agricultural and alternative energy sectors. This rural community is well connected to the outside world via its proximity (by way of I-65) Purdue/Lafayette, Indianapolis, and Chicago. X3
- White County has a strong potential to use the Monon Railroad ROW to develop a rail trail that could create a healthier community and bring more tourists in.
- White County has great natural areas, but needs a large investment in a county park and trails system.
- Trash trucks and the garbage dump should be evaluated based on their economic benefit to the community. The dump and trucks affects quality of life for residents.
- County ordinances need to be better enforced to improve property values.
- White County should focus on being Indiana’s leader in the “Green Revolution”.

Summary: Take Home Planning Kit

Page 4

6/17/2016

- Has White County considered forming a monthly meeting of all towns to identify how to work together better on common goals?
- White County needs to build on economic growth in industry and as a resort community to have a stable tax base.
- White County needs to promote the maintenance of public and private infrastructure and celebrate improvements.
- White County should support both public and private use of the lakes.

**Activity 2: Visual Preference Survey**

There are 36 numbered photographs included in each Community Planning Kit in six different categories. Ratings are as follows: 1 = Not liking it at all and 5 = Liking it a lot. Please review the visual preference survey handout along with these results:

<b>General Public Responses</b>	<b>Youth Responses</b>
<p><b>Housing</b></p> <p>1. #1- 2 votes, #2-16 votes, <b>#3- 39 votes</b>, #4 – 24 votes, # 5- 4 votes                      2. #1- 24 votes, <b>#2 - 34 votes</b>, #3 -33 votes, #4 – 5 votes, #5 - 0 votes                      3. #1- 4 votes, #2 -14 votes, #3 - 22 votes, <b>#4 – 28 votes</b>, #5 - 16 votes                      4. #1- 4 votes, #2 -12 votes, #3 - 24 votes, <b>#4 – 35 votes</b>, #5 - 0 votes                      5. #1- 0 votes, #2 -10 votes, #3 - 21 votes, <b>#4 – 37 votes</b>, #5 - 19 votes                      6. #1- 2 votes, #2 -5 votes, #3 - 28 votes, <b>#4 – 36 votes</b>, #5- 15 votes</p>	<p><b>Housing</b></p> <p>1. #1- 3 votes, #2 -3 votes, <b>#3- 38 votes</b>, #4 – 28 votes, # 5- 12 votes                      2. #1- 11 votes, #2 -24 votes, <b>#3- 40 votes</b>, #4 – 6 votes, # 5- 3 votes                      3. #1- 1 vote, #2 -5 votes, #3- 5 votes, <b>#4 – 31 votes</b>, # 5- 17 votes                      4. #1- 4 votes, #2 -6 votes, <b>#3- 30 votes</b>, #4 – 31 votes, # 5- 17 votes                      6. #1- 4 votes, #2 -13 votes, <b>#3- 25 votes</b>, #4 – 23 votes, # 5- 17 votes</p>
<p><b>Open Space</b></p> <p>7. #1- 0 votes, #2 - 4 votes, #3- 28 votes, #4 – 28 votes, <b># 5- 29 votes</b>                      8. #1- 1 vote, #2 -9 votes, #3- 15 votes, <b>#4 – 33 votes</b>, # 5- 27 votes                      9. #1- 0 votes, #2 - 0 votes, #3-10 votes, #4 – 31 votes, <b># 5- 45 votes</b>                      10. #1- 1 vote, #2 -9 votes, <b>#3- 34 votes</b>, #4 – 28 votes, # 5 - 15 votes                      11. #1- 1 vote, #2 -8 votes, #3- 15 votes, <b>#4 – 32 votes</b>, # 5- 28 votes                      12. #1- 4 votes, #2 -11 votes, #3- 22 votes, #1- 4 votes, #2 -11 votes, #3- 22 votes, #4 – 30 votes, # 5- 18 votes, # 5- 18 votes</p>	<p><b>Open Space</b></p> <p>7. #1- 1 vote, #2 - 0 votes, #3- 5 votes, #4 – 19 votes, <b># 5- 57 votes</b>                      8. #1- 2 votes, #2 -3 votes, #3- 17 votes, #4 – 20 votes, <b># 5- 41 votes</b>                      9. #1- 2 votes, #2 -1 votes, #3- 5 votes, <b>#4 – 21 votes</b>, # 5- 17 votes                      10. #1- 1 vote, #2 - 4 votes, #3- 15 votes, #4 – 23 votes, <b># 5- 39 votes</b>                      11. #1- 1 vote, #2 - 6 votes, #3- 14 votes, #4 – 22 votes, <b># 5- 41 votes</b>                      12. #1- 0 votes, #2 -1 vote, #3- 7 votes, #4 – 27 votes, <b># 5- 48 votes</b></p>
