



ADOPTED: MAY 24, 2022

FORWARD

**KOSCIUSKO COUNTY
COUNTY COMPREHENSIVE PLAN**

Plan Prepared for:

Kosciusko County Commissioners

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KOSCIUSKO COUNTY



Kosciusko County
COMMUNITY FOUNDATION

K21
HEALTH
FOUNDATION

Acknowledgments

The FORWARD Kosciusko County effort would not have been possible without the contributions provided by county and local stakeholders. The following individuals played an important role in the development and adoption of this plan.

FORWARD Kosciusko County Steering Committee

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Richard Haddad, K21 Health Foundation

Mark Becker, Becker Consulting





Resolution #: ~~22-06-24-001~~

**A RESOLUTION ADOPTING THE REVISED
KOSCIUSKO COUNTY COMPREHENSIVE PLAN**

ARTICLE 1: Adoption

WHEREAS, the Kosciusko County Area Plan Commission was created to oversee the future planning and development of the County as related to such items as: land use, transportation, utility infrastructure, parks and recreation, housing, economic development and governmental capacity, etc.; and

WHEREAS, Indiana Code 36-7-4-500, et. Seq. authorizes a Comprehensive Plan to include a variety of elements, including but not limited to a statement of objectives for the future development of the jurisdiction; a statement of policy for the land use development of the jurisdiction; a statement of policy for the development of public ways, public places, public lands, public structures, and public utilities; and

WHEREAS, the Kosciusko County Area Plan Commission has worked with the planning firm Taylor Siefker Williams Design Group to create a working document referred to as the FORWARD Kosciusko County Comprehensive Plan, to define and describe the issues, advise us of our options, and make recommendations to address these issues in the near future; and

WHEREAS, the Kosciusko County Area Plan Commission has sought public input throughout the planning process and the development of the FORWARD Kosciusko County Comprehensive Plan; and

WHEREAS, after due notice the Kosciusko County Area Plan Commission conducted a public hearing on May 4, 2022 at which it invited and received public input, comment and questions on the proposed updated Comprehensive Plan in accordance with Indiana Code 36-7-4-507, et. Seq.; and

WHEREAS, the Kosciusko County Area Plan Commission did certify the updated Comprehensive Plan with a unanimous 9 to 0 vote and forwarded the updated Comprehensive Plan to the Board of Commissioners of Kosciusko County with a favorable recommendation

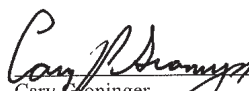
NOW THEREFORE BE IT RESOLVED BY THE BOARD OF COMMISSIONERS OF KOSCIUSKO COUNTY that the updated FORWARD Kosciusko County Comprehensive Plan, as attached hereto and made a part hereof, is hereby in all respects approved as the guide for the future growth and development for Kosciusko County, Indiana.

PASSED AND ADOPTED BY THE BOARD OF COMMISSIONERS OF KOSCIUSKO COUNTY ON THIS 24th DAY OF May, 2022.

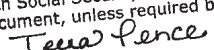
**BOARD OF COMMISSIONERS OF
KOSCIUSKO COUNTY, INDIANA**


Robert Conley


Brad Jackson


Cary Croninger


Attest: Kosciusko County Auditor
Michelle Puckett

I affirm, under the penalties for perjury,
that I have taken reasonable care to redact
each Social Security number in this
document, unless required by law,


Comprehensive Planning Team

TAYLOR
SIEFKER
WILLIAMS
design group



AMERICAN
STRUCTUREPOINT
INC.

RGDE


Kosciusko County Landscape | Visit Kosciusko County



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Planning is a process that brings individuals or groups together to think about a shared goal for their future. When communities plan, it provides for an opportunity to think through specific and unique needs that directly relate to the residents, business owners, employees and visitors of a specific area. By undertaking a planning process, a community can develop and achieve a character of its own. Planning is a community's chance to tell their story and craft their individual dream for the future.

FORWARD Kosciusko County is a one-of-a-kind update to the County's current 1996 comprehensive plan. The effort - led by Kosciusko County, the local incorporated communities and their strategic community partners - encourages residents, community leaders and community organizations to come together to discuss local challenges, identify unique community features and determine how Kosciusko County and the local communities can grow, evolve and improve.

FORWARD Kosciusko County is intended to represent all of us and will be OUR tool to build a better future together.



1 Read the statement

2 Drop one token to record your opinion

The County should plan for and fund infrastructure projects including roadways, bridges, sidewalks, water and wastewater improvements.

3 Add your comments

LEAD PRIMER NOT NEEDED NOT SURE

1 Read the statement

2 Drop one token to record your opinion

The County should provide... that protect and restore the area... including lakes, shorelines and...

3 Add your comments

LEAD

Overview

FORWARD Kosciusko County is a set of detailed policy documents that serves as the County's comprehensive plan. The *FORWARD Kosciusko County Comprehensive Plan* provides the framework for regulatory tools like zoning, subdivision regulations, annexations, and other County or Town policies. While the Plan is not a regulatory tool in and of itself, the recommendations of this Plan are organized to ensure that the County's shared vision of the future has the greatest chance of succeeding. To truly take advantage of the wealth of opportunities found throughout Kosciusko County, county and local leaders and stakeholders will need to use data and input to GUIDE their decision making process, ACT strategically to make necessary improvements and PARTNER to expand local capacity and governmental resources.

The *FORWARD Kosciusko County Comprehensive Plan* materials are organized to provide tools and resources in three primary ways:



GUIDE

The tools and recommendations within this section provide guidance on how to make decisions on public and private land development proposals, the expenditure of public funds, availability of economic development incentives, cooperative community efforts and issues of local concern.



ACT

The proposed projects and initiatives within this section provide for the long-term maintenance, modernization and enhancement of the County's public infrastructure including streets, drainage ways, and water, wastewater and stormwater systems.



PARTNER

The potential partners and available resources listed within this section are intended to identify ways in which local community partners can assist in County and local efforts moving forward.



2019

Seeing a broader need to craft a strategic plan for the County's future, the Kosciusko County Community Foundation (KCCF) applied for funding through the Lilly Endowment Inc.'s seventh round of Giving Indiana Funds for Tomorrow (GIFT) initiative. After successfully completing six previous rounds of GIFT initiatives, in March 2019 the Endowment awarded the KCCF a Community Leadership Planning Grant to undertake a county-wide citizen outreach.

Between July and August 2019, KCCF contracted Becker Consulting to conduct eleven Hometown Chats, inviting citizens to share concerns and aspirations for their communities and compare broad community input with issues previously identified by KCCF's board and community leaders.

With one of the top priorities being Community Planning and Visioning, KCCF, Kosciusko County and K21 Health Foundation, in partnership with the Michiana Area Council of Governments (MACOG), came together to invest in the now named FORWARD Kosciusko County effort, a multi-jurisdictional strategic planning process aimed at identifying the unique, local assets and challenges.

Our Process

2020

In June of 2020, MACOG initiated the pre-planning process by bringing together the project steering committee to discuss the overall process, the intended outcomes and the development of the request for proposals to assist in the selection of a planning consultant. A final planning consultant team led by Taylor Siefker Williams Design Group was selected in December of 2020.

2021

In January of 2021, the project team officially kicked-off an anticipated 14-month planning process. The four phased planning process allowed for a comprehensive assessment of the county and the local incorporated communities. Through data analysis, multiple field visits, steering committee meetings, focus groups, public open houses, planning workshops, and one-on-one conversations, a series of common ideas or findings were identified to help guide the development of the final plan's priorities and recommendations.

2022

The *Kosciusko County Community Conditions Assessment* documents, which were published in February 2022, were organized into six sections that provided detailed information on the history of the project, the current local and county-wide conditions, the market conditions of the area, the availability of childcare and early learning facilities and an assessment of fiscal capacity at a county level.

Following a thorough review and public input process, the final FORWARD Kosciusko County Comprehensive Plan documents were adopted in May 2022 by the County Commissioners.

KOSCIUSKO COUNTY

Kosciusko County has begun a vision and strategic framework and its incorporate and future aspirations. For

The following question

1. Are you employed part-time (35 hours or less)?
- ☒ Full time
 - ☐ Part-time
 - ☐ No

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The following question

1. Are you employed part-time (35 hours or less)?
- ☒ Full time
 - ☐ Part-time
 - ☐ No

3. Which of the following best describes your company?
- ☐ Banks, Financial Services and Insurance Offices
 - ☐ Construction/ Contractor
 - ☐ Corporate or Administrative Offices
 - ☐ Educational Facility Government Agency
 - ☒ Hospital or Health Care Provider
 - ☐ Lodging Facility
 - ☐ Manufacturing or other Production Facility
 - ☐ Median, Website or Information Service
 - ☐ Non-Profit Agency
 - ☐ Not Relevant (I am not currently employed)

4. Where is your job located in Kosciusko County?
- ☐ Warsaw-East (Lake City Highway area)
 - ☐ Warsaw-Downtown Area
 - ☒ Warsaw-North (Route 15/North Detroit Street)
 - ☐ Warsaw-Other
 - ☐ Winona Lake
 - ☐ Syracuse/Lake Wawasee
 - ☐ North Webster

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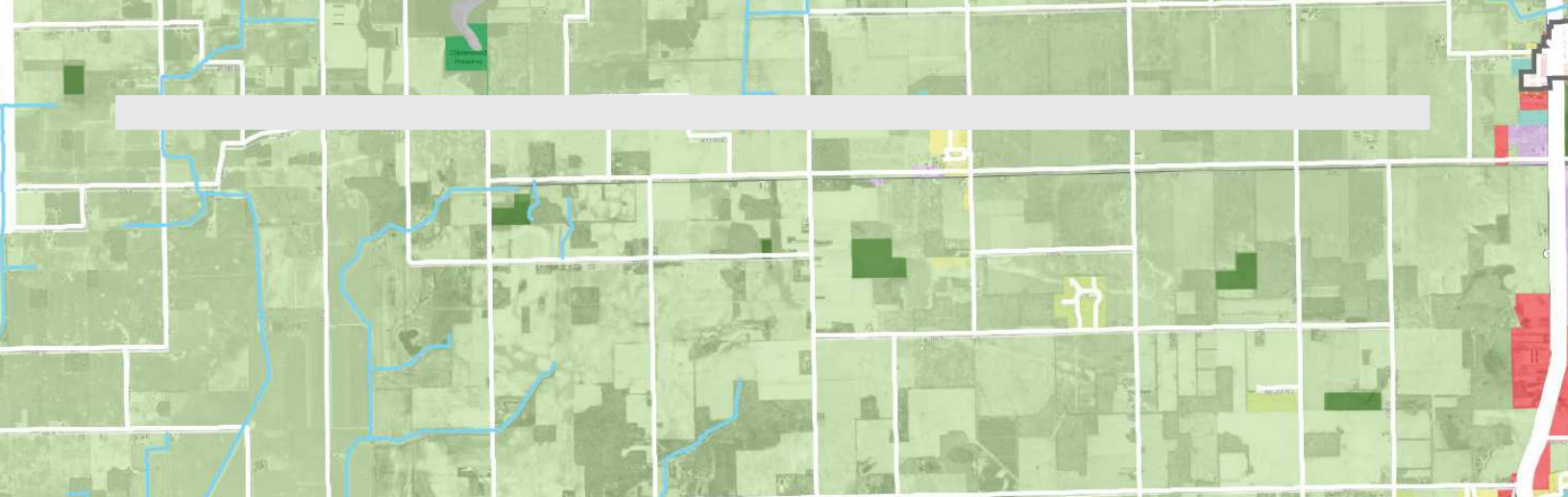
Our Goals

The final *FORWARD Kosciusko County Comprehensive Plan* documents are comprehensive, both in scale and scope, with recommendations for the entire County and all incorporated communities for land use, housing, economic development, transportation (vehicular, pedestrian and bicycle), utilities, parks and recreation, community facilities, health and wellness initiatives, placemaking components and implementation.

The final FORWARD Kosciusko County recommendations support the prioritization of our community's people, places, systems, destinations and partnerships so that together we can cultivate a community that:

- 1. Ensures the safety, wellness and success of our local residents, employers and business owners.**
- 2. Provides for balanced, planned and orderly growth.**
- 3. Plans for effective public services and facilities.**
- 4. Creates and nurtures unique destinations for local and regional enjoyment.**
- 5. Manages local resources and plans for continued reinvestment throughout the County.**

In addition to the County document, as a part of the effort, local, participating communities also adopted a comprehensive plan based on their own unique features, conditions and aspirations. The communities of Warsaw, Winona Lake and Syracuse did not receive a new comprehensive plan as a part of this effort. Due to their community's size and staff capacity each community had completed a long-term planning effort prior to this planning process. To better align these existing comprehensive plans with the county-wide effort, recommendations were provided to each community on goal and objective additions to strengthen the partnerships and efforts moving forward.



The final recommendations of the *FORWARD Kosciusko County Comprehensive Plan* achieve the following objectives for the County and our communities:

1. Preserved our lakes, waterways and natural features.

With over 100 lakes and waterways throughout the County, the preservation of these natural features and their supporting tributaries and floodplains is of primary concern. The Future Land Use Map works to minimize potential conflicts by limiting development and the removal of land or change in topography within environmentally protected and sensitive areas.

2. Preserves our productive agricultural land.

Kosciusko County's strong history is rooted in its agricultural heritage, identity and economic opportunity. The Future Land Use Map strengthens the agricultural industry by delineating clear growth areas within incorporated communities, supporting policy improvements to strengthen the use and development of agricultural industries, and supporting agritourism activities and destinations.

3. Supports growth within the incorporated communities.

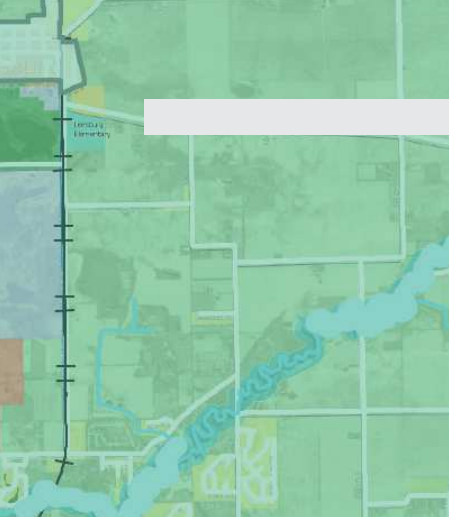
Based on the *2020 Kosciusko County Housing Strategy and Market Potential Study*, nearly 4,300 households have the potential to move to Kosciusko County each year. Predominantly, the housing preferences of these individuals include rentals and detached houses. The Future Land Use Plan supports the development of these necessary community spaces to provide local residents with choices and a high quality of life.

4. Supports business growth and expansion.

The industries within Kosciusko County have always been unique when compared to the surrounding region, from the poultry and egg industries, which dominated the County in the early 20th century, to the current biomedical manufacturing of present day. The Future Land Use Map accommodates growth within local industries by delineating areas for commercial and industrial land use expansion that align with areas of existing transportation and utility infrastructure.

5. Supports additional residential housing diversity.

A theme that was heard throughout public engagement and reinforced by the housing study is a need for more workforce housing or housing types within the price range of the County's working class. To answer the potential housing deficit that exists, the Future Land Use Map supports the development of housing for new families, young professionals, and recent high school/college graduates, in addition to more options for empty nesters and retirees.



Our Priorities

6. Leverages and enhances historical assets.

While the County itself has a diverse past that has been influenced by its agriculture, industries, and numerous natural resources, each town within the County has their own unique pasts that shaped the communities of today. The Future Land Use Map encourages the reuse of existing downtown buildings to provide community amenities and activate local downtown areas and business districts.

7. Encourages the development of community facilities, parks and open spaces.


There are numerous community facilities and recreation spaces within the individual communities of Kosciusko County. While the scale of available opportunities varies depending on the community, there is a shared commitment to recreation and community outreach across the County. The Future Land Use Map not only supports the development of new community recreation facilities and spaces, but also identifies strategies that can be used to activate these areas for residential enjoyment.

8. Supports the development of complete transportation systems.

The needs of bicyclists and pedestrians must be integrated in all roadway projects. If a roadway is designed to discourage vehicular speeding, it can be comfortably used by pedestrians and bicyclists alike. A multi-modal approach must be used in developing roadways to include bike and pedestrian facilities alongside the vehicle corridors. The Future Infrastructure Plan supports the development of multi-modal corridors by identifying strategic policies and projects that would improve the movement of vehicles and pedestrians to minimize conflicts.

9. Creates linkages between communities and destinations.

Additions in the form of trails and pathways will improve county-wide quality of life and encourage pride in the local community by establishing a network of safe paths and sidewalks to connect subdivisions, parks, businesses, schools, and other community destinations. The Future Connectivity Plan established a primary goal of connecting communities and destinations to one another through an integral series of trails, pathways and blueway routes.



Using the FORWARD Kosciusko County Recommendations

The primary role of the *FORWARD Kosciusko County Comprehensive Plan* is to serve as a detailed guide for county and local leaders to reference when making decisions about the growth and development of the County or local community. While components of the Plan's final recommendations will rely on the efforts of private companies and community organizations, the County and local municipalities have the opportunity to make strategic actions in the short and long-term to meet county-wide goals related to development, preservation, maintenance, modernization and long-term enhancement.

The ACT section of the planning document provides recommendations on immediate actions to move the FORWARD Kosciusko County goals forward. Six short-term transformations were outlined to be completed within the next 12 to 24 months. **Short-Term Transformations** are foundational efforts that are necessary to ensure that the broad recommendations and Mid- to Long-Term Priorities, outlined within the Plan, move forward. These initial administrative and strategic planning efforts will play an instrumental role by informing, and making possible, a significant portion of the projects, programs and initiatives identified within the Plan.

The Plan also provides implementation guidance by applying FORWARD Kosciusko's county-vision, goals and policy objectives to both county-wide and local contexts. In total nearly 300 projects, programs and initiatives were identified across the county. These **Mid- to Long-Term Priorities** are projects and initiatives that provide opportunities for strategic investment in Kosciusko County's people, places, systems and destinations and feature actions that focus on maintenance, modernization, streetscape enhancements, connectivity, community programs and recreation efforts. The listed projects, while critical to the maintenance and improvement of the Town, will require significant capital investment.

Funding resources have been identified for each proposed project and while some projects can be done primarily with local funds, some also have the opportunity to utilize state or federal funding sources as well. An estimated investment horizon has been recommended based on physical conditions, local interest and overall improvement need.

Identified projects have been organized by location to outline how the County and local communities can provide investment at differing scales. Within any given municipality or jurisdiction, projects have not been further prioritized.



Our Next Steps

Short-Term Transformations

Use the FORWARD Kosciusko County Comprehensive Plan

The County should be a leader in promoting the cooperation and collaboration outlined within the *FORWARD Kosciusko County Comprehensive Plans* recommendations.

Build Local Community Capacity

The newly established Community Coordination position is currently funded by the County through 2026. To maximize the investment made through the HELP program, additional resources should be allocated to the continuation of the role.

Expand Recreation and Connectivity Opportunities

Using the outcomes of the proposed County-wide Parks and Connectivity Master Plans, the County should work to proactively allocate funds to implement the recommendations of the plans.

Strengthen County-wide Development Standards and Code Enforcement Efforts

While many strategic planning initiatives will form in the wake of the *FORWARD Kosciusko County Comprehensive Plan*, the county's zoning ordinance should be updated to more closely align with the vision and goals within this document.

Improve Access and Transportation Amenities Along US 30

Elected officials and community leaders from all towns should be directly involved in the planning process for the US 30 Corridor Study, ensuring their community's needs are represented.

Plan for Continued Strategic Investment

Nearly 300 actions are outlined with the *FORWARD Kosciusko County Comprehensive Plan*. To further refine this list, a prioritization process is needed to formally rank the benefits and projected impacts of each effort against County goals and objectives.



Swan Point, Winona Lake, IN | Visit Kosciusko County



Our Ongoing Role

Roles, Responsibilities and Coordination

Although the FORWARD Kosciusko County effort outlined several specific projects and unique programming opportunities for the Town, it does not identify local priorities and or make recommendations on yearly capital improvement allocations to cover proposed improvement initiatives.

A capital improvement plan (CIP) is a community planning and fiscal management tool used to coordinate the location, timing and financing of capital improvements over a multi-year period — usually 4-6 years. Capital improvements refer to major, non-recurring physical expenditures such as land, buildings, public infrastructure and equipment. However, smaller initiatives and local programs can also be accommodated within the format.

The County and local communities should undertake an independent prioritization process to formally rank the benefits and projected impacts of each proposed effort against County goals and objectives. Once finalized, the priority list can be used to create a yearly capital budget for implementation.

Determination of which projects should take precedence should be decided upon by local governing bodies and should be based on available resources. Additional public input can be used to finalize the improvements listed within the yearly capital budget.





SECTION ONE

Introduction



**FORWARD Kosciusko
County is intended to
represent all of us and
will be OUR tool to build a
better future together.**

Kosciusko County Courthouse, Warsaw, IN | Visit Kosciusko County



In its simplest form, planning is a process that brings individuals or groups together to think about a shared goal for their future. When communities plan, it provides for an opportunity to think through specific and unique needs that directly relate to the residents, business owners, employees and visitors of a specific area. By undertaking a planning process, a community can develop and achieve a character of its own. Planning is a community's chance to tell their story and craft their individual dream for the future. Each City, Town and unincorporated area within Kosciusko County is different. The FORWARD Kosciusko County planning effort, is a collaborative opportunity to identify the uniqueness of each of our communities, while also finding ways to stitch our unique assets into a community fabric that ties all of Kosciusko County together.

FORWARD Kosciusko County is a one-of-a-kind update to the County's current 1996 comprehensive plan. The effort - led by Kosciusko County, the local incorporated communities and their strategic community partners - encourages residents, community leaders and community organizations to come together to discuss local challenges, identify unique community features and determine how Kosciusko County and the local communities can grow, evolve and improve. In doing so, the final outcomes will allow for stronger guidance on economic development initiatives, housing development and design, parks and recreation programs, public transportation and county-wide trail connectivity, the design and maintenance of public facilities, as well as the management of local governmental programs.



Milford Memorial Day Festival, Milford, IN | Visit Kosciusko County

FORWARD KOSCIUSKO COUNTY

Purpose

FORWARD Kosciusko County is a detailed policy document that serves as the County's comprehensive plan. A comprehensive plan is a guidance document for local staff and leaders to reference when making decisions about the growth and development of the community. The primary purpose of the plan is to outline a community-wide vision that looks 10 – 20 years into the future. Indiana Code (Series 500 Title 36-7-4) encourages cities, towns, and counties to adopt a comprehensive plan that includes three key elements:

- A statement of objectives for the future development of the jurisdiction,
- A statement of policy for the land use development of the jurisdiction, and
- A statement of policy for the development of public rights of ways, public places, public lands, public structures, and public utilities.

Aside from the elements specified in the Indiana Code, the organization of a comprehensive plan can take many forms based on the needs of the community. The final FORWARD Kosciusko County document is comprehensive, both in scale and scope, with recommendations for the entire County and all incorporated communities for land use, housing, economic development, transportation (vehicular, pedestrian and bicycle), utilities, parks and recreation, community facilities, health and wellness initiatives, placemaking components and implementation.

In addition to the County document, as a part of the effort, local, participating communities also adopted a comprehensive plan based on their own unique features, conditions and aspirations. The local comprehensive plans support the county-wide vision and goals outlined as a part of the FORWARD Kosciusko County document.

FORWARD KOSCIUSKO COUNTY

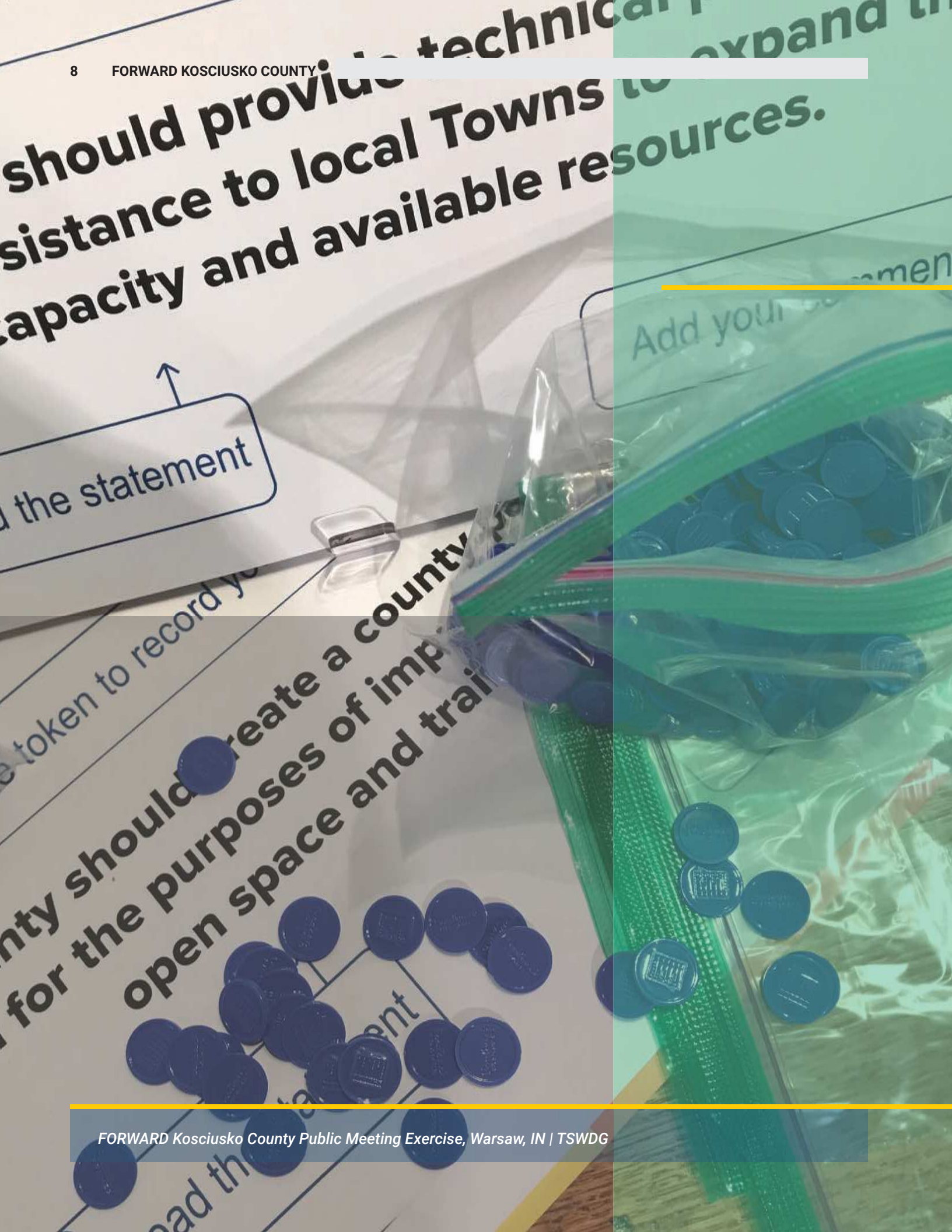
Advisors

A successful county-wide planning process ensures that residents and businesses from all four corners of the County are engaged and heard. In order to do this, the project team recruited several different guiding groups to help communicate information. There were 5 primary groups acting as plan advisors. Each guiding group is identified below:

- **Project Steering Committee** – This group consists of 30 individuals that were tasked with guiding both the planning process and the development of the final recommendations of the plan. In total, the steering committee consisted of two individuals from each incorporated community, three representatives from County government, two individuals from the Area Plan Commission, and four individuals from strategic implementation partners including the Kosciusko County Community Foundation, K21 Health Foundation and the Kosciusko Economic Development Corporation.
- **Project Leadership Group** – This group is made up of elected and appointed officials and stakeholders from strategic businesses and community organizations. At the end of each phase of work, these individuals were given the opportunity to review key findings and participate in the development of the plan's final recommendations.
- **Community Committees** – These stakeholder groups include individuals who represent a wide array of community interests including local employers, commercial and residential developers, community organizations, public safety officials, leaders in education, and local engineers and planners. Through multiple Zoom meetings, digital presentations and in-person meetings, these individuals and small groups were invited to share thoughts and comments on county-wide aspirations, goals and challenges.
- **Outreach Committee** – This group, consisting of local representatives, community organizations, and members of the local media, was tasked with assisting in the development of project communication logistics, tools, and engagement techniques that were used throughout the process.
- **Residents of Kosciusko County** – Equally as important to the other committees, Kosciusko County is home to nearly 80,000 residents that serve as community experts. All members of the community were encouraged to share their big ideas, challenges and concerns, and hopes for the future.