<p><b>Commercial Districts</b></p> <p>13. #1- 6 votes, #2 - 6 votes, <b>#3- 29 votes</b>, #4 – 21 votes, # 5- 21 votes                      14. #1- 7 votes, <b>#2 -38 votes</b>, #3- 20 votes, #4 – 12 votes, # 5- 6 votes                      15. #1- 4 votes, #2 -25 votes, <b>#3- 29 votes</b>, #4 – 20 votes, # 5- 7 votes                      16. #1- 1 vote, #2 -11 votes, <b>#3- 38 votes</b>, #4 – 20 votes, # 5- 12 votes                      17. #1- 0 votes, #2 -16 votes, <b>#3- 31 votes</b>, #4 – 27 votes, # 5- 13 votes                      18. #1- 0 votes, #2 -13 votes, <b>#3- 30 votes</b>, #4 – 21 votes, # 5- 14 votes</p>	<p><b>Commercial Districts</b></p> <p>13. #1- 2 votes, #2 -4 votes, #3- 26 votes, <b>#4 – 32 votes</b>, # 5- 20 votes                      14. #1- 3 votes, #2 - 7 votes, #3- 11 votes, <b>#4 – 39 votes</b>, # 5- 28 votes                      15. #1- 3 votes, #2 -8votes, <b>#3- 31 votes</b>, <b>#4 – 31 votes</b>, # 5- 11 votes                      16. #1- 1 vote, #2 - 5 votes, #3- 18 votes, <b>#4 – 46 votes</b>, # 5- 13 votes                      17. #1- 0 votes, #2 - 7 votes, #3- 11 votes, <b>#4 – 39 votes</b>, # 5- 28 votes                      18. #1- 3 votes, #2 - 5 votes, <b>#3- 37 votes</b>, #4 – 26 votes, # 5- 13 votes</p>
<p><b>Economy &amp; the Workplace</b></p> <p>19. #1- 1 vote, #2 -5 votes, #3- 20 votes, #4 – 24 votes, <b># 5- 38 votes</b>                      20. #1- 5 votes, #2 -21 votes, <b>#3- 31 votes</b>, #4 – 22 votes, # 5- 10 votes                      21. #1- 7 votes, <b>#2 -31 votes</b>, #3- 23 votes, #4 – 16 votes, # 5- 9 votes                      22. #1- 7 votes, #2 -20 votes, <b>#3- 26 votes</b>, #4 – 20 votes, # 5- 14 votes                      23. #1- 7 votes, #2 -6 votes, #3- 10 votes, #4 – 25 votes, <b># 5- 40 votes</b>                      24. #1- 8 votes, #2 -10 votes, #3- 18 votes, <b>#4 – 32 votes</b>, # 5- 20votes</p>	<p><b>Economy &amp; the Workplace</b></p> <p>19. #1- 3 votes, #2 -1 vote, #3- 7 votes, #4 – 14 votes, <b># 5- 57 votes</b>                      20. #1- 2 votes, #2 -5 votes, #3- 20 votes, <b>#4 – 29 votes</b>, # 5- 26 votes                      21. #1- 4 votes, #2 -11 votes, #3- 22 votes, #4 – 30 votes, # 5- 18 votes                      22. #1- 3 votes, #2 - 4 votes, #3- 21 votes, #4 – 24 votes, <b># 5- 31 votes</b>                      23. #1- 2 votes, #2 -2 votes, #3- 9 votes, #4 – 17votes, <b># 5- 51 votes</b>                      24. #1- 2 votes, #2 -6 votes, #3- 12 votes, #4 – 24 votes, <b># 5- 37 votes</b></p>
<p><b>Agriculture</b></p> <p>25. #1- 3 votes, #2 -1 vote, #3- 20 votes, #4 – 25 votes, <b># 5- 40 votes</b>                      26. #1- 4 votes, #2 -13 votes, #3- 19 votes, <b>#4 – 31 votes</b>, # 5- 20 votes                      27. #1- 3 votes, #2 - 9 votes, #3- 22 votes, <b>#4 – 31 votes</b>, # 5- 22 votes                      28. #1- 1 vote, #2 -7 votes, #3- 17 votes, #4 – 30 votes, <b># 5- 34 votes</b>                      29. #1- 2 votes, #2 4 votes, #3- 17 votes, #4 – 26 votes, <b># 5- 40 votes</b>                      30. #1- 4 votes, #2 -9 votes, #3- 16 votes, <b>#4 – 31 votes</b>, # 5- 26 votes</p>	<p><b>Agriculture</b></p> <p>25. #1- 8 votes, #2 -4 votes, #3- 8 votes, <b>#4 – 32 votes</b>, # 5- 30 votes                      26. #1- 1 vote, #2 -7 votes, #3- 19 votes, #4 – 27 votes, <b># 5- 28 votes</b>                      27. #1- 1 vote, #2 -1 vote, #3- 15 votes, #4 – 27 votes, <b># 5- 38 votes</b>                      28. #1- 1 vote, #2 -1 vote, #3- 7 votes, #4 – 25 votes, <b># 5- 57 votes</b>                      29. #1- 2 votes, #2 -0 votes, #3- 7 votes, #4 – 25 votes, <b># 5- 47 votes</b>                      30. #1- 4 votes, #2 -14 votes, #3- 18 votes, #4 – 20 votes, <b># 5- 26 votes</b></p>

Summary: Take Home Planning Kit  
 Page 5  
 6/17/2016

<p>Streets &amp; Transportation</p> <p>31. #1- 3 votes, #2 -21 votes, <b>#3- 35 votes</b>, #4 – 22 votes, # 5-7 votes</p> <p>32. #1- 2 votes, #2 -13 votes, #3- 19 votes, <b>#4 – 31 votes</b>, # 5- 20 votes</p> <p>33. #1- 3 votes, #2 -22 votes, <b>#3- 40 votes</b>, #4 – 16 votes, # 5- 7 votes</p> <p>34. #1- 6 votes, #2 – 23 votes, <b>#3- 38 votes</b>, #4 – 16 votes, # 5- 6 votes</p> <p>35. #1- 0 votes, #2 - 4 votes, #3- 11 votes, #4 – 33 votes, <b># 5- 39 votes</b></p> <p>36. #1- 8 votes, #2 -20 votes, <b>#3- 36 votes</b>, #4 – 17 votes, # 5- 7 votes</p>	<p>Streets &amp; Transportation</p> <p>31. #1- 1 vote, #2 - 8 votes, #3- 8 votes, <b>#4 – 26 votes</b>, # 5- 19 votes</p> <p>32. #1- 1 vote, #2 - 3 votes, #3- 3 votes, <b>#4 – 28 votes</b>, # 5- 27 votes</p> <p>33. #1- 4 votes, #2 - 15 votes, <b>#3- 32 votes</b>, #4 – 17 votes, # 5- 11 votes</p> <p>34. #1- 2 votes, #2 - 17 votes, <b>#3- 28 votes</b>, #4 – 19 votes, # 5- 14 votes</p> <p>35. #1- 2 votes, #2 - 4 votes, #3- 16 votes, #4 – 24 votes, <b># 5- 33 votes</b></p> <p>36. #1- 2 votes, #2 - 16 votes, <b>#3- 24 votes</b>, #4 – 18 votes, # 5- 19 votes</p>
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**Activity 3: Prioritizing Community Issues**

Participants provided input on the below objectives in order of importance. 5 items below were picked to be the top priorities (1 – highest – 5 –lowest ).