Pierceton Community Focus Group Meeting, Pierceton, IN | MACOG



USING THE FORWARD KOSCIUSKO COUNTY

Documents

While the plan addresses physical elements of the County, it is general in nature and is intended to guide policies and best practices related to development. The *FORWARD Kosciusko County Comprehensive Plan* describes strategies for improving our public health, safety and support services; enhancing our lakes, waterways, natural areas and recreational amenities; and supporting growth in our local businesses, industries and tourism destinations. These strategies are intended to be implemented over the course of a 10- 20 year time frame. The Plan was created with the intention that various community partners will help facilitate the implementation. It is not just for public officials and staff members but anyone who is interested in the future of Kosciusko County or their local community. Depending on the user, the final document can be implemented in various ways.

County and municipal staff, especially members of the County Area Plan Commission or local Board of Zoning Appeals, should use the Plan to guide land-use decisions, prioritize capital improvement projects and programs, and pursue funding to assist in implementation. The vision, goals, policy objectives and mapping recommendations should be used as part of the decision-making process during development reviews, re-zonings and economic development incentive discussions. This ensures elected and appointed officials, staff, developers and the community understand the importance of the comprehensive plan and the guidance it provides moving forward.

Community organizations and special interest groups should use this document to inform their own individual strategic planning efforts. While each separate organization or group has their own unique structure and set of resources, many of the County's future needs rely on the assistance and cooperation of these specialty groups and, in some cases, these groups are better suited to lead local improvement and enhancement efforts.

Developers or builders should use this document to understand the development policies and priorities, identify areas for development, and/ or review the current and future population, employment, and market trends.

Residents and business owners should use this document as a guide when making real estate decisions such as where to buy a home or where to locate a business, considering renovating properties, or looking for potential programs and incentives to help their business.

A comprehensive plan alone does not ensure change will occur. It must be implemented on a daily basis by elected officials, commission members, city staff and local stakeholders. FORWARD Kosciusko County is intended to encourage cooperation, collaboration and continued, shared investment amongst all implementation partners.

The 14-month planning process established a county-wide vision that supported county aspirations and local community needs. Achieving the long-range vision for the County will require focus and follow through at multiple levels. By nature, the *FORWARD Kosciusko County Comprehensive Plan* provides the framework for regulatory tools like zoning, subdivision regulations, annexations, and other County or City/ Town policies. While the Plan is not a regulatory tool in and of itself, the recommendations of this Plan are organized to ensure that the County's shared vision of the future has the greatest chance of succeeding. To truly take advantage of the wealth of opportunities found throughout Kosciusko County, county and local leaders and stakeholders will need to use data and input to GUIDE their decision making process, ACT strategically to make necessary improvements and PARTNER to expand local capacity and governmental resources.

The *FORWARD Kosciusko County Comprehensive Plan* materials are organized to provide tools and resources in three primary ways:

GUIDE

The tools and recommendations within this section provide guidance on how to make decisions on public and private land development proposals, the expenditure of public funds, availability of economic development incentives, cooperative community efforts and issues of local concern.

ACT

The proposed projects and initiatives within this section provide for the long-term maintenance, modernization and enhancement of the County's public infrastructure including streets, drainage ways, and water, wastewater and stormwater systems.

PARTNER

The potential partners and available resources listed within this section are intended to identify ways in which local community partners can assist in County and local efforts moving forward.



GUIDE

To allow for flexibility and ongoing guidance to Kosciusko County and each local community, a series of goals and policy objectives were developed to account for ongoing and future efforts related to the success of the County's PEOPLE, PLACES, SYSTEMS, DESTINATIONS and PARTNERSHIPS. While the goal statements are broad, overarching ideas, the policy objectives vary in detail but generally are more specific than the goals themselves and identify the shared roles and responsibilities of the County and their implementation partners.

These statements are intended to serve as a check point when considering new projects and initiatives, because they represent the values and needs of the community, local leaders and key stakeholders. The statements should be used by County and local leaders to review and guide investments, plan for county or local-led initiatives and determine if future initiatives and projects are in alignment with the vision outlined within this Plan.

***FORWARD** Kosciusko County is intended to provide guidance as to how the county-wide vision for the future can and should be translated into regulatory decisions and potential changes to the County's zoning, subdivision and other development-related regulations.*



ACT

While the private sector often leads new development efforts, they rely on Counties and local municipalities to provide adequate infrastructure to service their housing projects, business parks and retail centers. The County and each local community can benefit from an itemized list of maintenance, modernization and enhancement needs that are needed now as well as in the future.

***FORWARD** Kosciusko County is intended to provide guidance as to how capital improvement actions can be integrated into the jurisdiction annual budgeting process.*



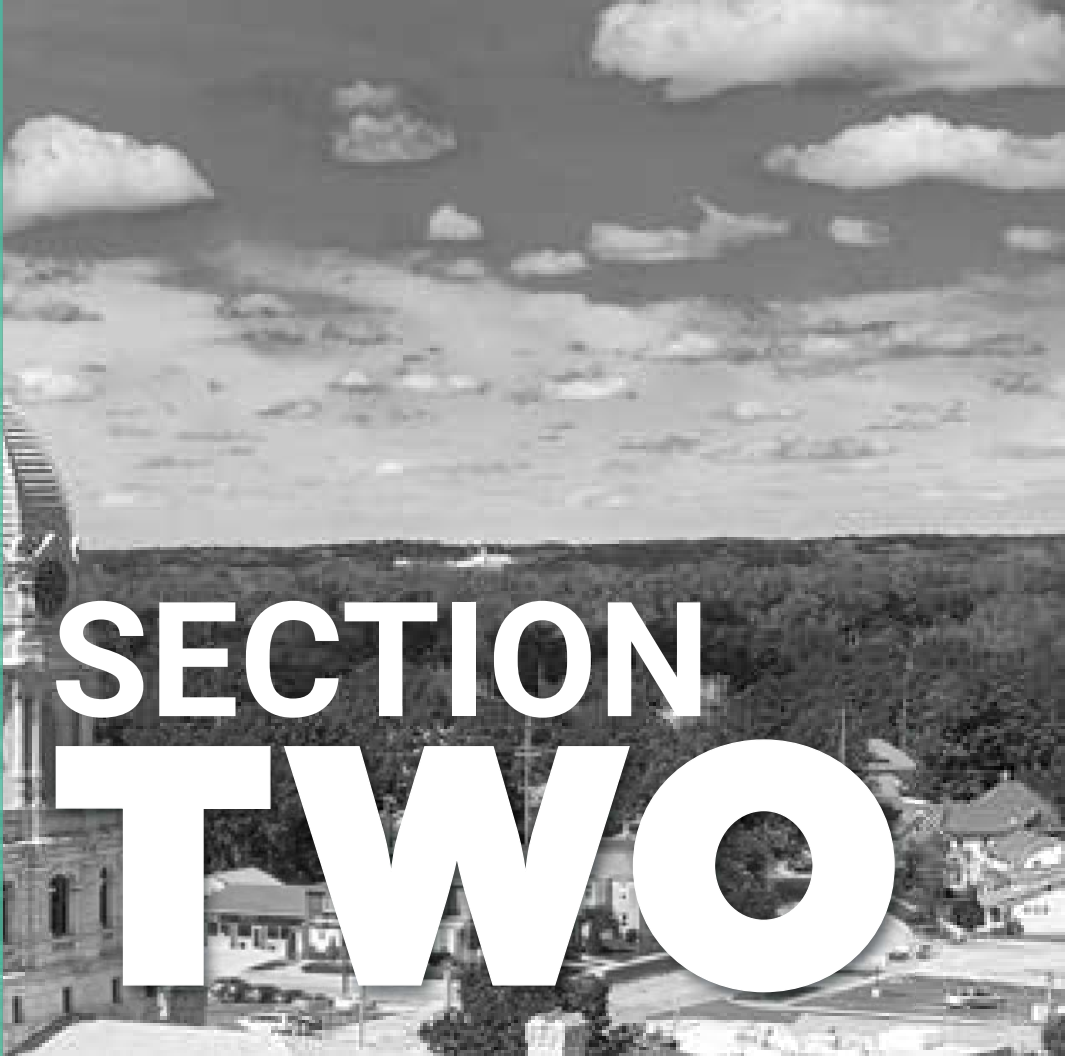
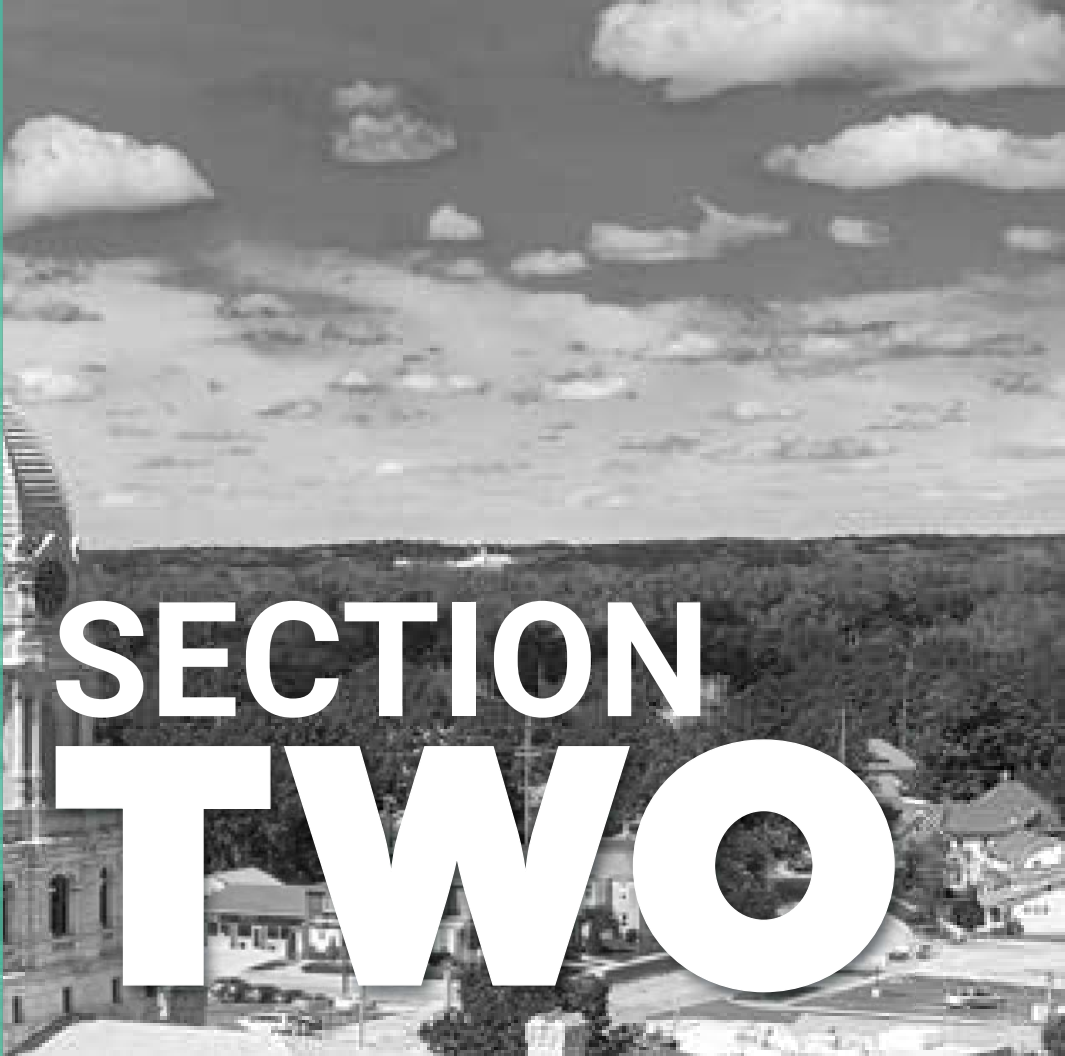
PARTNER

While local community organizations and special interest groups do not play a primary role in private development decisions or in the implementation of municipal projects, they do have the ability to advance efforts related to community services and specialty development interests.

These groups also have the ability to apply their available staffing resources to supporting local government in specific ways including technical research, local education, marketing and fiduciary roles

***FORWARD** Kosciusko County is intended to identify a series of strategic partners and available resources that can kick start and support implementation efforts.*





SECTION TWO

History



In February 1835, the Indiana State Legislature passed a bill authorizing the creation of thirteen counties in northeast Indiana. Following that legislation, Kosciusko County (named for the Polish general Tadeusz Kosciuszko, who served in the American Revolutionary War) solidified themselves as an official county by 1837. Today, the County is Indiana's 5th largest based on land area calculation.

Kosciusko County is divided into 17 Civil Townships and is home to thirteen individual, incorporated communities: Burket, Claypool, Etna Green, Leesburg, Mentone, Milford, North Webster, Pierceton, Sidney, Silver Lake, Syracuse, Warsaw and Winona Lake. While each individual community has their own history, their own amenities and their own unique vision for the future, they also see the value in using their individual assets to strengthen the broader Kosciusko County region.

To this effect, policies, procedures and tools have been developed and refined as each community, and portions of the unincorporated County, have grown, evolved and changed since their establishment. During the 1960's, County officials and various community organizations recognized that uncontrolled and incompatible residential and commercial development was increasing the cost of government services and negatively affecting the general quality of life for County residents.

In the early stages, the Kosciusko County Area Plan Commission (APC) worked primarily to establish a County Comprehensive Plan and supporting Zoning Ordinance. From 1967 to 1973, the Commission collected data, and conducted public meetings to devise a Comprehensive Plan for land use, transportation, and community facilities. During this time, the APC also consulted the various communities about the creation of a County Zoning and Subdivision Control Ordinance.

In June 1973, the Kosciusko County Commissioners adopted the Comprehensive Plan. The Plan established policies and objectives for land use, devised a plan for transportation improvements and described available community facilities. During 1974, the APC and citizens' advisory groups drafted land use regulations, which would complement the Comprehensive Plan's policies. In January 1975, the County Commissioners adopted the County Ordinance. Although the County has assumed planning and administrative responsibilities, the individual Town Boards still retained legislative authority within their cooperate limits.

Originally, Claypool, Mentone, Milford, Pierceton, and Silver Lake as well as all unincorporated county areas, participated in planning and land use regulation. Since 1975, Leesburg and North Webster have joined the Plan Commission while Mentone has withdrawn. Syracuse still retains a separate Board of Zoning Appeals (within corporate limits) but follows the County's policies. The City of Warsaw and the Town of Winona Lake both retain a separate Board of Zoning Appeals and have their own comprehensive plans to guide decision making.

CURRENT KOSCIUSKO County Plan

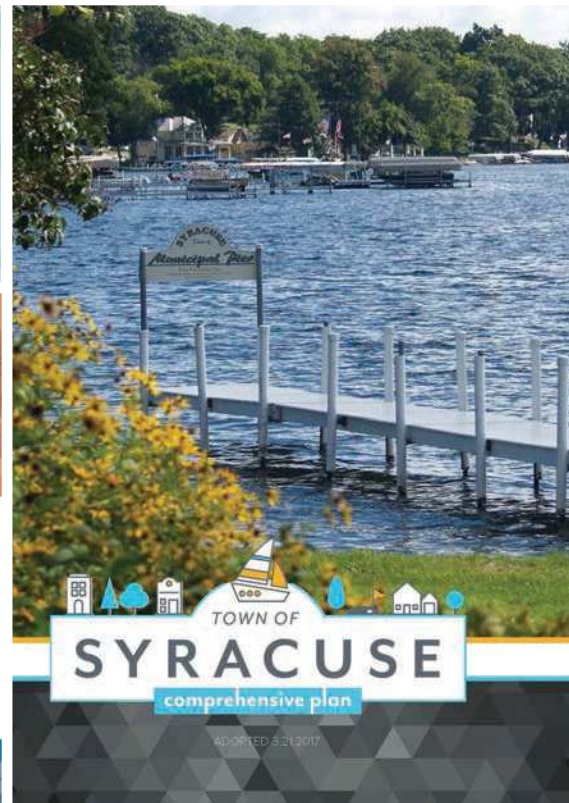
In 1996, the Kosciusko County Planning and Design Studies, which was adopted as the updated Kosciusko County Comprehensive Plan, were undertaken to explore the issues facing Kosciusko County, and its incorporated communities, to provide a guide for local growth management. At the time, Kosciusko County was facing growth pressures and working to take advantage of its opportunities, while managing change in a manner sensitive to the needs of its residents and businesses. The updated Plan was designed to serve as a tool to aid in decision making and guide policy in a manner that is both receptive to growth and development and conscious of unique, local, quality-of-life concerns. Since the Plan's adoption in 1996, the document has served as the primary framework for guiding the future development of Kosciusko County.

As a complement to the County's comprehensive plan, the communities of Warsaw, Winona Lake and Syracuse have all developed and maintained their own individual comprehensive plan. These documents guide the growth and development within those specific municipal boundaries and provide some recommendations on how incorporated and unincorporated land should be developed in ways that benefit both the County and the communities. None of the other incorporated communities currently have a long-range planning document.

The County is now home to just under 80,000 individuals, including strong industries of agriculture, medical device manufacturing, and businesses serving the recreation sector. Kosciusko County is blessed with strong economic driving forces and rich natural-resource aspects that are often in conflict with unmanaged development. Since Kosciusko County is a strong player in the Northern Indiana area, it has traditionally been an appealing site for investment and residential development. As growth progresses outwards into the County from Warsaw, this investment challenges the character and quality of life that many long-term residents associate with their communities.

Kosciusko County

WELCOME NESS Study



MICHIANA ON THE
MOVE
transportation plan 2045



WINONA
LAKE
IMAGINE 2030
comprehensive plan

NORTHEAST INDIANA
REGIONAL CITIES INITIATIVE
PROPOSAL



RECENT AND ONGOING Planning Efforts

While the County's last plan was updated in 1996, there has been a considerable amount of strategic thinking, long-range planning and specific implementation work going on within and around Kosciusko County for years. These efforts have supplemented the work done in the 1996 Kosciusko County Comprehensive Plan and have allowed local elected and appointed officials as well as key stakeholders to continue thinking about the future of the County as a whole.

The FORWARD Kosciusko County effort did not want to repeat previous work, so the inventory and analysis conducted as a part of this comprehensive planning process builds directly on previous planning efforts. The intention of this plan is to be additive to all previous work done at both regional and local levels. At the onset of this process, nearly twenty strategic plans or initiatives were reviewed and assessed for relevant information, insights into the County and action items that could support the goals of the final plan. While each plan was thoroughly reviewed for the knowledge it offers, this summary serves to highlight the overarching purpose of each document. Where possible, data and statistics from relevant plans have been mentioned, and sourced, within chapters of this document.

REGIONAL EFFORTS

Northeast Indiana Growing with Vision Regional Development Plan (2021)

The Plan was prepared and submitted as a part of the Indiana's Regional Economic Acceleration and Development Initiative (READI). Through this initiative, the State will encourage neighboring counties, cities and towns to partner in creating a shared vision for their future, mapping out the programs, initiatives and projects that are critical for them to retain talent today and attract the workforce of tomorrow.

MACOG State of Digital Inclusion (2021)

The report, which includes data on the broader Michiana Area Council of Governments (MACOG) for the counties of Elkhart, Kosciusko, Marshall and St. Joseph, is intended to provide a digital inclusion snapshot of the region. The plan includes an inventory of current conditions, summarized survey data (household and speed), innovative metrics specific to the region and recommendations for future consideration.

MACOG On the MOVE Transportation Plan 2045 (2019)

The Michiana on the Move: 2045 Transportation Plan identifies how the Michiana region will address its transportation needs and also provides guidance on how federal, state and local funds will be invested into highways, public transit, freight, bikeways and pedestrian walkways. The Plan also references other local and regional plans in order to coordinate multimodal and intermodal services throughout the community.

MACOG Transportation Improvement Program FY 20-24 (2019)

The Transportation Improvement Program (TIP) is a federally-required, short-range plan that provides information regarding the schedule of multimodal transportation projects that are federally funded or deemed regionally significant in the MACOG region. The projects included in the plan range from investments on highways, safety improvements, public transit, bicycle and pedestrian facilities, and planning studies that will be funded through Fiscal Year (FY) 2024 with local, state and federal funding.

MACOG Comprehensive Economic Development Strategy 2020-2024 (2019)

The purpose of the Comprehensive Economic Development Strategy (CEDS) is to provide guidance on the region's economic development initiatives over the course of five years. The CEDS guides the prioritization of regional projects and ensures that those recommendations align with the CEDS goals and EDA's investment priorities. The CEDS also enables MACOG to retain its EDD designation.

Northeast Indiana Regional Cities Initiative Proposal (2015)

The Plan was prepared and submitted as a part of the Indiana Regional Cities Initiative which was designed to help communities across Indiana come together to transform their regions into nationally-recognized destinations to live, work and play. The Plan outlines strategic projects throughout the Northeast Indiana region (Adams, Allen, Dekalb, Huntington, Kosciusko, LaGrange, Noble, Steuben, Wabash, Wells, and Whitley Counties) that will assist in the successful implementation of their 'Road to One Million' vision.

Kosciusko County Housing Strategies and Residential Market Potential Study (2020)

The Plan is a proactive strategy for planning and developing housing for which there is documented and quantified demand. The plan attempted to quantify the number of future residents, as well as their demographic backgrounds, and projected the price points that the residential market might support in both purchase and rental amounts. The Plan delivers recommendations on providing resources to support housing-driven economic development strategies.

Welcomeness Study (2019)

The Plan provides baseline metrics to define ‘social inclusion’ and gives insight into how these metrics impact economic development opportunities focusing in the areas of employee retention, workforce housing, and childcare availability.

Kosciusko Economic Development Corporation Strategic Launch (2019)

The Plan serves as an opportunity to bring capital and human resources together to move Kosciusko County towards positive economic growth by specifically leveraging the County’s stability, area assets, and long-term vision for prosperity.

Winona Lake Comprehensive Plan (2019)

The Plan serves as a guide for land use, growth and public infrastructure decision making for the Town of Winona Lake. The final plan, born from a process that included extensive public involvement, reflects the analysis of the community, existing land uses, development trends, land use suitability and natural land features.

ALICE Report- Kosciusko County (2018)

ALICE, an acronym for Asset Limited, Income Constrained, Employed, is a new way of defining and understanding the struggles of households that earn above the Federal Poverty Level but not enough to afford a bare-bones household budget. The information, provided at a county level, was used to supplement the demographic data provided by the US Census.

Syracuse Comprehensive Plan (2017)

The Plan serves as a guide for land use, growth and public infrastructure decision making for the Town of Syracuse. The final plan, born from a process that included extensive public involvement, reflects the analysis of the community, existing land uses, development trends, land use suitability and natural land features.

Warsaw Comprehensive Plan (2014)

The Plan serves as a guide for land use, growth and public infrastructure decision making for the City of Warsaw. The final plan, born from a process that included extensive public involvement, reflects the analysis of the community, existing land uses, development trends, land use suitability and natural land features.

Warsaw + Winona Lake Bicycle and Pedestrian Master Plan (2013)

The Plan proposes a connected system of 87 miles of multi-use paths, greenways, bike lanes, sharrows, and signed routes along major transportation thoroughfares, utility corridors, and natural features. The plan was updated in 2014 and continues to be monitored and improved based on local needs.

FORWARD KOSCIUSKO COUNTY

Planning Effort

While a tremendous amount of strategic planning was occurring around Kosciusko County, little long-range planning had been done by the County or local communities. Seeing a broader need to craft a strategic plan for the County's future, the Kosciusko County Community Foundation (KCCF) applied for funding through the Lilly Endowment Inc.'s seventh round of Giving Indiana Funds for Tomorrow (GIFT) initiative. The initiative, which was launched in 1990, is intended to help establish and further develop community foundations throughout Indiana. After successfully completing six previous rounds of GIFT initiatives, in March 2019 the Endowment awarded the KCCF a Community Leadership Planning Grant to undertake a county-wide citizen outreach.

Between July and August 2019, KCCF contracted Becker Consulting to conduct eleven Hometown Chats, inviting citizens to share concerns and aspirations for their communities and compare broad community input with issues previously identified by KCCF's board and community leaders. Additionally, KCCF staff facilitated a chat with the Chamber of Commerce's Young Adult Professionals members to solicit input from young community leaders. With one of the top priorities being Community Planning and Visioning, KCCF, Kosciusko County and K21 Health Foundation, in partnership with the Michiana Area Council of Governments (MACOG), came together to invest in the now named FORWARD Kosciusko County effort, a multi-jurisdictional strategic planning process aimed at identifying the unique, local assets and challenges. The analysis of these assets and challenges would help in establishing a shared vision and creating an actionable plan for the communities to achieve their goals.

In June of 2020, MACOG initiated the pre-planning process by bringing together the project steering committee to discuss the overall process, the intended outcomes and the development of the request for proposals to assist in the selection of a planning consultant. A final planning consultant team led by Taylor Siefker Williams Design Group was selected in December of 2020.

Across the facilitated meetings, five common themes emerged as priorities for the County and the local communities:

- 1. There is a strong sense of local pride and support within the County and amongst local communities.**

The people who call Kosciusko County home understand and value the natural and built resources that are available to them.

- 2. There is a need for a collaborative, comprehensive, long-range planning effort.**

As the County, and all incorporated communities, continue to think about the future, the benefits of collaboration between the various entities have emerged as a priority for leaders and residents alike.

- 3. Improving access to attainable, high-quality and diverse housing options is necessary.**

To ensure that Kosciusko County remains a high-quality place for individuals and families, additional housing options that provide diversity in size, location and price point are needed.