<i>Objective</i>	<i>General Public Responses</i>	<i>Youth Responses</i>
Historic Areas and Small Towns.	#1, 6 votes #2, 3 votes <b>#3, 10 votes</b> #4, 8 votes #5, 5 votes	<b>#1, 6 votes</b> #2, 5 votes #3, 3 votes #4, 4 votes
Commercial Corridors.	#1, 0 votes <b>#2, 5 votes</b> #3, 2 votes #4, 4 votes #5, 0 votes	#1, 2 votes #2, 0 votes #3, 1 vote <b>#4, 4 votes</b> #5, 2 votes
Wayfinding signage to direct visitors to notable features in the County.	#1, 1 vote #2, 1 vote #3, 0 votes <b>#4, 4 votes</b> #5, 0 votes	#1, 1 vote #2, 0 vote #3, 1 vote #4, 2 votes <b>#5, 7 votes</b>
The image of the main entries into the County (gateways).	#1, 0 votes #2, 3 votes #3, 4 votes #4, 2 votes <b>#5, 5 votes</b>	#1, 0 votes #2, 4 votes #3, 3 votes <b>#4, 6 votes</b> <b>#5, 6 votes</b>
Provision of quality streets, sidewalks, and utilities to encourage/promote new and retained businesses and residents.	<b>#1, 29 votes</b> #2, 3 votes #3, 11 votes #4, 2 votes #5, 4 votes	<b>#1, 20 votes</b> #2, 15 votes #3, 15 votes #4, 13 votes #5, 13 votes
Activities in White County with a variety of stores, restaurants, or similar businesses.	#1, 9 votes #2, 8 votes #3, 7 votes #4, 10 votes <b>#5, 13 votes</b>	<b>#1, 17 votes</b> #2, 15 votes #3, 15 votes #4, 13 votes #5, 16 votes

Summary: Take Home Planning Kit

Page 6

6/17/2016

Services and activities that serve the daily needs of residents.	#1, 10 votes <b>#2, 11 votes</b> #3, 8 votes #4, 10 votes #5, 9 votes	#1, 7 votes <b>#2, 9 votes</b> #3, 6 votes #4, 8 votes #5, 6 votes
Redevelopment of vacant sites in the county.	#1, 5 votes #2, 6 votes #3, 5 votes <b>#4, 10 votes</b> #5, 8 votes	#1, 4 votes #2, 7 votes #3, 14 votes <b>#4, 21 votes</b> #5, 7 votes
Economic incentives (such as tax abatements) to encourage investments in White County.	#1, 6 votes #2, 7 votes <b>#3, 13 votes</b> #4, 3 votes #5, 12 votes	#1, 5 votes <b>#2, 8 votes</b> #3, 2 votes #4, 4 votes #5, 2 votes
Community events and youth activities.	#1, 6 votes #2, 2 votes #3, 8 votes <b>#4, 13 votes</b> #5, 8 votes	#1, 8 votes #2, 7 votes #3, 11 votes #4, 9 votes <b>#5, 18 votes</b>
More jobs.	<b>#1, 7 votes</b> #2, 6 votes #3, 0 votes #4, 4 votes #5, 5 votes	#1, 12 votes <b>#2, 14 votes</b> <b>#3, 14 votes</b> #4, 5 votes #5, 9 votes

**Other Objectives:**

**General Public Responses**

1. Support signage that promotes White County as an agriculturally friendly community.
2. Promote recreational activities countywide
3. The county should seek to bring more high-paying middle-class jobs.
4. The county needs a dog park.
5. The county should promote education.
6. The lakes are the most important part of White County.
7. White County needs clean and well maintained lakes and better access to development around the lakes.
8. White County needs to protect the lakes.
9. White County needs to grow income and tourism.
10. White County needs more "good" jobs. Talented young people are moving away due to lack of opportunity.
11. White County Schools need to study consolidation to remain fiscally sustainable with a shrinking population.

**Youth Responses**

1. Nature development is important.
2. White County needs to be a cleaner place to live.

**Activity 3: Mapping Issues**

See composite map attachment.

**Activity 4: One Goal For White County.**

Participants each wrote one goal for White County on a notecard. Similar goals were summarized with the number of people who had similar responses included following the phrase.

**General Public Responses**

## Summary: Take Home Planning Kit

Page 7

6/17/2016

3. A better place to live. If we are “the place to live” I feel other economic things will follow. People must first want to live here in order for us to move the community forward.
4. Economic Development for the whole county.
5. I would like to see more funds for smaller communities to develop their downtown. This could help bring business and new people into the county.
6. Improved requirements and enforcement of environmental regulations is a goal for the county. The county has a problem of junk, high grass and weeds accumulating on properties. X3
7. The county needs to invest in greater non-motorized connectivity.
8. White County needs a wider variety of family owned and chain restaurants located in Monticello, near the lakes, and in the smaller APC communities. X2
9. White County needs to promote land development to attract business and residential growth.
10. White County should be a state leader in sustainable growth and promote a healthy community.
11. White County should create a county/community atmosphere that fosters economic growth in 3 years.
12. White County needs to reverse the trend of a declining and aging population.
13. White County needs to invest in quality streets and sidewalks in communities for safer travel.
14. Infrastructure needs are great and need to be a top priority for the county. Infrastructure needs include sewer capacity and sewer plant condition issues, access to clean drinking water, road and sidewalk repair and the need to upgrade to wireless internet in the small APC communities. X2
15. White County should market its industrial corridor along I-65 to promote general growth in the county.
16. All citizens of the county need to have job training, life skills and pass a drug test in order to get public assistance.
17. All towns within the county need to work together for the greater good of the community.
18. White County should aspire to be a community where families can grow and prosper with a focus on future generations.
19. White County should hire a “rental headhunter” to fill vacant buildings in the small APC communities and bring in quality establishments/businesses.
20. White County should place an emphasis on education, raising the bar on academic standards and quality of the school systems. X3
21. Area Plan and the Building Department should be split to provide greater checks and balances.
22. Allow property owners to exercise their rights to do with their property what they chose. It is not the right of others to tell property owners how to run their businesses or homes.
23. In order to ensure farming can continue as a viable industry White County should develop more strategic alliances among farmers and agribusiness to provide support, expand markets and decrease costs.
24. Become the state leader in positive youth development which is the precursor to workforce development. X3
25. White County needs to enforce that vacant buildings are secured and grass is mowed.
26. White County should place a priority on funding public safety and support the purchase of technological and equipment upgrades.
27. White County needs better educational opportunities with a broad focus that includes bringing back vocational and manufacturing education in high school.
28. White County has an underlying drug problem and as a result a crime problem. Opioid abuse is in every community and needs to be addressed head on within all units of government.
29. White County APC needs to coordinate with utilities at the early stages of project planning to ensure adequate capacity exists.
30. White County has lots of property in the floodplain that could easily become part of a countywide trail and park network that will allow the public to access areas already in the public realm. In addition, bicycle and walking paths should extend along the lakes from Monticello to Indiana Beach and link parks. X4
31. White County needs to focus on providing more active living amenities and opportunities. At a minimum all neighborhoods within APC communities need ADA accessible sidewalks
32. Keep and maintain our beautiful lakes in order to secure our property base to spend on local merchants and children. This will grow our tourism industry.
33. For White County to improve quality of life several things are needed: a new dog park, more walking and bike trails, more restaurants and retail stores, and cultural events and opportunities.
34. APC community downtowns need to be preserved and restored so small businesses will locate downtown. This will further support quality of life and tourism. X4
35. White County should work to attract a microbrewery.

Summary: Take Home Planning Kit

Page 8

6/17/2016

36. Semi-traffic in Downtown Monticello is an issue that should be resolved as part of a long-range transportation study.
37. Monticello's waterfront should be redeveloped to make it a destination that connects to downtown and will spur economic development. A Riverwalk in Downtown Monticello with connecting trails to other White County communities is something that could put this county on a map. A stronger Monticello X3
38. A priority for the county should be to focus on bringing more good paying, middle class jobs to the area and equip the workforce with training to perform those jobs.
39. Monticello needs a growing business and private sector which would create jobs and population increase.
40. Economic incentives grow White County so our graduates return home to start careers and families.
41. White County should continue to support the efforts of White County Economic Development. The community is working together to promote economic development and provide more middle class jobs to the area.
42. White County needs a thriving industrial base to support the middle class who in turn take advantage of our recreational opportunities. This will also help bring visitors back to Indiana Beach.
43. White County needs a better economy with more jobs to help promote a stronger and healthier community with pride of place.
44. White County needs to address brain drain by bridging the gap to entice graduates to come back. Strategies include workforce housing down payment assistance, community supported daycare/early childhood education and quality of life amenities.
45. In order to be a stronger tourist destination White County should seek to attract other amenities such as a casino, music scene (Branson, MO), a race track, quaint shops, restaurants, a boutique grocery, quality hotels/B+B, and a riverboat taxi.
46. White County needs greater countywide cooperation in business and industry growth.
47. White County needs to create an environment which is culturally rich and supports small towns, integrate work, live and play, arts, historic and community assets into an overall quality of life and activity. X3
48. White County should work to attract several affordable, family style, restaurants that are not fast food in nature.
49. White County could really benefit by supporting a more meaningful connection between schools and businesses that include high school internships, mentors and other community supportive activities.
50. White County needs to invest in its children at an early age with free preschool, activities, and mentorship.
51. Monticello and White County should work together to invest in a new community pool and splash pad (Crawfordsville example).
52. Small APC communities are withering away, people are aging, dying, and no one is replacing them. Even basic services no longer exist within 5 miles of many of these towns.