- 4. Improving access to daily amenities, including affordable and adequate child care, are needed.**

In many areas of the County, adequate child care facilities are not available, requiring local residents to travel out of their way for child care. In some instances where child care is available, the rates are not affordable, leaving workers caught between prioritizing their family over their career.

- 5. Developing alternative workforce pathways would benefit local residents and industries.**

The public-school systems and education programs were seen as common strengths across the County; however, not all of the existing programs matched with local needs. The development of alternative workforce pathways including certifications and trade skills are needed to support established businesses and industries within the County.



Summary of the Planning Process

In January of 2021, the project team officially kicked-off an anticipated 14-month planning process. The development of the comprehensive plan and associated engagement activities is broken up into four phases. Each phase is detailed below:

- **Phase 1: Launching the Project**

The initial project launch included largely administrative tasks involving collaboration with the various committees involved in the planning process. The primary objectives for phase one included collaborating with the Outreach Committee, making decisions based on community needs, and creating a measurable strategy for outreach and engagement.

- **Phase 2: Information Gathering**

Phase two focused on learning, analyzing, and educating. The primary objectives within this phase included collaboratively reviewing community and county-specific conditions, and determining what the future might look like. Throughout this phase, the community was engaged via stakeholder interviews, focus group discussions, public workshops and a community-wide survey.

- **Phase 3: Ideas and Strategy Development**

The idea and strategy development phase focused on dreaming, thinking, and testing. The primary objectives for phase three included collaborating on land use scenarios, analyzing the benefits and implications of ideas, and identifying an appropriate growth strategy for the future.

- **Phase 4: Community Driven Implementation**

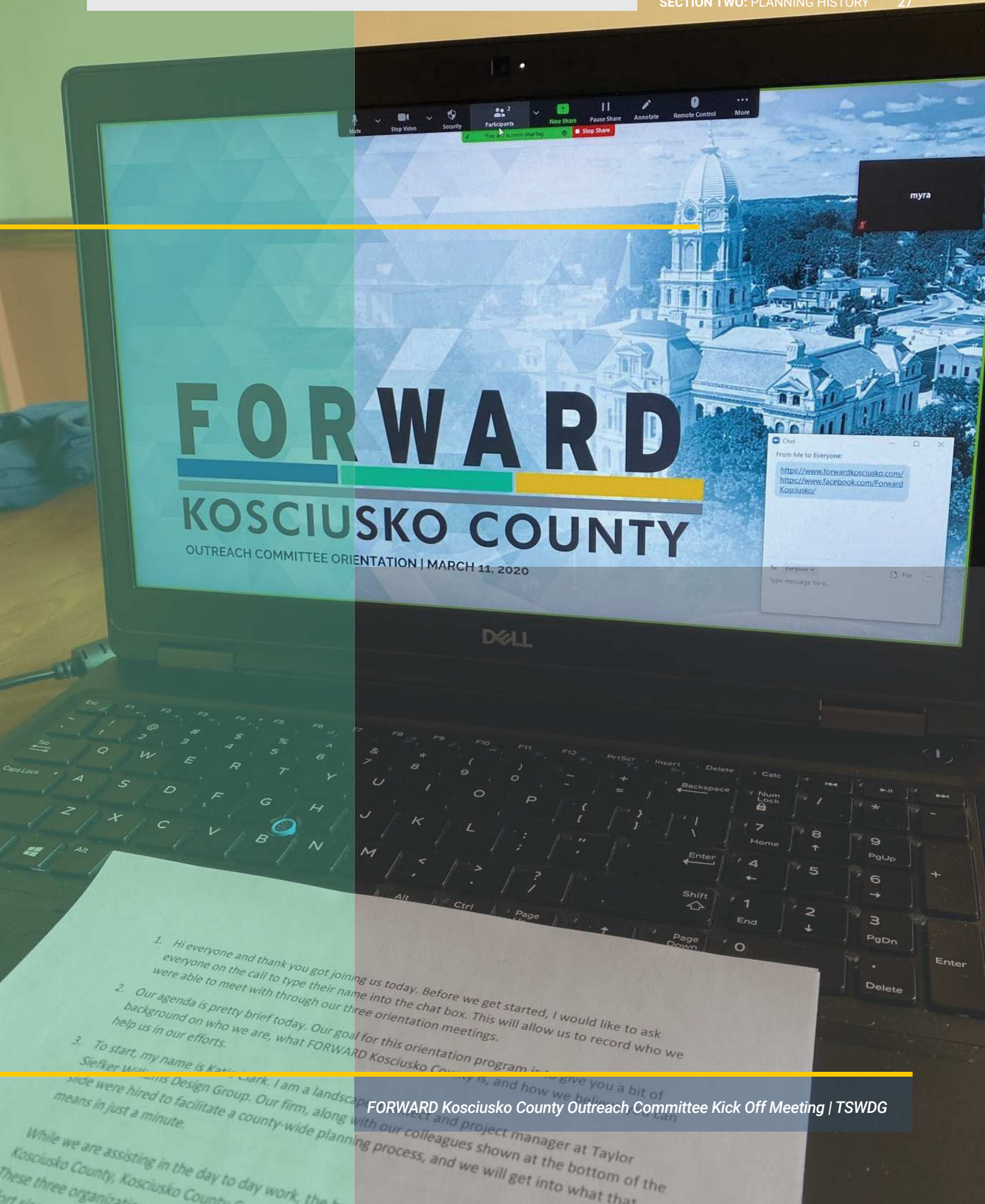
The final phase of the planning process is focused on identifying actions, resources, and champions. The primary objectives for phase four include collaborating to identify project partners, analyzing the availability of county resources, and creating a useable set of implementation tools. Following the finalization of the comprehensive plan, the project team assisted the County through the adoption process.

Community engagement is important in any long-range planning process because it allows for multiple groups and individuals to come together to think about the future in an organized way. In a project like FORWARD Kosciusko County, where planning is being done often for the first time at both a county and local municipal level, community outreach and engagement is considered critical.

Phase one: Launching the Project

FORWARD Kosciusko County is a process rooted in community ideas and interests. At the onset of the 14-month process, a working group of 65 individuals were identified to participate in the project's Communication and Outreach Committee. Members of the Communication and Outreach Committee represent specialized community organizations, prominent employers, education providers and local community stakeholders. Knowing that each member of the Committee had access to unique contact lists and digital platforms, this group was tasked with assisting in ongoing project outreach to ensure that the wide and diverse geography of Kosciusko County stakeholders were included in the effort, regardless of their location.

To assist the Communication and Outreach Committee, a variety of outreach exercises were developed and incorporated into the process to provide multiple avenues for gathering feedback regarding existing conditions and local issues, needs, and aspirations of local and County residents. Outreach tools and exercises were also used to promote a sense of community and foster stewardship for the plan by underscoring that participants' voices have been heard and that their ideas have influenced the final decisions.



FORWARD

KOSCIUSKO COUNTY

OUTREACH COMMITTEE ORIENTATION | MARCH 11, 2020

Chat

From Me to Everyone:

<https://www.forwardkosciusko.com/>
<https://www.facebook.com/ForwardKosciusko/>

To: Everyone

Type message here...

1. Hi everyone and thank you got joining us today. Before we get started, I would like to ask everyone on the call to type their name into the chat box. This will allow us to record who we were able to meet with through our three orientation meetings.
2. Our agenda is pretty brief today. Our goal for this orientation program is to give you a bit of background on who we are, what FORWARD Kosciusko County is, and how we help you.
3. To start, my name is Katie Clark. I am a landscape architect and project manager at Taylor Siefer Williams Design Group. Our firm, along with our colleagues shown at the bottom of the slide were hired to facilitate a county-wide planning process, and we will get into what that means in just a minute.

FORWARD Kosciusko County Outreach Committee Kick Off Meeting | TSWDG

While we are assisting in the day to day work, the FORWARD Kosciusko County Outreach Committee is working with our colleagues shown at the bottom of the slide. These three organizations are the ones that were hired to facilitate a county-wide planning process, and we will get into what that means in just a minute.

Phase two: Information Gathering

FORWARD Kosciusko County offers a focused look at all of the opportunities within Kosciusko County and the communities of Burket, Claypool, Etna Green, Leesburg, Mentone, Milford, North Webster, Pierceton, Sidney, Silver Lake, Syracuse, Warsaw and Winona Lake. Through a thorough data collection and analysis process, the existing conditions of the County and the incorporated communities were documented in an attempt to better understand what is happening today across the County and what can be expected for the future.

The complete *Community Conditions Assessment* documents provide a critical understanding of the conditions that are seen as strengths, as well as those elements that pose future threats to the wellbeing of the County and the local communities. The assessment documents were published in February 2022 as a set of existing conditions reports to serve as an interim deliverable within the comprehensive planning process. The reports summarized the data gathered, highlighted common themes revealed through community feedback, and identified key findings from the preliminary phases of the process.

The *Community Conditions Assessment* documents were organized into six sections that provided detailed information on the history of the project, the current local and county-wide conditions, the market conditions of the area, the availability of childcare and early learning facilities and an assessment of fiscal capacity at a County level. Additionally, a summary of the initial public engagement efforts was also provided.

2,096

INTERACTIVE MAP:

Total online map views with 647 unique users

1,003

VISION WALL:

Total online vision wall views with 345 unique views

13

COMMUNITY FIELD TOURS:

Total field tours and conversations held over four days

40+

STAKEHOLDER AND SMALL GROUP MEETINGS:

Total groups represented through interview process

452

COMMUNITY INPUT SURVEY:

Total survey responses with an 84% completion rate

40+

PUBLIC WORKSHOP PARTICIPANTS:

Across three initial public open house sessions

TOTAL COMMUNITY ASSESSMENT REPORTS



PLAN INTRODUCTION AND HISTORY



COUNTY AND COMMUNITY CONDITIONS



COUNTY MARKET POTENTIAL



CHILD CARE NEEDS ASSESSMENT



FISCAL CAPACITY



Land Use And Growth Workshop Session, Warsaw, IN | TSWDG

Phase three: Ideas and Strategy Development

7

COMMUNITY FOCUS GROUPS:

Focusing on growth, preservation and priority projects

44

LAND USE AND GROWTH WORKSHOP:

Total participants across seven workshop sessions

4

DEVELOPMENT SCENARIOS:

To explore unique growth and preservation solutions

35+

PUBLIC WORKSHOP PARTICIPANTS:

Across two public open house sessions

As a part of the process, the planning team facilitated a highly-interactive workshop charrette over the course of a two-day period.

The workshop challenged participants with the task of making decisions about the general form that new growth should take and the type of transportation system needed to serve it. They grappled with the issues and trade-offs related to placing growth in different locations that deal with environmental, institutional, and infrastructure constraints.

FORWARD Kosciusko County put an emphasis on using data and knowledge gathered during the process to explore growth strategies and the impact those strategies have on built and natural systems. The exploration allowed the County, the local communities and their partners to use data and input to drive decision making. This process allowed varying groups to reach a consensus on ideas and recommendations, and also allowed for the identification of strategic improvements needed to support local and county-wide growth and development.

A key piece of the final *FORWARD Kosciusko County Comprehensive Plan* was the development of a county-wide future land use map. A future land use map serves as a visual representation of where the County intends for development, redevelopment and preservation to occur.

Creating a future land use map, especially at both a local and county-wide scale, should take into account a variety of topics and priorities. The FORWARD Kosciusko County process worked to bring together most, if not all, of the elements of the comprehensive plan including natural resources preservation, economic development strategies, community amenities, housing demands and transportation impacts. During the process, four draft development scenarios were published for review and comment. Each scenario showcased a different growth for the County to consider. For each scenario, a series of analytic metrics were prepared to illustrate concentrations of new housing and employment uses as well as infrastructure costs and loss of agriculture lands.

Phase four: Community Driven Implementation

If a plan lacks the ability to be successfully implemented, the vision will never be realized. In this final phase of work, the County, local communities and their strategic partners came together to create clear, concise, and fiscally responsible actions that need to be completed over the next twenty years.

Using the recommendations provided in the previous phases of work as a foundation, a set of attainable action steps and implementation strategies were generated to guide future investments at a county and local scale. This complete listing includes previously identified and ongoing priority efforts, as well as new recommendations that support the goals and development objective generated through the FORWARD Kosciusko County effort. The implementation strategies will be developed by local leaders, stakeholders and residents and represent both capital and non-capital improvements throughout Kosciusko County and the participating communities.

To support the development of a realistic set of action items, a fiscal conditions assessment was conducted to analyze fiscal structure, trends, and capacity for accommodating and leveraging development in the county. In addition to an assessment of revenues, trends and available resources, several strategies were recommended for enhancing the County's use of resources to meet objectives, with a particular focus on planning and economic development. These recommendations were used to formulate the final action plan.

75+

PUBLIC WORKSHOP PARTICIPANTS:
Across four online presentation sessions

4

COUNTY PRESENTATIONS:
*To the Area Plan Commission, County Commissioners,
County Redevelopment Commission and County Council*







SECTION THREE

Foundations



Alley Placemaking Effort, Warsaw, IN | Warsaw Main Street Organization



Intended to be a standalone set of topical reports, the *FORWARD Kosciusko County: Community Conditions Assessment* was completed during the first phase of the planning process and issued as a preliminary set of inputs to the final *FORWARD Kosciusko County Comprehensive Plan*. The reports summarized the data gathered, highlighted common themes revealed through community feedback, and identified key findings from the preliminary phases of the process. Often times, the key findings identified local and regional trends, opportunities, and challenges that could impact how Kosciusko County evolves over the next several years.

The *Community Conditions Assessment* documents, which were published in February 2022, were organized into six sections that provided detailed information on the history of the project, the current local and county-wide conditions, the market conditions of the area, the availability of childcare and early learning facilities and an assessment of fiscal capacity at a county level.

While the final *FORWARD Kosciusko County Comprehensive Plan* was informed by data analysis, the County's vision for the future also needed to reflect the aspirations of its communities and residents. The ideas and concerns shared by the residents, businesses, organizations, and government leaders within the County are the building blocks for the goals and strategies within this plan. Through multiple field visits, steering committee meetings, focus groups, public open houses, planning workshops, and one-on-one conversations, a series of common ideas or findings were identified to help guide the development of the final plan's priorities and recommendations.



Town Of Silver Lake Community Focus Group Meeting, Silver Lake, IN | MACOG

The information gathered during the development of this plan and summarized in the following pages includes the strengths and challenges for Kosciusko County's People, Places, Systems, Destinations, and Partnerships. These key themes were instrumental in developing a comprehensive plan that fits the needs of Kosciusko County and guides growth and development in the future.

As a summary for the initial information gathering steps of the process, common themes were identified to highlight the core strengths, opportunities, weaknesses and challenges discussed during the initial phase of work. These common themes represent both assets and challenges that were areas of focus for the FORWARD Kosciusko County process as well as for future initiatives across the County. The key findings of the planning process have been organized into two key categories: Strengths/ Opportunities and Weaknesses/ Threats. The narratives are intended to provide a brief summary description and illustrate supporting data, as well as outline why the finding is important to the County's success moving forward.

SUMMARY

People

What strengths can we leverage:

We provide a high quality of life for our residents.

Quality of life within a community is important for the retention and attraction of residents and businesses. Kosciusko County residents expressed this notion during the multiple engagement efforts during the planning process. An initial survey of local residents found that 60.52% of respondents rated local quality of life as 'good' and an additional 13.73% rated their quality of life as 'excellent'. Prior to the FORWARD Kosciusko County effort, a Well-Being Index Survey completed in 2020 by Gallup was able to further quantify the reasons behind the perceived quality of life. According to the study, a key factor in the County's perceived quality of life is due to the career, financial, and community well-being of the County. Polled residents indicated they are proud of their communities and culture, citing that they feel as where they live is safe, adheres to their standard of living, and is a perfect place for them to live. The survey also showed that residents invest in their community and are proud of where they live. These recurring themes were heard throughout FORWARD Kosciusko County engagement efforts and were indicated as a reason residents believe the County to be welcoming and open to new residents and visitors.

Our community organizations, and key businesses are willing to collaborate.

Developing a comprehensive plan that covers the needs of the entire County and each community cannot be accomplished through a top-down approach; collaboration between leadership, community organizations, businesses, and residents is required for the plan's ultimate success. During the creation of the *FORWARD Kosciusko County Comprehensive Plan*, there were multiple engagement opportunities where organizations, businesses, and residents were able to express their concerns and ideas about the community's future. Through a combination of field tours, stakeholder interviews, focus groups, public workshops and open houses, and online engagement, over 2,100 individual comments were received to help identify key goals and actions for each community. The support of community organizations, businesses, and anchor institutions throughout the planning process is critical for the success of the plan moving forward. Collaboration between these entities can form partnerships which will lead to successful implementation of projects in the future.



58.6%

Percent of survey participants that ranked their 'life evaluation' as **THRIVING**



63.0%

Percent of survey participants indicated they were **PROUD** of their community

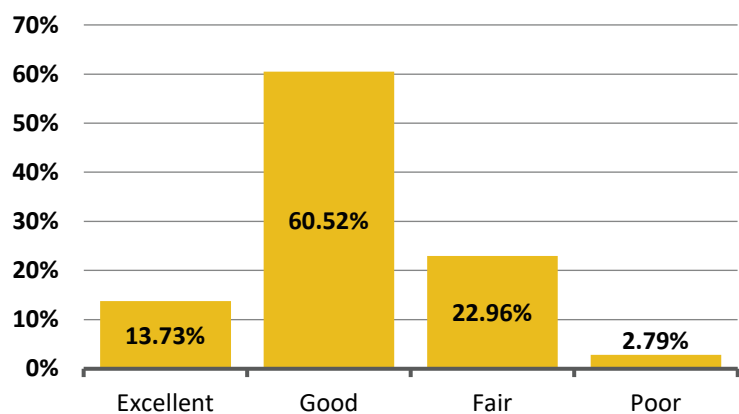


70.3%

Percent of survey participants indicated that they always felt **SAFE** and **SECURE**

2020 Kosciusko County Well-Being Index

How would you rate Kosciusko County's quality of life?



FORWARD Kosciusko County Community-Wide Survey



90+

Number of individuals and specialty groups engaged during the comprehensive plan process

FORWARD Kosciusko County process

KEY THEME:

Moving forward we need to work together to cultivate a community that ensures the safety, wellness and success of our local residents, employers and business owners

SUMMARY

People

Our local history provides for a strong sense of community.

Kosciusko County is rich in history and diverse cultures which have shaped the community into what it is today. The Towns have unique backgrounds that set them apart from one another, including economic, religious, social, and educational factors which have played a part in their development over the past decades.

Agriculture has, and always will, have a strong presence within Kosciusko County, and the County's historic ties to the poultry and egg industries can still be seen in the present-day businesses. Another driving force within the County is the multiple lakes which have attracted visitors and provided recreational opportunities for residents for decades. The lakes have greatly contributed to Kosciusko County's tourism industry, which contributed \$200 million to the County economy in 2019 and generated over 2,100 jobs. They are destinations for both residents and visitors and will continue to be major assets of the communities that require protection for future generations.

The County is also grounded in religious history, with Winona Lake being a center of events, drawing thousands of visitors to the region in the early 20th century. Today, the 130+ religious institutions still play a prominent role acting as gathering spaces and providing services in their communities. While religious institutions act as the center of communities within the county, schools and other educational institutions also form the backbone of many smaller towns. Schools provide centers of employment for their towns and are a key factor when attracting new residents. Grace College, located in Winona Lake, draws staff and students from across the Midwest and partners with organizations to expand access to education and protect the County's natural assets.



 100

Number of inland lakes across
Kosciusko County

Visit Kosciusko County

 \$200

Millions of dollars added to the
County's economy from tourism

Visit Kosciusko County 2019

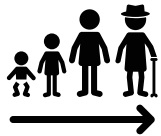
 90+

Number of jobs generated from the
tourism industry across the County

Visit Kosciusko County 2019

KEY THEME:

Moving forward we need to work together to cultivate a community that ensures the safety, wellness and success of our local residents, employers and business owners



38.5

County Median Age
(2019)



3.7%

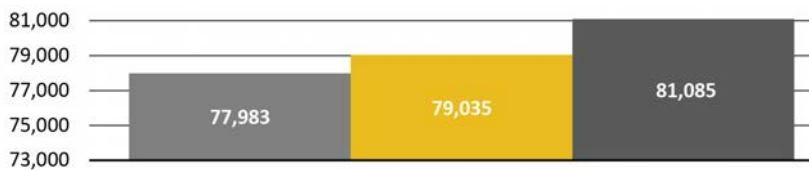
County Unemployment Rate
(2019)



41,420

County Total Residential
Workforce (2020)

US Census Bureau



Kosciusko County

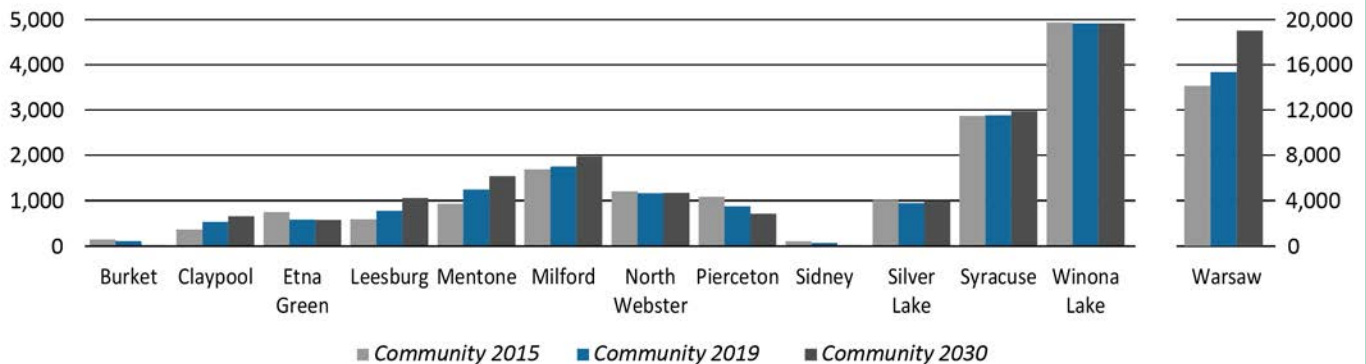
■ Community 2015 ■ Community 2019 ■ Community 2030

Population Growth



2.6%

Projected Population Growth by
2030 (County-wide)



■ Community 2015 ■ Community 2019 ■ Community 2030

County Population Age

KEY THEME:

Moving forward we need to work together to cultivate a community that ensures the safety, wellness and success of our local residents, employers and business owners.

SUMMARY

People

What challenges will we need to face:

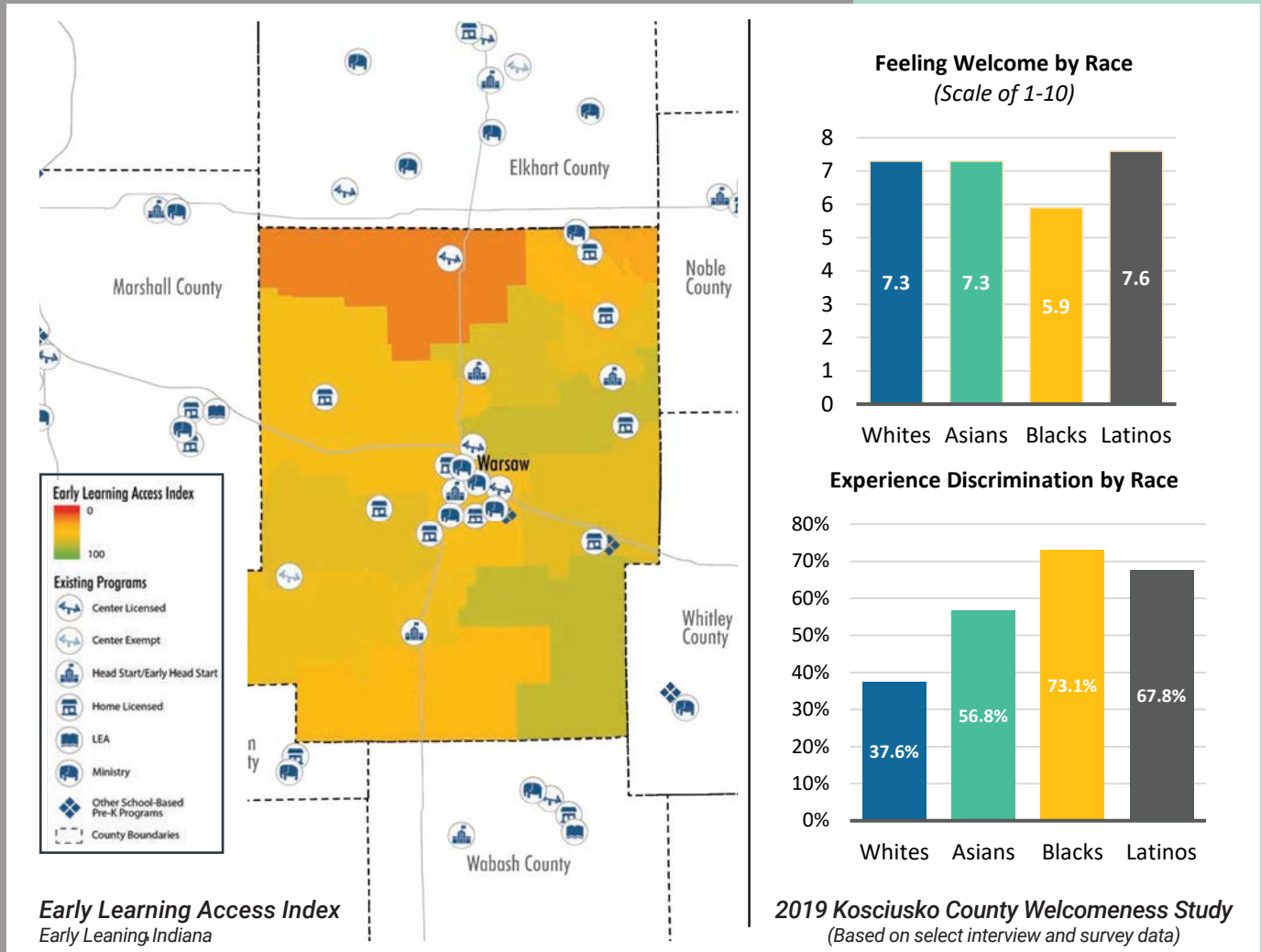
Our population is projected to increase, and will include diverse ages, races and cultures.

The County's population is projected to grow 2.6% by 2030, although this growth is not expected to be spread evenly throughout the communities. Leesburg (34.5%), Claypool (23.6%), and Mentone (23.5%) are predicted to have the highest rates of growth by 2030 based upon recent growth rates and potential for new development. The Census bases their population projections on historic population growth or decline. While some communities have seen consistent growth in the last decade, the population projections do not include factors such as proximity, affordability and quality of life. Communities such as Milford offer opportunities for growth in the future that are not accounted for in the US Census projections. On the opposite end of the spectrum, the Towns of Sidney and Burket are expected to lose the majority of their population within the next 10 years.

The median age of residents living within Kosciusko County is 38.5 years, a slight increase from 2010 when the median age was 37.7 years. This increase in median age may be a sign that many residents are aging in place, or that younger generations are not moving back to the region after completing college or post-secondary education. The largest age cohort living within Kosciusko County are those between 25 and 34 years of age (13.0%), while 29.9% of the County's population is over the age of 55 (the age group which has seen the most growth in the last 10 years).

At times, our local workforce cannot meet employer demand.

Kosciusko County is a center of employment in the northern Indiana region and draws a large workforce from outside the County (46% of total workforce). However, it is becoming increasingly difficult for some companies to attract a large enough workforce to maintain their production levels. One form of programming that already exists within the County, and many other communities across the state, is the partnerships between local industries and schools to create opportunities for students to move directly into the workforce after graduation. Another incentive that relies on public-private partnerships is the development of new housing within the County. A major hurdle the County is facing when attempting to attract new residents and workers is lack of available units and housing options.



KEY THEME:

Moving forward we need to work together to cultivate a community that ensures the safety, wellness and success of our local residents, employers and business owners

SUMMARY

People

We need to continue to create a welcoming culture.

Although many of the comments heard from the public throughout the planning process supported the idea of Kosciusko County being a welcoming community, there were conversations with local residents and organizations that pushed against that narrative. These concerns were also expressed in the 2019 *Kosciusko County Welcomeness Study* which was conducted in collaboration with OrthoWorx and the Welcomeness Study Advisory Committee. As a component of the study, a consulting team conducted a series of qualitative focus groups and one-on-one interviews. In total, 12 focus group and 6 one on-one interviews with over 50 residents and employees and a survey of over 120 residents throughout County participated in the process. Respondents were asked on a scale from 1-10 with 10 being the highest how welcome they feel in the County, how happy they are living in the County, whether the County is a good place to live, and whether they can express their cultural pride. For all of these outcomes, the average was over 7. When the same question was analyzed using outcomes by race, it was easier to see that some racial groups viewed their experiences more positively than others.

Portions of our County lack necessary community amenities.

With 6.5% of Kosciusko County residents younger than the age of five, a lack of available daycare facilities within Kosciusko County is one of the major hurdles preventing people from getting back to work, as they are unable to leave their children at home during the day. There are currently 49 early education programs within the County with an ultimate need for 1,245 programs, showing that only 33.8% of the current need is being met. Incentives at a county or local level may be needed to encourage the creation of new daycare businesses and could include a form of certification or zoning incentive.

Along similar lines, access to healthcare has become a greater concern for those living in more rural areas of the County. While traveling to larger communities for doctor's appointments may not be an issue for some, distance can be a large barrier to overcome for those who are unable to drive themselves. With the majority of hospitals and medical offices located in Warsaw, creating ways to increase healthcare accessibility through rideshares or mobile offices would help increase coverage throughout the County. This is increasingly important in an aging community such as Kosciusko County.

SUMMARY

Places

What strengths can we leverage:

Historic assets are present throughout our County.

Kosciusko County has a rich local history that stands out from other rural communities across the State. While the County itself has a diverse past that has been influenced by its agriculture, industries, and numerous natural resources, each town within the County has unique backgrounds that have shaped the communities of today. Local history such as Mentone's egg market and Etna Green's grain elevator or the downtown districts in Leesburg and Syracuse should be celebrated and used to attract new visitors to each community. These historic areas are not just significant within their respective town, but are pieces of pride for the entire County.

Our County is a regional employment hub.

The industries within Kosciusko County have always been unique when compared to the surrounding region. From the poultry and egg industries, which dominated the county in the early 20th century, to the present day biomedical manufacturing. Agriculture, manufacturing, and tourism play a key role in the County's current economic climate. This highly specific manufacturing industry and its success within the County can largely be attributed to Zimmer-Biomet, who is the largest single employer within the region. Part of the field's success is due to Kosciusko County's proximity to other large metros including Fort Wayne, South Bend, Indianapolis, and Chicago. These hubs allow the firms to attract skilled workers from outside the County and State.

In addition to the more traditional industries within Kosciusko County, the area's lake towns hold businesses catered towards tourism and seasonal lake dwellers. The County's Lake communities attract thousands of visitors each year and are a major driving force for the local and regional economies. While the lakes are a boon for tourism, they can potentially cause issues for local governments, as lake populations can nearly triple in the summer months.

**KEY THEME:**

Moving forward, we need to work together to cultivate a community that provides for balanced, planned and orderly growth.

*Clockwise From Top Left: Downtown Leesburg, Etna Green Grain Elevator | TSWDG
Zimmer Biomet | Infree News*

SUMMARY

Places

Within our communities and across the County, there is demand for new single family housing developments.

A recent housing study performed within the County indicated that 4,255 households have the potential to move to Kosciusko County each year for the next five years at a minimum. Nearly 40% of these households are projected to be accommodated within the City of Warsaw, with the balance remaining dispersed in the unincorporated areas of Kosciusko County. Predominantly, the housing preferences of these individuals include rentals and detached houses.

A theme heard throughout public engagement and reinforced by the housing study is the need for more workforce housing or housing types within the price range of the County's working class. The Residential Market Potential analysis, prepared as a component of the recent housing study, listed the optimum market position for unincorporated Kosciusko County as being \$675 to \$1,300 per month for rental apartments and \$170,000 to \$275,000 for detached homes. Based on the analysis, the combined potential for the County and the incorporated communities would be 1,350 to 1,920 new rental and for-sale housing units after five years. This includes homes for new families, young professionals, and recent high school/college graduates, in addition to more options for empty nesters and retirees. Development of these housing types is not only needed to fill current market demands, but also to assist the County in creating stronger downtowns, generating resident workforce attraction and increasing local options for housing ownership. Communities have already begun to prepare for potential development through improvements and expansions to their utilities, ensuring water and sewer facilities are able to support new growth.



38,526

Total housing units county-wide

US Census Bureau (2019)



4,255

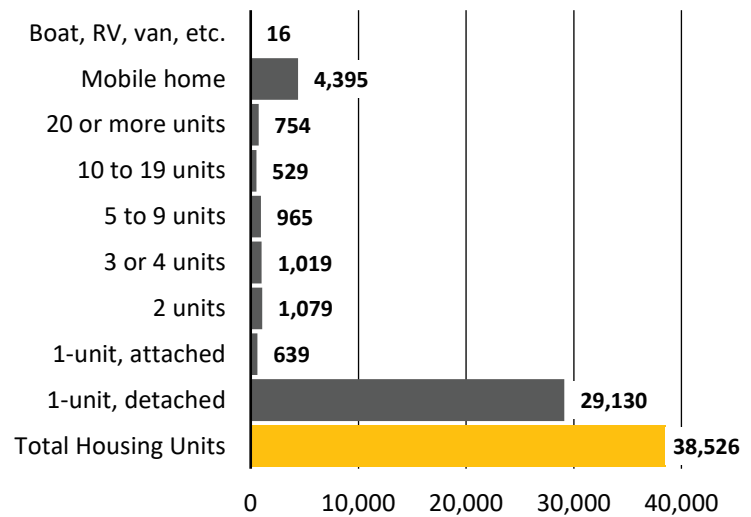
Total households that have the potential to move to Kosciusko County each year for the next five years



1,350

Minimum number of new rental and for sale housing units projected for the County by 2026

Residential Market Potential Report



Housing Type



44.85%

Number of survey responses indicating that a lack of DIVERSITY in HOUSING choices is one of the County's greatest challenges.

FORWARD Kosciusko County Community- Wide Survey

KEY THEME:

Moving forward, we need to work together to cultivate a community that provides for balanced, planned and orderly growth.



"Some of our downtown facades need improvements. The current condition makes the entire downtown look run down."

Vision Wall Participant



77%

Total county land area dedicated to agricultural production

2017 Census of Agriculture



1,042

Total number of individual farms across the county

2017 Census of Agriculture



\$298
Million

Market value of county's agricultural production, which equates to 3% of the state's total agricultural sales.

2017 Census of Agriculture

KEY THEME:

Moving forward, we need to work together to cultivate a community that provides for balanced, planned and orderly growth.

SUMMARY

Places

What challenges will we need to face:

We lack the local programs to rehabilitate and improve our historic buildings, downtown facades, and residential properties.

While Kosciusko County would benefit from new development, both commercial and residential, there is also a need to improve existing structures within the County. Although there are statewide and national programs to help with historic rehabilitation, Kosciusko County is missing local incentives to support owner-occupied rehabilitation. Creating programs and offering resources to those looking to update and maintain their structures could improve aesthetics and increase property values within the towns. These programs should first target downtown structures and highly visible properties, and then expand to assist other property owners unable to perform maintenance but willing to work with local partners to do so. These programs could also include local organizations who have experience with home rehabilitation such as Habitat for Humanity.

If rehabilitation is not possible for properties, the County should coordinate with local towns on blight removal programs. These types of programs could provide resources to communities working with property owners to require property upkeep or acquiring the property themselves.

We have limited guidelines for the protection, preservation, and expansion of agricultural industries.

Although new growth and development is encouraged within this comprehensive plan, the protection and preservation of existing agricultural land uses within Kosciusko County should also take priority. New development, while beneficial, can create negative impacts on existing agricultural assets such as drainage and runoff, destruction of prime farmland, and land use conflicts between new and existing land character. Finding a balance will require communication between property owners and farmers, developing a solution which benefits both parties. These efforts are already taking place within the County at a local level, but should be expanded into a program which can assist all parties involved.



KEY THEME:

Moving forward, we need to work together to cultivate a community that provides for balanced, planned and orderly growth.

Town of Pierceton Undeveloped Land (First Street Looking North)

SUMMARY

Places

We need to identify feasible sites for new housing commercial and industrial development.

During the field visits and online communication with each community, multiple areas for new residential, commercial, and industrial development were identified for each town. From a residential standpoint, communities identified locations within their limits they believed best suited for new development. A common issue shared by the smaller towns is the lack of developable land, with some communities landlocked with no land available for new development of any type. Coordination with local property owners and farmers is a crucial step needed in order for growth to occur.

In terms of commercial and industrial development, many communities indicated the lack of available space within existing downtown buildings is a constraint. These spaces should be promoted by both the towns and the County when attempting to attract new businesses to the region or when supporting local entrepreneur efforts. While some communities do have available sites for industrial development, a majority of new growth within the County is occurring within industrial parks along U.S. 30. These parks allow for quick access to major transportation corridors and are centralized within the County, allowing for goods and workers to quickly access sites from across the County and region.

SUMMARY

Systems

What strengths can we leverage:

We are able to maintain and improve our local infrastructure.

All communities within Kosciusko County have the ability to maintain and expand sewer and water infrastructure, if needed. This ability is important for the towns working to attract new development and residents as it gives towns the ability to incentivize new housing and commercial or industrial growth. In fact, the County's total expenditures for infrastructure-related costs have declined by 6.8% in the last decade. While communities currently have the ability to expand if needed, communication between towns, the County, and local developers should be ongoing to ensure each community can continue to support future growth. Although some towns may be limited by funding, they are still able to handle growth if it should occur.

We value pedestrian and bicycle infrastructure in the communities.

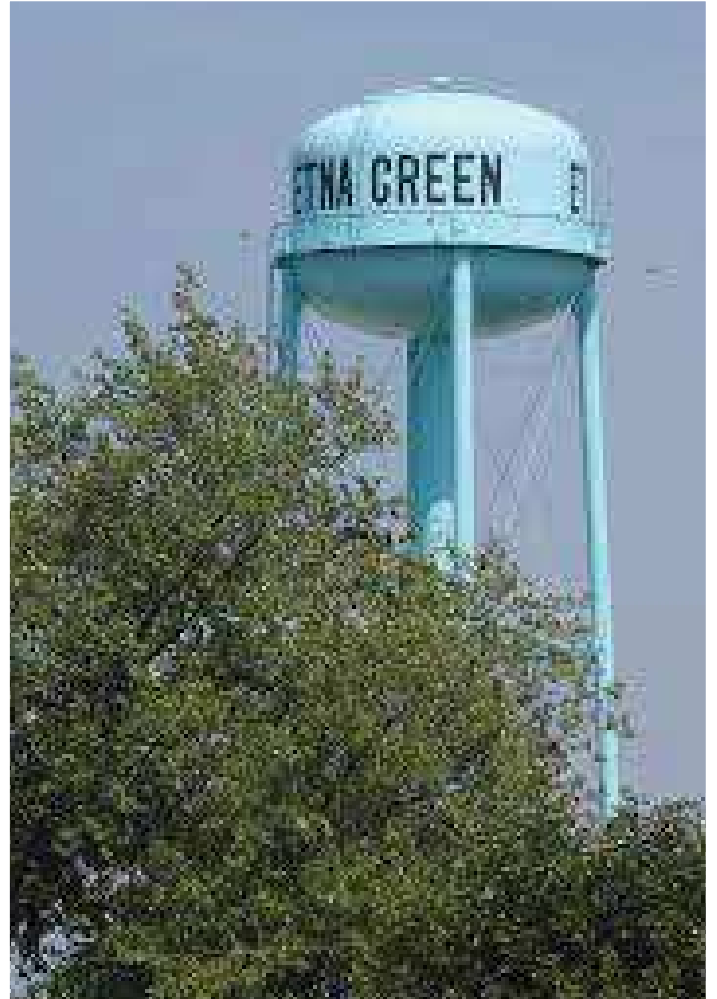
One of the goals identified as a high priority by the Kosciusko County residents is supporting new pedestrian infrastructure expanding upon existing trails to create a county-wide network. Residents spoke on the need to connect regional destinations and improve accessibility to parks, lakes, and other natural resources for personal enjoyment and as a draw for visitors. The inability to create such a network was also mentioned during public input, stating the lack of a county-wide Parks Board has limited the expansion of such facilities. Such a board would focus on implementation and ensure the success of the initiatives laid out in this plan.

"A countywide trail system that is built upon collaboration with neighboring counties would allow Kosciusko County to connect to regional and nationwide networks."

Vision Wall Participant

"Having a regional trail system (similar to the Cardinal Greenway) would be great for local residents and provide a tourist destination."

Vision Wall Participant



KEY THEME:

Moving forward, we need to work together to cultivate a community that plans for safe, effective and modernized transportation and utility systems.

**6.8%**

Decrease in County
infrastructure costs due to
monetary policy

**1,200**

Total miles of roadway
throughout the county

3rd

State ranking in total number of
roadway miles.

Data provided by Kosciusko County

KEY THEME:

Moving forward, we need to work together to cultivate a community that plans for safe, effective and modernized transportation and utility systems.

SUMMARY

Systems

What challenges will we need to face:

We need to secure land for future growth and development.

Upgrades or additions to systems outside local town limits are difficult and often expensive. The County's road and infrastructure costs have decreased 6.8% in the last ten years due to changes in monetary policy, not an overall decrease in cost. While towns may have the ability to expand needed infrastructure within their limits, it may be difficult to expand outward due to barriers such as land ownership or lack of internal funding. While waiting for land to become available is one option many towns are taking, it may become necessary to coordinate with local property owners to purchase land or create easements if expansion of local systems is needed. Towns should also partner with the County and other regional bodies to access state and national funding, if local money is not enough to cover the cost of needed expansions.

We lack proactive planning for future maintenance.

Upkeep and maintenance of systems is another issue facing communities who may not have the staff or planning capacity to proactively plan for what improvements are needed in the future. Kosciusko County manages over 1,200 miles of roads, making it difficult when planning the allocation of funding for repairs and upgrades. Towns should utilize regional planning entities and resources, when preparing for future infrastructure expenditures, and they should take into account the capital improvement plans that have been created for the County as part of this planning document. Capital improvement plans help communities organize and prepare for future infrastructure, facilities, and programing expenditures and can assist communities when applying for funding opportunities and determining allocation of resources.

Proactive maintenance has already begun within the County in the form of PASER studies, which rate roadway quality and condition based on a number of factors. Each community within Kosciusko County has completed a PASER study to identify any road network issues. However, this study alone does not provide a guide for repair and should be used to influence projects and priorities within capital improvement plans.

SUMMARY

Systems

What strengths can we leverage:

Broadband expansion is underway.

One of the major challenges facing rural communities within the United States is access to quality and affordable broadband. While commercial fiber connections may be available in many towns, it is typically only for businesses requiring high usage and not individual residences. There are multiple on-going projects within the County to expand both wired and wireless services to residents, increasing speeds and reliability. One of the largest is Kosciusko Rural Electric Membership Cooperative's (KREMC) Kosciusko Connect. Through a phased improvement plan, KREMC will provide fiber internet service to all areas of the unincorporated County within two years. In addition to the deployment of fiber infrastructure, Kosciusko County is overseeing the addition of cell towers throughout the County to bolster service as well. The County and its communities should continue current efforts to expand broadband services and increase availability for Kosciusko County residents.

Strategic capital planning is occurring county-wide.

This plan outlines a number of infrastructure, facility, and programmatic projects for each community within Kosciusko County that builds upon existing asset management plans, master utility studies, and roadway inventories. Existing analysis and planning efforts within the County provide the base for future projects directed at expanding utilities, improving traffic flow, and/or enhancing public services. Many of the projects identified within this plan have been centers of discussion in recent years and are already seeing implementation of strategies. As local plans progress and implementation completed, their strategies should be refereed against the comprehensive plan to ensure compliance with each communities' identified goals and actions.



25Mbps

Median maximum advertised download speed across the county



3Mbps

Median maximum advertised upload speed across the county

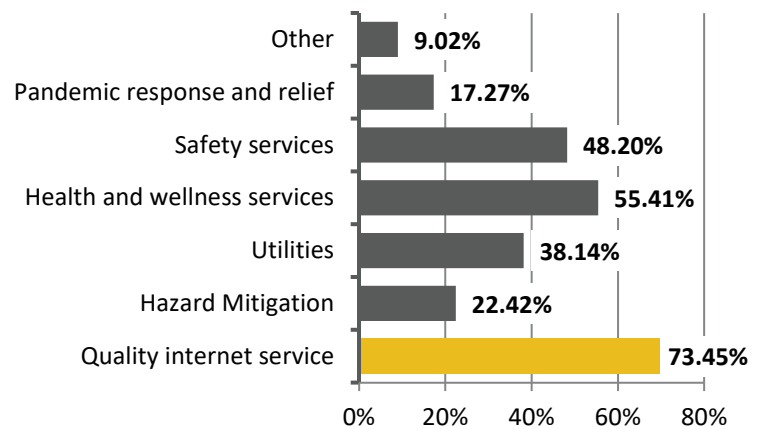


21.2%

People without access to fixed broadband of at least 100 Mbps down and 20 Mbps up

2019 Digital Divide Report

Identify which infrastructure topics are a priority to you and your community.



FORWARD Kosciusko County Community-wide Survey



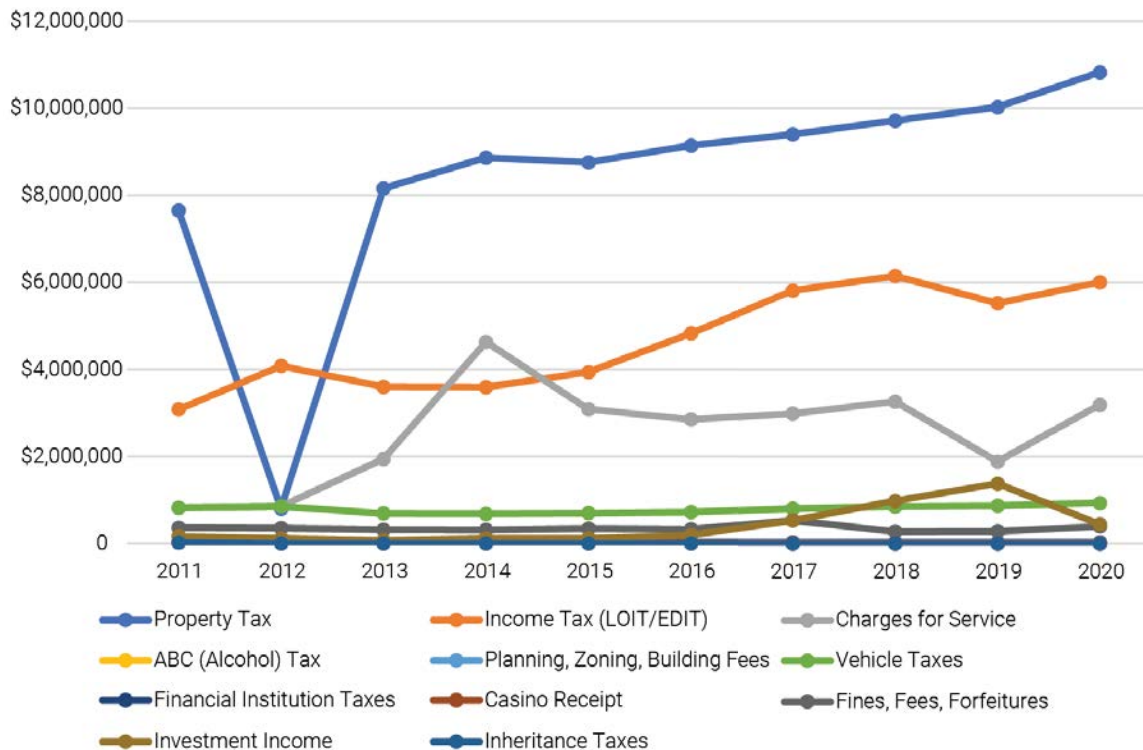
15.4%

Households with no internet access (not subscribing) across the county

2019 Digital Divide Report

KEY THEME:

Moving forward, we need to work together to cultivate a community that plans for effective public services and facilities.



County Revenue Trends (2011-2020), FORWARD Kosciusko County Fiscal Conditions Report

KEY THEME:

Moving forward, we need to work together to cultivate a community that plans for effective public services and facilities.

SUMMARY

Systems

What challenges will we need to face:

Fiscal resources are limited and constrained.

As Kosciusko County's total revenues (\$230,639,000 in 2020) have increased in the last decade, so have the total expenditures (\$222,252,000 in 2020) driven by building maintenance and repairs increasing by 341% and taxes/insurance increasing by 74%. A growing community can indicate the need for additional infrastructure and services to meet the needs of residents, which can become challenging when faced with limited financial resources. Moving forward, it will become crucial for the County to diversify revenue streams and create detailed strategies for allocation of resources. Transportation and utilities plans, capital improvement plans, and other ongoing strategic efforts within the County are tools used to manage and prepare for future expenditures. As funding becomes more restrictive, it will become increasingly important to have plans in place to manage those resources.

SUMMARY

Destinations

What strengths can we leverage:

Our County is home to a variety of lakes, waterways, parks, and other natural areas.

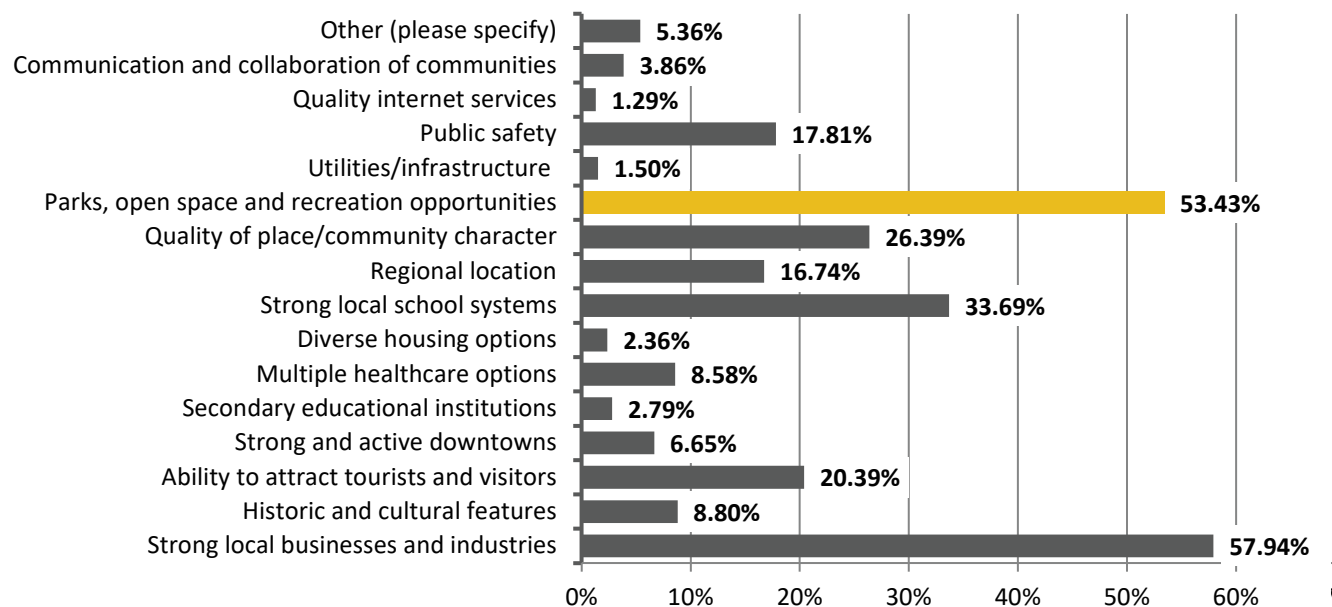
One of the largest draws for Kosciusko County is the wide range of natural resources including multiple lakes, rivers, and park spaces open to residents and visitors alike. In the initial FORWARD Kosciusko County Community Survey, 53.43% of respondents noted that the County's parks, open space and recreation opportunities were one of the County's strongest assets. Additionally, 73.32% of survey participants indicated that public facilities such as parks, lake access and community centers were a priority. Kosciusko County holds the most lakes out of all counties within Indiana and includes the state's largest and deepest natural lakes. These assets, which include the rivers and streams linking them, hold a variety of uses from residential to recreation to preservation. They not only hold vast recreational potential in the form of boating, fishing, or hiking, but are major destinations within the county which make up a significant piece of the county's economic base.

Our County is a seasonal regional destination.

The lakes within Kosciusko County make up a large part of the region's tourism, base although the county has a multitude of destinations which attract visitors from across the Midwest. A study performed in 2019 by the Kosciusko County Convention and Visitors Bureau concluded that \$200 million was contributed by visitors to the county's economy in 2019, with visitors coming from 12 separate states. The local tourism industry generated over 2,160 jobs and over \$39 million in wages in 2019, as well as over \$9 million in local tax revenues. While food and beverage spending make up approximately 34% of the county's visitor spending, nearly a quarter (23%) of spending was on local attractions.

In the future, through the initial FORWARD Kosciusko County Community Survey, residents expressed interest in seeing tourism efforts supported through the development of outdoor event areas (57.14%), destination restaurants (57.97%) and event venues and meeting spaces (50.55%). Tourism will continue to be a driving force of the county's economy and should be a focus for both the county and towns when attracting new industries in the future.

What are Kosciusko County's strongest assets?



FORWARD Kosciusko County Community Survey

"Having public access to lakes for recreation is a unique feature for our area."

Digital Map Participant

KEY THEME:

Moving forward, we need to work together to cultivate a community that creates and nurtures unique destinations for local and regional enjoyment.