### **Youth Responses**

1. Revitalize downtown and housing around lakes.
2. More food varieties in restaurants and small shops. X4
3. More businesses and in turn higher and better taxes.
4. Don't be scared of change and business growth.
5. County would be better if we had more job opportunities.
6. Open up more opportunities for teenage people. If we got teens busy, we would have less vandalism and a higher success rate.
7. Have more social and shopping activities.
8. To increase revenue to our towns, schools and local businesses.
9. More economic development to increase job opportunity to bring more families to White County which will increase student enrollment.
10. More jobs to alleviate brain drain.
11. More mainstream business.
12. To have more things for people to do that are good for the economy.
13. Greater economic growth and less people in poverty, especially in rural communities.
14. White County needs cool things like a record store.
15. One thing I think would improve White County is more authentic, sit down restaurants. X10
16. White County should promote itself better in order to continue develop the economy and bring in new businesses and families.
17. White County needs more recreational facilities.
18. White County needs a coffee spot.
19. White County needs to strive to be a cleaner community that includes trails, nicer streets, and renovated buildings. X2

Summary: Take Home Planning Kit

Page 9

6/17/2016

20. White County needs better roads everywhere, more/improved sidewalks, and other pedestrian amenities. X7
21. White County needs better space for indoor and outdoor recreational activities during both the winter and summer.
22. The lakes are White County's #1 asset and they need to be cleaned up. X6
23. White County has a diversity in schools with four school corporations. Those need to be kept open.
24. People in White County as a whole do not make much money and need a living wage to survive.
25. White County should strive to support workforce development and other employment creation opportunities in order to support a struggling lower-middle class population.
26. Parks need to be improved. Youth need places to play and much of the equipment is vandalized, rusty, and dangerous.
27. White County should focus on being a more clean and active community.
28. White County's tourist attractions are completely dead in winter and a goal of this plan should be to provide a means for more year round activities.
29. White County should focus on the environment and a better ecosystem.
30. Buildings that are not in use need to be repurposed and not demolished.
31. White County needs more opportunities for children so they do not get involved with drugs.
32. White County leadership is stuck in the past. This plan should serve as a path forward to the future.
33. The movie theatre in Monon is a big part of the community. This plan should identify a place like that in each of the APC communities.

Sincerely,

Aaron Kowalski, AICP  
Urban Planner

cc:

RATIO Personnel – RATIO Architects, Inc. / CF #####.### XX-x

# HOUSING

Visual Preference Survey | White County Comprehensive Plan

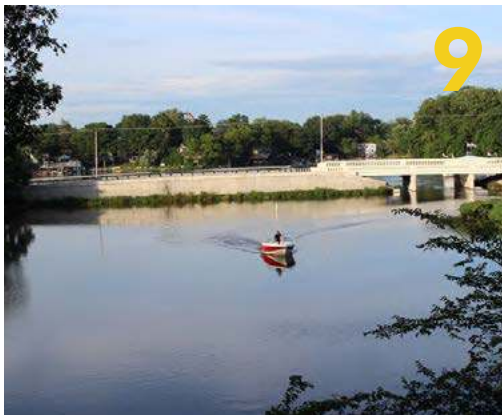


RATIC



# OPEN SPACE/RECREATION

Visual Preference Survey | White County Comprehensive Plan



RATC

# COMMERCIAL DEVELOPMENT

Visual Preference Survey | White County Comprehensive Plan



RATC

# ECONOMY AND THE WORKPLACE

Visual Preference Survey | White County Comprehensive Plan



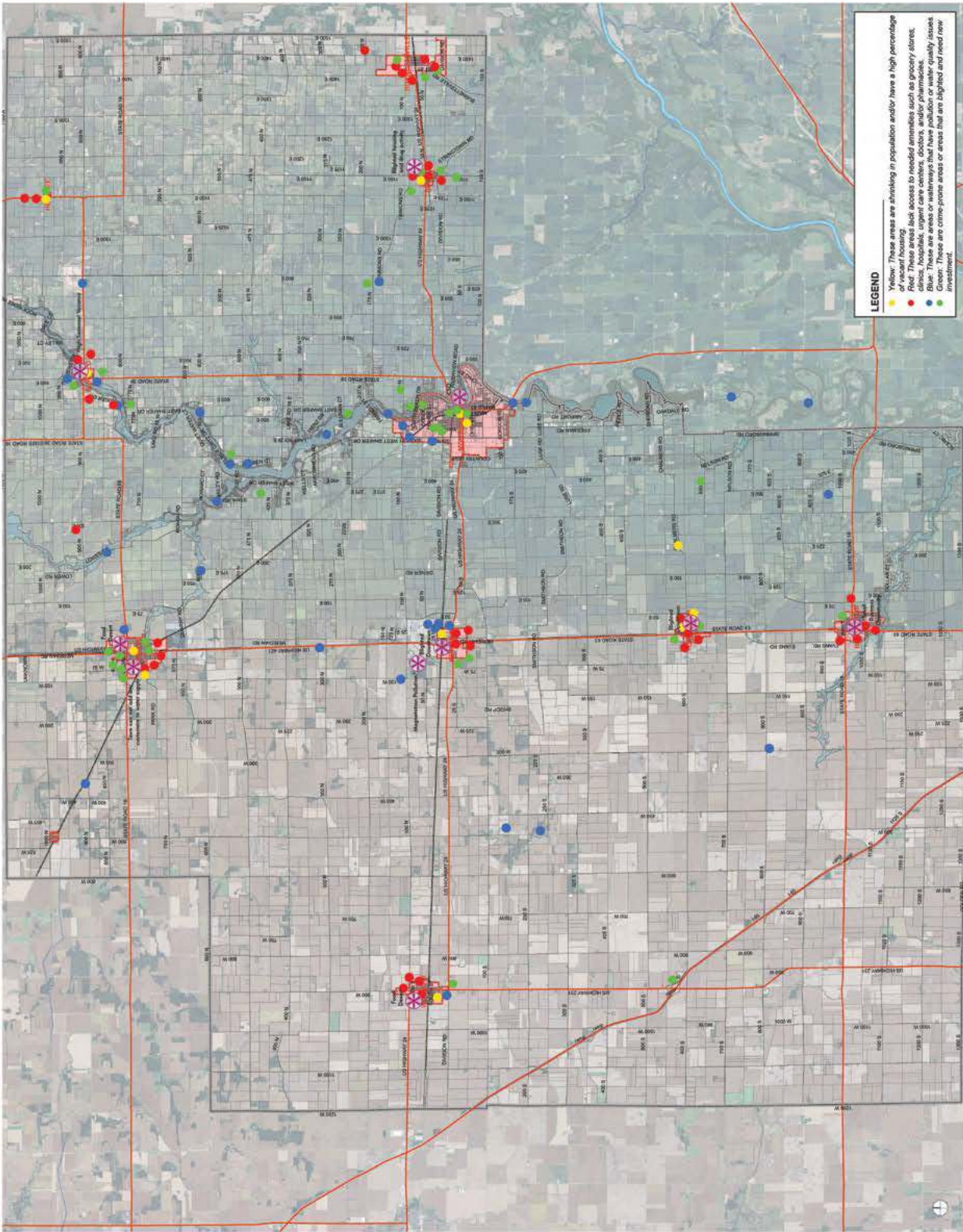
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# AGRICULTURE



# STREETS AND TRANSPORTATION





## Take Home Planning Kit Mapping Results

Scale: 1" = 4000'  
White County  
Comprehensive Plan

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