SUMMARY

Destinations

We have strong local advocates that promote and educate others on our unique features.

One of Kosciusko County's greatest assets is strong support of various community organizations and individuals who continuously work to make the community attractive to visitors, residents, and businesses. These local advocates include the Kosciusko County Community Foundation, Clearly Kosciusko, local chambers, local Lion's Clubs, Grace Collage and the county's multiple public-school systems, the visitor's bureau, KVC Cycling, United Way, and various other community led groups who strive to improve the county and the lives of those within. These groups not only help promote the county and educate residents and visitors of everything the community has to offer, but also act as partners who can assist in progressing the goals and strategies within this plan. Many of these groups have already begun to take action within the County. Clearly Kosciusko, for example, has partnered with various governments, businesses, and community organizations to create unique branding for the community which promotes the County as a destination and forms a sense of identity.

"Our businesses are willing to work with each other and promote each other."

Community Survey Participant when asked "What do you believe is your community's strongest asset".

"Live Well Kosciusko was the first organization to make me feel welcome on a committee."

Community Survey Participant



KEY THEME:

Moving forward, we need to work together to cultivate a community that creates and nurtures unique destinations for local and regional enjoyment.



KEY THEME:

Moving forward, we need to work together to cultivate a community that creates and nurtures unique destinations for local and regional enjoyment.

*Removal Of Public Lake Access, Silver Lake, IN | TSWDG
Existing Trails And Pathways | Visit Kosciusko County*

SUMMARY

Destinations

What challenges will we need to face:

Public access to some of our notable destinations and amenities is limited.

Although Kosciusko County has numerous parks and regional destinations, a major issue facing the County is access to these amenities. Nearly 10% of Kosciusko County residents felt that access to parks, open space, and recreation opportunities was the greatest challenge for the community, while over 70% of residents believe public facilities such as parks and lake access are a priority for their community. The lack of a county-wide trail system, which would provide safe access to recreational and tourism destinations, forces residents and visitors to use a vehicle or attempt to travel down busy streets and/or county roads. Alongside the lack of a trail network is the limited directional signage used to guide visitors to destinations both within towns and the County. Limited signage within the County may hinder pedestrians and cyclists who are exploring the community. Many towns have plans to update wayfinding signage, and their efforts should be expanded upon at a county level to further improve access.

Outside of our City and Towns, we lack park, open space and trail connectivity.

While there are numerous recreation spaces within the individual communities of Kosciusko County, there is a lack of amenities that exist solely within the unincorporated County. Large parks could be developed to address this need, but a county-wide trail system linking residents and visitors to rural destinations is likely the greater need. Currently, there are only 26.5 miles of greenways/trails within the County, primarily found within Warsaw and Syracuse, with no dedicated paths linking communities. This lack of connectivity and limited access could hinder the expansion of existing recreation spaces and development of future parks and destinations. New parks that build off the county's existing natural assets such as lakes and nature preserves or neighborhood scale park space are in demand by residents, and connections to those parks will be vital for their long-term success. These initiatives could be led by a county-wide parks board that could focus on management efforts and funding.



KEY THEME:

Moving forward, we need to work together to cultivate a community that creates and nurtures unique destinations for local and regional enjoyment.

SUMMARY

Destinations

We could benefit from consistent marketing and education across multiple media platforms.

An issue that can negatively impact the usage of a community's parks and destinations is lack of communication and awareness. Promotion and advertisement are crucial for tourism, not only when attracting new visitors to the region but also for residents who may not know all the County has to offer. Marketing efforts should occur at all levels of government, through community organizations, and local businesses. Promotion across multiple groups and platforms ensures the widest range of people are reached. These cross-organizational efforts are already occurring within the County and should continue to be supported and expanded up moving forward.

Along similar lines, education about the County's destinations and natural assets is also important to relay to residents. These efforts should include working with local residents and farmers to protect the natural resources and farmland through sustainable practices, since the county's natural landscapes greatly contribute to its tourism, economic viability, and beauty. Collaboration between local colleges, schools, and residents is already a part of this effort, teaching local residents and students how our land use decisions impact the natural world.

SUMMARY

Partnerships

What strengths can we leverage:

There is strong organizational support within Kosciusko County.

A major benefit for Kosciusko County, which sets it apart from other communities, is the support from local organizations who push the initiatives and programs within the County. Communities such as KEDCO, the Community Foundation, and K21 Health Foundation actively support efforts at the regional and local levels, providing technical and monetary support for towns working to improve the quality of life for their residents. While many of the community's organizations have already been part of this planning process, all groups within the County could assist with the final implementation of this plan and should be encouraged to do so. This document will begin to assign duties to organizations and governing bodies within the County based on potential programming. Assigning these duties to individual organizations will ensure the plan's initiatives are supported by the groups best suited to their implantation. Every organization within the County has a stake within their community and can help progress the vision of Kosciusko County; this plan will help guide those efforts.

The County has passionate local residents and businesses.

Along similar lines to the County's governing bodies and organizations, Kosciusko County has passionate local residents and businesses who can help progress the goals of this plan. While the County is full of people willing to step up and help make their community a better place to live, organization of their efforts is needed. This plan will help guide and assign individuals within the County who wish to be more involved. This involvement could be more formal in nature, such as sitting on a board or getting involved in local government, or it could be as simple as finding residents who would like to volunteer at their communities' annual events. Businesses should also be involved in local boards and events within the county, providing staffing or financial support if a community needs assistance. Forming connections between the community, its residents, and the businesses helps create partnerships which can progress the vision of the community and improve the quality of life for all within Kosciusko County.

**KEY THEME:**

Moving forward, we need to collectively manage local resources and plan for continued reinvestment throughout the County.

“Communicate with residents so that the County can continue to make decisions that are based on what community members want.”

Community Survey Participant

“Communicate the needs of the community with local residents and share organized opportunities for community service.”

Community Survey Participant



KEY THEME:

Moving forward, we need to collectively manage local resources and plan for continued reinvestment throughout the County.

SUMMARY

Partnerships

What challenges will we need to face:

We need to expand staff capacity.

An issue many towns are facing is a lack of staff and volunteers who are instrumental in planning events within the community. This issue stems from a generational gap of Kosciusko County's aging population where people who have volunteered within their town for years may not have anyone to fill their position once they leave. One way the towns could help combat this issue is through better collaboration and sharing of resources. While a town may not be able to hold an event due to funding or lack of staff, combining forces with nearby towns could help solve these issues while benefiting both communities' residents.

We need to recognize resource barriers to improving systems and destinations.

Partnerships within rural communities are vital to improve and expand infrastructure and destinations, that a town may not have the necessary funding or resources to do independently. Partnering with local, regional, and state-wide organizations can assist in leveraging community dollars for projects, which may help increase future revenue based upon those improvements. Coordination between the County and towns should be a major focus in the future, so that each community understands what resources are available and how they can approach applying for such resource assistance.

There is a lack of communication and collaboration between different organizations and communities.

Although there are numerous organizations and communities within Kosciusko County constantly working to improve the lives of residents, there is a lack of communication and collaboration between them. Coordinating efforts can increase the viability and reach of programming within a community, ensuring organizations are not repeating efforts and that resources are being allocated efficiently.

While friendly competition can be good in many cases, communities should be sharing resources and talent in order to better compete on a regional level. Building off each other's strengths can influence new growth in each town and help implement the strategies within this document.





SECTION FOUR

Guide



Railcar at the Etna Green Museum, Etna Green, IN | Visit Kosciusko County



FORWARD Kosciusko County captures the vision of where the county and each local community wants to be at some point in the future. The FORWARD Kosciusko County document includes recommendations for land use, housing, economic development, transportation (vehicular, pedestrian and bicycle), utilities, parks and recreation, community facilities, health and wellness initiatives, and placemaking components.

The information included within this section is deliberately broad. While specific topics are addressed, the details of how ideas and recommendations are implemented is left open ended. This allows for flexibility and adaption in how the Plan is used moving forward.

To provide county governments, local governments and strategic partners with strategic direction on any number of issues that are critical to the County's future, a series of guidance tools were developed as a part of the FORWARD Kosciusko County effort. These tools are intended to serve as a check point when considering new projects and initiatives, because they represent the values and needs of the community, local leaders and key stakeholders.

To allow for efficient decision making across Kosciusko County, this GUIDE section is organized into five parts that individually and collectively will contribute to Kosciusko County's success.

County-wide Vision

A **VISION STATEMENT** reflects the values and aspirations of a community; it broadly captures the desired direction of the community and begins setting the stage for unique goals and strategies within a plan. Vision statements form a strategic framework which gives appointed officials and decision makers the long-term perspective needed to make rational decisions as community issues arise.

County and local officials should follow the plan's vision when identifying future projects and policies impacting the greater community.

Goals and Objectives

GOALS broadly identify the community's desired physical, social, cultural, and economic outcomes from the unique strategies and projects identified in a comprehensive plan. **POLICY OBJECTIVES** express the type of action necessary to achieve the vision and goals and are typically action focused, incorporating specific strategies, projects, partners, and funding to assist in their successful completion.

Goals and Policy Objectives begin to indicate how local decision makers should begin taking action in order to achieve the vision of the community, identifying where responsibility should fall and what steps are needed to achieve success.

Land Use and Development

The **FUTURE LAND USE MAP** identifies desired land-use classifications, densities, and locations for growth within Kosciusko County's urban and rural regions. Based upon existing conditions analyses, current land uses, and community input, the map provides a foundation for elected officials and community leaders to follow when addressing land use decisions such as rezoning requests or development plans.

The map and accompanying text provide detailed recommendations for elected officials to reference when making land use decisions and helps prevent future land use conflicts.

Transportation and Infrastructure

Kosciusko County's **FUTURE INFRASTRUCTURE PLAN** addresses the current challenges and future demands of the community, presenting a number of strategies and projects identified throughout the plan's creation which target specific needs of each town and city. This plan assists community leaders in meeting both the financial and physical needs for infrastructure that supports new residential, commercial, and industrial growth.

The Future Infrastructure Plan should be used by elected officials when determining the allocation of funding and resources towards capital improvement projects for infrastructure such as roads, stormwater systems, and/or sewer expansions.

County-wide Connectivity

Although supporting enhancements to roadways and vehicle infrastructure is a key aspect of community planning, so is the development of pedestrian connections and linkages between communities. The **FUTURE CONNECTIVITY PLAN** identifies projects that begin to connect residents and visitors to destinations within the County through trail systems, sidewalk extensions, and dedicated bike routes. All of these networks are working together to improve the safety of users and efficiency of travel.

The linkages identified within the Future Connectivity Plan should be used by community leaders when allocating funding for new infrastructure or recreation space, and should be considered when developing new destinations, employment hubs, and retail centers within the County.



Straight Outta Pierceton fundraising effort, Pierceton, IN | Town of Pierceton

OUR SHARED Vision

Our past has provided us with a strong foundation.

Kosciusko County has a history of fostering the industries of agriculture, medical device manufacturing, and businesses serving the recreation sector. Today, the County is home to just under 80,000 individuals; we are known for our unique destinations and waterways, our strong economy and our high quality of life. Kosciusko County, and our local city and towns, are full of assets and opportunities that can build a bright future.

Our future is reliant on our ability to work together to become a stronger community.

Kosciusko County, and our local city and towns, aspire to be a strong community of welcoming, engaged people, businesses and organizations that continually work to improve the lives of our residents and the condition of our businesses, industries, destinations and natural assets.

Our collaborative actions will allow us to create a thriving community that all can enjoy.

Kosciusko County, and our local city and towns, are committed to prioritizing the needs of our community's people, places, systems, destinations and partnerships to cultivate a community that:

1. Ensures the safety, wellness and success of our local residents, employers and business owners.
2. Provides for balanced, planned and orderly growth.
3. Plans for effective public services and facilities.
4. Creates and nurtures unique destinations for local and regional enjoyment.
5. Manages local resources and plans for continued reinvestment throughout the County.



OUR COUNTY-WIDE

Goals and Objectives

PEOPLE

Ensures the safety, wellness and success of our local residents, employers and business owners.

We will EMBRACE our strong sense of community and our growing cultural diversity.

We will STRENGTHEN our local communities and residents by providing increased opportunities for housing, education, child care, workforce development, recreation and personal health and well-being.

We will ATTRACT new residents by providing thriving residential neighborhoods, vibrant commercial and retail destinations, high quality business areas and active civic places.

1. Support the development of programming which assists new residents with entering and becoming integrated into the community.
2. Encourage collaboration and sharing of resources between each community in order to continue annual festivals and other events.
3. Encourage the development of diverse and attainable housing options within the county to fill the needs of new home buyers and those working, but not living, within the county.
4. Support the development of child care and early learning facilities and programs.
5. Promote the development of grocery stores and fresh food markets within each community to improve access to produce and shrink food deserts.
6. Support improvements to alternative transportation systems (sidewalks, trails, public transit) to increase access to community amenities throughout the County.
7. Support equitable access to healthcare in all areas of the County.
8. Support the development and growth of local arts and theater facilities and initiatives within the County which promote and enhance local culture.
9. Encourage the development and expansion of outdoor recreation facilities and amenities.
10. Encourage the development and use of a county-wide brand to promote the strengths and opportunities of the City, Towns and County.

ROLES AND RESPONSIBILITIES

	COUNTY	LOCAL CITY AND TOWNS	ORGANIZATIONS
	---	LEAD <i>By identifying local needs and opportunities</i>	---
	SUPPORT <i>By sharing the knowledge and expertise of staff</i>	LEAD <i>By identifying specific community needs</i>	SUPPORT <i>By sharing the knowledge and expertise of staff</i>
	LEAD <i>Through development decisions and incentives</i>	SUPPORT <i>By participating in the development review process</i>	SUPPORT <i>Through research, studies and financial discussions</i>
	SUPPORT <i>By using development and regulatory tools</i>	---	LEAD <i>By developing training programs and local advocacy</i>
	SUPPORT <i>Through development decisions and incentives</i>	---	LEAD <i>Through site identification and marketing</i>
	LEAD <i>Through strategic public planning and investment</i>	SUPPORT <i>Through strategic public planning and investment</i>	SUPPORT <i>By providing administrative and financial assistance</i>
	SUPPORT <i>Through development decisions and incentives</i>	---	---
	SUPPORT <i>Through development decisions and incentives</i>	LEAD <i>By identifying specific community needs</i>	SUPPORT <i>Through research, studies and financial discussions</i>
	LEAD <i>Through strategic public planning and investment</i>	LEAD <i>Through strategic public planning and investment</i>	SUPPORT <i>By providing administrative and financial assistance</i>
	SUPPORT <i>Through adoption and implementation of brand</i>	SUPPORT <i>Through adoption and implementation of brand</i>	LEAD <i>Through the development of a consistent brand</i>

OUR COUNTY-WIDE

Goals and Objectives

PLACES

Provides for balanced, planned and orderly growth.

We will **VALUE** our historic and historically significant resources, districts and structures.

We will **GROW** our mix of land uses to include various housing types, employment opportunities, hospitality facilities and residential support services.

We will **BALANCE** the needs of our County's agricultural industries by protecting prime farmland from incompatible development

1. Encourage commercial development and redevelopment within existing downtowns and commercial corridors.
2. Support the redevelopment of historic buildings and sites and ensure that the character remains consistent with the surrounding context.
3. Encourage mixed-use and higher density residential developments within each community and support the availability of a greater range of housing types and sizes (single-family, duplexes, multi-family, etc.).
4. Support the increase of code enforcement capacity within each community to ensure compliance with site design, building, construction and maintenance standards.
5. Support the development of alternative housing types such as tiny homes, accessory dwelling units, and manufactured/modular housing to improve housing affordability and availability within the county.
6. Encourage and prioritize the repurposing of existing commercial and industrial sites.
7. Encourage building practices and infrastructure improvements which preserve natural areas and amenities.
8. Encourage the preservation and conservation of productive agricultural land.
9. Support the expansion of agritourism by providing for appropriate industrial and commercial uses within agricultural areas.
10. Encourage partnerships between local organizations, educational institutions, and farmers to identify current innovations and sustainable practices for agricultural uses.

ROLES AND RESPONSIBILITIES

	COUNTY	LOCAL CITY AND TOWNS	ORGANIZATIONS
	LEAD <i>Through development decisions and incentives</i>	SUPPORT <i>By participating in the development review process</i>	SUPPORT <i>Through research, studies and financial discussions</i>
	LEAD <i>By using development and regulatory tools</i>	SUPPORT <i>By participating in the development review process</i>	SUPPORT <i>Through research, studies and financial discussions</i>
	LEAD <i>By using development and regulatory tools</i>	SUPPORT <i>By participating in the development review process</i>	SUPPORT <i>Through research, studies and financial discussions</i>
	LEAD <i>By using development and regulatory tools</i>	SUPPORT <i>By identifying specific community needs</i>	---
	LEAD <i>By using development and regulatory tools</i>	SUPPORT <i>By identifying specific community needs</i>	SUPPORT <i>Through research, studies and financial discussions</i>
	LEAD <i>By using development and regulatory tools</i>	SUPPORT <i>By identifying specific community needs</i>	SUPPORT <i>Through research, studies and financial discussions</i>
	LEAD <i>By using development and regulatory tools</i>	SUPPORT <i>By identifying specific community needs</i>	SUPPORT <i>Through research, studies and financial discussions</i>
	LEAD <i>By using development and regulatory tools</i>	SUPPORT <i>By identifying specific community needs</i>	SUPPORT <i>Through research, studies and financial discussions</i>
	LEAD <i>By using development and regulatory tools</i>	SUPPORT <i>By participating in the development review process</i>	SUPPORT <i>By providing administrative and financial assistance</i>
	SUPPORT <i>Through research, studies and financial discussions</i>	---	LEAD <i>By convening local parties and moderating discussions</i>

OUR COUNTY-WIDE

Goals and Objectives

SYSTEMS

Plans for effective public services and facilities.

We will ensure that public and private utility systems are maintained, improved and modernized so that they can adequately SERVE current and future residents and businesses.

We will maintain and improve our vehicular transportation system to safely and efficiently MOVE residents, visitors and products.

Through new routes and facilities, we will LINK residents, visitors and communities to one another.

1. Support equitable access to reliable and affordable broadband services within both urban and rural areas of the county.
2. Encourage the development, expansion and maintenance of wastewater systems along lakefronts to protect water quality.
3. Support the extension or expansion of public and private utilities into appropriate underdeveloped areas.
4. Support the expansion of local emergency services (police, fire, EMS) as development occurs and new residents enter the county.
5. Partner with INDOT to improve safety along state roadways traveling through local communities.
6. Encourage the maintenance, repair and enhancement of high-traffic county roads which connect residents and visitors to employment centers and amenities within Kosciusko County.
7. Encourage new growth to minimize access points on to high-traffic roads and encourage the development of new collector streets and roads.
8. Support the development of transportation alternatives, such as bike infrastructure and trails, which can connect to communities outside the county and draw visitors.
9. Support the expansion of pedestrian infrastructure to increase pedestrian accessibility within communities and connect residents to destinations.
10. Support complete street policies within the county to encourage the creation of safe pedestrian and bicycle infrastructure during planned roadway improvement projects and new development.

ROLES AND RESPONSIBILITIES

	COUNTY	LOCAL CITY AND TOWNS	ORGANIZATIONS
	SUPPORT <i>Through strategic public planning and investment</i>	SUPPORT <i>Through strategic public planning and investment</i>	LEAD <i>Through strategic public planning and investment</i>
	LEAD <i>Through strategic public planning and investment</i>	SUPPORT <i>Through strategic public planning and investment</i>	SUPPORT <i>Through research, studies and financial discussions</i>
	LEAD <i>Through strategic public planning and investment</i>	SUPPORT <i>Through strategic public planning and investment</i>	SUPPORT <i>Through research, studies and financial discussions</i>
	LEAD <i>Through strategic public planning and investment</i>	SUPPORT <i>Through strategic public planning and investment</i>	SUPPORT <i>Through research, studies and financial discussions</i>
	LEAD <i>Through strategic public planning and investment</i>	SUPPORT <i>Through strategic public planning and investment</i>	---
	LEAD <i>Through strategic public planning and investment</i>	SUPPORT <i>By identifying specific community needs</i>	---
	LEAD <i>By using development and regulatory tools</i>	---	---
	LEAD <i>Through strategic public planning and investment</i>	LEAD <i>By identifying specific community needs</i>	SUPPORT <i>Through research, studies and financial discussions</i>
	LEAD <i>Through strategic public planning and investment</i>	LEAD <i>Through strategic public planning and investment</i>	SUPPORT <i>Through research, studies and financial discussions</i>
	LEAD <i>By using development and regulatory tools</i>	SUPPORT <i>By identifying specific community needs</i>	SUPPORT <i>Through research, studies and financial discussions</i>

OUR COUNTY-WIDE

Goals and Objectives

DESTINATIONS

Creates and nurtures unique destinations for local and regional enjoyment.

We will PRESERVE our unique lakes, waterways, natural features and environmentally sensitive areas.

We will develop new opportunities for ENJOYMENT by creating, enhancing and activating local parks and open spaces.

We will highlight, PROMOTE and educate the community on the unique experiences and features found throughout Kosciusko County.

1. Support the protection and restoration of local lakes, watersheds, natural drains, rivers and riverbank areas, forested lands, and natural habitats.
2. Support the preservation and use of public easements and rights-of-way to access local lakes and water bodies.
3. Support safe access and activities along the Tippecanoe River.
4. Support an increase in parkland to ensure an equitable access to parks, and open spaces based on the needs of county residents.
5. Support the development of facilities and programming that enhance and promote park, recreation, and cultural destinations.
6. Support the development of new connections between park spaces within the incorporated communities which allow for pedestrians and cyclists to access multiple sites without the need of a vehicle.
7. Support the development of additional destinations, attractions and amenities as they become feasible.
8. Promote the educational opportunities offered by Grace College-Lilly Center for Lakes and Streams, The Watershed Foundation, and the Wawasee Area Conservancy Foundation for residents and visitors interested in exploring the county's natural features.
9. Encourage the promotion of each community's unique assets in promotional campaigns which tie into a county-wide marketing effort.
10. Support the development and use of a county-wide brand for Kosciusko County and the incorporated communities.

ROLES AND RESPONSIBILITIES

	COUNTY	LOCAL CITY AND TOWNS	ORGANIZATIONS
	LEAD <i>By using development and regulatory tools</i>	SUPPORT <i>By participating in the development review process</i>	SUPPORT <i>Through research, studies and financial discussions</i>
	LEAD <i>By using development and regulatory tools</i>	SUPPORT <i>By participating in the development review process</i>	SUPPORT <i>By sharing the knowledge and expertise of staff</i>
	LEAD <i>Through strategic public planning and investment</i>	SUPPORT <i>Through strategic public planning and investment</i>	SUPPORT <i>Through research, studies and financial discussions</i>
	LEAD <i>Through strategic public planning and investment</i>	SUPPORT <i>By identifying specific community needs</i>	SUPPORT <i>Through research, studies and financial discussions</i>
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	LEAD <i>Through strategic public planning and investment</i>	SUPPORT <i>By identifying specific community needs</i>	SUPPORT <i>Through research, studies and financial discussions</i>
	SUPPORT <i>Through development decisions and incentives</i>	SUPPORT <i>By identifying specific community needs</i>	SUPPORT <i>Through site identification and marketing</i>
	SUPPORT <i>By sharing the knowledge and expertise of staff</i>	SUPPORT <i>By sharing the knowledge and expertise of staff</i>	LEAD <i>Through research, studies and financial discussions</i>
	SUPPORT <i>Through adoption and implementation of brand</i>	SUPPORT <i>Through adoption and implementation of brand</i>	LEAD <i>Through the development of a consistent brand</i>
	SUPPORT <i>Through adoption and implementation of brand</i>	SUPPORT <i>Through adoption and implementation of brand</i>	LEAD <i>Through the development of a consistent brand</i>

OUR COUNTY-WIDE

Goals and Objectives

PARTNERSHIPS

Manage local resources and plans for continued reinvestment throughout the County.

We will COLLABORATE with one another to better understand our local assets, concerns and goals.

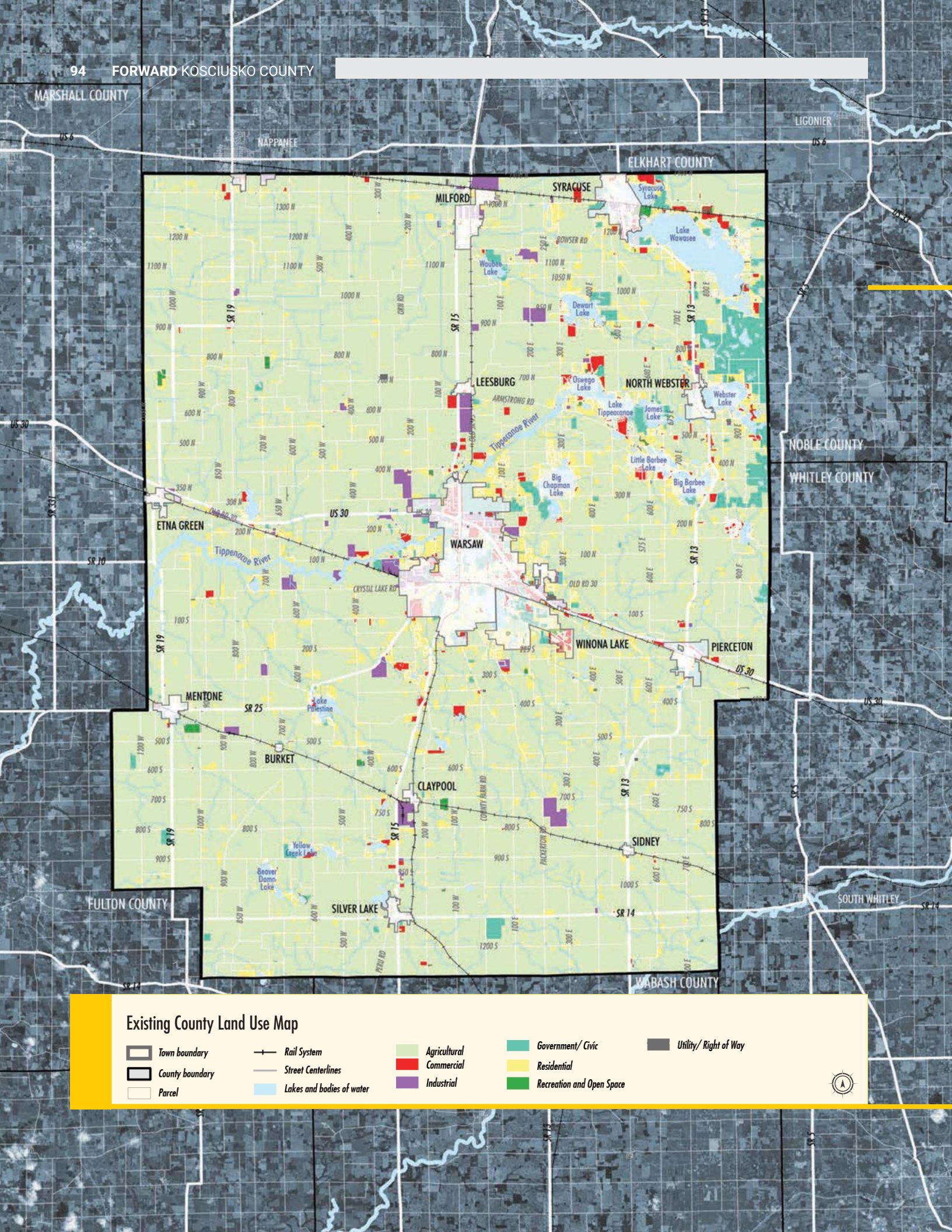
We will SUPPORT the goals of the County and local communities by providing resources and assistance.

We will INVEST in policy, programs and capital improvements that support the shared success of our local communities and Kosciusko County.

1. Encourage partnerships with local, regional, and state partners to ensure funding for future transportation projects matches the current and projected needs of communities within the County.
2. Encourage community engagement and increased communication between residents, businesses, town staff, and community leaders.
3. Continue to strengthen partnerships between towns and county, regional, and statewide governmental bodies which can provide administrative assistance or funding.
4. Promote the achievements and ongoing actions of community members who are advancing the vision of this plan within their community.
5. Develop programming in coordination with local schools to introduce students to civic leadership and encourage them to enter leadership roles within their communities.
6. Encourage collaboration between municipalities, transportation agencies and organizations to facilitate the expansion of existing transportation systems and inform residents of their progress and availability.
7. Support the sharing and distribution of resources throughout the county so no individual community is unable to progress their future initiatives.
8. Support the exploration and adoption of economic development tools to increase and diversify revenue and funding sources.
9. Support the implementation of the recommendations outlined within this document to plan for and implement future facility and infrastructure improvement projects needed to guide and support growth.
10. Support the concentration of resources around highly visible projects that stimulate additional investment and local benefits.

ROLES AND RESPONSIBILITIES

	COUNTY	LOCAL CITY AND TOWNS	ORGANIZATIONS
	LEAD <i>Through strategic public planning and investment</i>	LEAD <i>By identifying local needs and opportunities</i>	---
	SUPPORT <i>By participating in collaborative discussions</i>	SUPPORT <i>By participating in collaborative discussions</i>	LEAD <i>By convening local parties and moderating discussions</i>
	LEAD <i>By convening local parties and moderating discussions</i>	SUPPORT <i>By participating in collaborative discussions</i>	---
	SUPPORT <i>Through continued communication</i>	SUPPORT <i>Through continued communication</i>	LEAD <i>Through the development of marketing platforms</i>
	SUPPORT <i>By participating in training program efforts</i>	SUPPORT <i>By participating in training program efforts</i>	LEAD <i>By developing training programs and local advocacy</i>
	LEAD <i>By convening local parties and moderating discussions</i>	SUPPORT <i>By participating in collaborative discussions</i>	---
	LEAD <i>Through strategic public planning and investment</i>	SUPPORT <i>By identifying local needs and opportunities</i>	SUPPORT <i>Through research, studies and financial discussions</i>
	SUPPORT <i>Through development decisions and incentives</i>	SUPPORT <i>By identifying specific community needs</i>	LEAD <i>Through tool identification and education</i>
	LEAD <i>Through strategic public planning and investment</i>	SUPPORT <i>Through strategic public planning and investment</i>	SUPPORT <i>By providing administrative and financial assistance</i>
	LEAD <i>Through strategic public planning and investment</i>	SUPPORT <i>Through strategic public planning and investment</i>	SUPPORT <i>By providing administrative and financial assistance</i>



Existing County Land Use Map

- | | | | | | | | | | |
|---|-----------------|---|---------------------------|---|--------------|---|---------------------------|---|-----------------------|
|  | Town boundary |  | Rail System |  | Agricultural |  | Government/ Civic |  | Utility/ Right of Way |
|  | County boundary |  | Street Centerlines |  | Commercial |  | Residential | | |
|  | Parcel |  | Lakes and bodies of water |  | Industrial |  | Recreation and Open Space | | |



DEVELOPMENT AND Land Use

EXISTING USE OF LAND

The County's current development can be categorized into five key categories.

Agricultural land uses are the most prevalent land use type within the County. As documented in the *2017 Census of Agriculture*, nearly 77% of the County's total land area is managed as farmland. Crop production dominates the landscape, while livestock production (largely poultry) can be found within pockets of the County as well. Kosciusko County has a strong agricultural history, with poultry production being a major nationwide export at one time.

Much of the **residential development** within the County is found within the individual communities. Outside incorporated areas, Lake Tippecanoe, the Barbee Lake chain, the Chapman Lake chain, and Palestine Lake have the greatest concentration of residential development. However, many of these homes may be seasonal or for renting purposes. Additional large lot, rural residential housing has been developed throughout the unincorporated portion of the County.

Although Warsaw is the center of both **commercial and industrial** land uses within the County, most communities have a commercial core that provide daily shopping and/or entertainment needs for residents. Industrial land uses follow a similar pattern, typically being located in or surrounding the cities and towns within the County. However, for those not anchored to a specific community, both large scale commercial and industrial sites are found along the various highways within Kosciusko County.

The majority of all **governmental and civic** land uses are found within each city and town. The County seat, Warsaw, holds the majority of the government offices for the County, as a whole, including regulatory bodies such as planning and zoning or community services such as the County Sheriff's Office.

Kosciusko County has **passive and active recreation** opportunities for residents and visitors within the cities and town and around the multiple lakes. One of the largest opportunities for recreation is found on the water and shores of more than 100 inland lakes. Together, these bodies of water offer local and regional opportunities for fishing, kayaking, boating and outdoor recreation. In addition, communities in the County are often home to baseball fields and small parks, offering a safe location for residents and families to relax or exercise.



FUTURE LAND USE PLAN

Categories and Definitions

The Future Land Use Plan includes 12 land use categories ranging from dense, mixed use areas and business parks to traditional residential neighborhoods, parks, open space, and agricultural uses. These categories are consistent with the scenario development exercises and are intended to match the broad development projections accounted for in regional planning efforts.

The recommended future land use designations provided a level of specificity to the Future Land Use Plan by determining appropriate uses, and character elements including density, development form, landscaping, and access. The designations still provide for development flexibility, which will allow the proposed development pattern to respond to economic and market changes over time, but provide a more defined set of criteria that can be used by County and local leaders and staff when making decisions on future development proposals.

Example character images are included for reference only.

Mixed-Use Center

Mixed-Use Centers have a diverse mix of residential and employment uses. They are a significant source of employment and essential services. They are walkable and easily accessible via multiple transportation modes. Mixed-Use Centers incorporate a vibrant mix of residential and employment uses. Mixed-Use Centers provide residents with a vibrant blend of opportunities to live, work, shop and play within a closely defined area. Buildings range from mid-rise residential or mid-rise commercial towers to townhomes and small corner shops. Mixed-Use Centers offer employment and housing options and are important economic growth areas for businesses. Large parking areas and other auto-oriented land uses are typically located at the edges.



Village Center

Village Centers have a mix of housing and neighborhood-oriented commercial and office uses that are compatible with a transition to lower density areas. Block structure and street connectivity supports a pedestrian friendly environment. Village Centers are active areas with buildings two to four stories in height and usually placed right up to the sidewalk with parking available on-street. Away from the “main street,” density quickly diminishes, thus minimizing impacts on nearby neighborhoods. Streets have trees and wide sidewalks. The primary public investment in these areas will be upgrading streets and walkways to create safe high-quality pedestrian environments.



Urban Neighborhood

Urban Neighborhoods are a mix of housing that is compatible with a transition to lower density areas. Urban Neighborhoods are predominately residential but are distinguished from other neighborhoods by the wide variety of housing options they provide. Housing choices should include single-family detached dwellings, townhomes and low- to mid-rise condominiums or apartments. These neighborhoods will have concentrations of shops and offices along key corridors or at key intersections, providing important services and job opportunities within walking distance of residences. Urban Neighborhood streets will be very pedestrian friendly, providing excellent connectivity to shopping, schools and other community services. Public investments in these areas will focus on parks, pathways, transit stops, pedestrian-oriented landscaping and road improvements.





Office

Office is generally low to high density office buildings supported by convenient surface and structured parking. Office areas are usually at major intersections or along major arterials and rely heavily on car access. These areas typically include mid-rise office buildings and low- to mid-rise residential buildings for condos or apartments and may include multifamily housing. Streets in these areas emphasize efficient movement of vehicles. Bold lighting and linear landscaping features such as esplanades and tree-lined boulevards can all work to distinguish and identify these areas. Gateway landscaping, monuments and other devices will provide visibility from the freeway and guide visitors to destinations.



Commercial

Large-scale retail buildings and offices. Usually located along highway corridors or at highly visible intersections. These Commercial areas, commonly at the intersection of major streets, are easily accessed via automobiles. Buildings in these areas tend to be on separate parcels and stand one to five stories with offices, restaurants and a range of retail and commercial uses. In addition to jobs and services, Commercial areas also may include multifamily housing in low- to mid-rise apartment buildings or condominiums. Landscaping and urban design will enhance the visitor's experience and is used to separate sidewalks from major roads and define pedestrian routes in large parking lots.

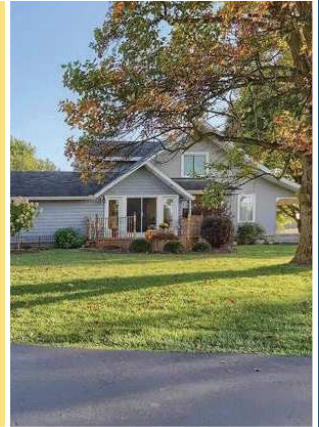


Industrial

Industrial areas, which offer important employment opportunities, occupy large areas of land and usually are near major roads and heavy rail lines. Evolving technology and the need for freight movement through the County to the rest of the country and internationally means this sector can offer good opportunities for jobs. Logistics and warehousing, a growing industry with strong potential for upward mobility of skilled workers, would thrive in such areas. These areas include a mix of low- and medium-density industrial buildings and industrial yards and have large surface parking for cars and trucks. Street lanes are wide and intersections are large.

Residential Subdivision

Residential Subdivisions are a mix of medium and small lot single family detached homes. Single-family dwellings are the dominate land use in these areas. Some shops, restaurants or institutional land uses such as schools and religious centers that serve neighborhood residents may be located at the edges or at key intersections. These areas rely primarily on cars for access, although traffic on neighborhood streets is expected to be low. New neighborhoods may provide better pedestrian access to community services through shorter block lengths, narrower streets, sidewalks and greenbelts with hike and bike trails and might also provide improved access. Public investment will focus on protecting quality of life by providing amenities such as parks, trails, and road improvements.



Large Lot Subdivision

Large Lot Subdivisions have large lots of at least one acre per unit. This housing type may be in a subdivision or independently located to support smaller farming and agricultural lifestyles. Homes are detached and are typically one to two stories. As an option, this development type permits open space development, where homes are located in small lot neighborhoods, with common open space preserved in perpetuity. Large Lot Subdivisions have supporting retail and commercial uses at major intersections.



Rural Housing

Rural Housing is generally located in farming areas and have lots between 1 to 5 acres. These residences support farming, agriculture, and tourism industries. Rural residential housing is carefully placed and designed to have minimal impact on sensitive lands. In addition, this development type may provide open space buffers between residential uses and employment areas. Retail and commercial uses that support farming and agriculture may also be located at major intersections.



**Public & Institutional**

These are land uses developed which serve a community's social educational, health, cultural, and recreational needs. They may include government owned or maybe privately owned and operated facilities.

**Open Space/Park**

Lakes, rivers, streams and parks form a vital system of green space throughout the County. Open space provides recreational areas for residents and helps to enhance the beauty and environmental quality of neighborhoods. Parks provide intrinsic environmental, aesthetic, and recreation benefits. They are also a source of positive economic benefits. They enhance property values, increase municipal revenue, bring in homebuyers and workers, and attract retirees.

**Agricultural**

Agricultural land is typically land devoted to agriculture, the systematic and controlled use of other forms of life—particularly the rearing of livestock and production of crops—to produce food for humans. It is generally synonymous with both farmland or cropland, as well as pasture or rangeland.



 Town boundary

- 

KOSCIUSKO COUNTY

Future Land Use Plan

The Future Land Use Plan is a community's visual guide to future planning and is a complement to the written goals and policy objectives found within this Plan. The county-wide future land use plan was developed to meet two objectives:

Preservation

Protecting or preserving the use of land is impactful for environmental reasons, but it also provides opportunities for local industries and businesses to grow.

The Future Land Use Plan preserves our lakes, waterways and natural features.

With over 100 lakes and waterways throughout the County, the preservation of these natural features and their supporting tributaries and floodplains is of primary concern. The Plan works to minimize potential conflicts by limiting development and the removal of land or change in topography within environmentally protected and sensitive areas.

The Future Land Use Plan preserves our productive agricultural lands. Kosciusko County's strong history is rooted in its agricultural heritage, identity and economic opportunity. The Plan strengthens the agricultural industry by delineating clear growth areas within incorporated communities, supporting policy improvements to strengthen agricultural industries, and supporting agritourism activities and destinations.

Complements

Future development activities can be done in a way that complements our existing neighborhoods, downtowns and tourism destinations.

The Future Land Use Plan supports growth within the incorporated communities.

Based on the 2020 Kosciusko County Housing Strategy and Market Potential Study, nearly 4,300 households have the potential to move to Kosciusko County each year with nearly 60% of these households being accommodated within the unincorporated areas of the County. The Plan supports the development of these necessary community spaces to provide local residents with choices and a high quality of life.

The Future Land Use Plan provides for opportunities that support business growth and expansion. The industries within the County have always been unique when compared to the surrounding region, from the poultry and egg industries, to the current biomedical manufacturing of present day. The Plan accommodates growth within local industries by delineating areas for commercial and industrial land use expansion that align with areas of existing transportation and utility infrastructure.

INCORPORATED COMMUNITY

Future Land Use Plans

To better guide development decisions at a local scale, individual future land use maps were created for each incorporated area as a part of the planning effort. In addition to the county-wide themes of 'preservation' and 'complement', the local future land use maps were also able to meet two additional objectives:

Strategic Growth

While City of Warsaw and the Towns of Winona Lake and Syracuse are anticipated to continue to grow, the remaining incorporated areas have the ability and desire to accommodate future growth.

The Future Land Use Map identifies feasible sites for residential, commercial and industrial development. While many communities are currently landlocked based on their existing boundaries, the Future Land Use Map identifies sites within and adjacent to the community that are best suited for new or enhanced development.

The Future Land Use Map supports residential housing growth and diversity within all incorporated areas. A theme that was heard throughout public engagement and reinforced by the housing study is a need for more workforce housing or housing types within the price range of the County's working class. The Plan supports the development of housing for new families, young professionals, and recent high school/college graduates, in addition to more options for empty nesters and retirees.

Activation

The towns have unique backgrounds that set them apart from one another, including economic, religious, social, and educational factors playing a part in their development over the past decades.

The Future Land Use Map leverages local historic assets. While Kosciusko County would benefit from new development, both commercial and residential, there is also a need to improve existing structures within the County. The Plan encourages the reuse of existing downtown buildings to provide community amenities and activate local downtown areas and business districts.

The Future Land Use Map encourages the development and use of community facilities, parks and open spaces. There are numerous community facilities and recreation spaces within the individual communities of Kosciusko County. The Plan not only supports the development of new community recreation facilities and spaces, but also identifies strategies that can be used to activate these areas for residential enjoyment.

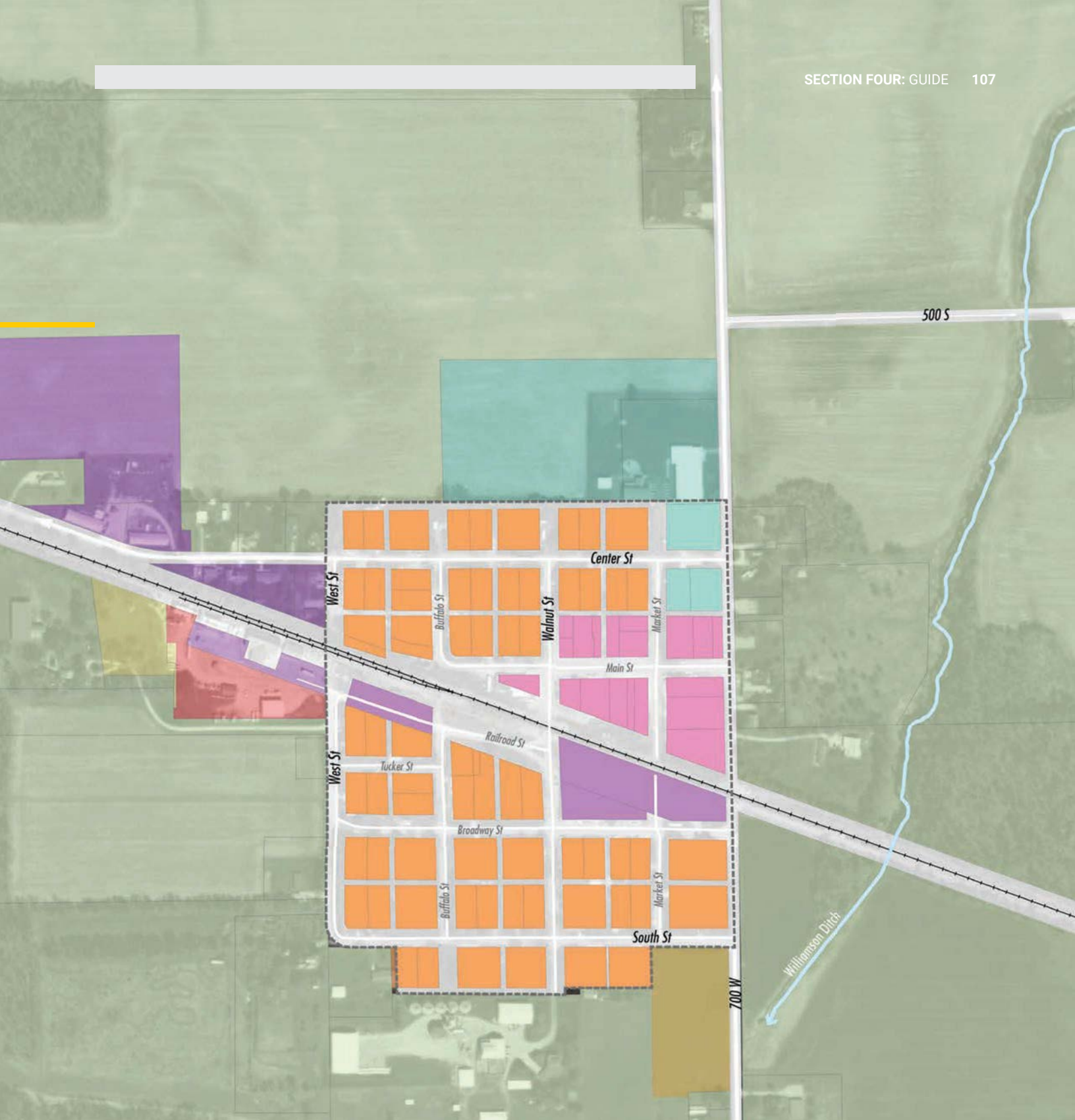


TOWN OF BURKET

Future Land Use Plan

Land Use and Growth Objectives

- Encourage active commercial and office uses along Main Street and Market Street in an effort to rehabilitate and activate existing downtown buildings and structures.
- Encourage residential redevelopment on upper floors along Main Street in an effort to rehabilitate and activate the downtown.
- Support the identification and preservation of historically significant areas or structures.
- Encourage the development of new zoning regulations to minimize regulatory challenges when establishing child care facilities and programs.
- Encourage higher density residential development and support the availability of a greater range of housing types and sizes (single-family, duplexes, multi-family, tiny homes, accessory dwelling units etc.).
- Encourage and prioritize the development and enhancement of existing commercial and industrial sites including properties adjacent to the rail road and within the downtown core.
- Encourage development to utilize site design standards that are complimentary to adjacent agricultural uses.
- Encourage neighborhood reinvestment by providing resources for building repair, maintenance and sidewalk improvements.
- Partner with community organizations to establish community amenities including grocery stores, and medical offices which fill the needs of residents and those living in the surrounding county.



Burket Future Land Use Plan

Town boundary	Rail System	Mixed Use Center	Office	Residential Subdivision	Public/Institutional
County boundary	Street Centerlines	Village Center	Commercial	Large Lot Subdivision	Open Space/Park
Parcel	Lakes and bodies of water	Urban Neighborhood	Industrial	Rural Housing	Agriculture

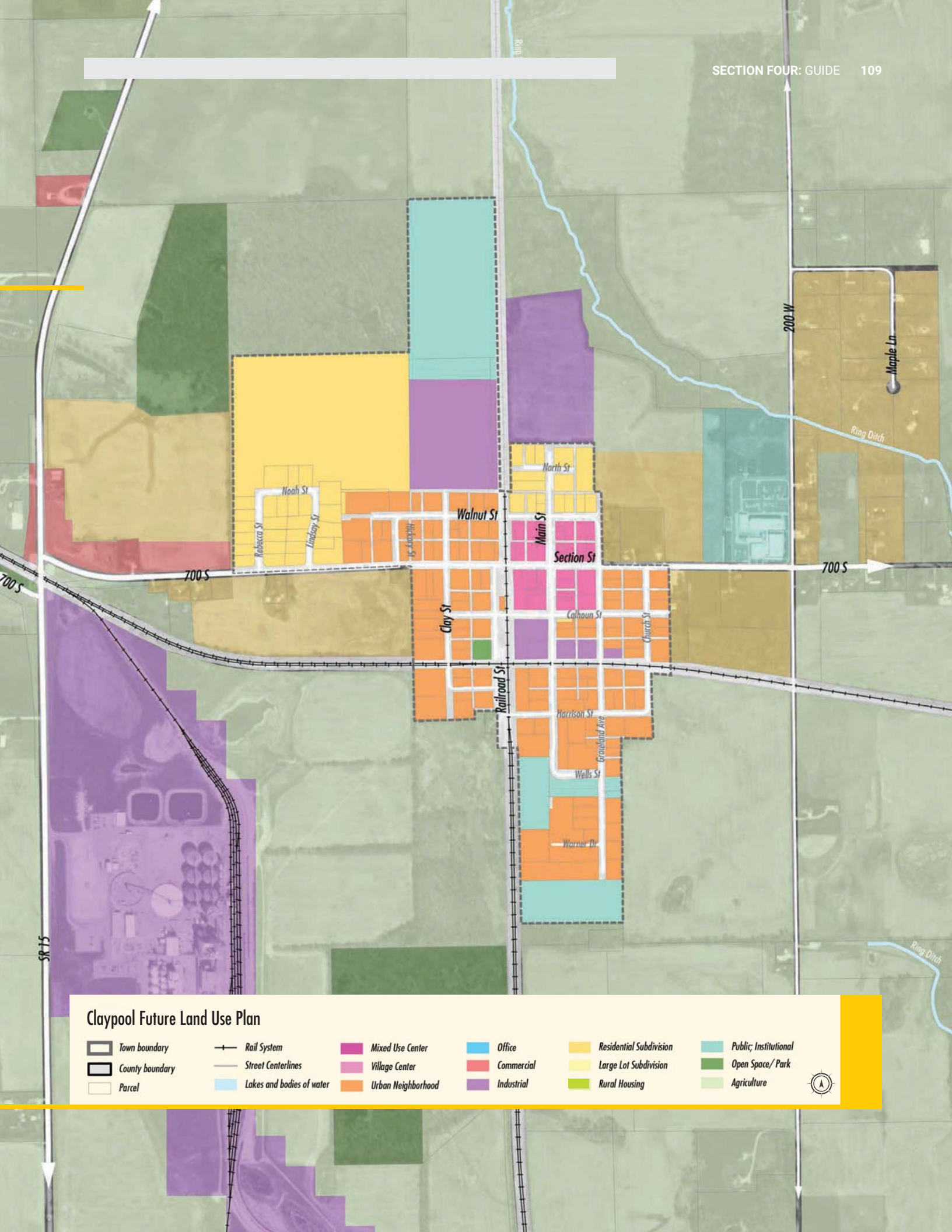


TOWN OF CLAYPOOL

Future Land Use Plan

Land Use and Growth Objectives

- Encourage active commercial and office uses within along Main Street and Section Street in an effort to rehabilitate and activate existing downtown buildings and structures.
- Encourage residential redevelopment on upper floors along Main Street and Section Street in an effort to rehabilitate and activate the downtown.
- Support the identification and preservation of historically significant areas or structures.
- Encourage commercial development near the intersection of Main Street and Section Street and along W 700 S/Section Street towards SR 15 to enhance existing commercial intersections and commercial roadways.
- Encourage the development of new zoning regulations to minimize regulatory challenges when establishing child care facilities and programs.
- Encourage higher density residential development and support the availability of a greater range of housing types and sizes (single-family, duplexes, multi-family, tiny homes, accessory dwelling units etc.).
- Encourage and prioritize the development and enhancement of existing commercial and industrial sites including properties adjacent to the rail road and within the downtown core.
- Support the development and expansion of facilities and programs within Claypool to enhance and promote local history and cultural destinations.
- Support the implementation of economic development tools including TIF Districts to fund future infrastructure improvements and housing developments along W 700 S/Section Street.
- Encourage development to utilize site design standards that are complimentary to adjacent agricultural uses.
- Encourage neighborhood reinvestment by providing resources for building repair, maintenance and sidewalk improvements.
- Accommodate and expand community events such as the Lion's Club Fish Fry through the development of structures, amenities and utility improvements.
- Partner with community organizations to establish community amenities including grocery stores, and medical offices which fill the needs of residents and those living in the surrounding county.



Claypool Future Land Use Plan

Town boundary	Rail System	Mixed Use Center	Office	Residential Subdivision	Public; Institutional
County boundary	Street Centerlines	Village Center	Commercial	Large Lot Subdivision	Open Space/ Park
Parcel	Lakes and bodies of water	Urban Neighborhood	Industrial	Rural Housing	Agriculture

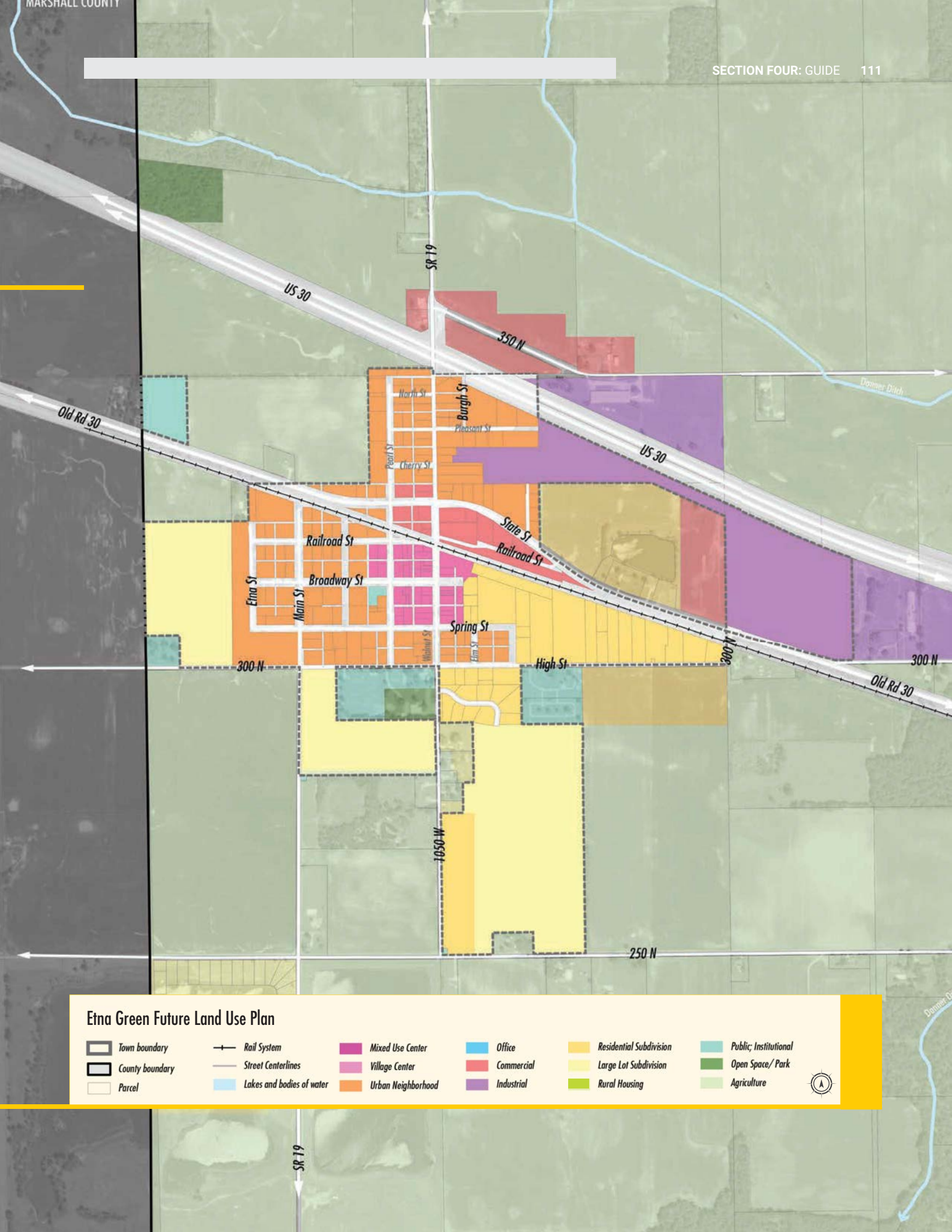


TOWN OF ETNA GREEN

Future Land Use Plan

Land Use and Growth Objectives

- Encourage active commercial and office uses within the downtown core in an effort to rehabilitate and activate existing downtown buildings and structures.
- Encourage residential redevelopment on upper floors along Broadway Street and Walnut Street in an effort to rehabilitate and activate the downtown.
- Support the identification and preservation of historically significant areas or structures.
- Encourage commercial development near the intersection of Walnut Street and Old US Highway 30 and Walnut Street and US 30 to enhance existing commercial intersections and commercial roadways.
- Encourage the development of new zoning regulations to minimize regulatory challenges when establishing child care facilities and programs.
- Encourage higher density residential development and support the availability of a greater range of housing types and sizes (single-family, duplexes, multi-family, tiny homes, accessory dwelling units etc.).
- Encourage and prioritize the development and enhancement of existing commercial and industrial sites including properties adjacent to the US 30 and SR 19 interchange and the industrial site that front Old US Highway 30.
- Support the development and expansion of facilities and programs to enhance and promote local history and cultural destinations.
- Along the US 30 corridor, support the implementation of economic development tools including TIF Districts to fund future infrastructure improvements.
- Encourage development to utilize site design standards that are complimentary to adjacent agricultural uses.
- Encourage neighborhood reinvestment by providing resources for building repair, maintenance and sidewalk improvements.
- Strategically annex new development into the Town of Etna Green as development occurs.
- Accommodate community festivals such as the Fourth of July Parade through the development of structures, amenities and utility improvements.
- Partner with community organizations to establish community amenities including grocery stores, and medical offices which fill the needs of residents and those living in the surrounding county.



Etna Green Future Land Use Plan

- | | | | | | |
|-----------------|---------------------------|--------------------|------------|-------------------------|----------------------|
| Town boundary | Rail System | Mixed Use Center | Office | Residential Subdivision | Public/Institutional |
| County boundary | Street Centerlines | Village Center | Commercial | Large Lot Subdivision | Open Space/Park |
| Parcel | Lakes and bodies of water | Urban Neighborhood | Industrial | Rural Housing | Agriculture |

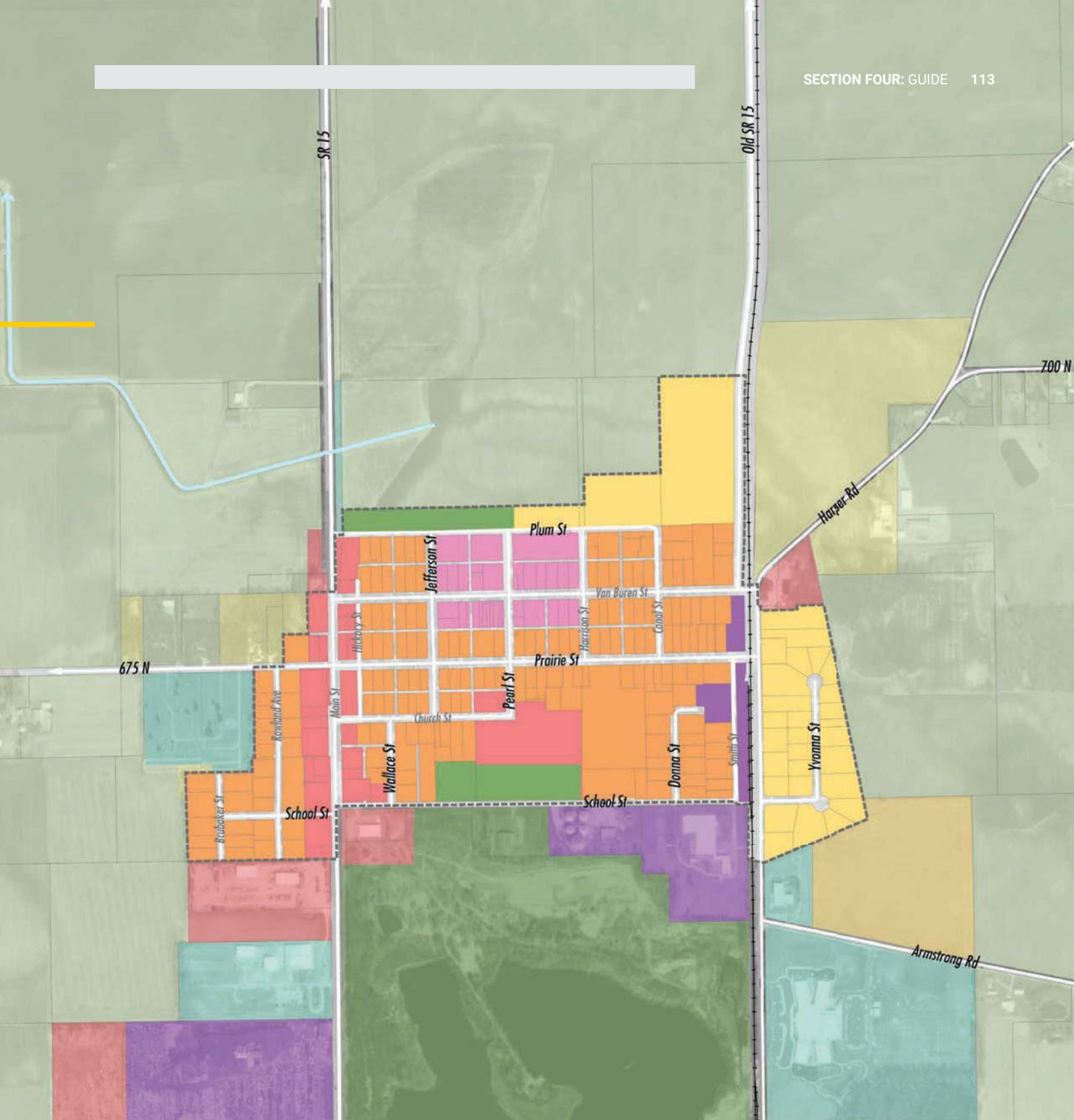


TOWN OF LEESBURG

Future Land Use Plan

Land Use and Growth Objectives

- Encourage active commercial and office uses along Van Buren Street in an effort to rehabilitate and activate existing downtown buildings and structures.
- Encourage residential redevelopment on upper floors along Van Buren Street in an effort to rehabilitate and activate the downtown.
- Support the identification and preservation of historically significant areas or structures.
- Encourage and prioritize the development and enhancement of existing commercial and industrial sites along SR 15 and Old SR 15.
- Encourage the development of new zoning regulations to minimize regulatory challenges when establishing child care facilities and programs.
- Encourage higher density residential development within Leesburg and support the availability of a greater range of housing types and sizes (single-family, duplexes, multi-family, tiny homes, accessory dwelling units etc.).
- Support the increase of code enforcement capacity within Leesburg to ensure compliance with site design, building, construction and maintenance standards.
- Support the development and expansion of facilities and programs to enhance and promote local history and cultural destinations such as the Town's historic district.
- Along the SR 15 corridor, support the implementation of economic development tools including TIF Districts to fund future infrastructure improvements.
- Encourage development to utilize site design standards that are complimentary to adjacent agricultural uses.
- Encourage neighborhood reinvestment by providing resources for building repair, maintenance and sidewalk improvements.
- Strategically annex new development into the Town of Leesburg as development occurs.
- Partner with Maple Leaf Farms to develop community amenities which benefit both residents and workers, including new recreational and playground facilities.
- Partner with community organizations to establish community amenities including grocery stores, and medical offices which fill the needs of residents and those living in the surrounding county.



Leesburg Future Land Use Plan

- | | | | | | |
|-----------------|---------------------------|--------------------|------------|-------------------------|----------------------|
| Town boundary | Rail System | Mixed Use Center | Office | Residential Subdivision | Public/Institutional |
| County boundary | Street Centerlines | Village Center | Commercial | Large Lot Subdivision | Open Space/Park |
| Parcel | Lakes and bodies of water | Urban Neighborhood | Industrial | Rural Housing | Agriculture |

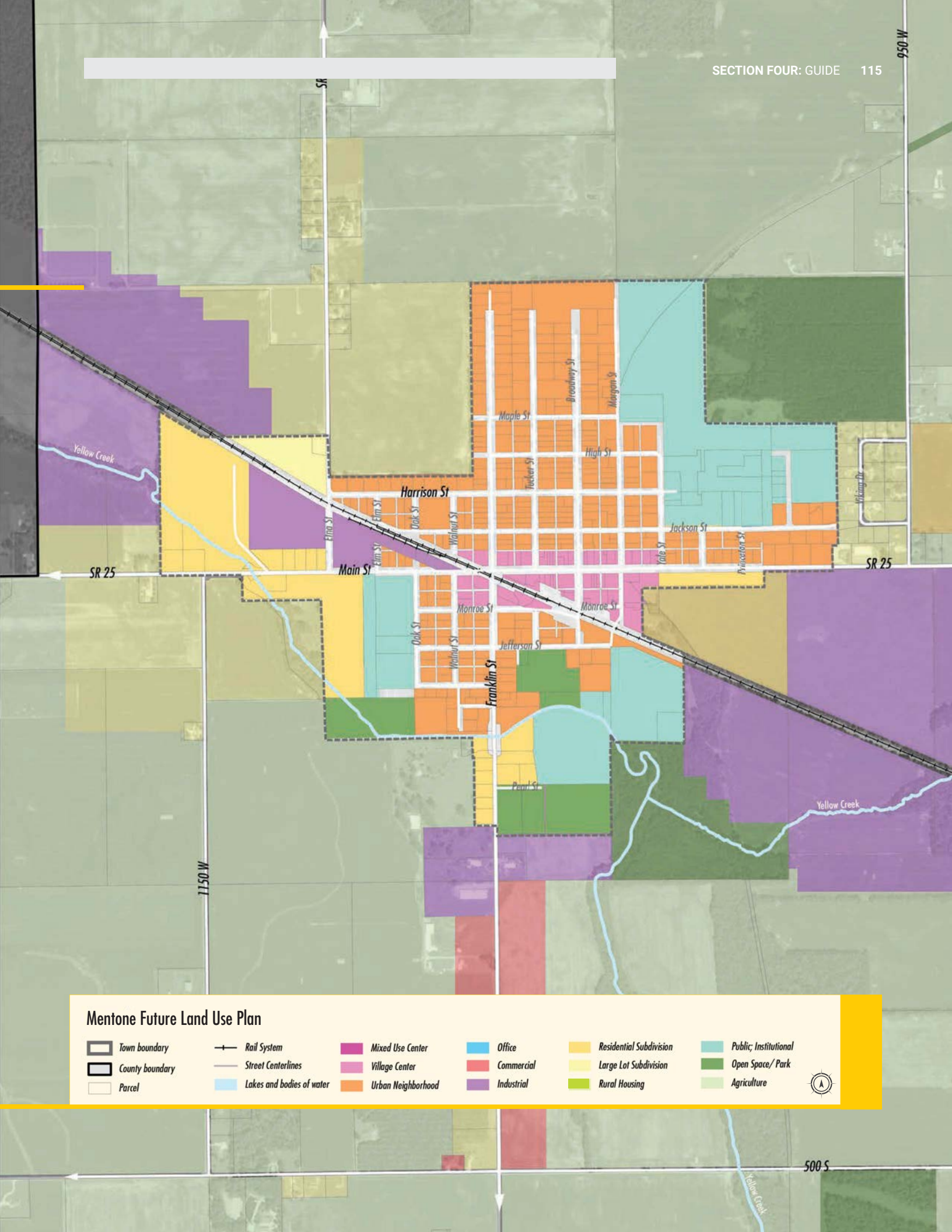


TOWN OF MENTONE

Future Land Use Plan

Land Use and Growth Objectives

- Encourage active commercial and office uses along SR 25/Main Street which support and expand upon existing businesses.
- Encourage residential redevelopment on upper floors along SR 25/Main Street in an effort to rehabilitate and activate the downtown.
- Support the identification and preservation of historically significant areas or structures.
- Encourage commercial development near the intersection of SR 25/Main Street and S 950 W to enhance existing commercial intersections and commercial roadways.
- Encourage the development of new zoning regulations to minimize regulatory challenges when establishing child care facilities and programs.
- Encourage higher density residential development within Mentone and support the availability of a greater range of housing types and sizes (single-family, duplexes, multi-family, tiny homes, accessory dwelling units etc.).
- Encourage and prioritize the development and enhancement of existing commercial and industrial sites including properties adjacent to the existing industrial properties along SR 25/Main Street and Etna Street.
- Support the development and expansion of facilities and programs to enhance and promote local history and cultural destinations.
- Support the implementation of economic development tools including TIF Districts in areas identified for industrial or residential development.
- Encourage development to utilize site design standards that are complimentary to adjacent agricultural uses.
- Encourage neighborhood reinvestment by providing resources for building repair, maintenance and sidewalk improvements.
- Strategically annex new development into the Town of Mentone as development occurs.
- Accommodate community festivals such as the Mentone Egg Festival through the development of structures, amenities and utility improvements.
- Partner with community organizations to establish community amenities including grocery stores, and medical offices which fill the needs of residents and those living in the surrounding county.



Mentone Future Land Use Plan

- | | | | | | |
|-----------------|---------------------------|--------------------|------------|-------------------------|----------------------|
| Town boundary | Rail System | Mixed Use Center | Office | Residential Subdivision | Public/Institutional |
| County boundary | Street Centerlines | Village Center | Commercial | Large Lot Subdivision | Open Space/Park |
| Parcel | Lakes and bodies of water | Urban Neighborhood | Industrial | Rural Housing | Agriculture |

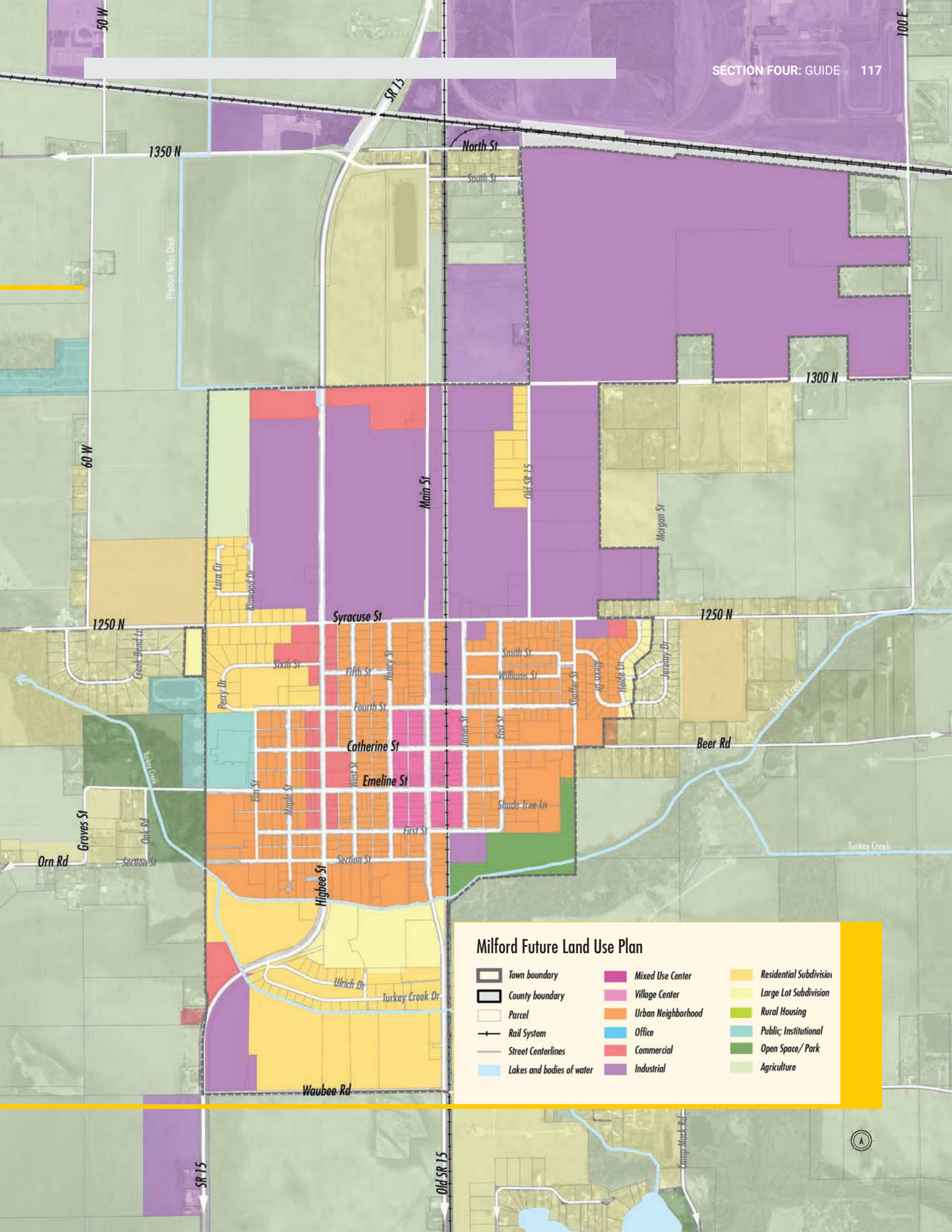


TOWN OF MILFORD

Future Land Use Plan

Land Use and Growth Objectives

- Encourage active commercial and office uses along Main Street and Emeline Street in an effort to rehabilitate and activate existing downtown buildings and structures.
- Encourage residential redevelopment on upper floors along Main Street and Emeline Street in an effort to rehabilitate and activate the downtown.
- Support the identification and preservation of historically significant areas or structures.
- Encourage commercial development along SR 15/Higbee Street near the intersection of Emeline Street and Catherine Street and enhance existing commercial intersections and commercial roadways.
- Encourage the development of new zoning regulations to minimize regulatory challenges when establishing child care facilities and programs.
- Support the increase of code enforcement capacity within Milford to ensure compliance with site design, building, construction and maintenance standards.
- Encourage residential development within Milford and support the availability of a greater range of housing types and sizes including single-family, duplexes, and multi-family.
- Encourage and prioritize the development and enhancement of existing commercial and industrial sites including properties found north of Syracuse Street along SR 15/Higbee Street, Main Street, and Old SR 15.
- Support the development and expansion of facilities and programs such as the Milford Public Library to enhance and promote local history and cultural destinations.
- Support the implementation of economic development tools including TIF Districts in areas prime for industrial and commercial development.
- Encourage development to utilize site design standards that are complementary to adjacent agricultural uses.
- Expand park and playground facilities within the Town, as well as gathering spaces for community and private events.
- Encourage neighborhood reinvestment by providing resources for building repair, maintenance and sidewalk improvements.
- Partner with community organizations to establish community amenities including grocery stores, and medical offices which fill the needs of residents and those living in the surrounding county.

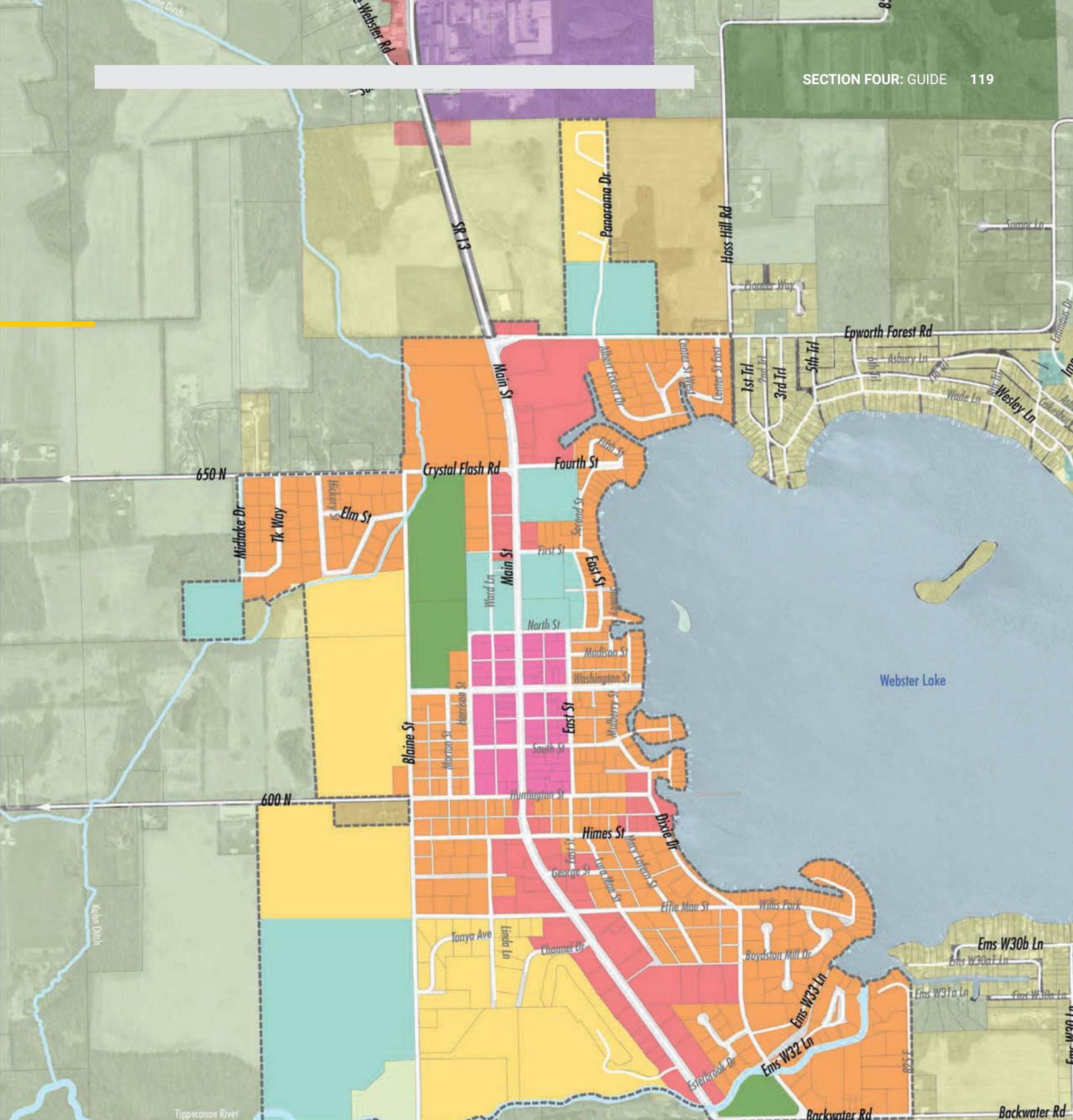


TOWN OF NORTH WEBSTER

Future Land Use Plan

Land Use and Growth Objectives

- Encourage active commercial and office uses along SR 13/Main Street and Washington Street in an effort to rehabilitate and activate existing downtown buildings and structures.
- Encourage residential redevelopment on upper floors along SR 13/Main Street and Washington Street in an effort to rehabilitate and activate the downtown.
- Support the identification and preservation of historically significant areas or structures.
- Encourage commercial development and redevelopment along SR 13/Main Street to enhance existing commercial intersections and commercial roadways.
- Encourage the development of new zoning regulations to minimize regulatory challenges when establishing child care facilities and programs.
- Encourage higher density residential development within North Webster and support the availability of a greater range of housing types and sizes (single-family, duplexes, multi-family, tiny houses, accessory dwelling units etc.) that are not solely focused around the lake.
- Encourage and prioritize the development and enhancement of commercial and industrial sites including properties to the north of the Town along SR 13/Main Street.
- Support the development and expansion of facilities and programs such as the Dixie Boat to enhance and promote local history and cultural destinations.
- Along the SR 13/Main Street corridor, support the implementation of economic development tools including TIF Districts to fund future infrastructure improvements.
- Encourage development to utilize site design standards that are complimentary to adjacent agricultural uses.
- Encourage neighborhood reinvestment by providing resources for building repair, maintenance and sidewalk improvements.
- Strategically annex new development into the Town of North Webster as development occurs.
- Accommodate community festivals such as the Mermaid Festival through the development of structures, amenities and utility improvements.
- Partner with community organizations to establish community amenities including grocery stores, and medical offices which fill the needs of residents and those living in the surrounding county.



North Webster Future Land Use Plan

Town boundary	Rail System	Mixed Use Center	Office	Residential Subdivision	Public; Institutional
County boundary	Street Centerlines	Village Center	Commercial	Large Lot Subdivision	Open Space/Park
Parcel	Lakes and bodies of water	Urban Neighborhood	Industrial	Rural Housing	Agriculture

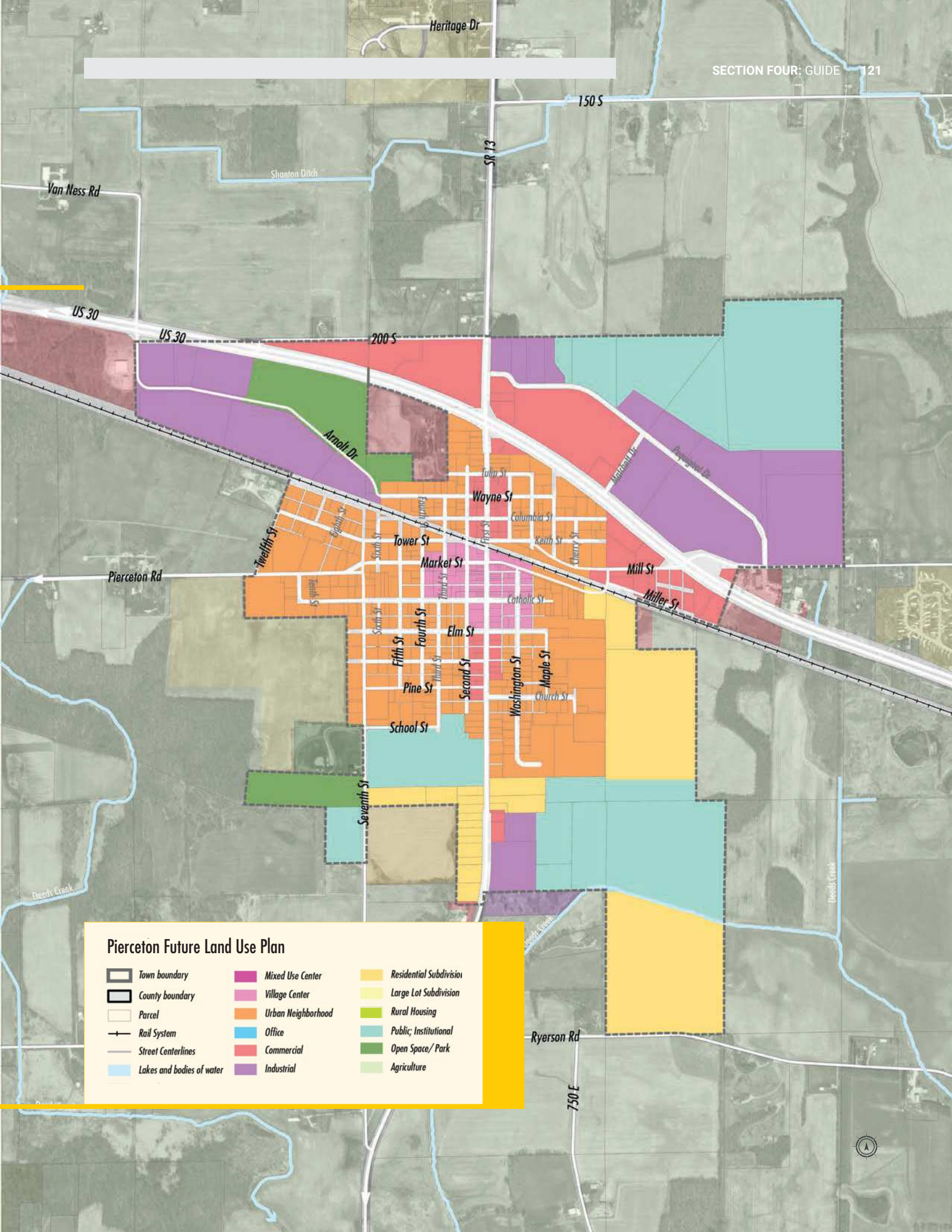


TOWN OF PIERCETON

Future Land Use Plan

Land Use and Growth Objectives

- Encourage active commercial and office uses along SR 13/Main Street and Catholic Street in an effort to rehabilitate and activate existing downtown buildings and structures.
- Encourage residential redevelopment on upper floors along SR 13/Main Street and Catholic Street in an effort to rehabilitate and activate the downtown.
- Support the identification and preservation of historically significant areas or structures.
- Encourage commercial development near the intersection of SR 13/Main Street and US 30 to enhance existing commercial intersections and commercial roadways.
- Encourage the development of new zoning regulations to minimize regulatory challenges when establishing child care facilities and programs.
- Encourage higher density residential development within Pierceton and support the availability of a greater range of housing types and sizes (single-family, duplexes, multi-family, tiny houses, accessory dwelling units etc.).
- Support the increase of code enforcement capacity within Pierceton to ensure compliance with site design, building, construction and maintenance standards.
- Encourage and prioritize the development and enhancement of existing commercial and industrial sites including properties along SR 13/Main Street to the south of Pierceton and north of US 30.
- Support the development and expansion of facilities and programs such as the Old Train Depot to enhance and promote local history and cultural destinations.
- Along the US 30 corridor, support the implementation of economic development tools including TIF Districts to fund future infrastructure improvements.
- Encourage development to utilize site design standards that are complimentary to adjacent agricultural uses.
- Encourage neighborhood reinvestment by providing resources for building repair, maintenance and sidewalk improvements.
- Strategically annex new development into the Town of Pierceton as development occurs and consider “trading” land in order to obtain sites more suitable for housing development.
- Accommodate community festivals such as Pierceton Days through the development of structures, amenities and utility improvements.
- Partner with community organizations to establish community amenities including grocery stores, and medical offices which fill the needs of residents and those living in the surrounding county.



Piercetown Future Land Use Plan

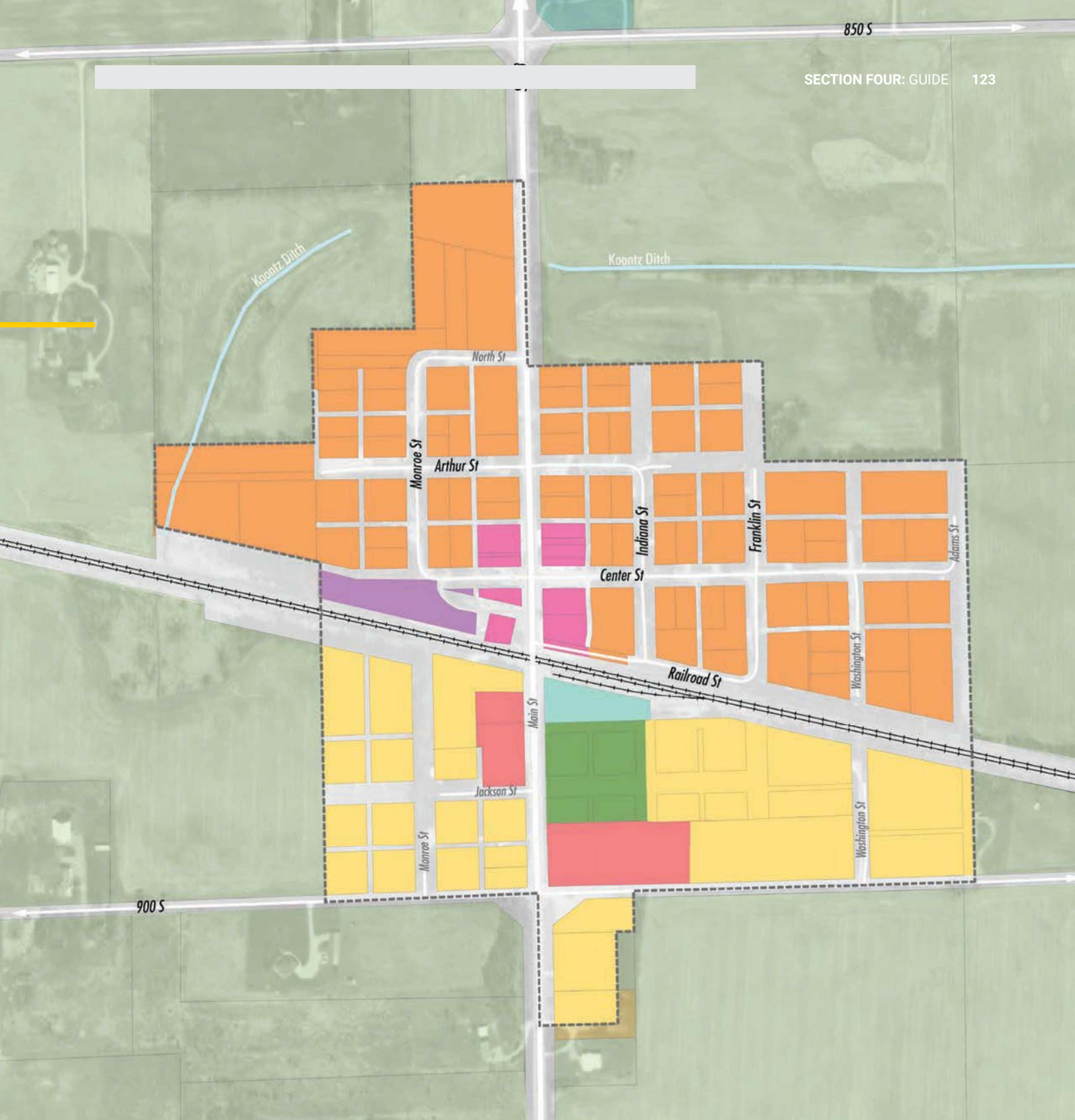
- | | | |
|---------------------------|--------------------|-------------------------|
| Town boundary | Mixed Use Center | Residential Subdivision |
| County boundary | Village Center | Large Lot Subdivision |
| Parcel | Urban Neighborhood | Rural Housing |
| Rail System | Office | Public/Institutional |
| Street Centerlines | Commercial | Open Space/Park |
| Lakes and bodies of water | Industrial | Agriculture |

TOWN OF SIDNEY

Future Land Use Plan

Land Use and Growth Objectives

- Encourage active commercial and office uses along Main Street in an effort to rehabilitate and activate existing downtown buildings and structures.
- Encourage residential redevelopment on upper floors along Main Street in an effort to rehabilitate and activate the downtown.
- Support the identification and preservation of historically significant areas or structures.
- Encourage the development of new zoning regulations to minimize regulatory challenges when establishing child care facilities and programs.
- Encourage higher density residential development and support the availability of a greater range of housing types and sizes (single-family, duplexes, multi-family, tiny homes, accessory dwelling units etc.).
- Encourage and prioritize the development and enhancement of existing commercial and industrial sites including properties adjacent to the rail road and within the downtown core.
- Encourage development to utilize site design standards that are complimentary to adjacent agricultural uses.
- Encourage neighborhood reinvestment by providing resources for building repair, maintenance and sidewalk improvements.
- Partner with community organizations to establish community amenities including grocery stores, and medical offices which fill the needs of residents and those living in the surrounding county.



Sidney Future Land Use Plan

Town boundary	Rail System	Mixed Use Center	Office	Residential Subdivision	Public/ Institutional
County boundary	Street Centerlines	Village Center	Commercial	Large Lot Subdivision	Open Space/ Park
Parcel	Lakes and bodies of water	Urban Neighborhood	Industrial	Rural Housing	Agriculture

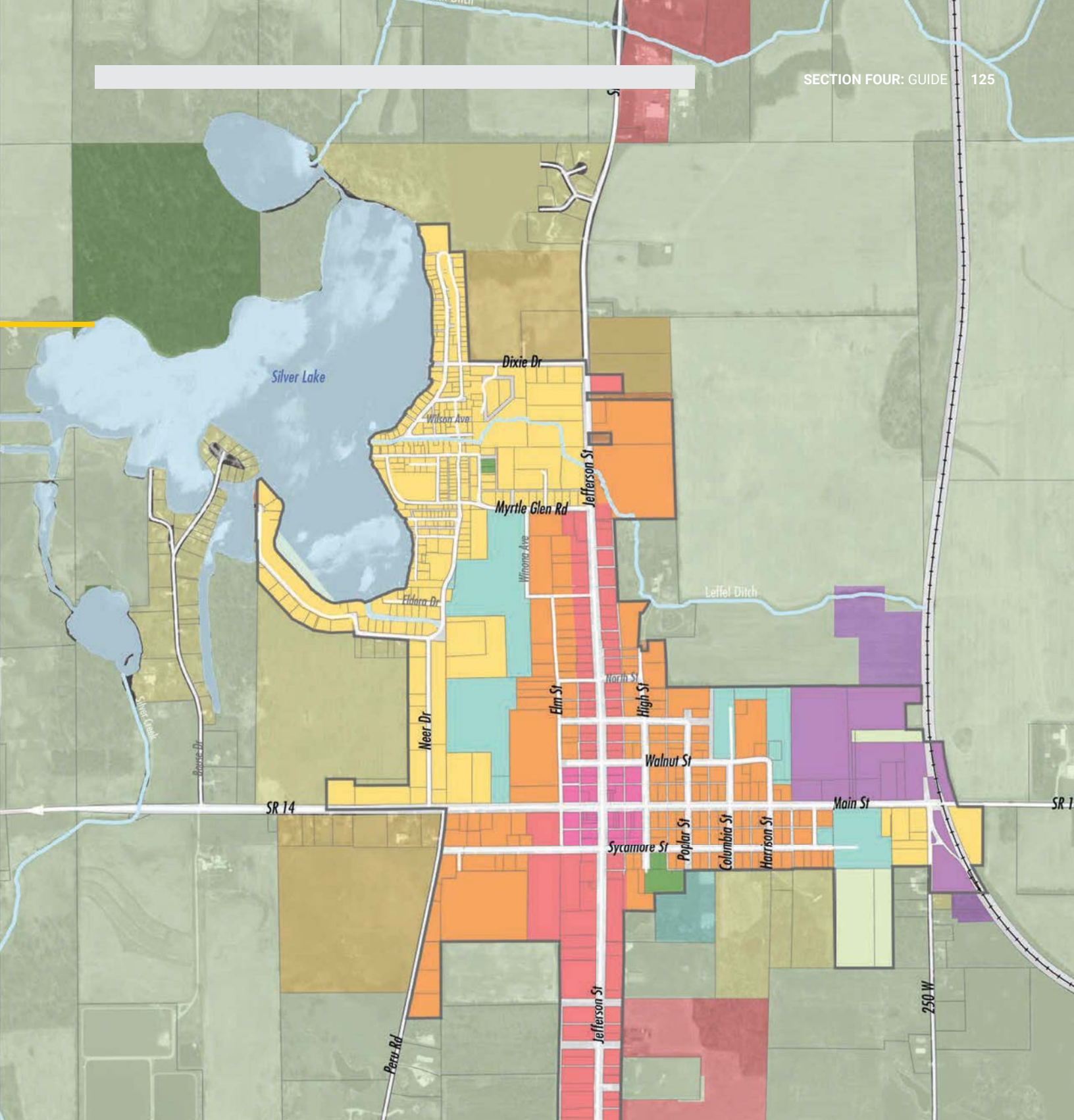


TOWN OF SILVER LAKE

Future Land Use Plan

Land Use and Growth Objectives

- Encourage active commercial and office uses along SR 15/Jefferson Street and Main Street in an effort to rehabilitate and activate existing downtown buildings and structures.
- Encourage residential redevelopment on upper floors along SR 15/Jefferson Street and Main Street in an effort to rehabilitate and activate the downtown.
- Support the identification and preservation of historically significant areas or structures.
- Encourage commercial development surrounding and south of the intersection of SR 15/Jefferson Street and Main Street to enhance existing commercial intersections and commercial roadways.
- Encourage the development of new zoning regulations to minimize regulatory challenges when establishing child care facilities and programs.
- Encourage higher density residential development within Silver Lake and support the availability of a greater range of housing types and sizes (single-family, duplexes, multi-family, etc.).
- Encourage and prioritize the development and enhancement of existing commercial and industrial sites including the old school building and industrial site east along Main Street.
- Support the development and expansion of a community facility and supporting programs.
- Support the implementation of economic development tools including TIF Districts along Main Street and south of the downtown core.
- Encourage development to utilize site design standards that are complimentary to adjacent agricultural uses.
- Encourage neighborhood reinvestment by providing resources for building repair, maintenance and sidewalk improvements.
- Strategically annex new development into the Town of Silver Lake as development occurs.
- Accommodate community festivals such as Silver Lake Days through the development of structures, amenities and utility improvements.
- Improve the existing boat launch along Eldora Drive and construct a new ramp along the northern edge of the lake.
- Partner with community organizations to establish community amenities including grocery stores, and medical offices which fill the needs of residents and those living in the surrounding county.



Silver Lake Future Land Use Plan

Town boundary	Rail System	Mixed Use Center	Office	Residential Subdivision	Public/Institutional
County boundary	Street Centerlines	Village Center	Commercial	Large Lot Subdivision	Open Space/ Park
Parcel	Lakes and bodies of water	Urban Neighborhood	Industrial	Rural Housing	Agriculture



TOWN OF SYRACUSE

Future Land Use Plan

While a prominent community within Kosciusko County, the Town of Syracuse facilitates planning and zoning decisions through the Kosciusko County Area Plan Commission and a local Syracuse Board of Zoning Appeals. The Town is a participant in the Area Plan Commission, and the community's size and staff capacity have allowed them to complete long-term planning efforts prior to this planning effort. The FORWARD Kosciusko County process sees value in finding opportunities to align the County and Town goals and objectives.

The *2017 Town of Syracuse Comprehensive Plan* addresses future land use and development by establishing a primary goal that is founded on available facts, known issues and process key findings. To support the identified goal, a series of specific objectives, strategies and priorities were generated as part of the Town's Future Land Use Plan.

In regards to the development, preservation and enhancement of land, the Town of Syracuse's plan establishes the following planning principle and high priority objectives:

Encourage orderly and responsible development to promote health, safety, and quality of life of residents in the Town of Syracuse while continuing to diversify the local economy and opportunities.

1. Encourage long-range planning efforts outside of the Syracuse corporate limits to include Turkey Creek Township, Benton Township, and Kosciusko County.
2. Continue to pursue additional long-range plans for the Town of Syracuse to provide more details and recommendations for achieving the overall community vision.
3. Encourage new development that occurs outside of and adjacent to the corporate limits to be annexed into the Town of Syracuse.
4. Pursue annexation of existing developments, especially housing, within Town service areas but not included within the corporate boundaries.
5. Encourage infill development and rehabilitation of existing structures.
6. Use the Future Land Use Map as a guideline for new development and policy decisions.

7. Strongly discourage conflicting land uses adjacent to, or in close proximity to, one another.
8. Support a mix of commercial, office, and industrial land uses to provide a diverse economic tax base.
9. Coordinate and align future land uses with the desired changes and improvements in transportation, utilities, and infrastructure.
10. Require land uses that are sensitive to adjacent environmental features in areas where necessary.
11. Strategically annex new land where feasible and possible outside of current corporate boundaries in areas of expected and desired future growth.

The Plan's primary objectives align with those identified during the FORWARD Kosciusko County planning effort. As the Town of Syracuse continues to monitor, amend and update their *Comprehensive Plan*, Town leaders should consider adding and elevating these additional objectives to further align initiatives with county-wide efforts.

1. Continue to support the development of a diverse set of housing types to meet the needs of older and younger residents who may not prefer traditional single-family detached homes.
2. Continue to collaborate with Kosciusko County leaders to more effectively manage growth and development in areas around the Town.
3. Evaluate the costs and benefits of expanding the Town's corporate limits through voluntary annexation, or involuntary annexation when deemed essential to the Town's future.
4. Promote the development of grocery stores and fresh food markets within each community to improve access to produce and shrink food deserts.
5. Support the development of child care and early learning facilities and programs.
6. Encourage the development and use of a county-wide brand to promote the strengths and opportunities of the City, Towns and County.
7. Support the development and growth of local arts and theater facilities and initiatives within the County which promote and enhance local culture.

CITY OF WARSAW

Future Land Use Plan

While a prominent community within Kosciusko County, the City of Warsaw facilitates planning and zoning decisions through their own Plan Commission and Board of Zoning Appeals. This structure allows for the City of Warsaw to complete long-term planning efforts outside the jurisdiction of the Kosciusko County Area Plan Commission. While the two entities are separate in their roles and responsibilities, the FORWARD Kosciusko County process sees value in finding opportunities to align the County and City goals and objectives.

The *2015 City of Warsaw Comprehensive Plan* addresses future land use and development by establishing a primary guiding principle that is founded on available facts, studies, trends and process key findings. To support the identified planning principle, a series of specific objectives are listed that are also illustrated within the City's Land Classification Plan.

In regards to the development, preservation and enhancement of land, the City of Warsaw's plan establishes the following planning principle and high priority objectives:

Manage Community Growth and Form

1. Promote compact form throughout the City to allow more density than currently exists in select areas and to "infill" vacant lots and encourage redevelopment of under-utilized areas.
2. Minimize land use conflicts through thoughtful site design, quality architectural design, vegetative buffering and/or the use of transitional land uses.
3. Strongly encourage redevelopment of under-utilized, vacant, or abandoned structures and lots.
4. Promote new residential development and subdivisions in areas outside the corporate limits when it is contiguous, desires voluntary annexation, is of a density that is sustainable, and can be serviced by the City's sanitary sewers and water utility.
5. Promote new residential development in areas where it will not be impacted by highway noise, railroad noise and vibration, flooding, or non-compatible land uses.

6. Promote a mixed-use downtown with restaurants, retail, walk-in service providers, and entertainment uses on ground floors. Encourage residential, hospitality, offices and non-walk-in services in upper floors. Discourage professional offices and financial institutions on ground floors along Buffalo Street where retail and restaurant uses are desired.

The Plan's primary objectives align with those identified during the FORWARD Kosciusko County planning effort. As the City of Warsaw continues to monitor, amend and update their comprehensive plan, City leaders should consider elevating these second and third tier objectives to further align initiatives with county-wide efforts.

1. Continue to support diversity in housing types to meet the needs of older and younger residents who may not prefer traditional single-family detached homes.
2. Continue to collaborate with Kosciusko County leaders to more effectively manage growth and development in fringe areas around the City.
3. Evaluate the costs and benefits of expanding the City's corporate limits through voluntary annexation or involuntary annexation when deemed essential to the City's future.
4. Work to open up more of the viewshed of Center Lake from Detroit Street and encourage uses along the shoreline that capture that viewshed as an amenity.
5. Promote redevelopment of existing, under-utilized properties along Winona Avenue and N. Detroit Street.
6. Promote the development of grocery stores and fresh food markets within each community to improve access to produce and shrink food deserts.
7. Support the development of child care and early learning facilities and programs.
8. Encourage the development and use of a county-wide brand to promote the strengths and opportunities of the City, Towns and County.
9. Support the development and growth of local arts and theater facilities and initiatives within the County which promote and enhance local culture.

TOWN OF WINONA LAKE

Future Land Use Plan

While a prominent community within Kosciusko County, the Town of Winona Lake facilitates planning and zoning decisions through their own Plan Commission and Board of Zoning Appeals. This structure allows for the Town to complete long-term planning efforts outside the jurisdiction of the Kosciusko County Area Plan Commission. While the two entities are separate in their roles and responsibilities, the FORWARD Kosciusko County process sees value in finding opportunities to align the County and Town goals and objectives.

The *2019 Town of Winona Lake Comprehensive Plan* addresses future land use and development by establishing a development framework that works to retain Winona Lake's small-town identity. At the same time, the Plan encourages new development and redevelopment to occur in the town center and employment centers, supports the integration of mixed uses (appropriately expanding employment and residential areas), and preserves natural features and contiguous farmlands. The Future Development Concept map is supported by transformational strategies organized by six character areas.

In regards to the development, preservation and enhancement of land, the Town of Winona Lake's plan recommends the following key strategies:

1. Retain the "small-town" vision with strategic development of activity centers and support the City of Warsaw in corridor redevelopments with quality services, housing, jobs, amenities, and natural features.
2. Identify targeted lands for redevelopment and new development to accommodate a mix of uses and services to enhance the community's livability and quality of life.
3. Encourage developers to construct mixed-use developments that include jobs, workforce housing, and recreational spaces in targeted development areas to enhance the livability, create quality places, and promote active, healthy lifestyles via walking and biking.
4. Systematically study the fiscal impacts and feasibility of expanding the Town's jurisdiction, where appropriate.
5. Integrate a variety of affordable and market-value housing options in new developments to ensure housing needs are met for all residents.

6. Identify new nightlife opportunities and gathering spaces such as eateries to provide college students and young adults places to hang out.
7. Modernize current historical assets, such as the Winona History Museum, to make history education fun and exciting
8. Encourage a healthy culture by offering healthier food options at the Farmer's Market, promoting active modes of transportation, and reducing harmful emissions into the atmosphere for cleaner air in the region.

The Plan's primary objectives align with those identified during the FORWARD Kosciusko County planning effort. As the Town continues to monitor, amend and update the *Town of Winona Lake Comprehensive Plan*, Town leaders should consider elevating these second and third tier objectives to further align initiatives with county-wide efforts.

1. Continue to collaborate with Kosciusko County leaders to more effectively manage growth and development in fringe areas around the Town.
2. Evaluate the costs and benefits of expanding the Town's corporate limits through voluntary annexation or involuntary annexation when deemed essential to the Town's future.
3. Promote the development of grocery stores and fresh food markets within each community to improve access to produce and shrink food deserts.
4. Support the development of child care and early learning facilities and programs.
5. Encourage the development and use of a county-wide brand to promote the strengths and opportunities of the City, Towns and County.
6. Support the development and growth of local arts and theater facilities and initiatives within the County which promote and enhance local culture.

MARSHALL COUNTY

NAPPANEE

LIGONIER

ELKHART COUNTY

GOOD

POOR

MILFORD

SYRACUSE

POOR

GOOD

GOOD

GOOD

FAIR

FAIR

GOOD

GOOD

GOOD

NORTH WEBSTER

POOR

FAIR

NOBLE COUNTY

WHITLEY COUNTY

ETNA GREEN

WARSAW

FAILED

WINONA LAKE

FAIR

CRYSTAL LAKE RD

GOOD

POOR

POOR

PIERCETON

MENTONE

BURKETT

POOR

GOOD

CLAYPOOL

POOR

GOOD

POOR

GOOD

SIDNEY

POOR

FULTON COUNTY

SILVER LAKE

WABASH COUNTY

SOUTH WHITLEY

Existing County Transportation Systems Map

- | | | | | |
|---|--|---|---|---|
|  Town boundary |  Rail System |  Major Collector |  Failed - Road Condition |  Good - Road Condition |
|  County boundary |  Major Arterial |  Minor Collector |  Poor - Road Condition | |
|  Parcel |  Minor Arterial |  Local |  Fair - Road Condition | |



COUNTY-WIDE TRANSPORTATION AND UTILITY Infrastructure Systems

EXISTING TRANSPORTATION SYSTEM

Kosciusko County manages over 1,200 miles of roadway, ranking Kosciusko County the 3rd largest county in terms of roadway volume. While vast in length, the County's roadway corridors are nearly all rural in character and serve a primary function of moving people and goods across and through the County. The County's vehicular transportation system can be categorized into five primary corridor classifications.

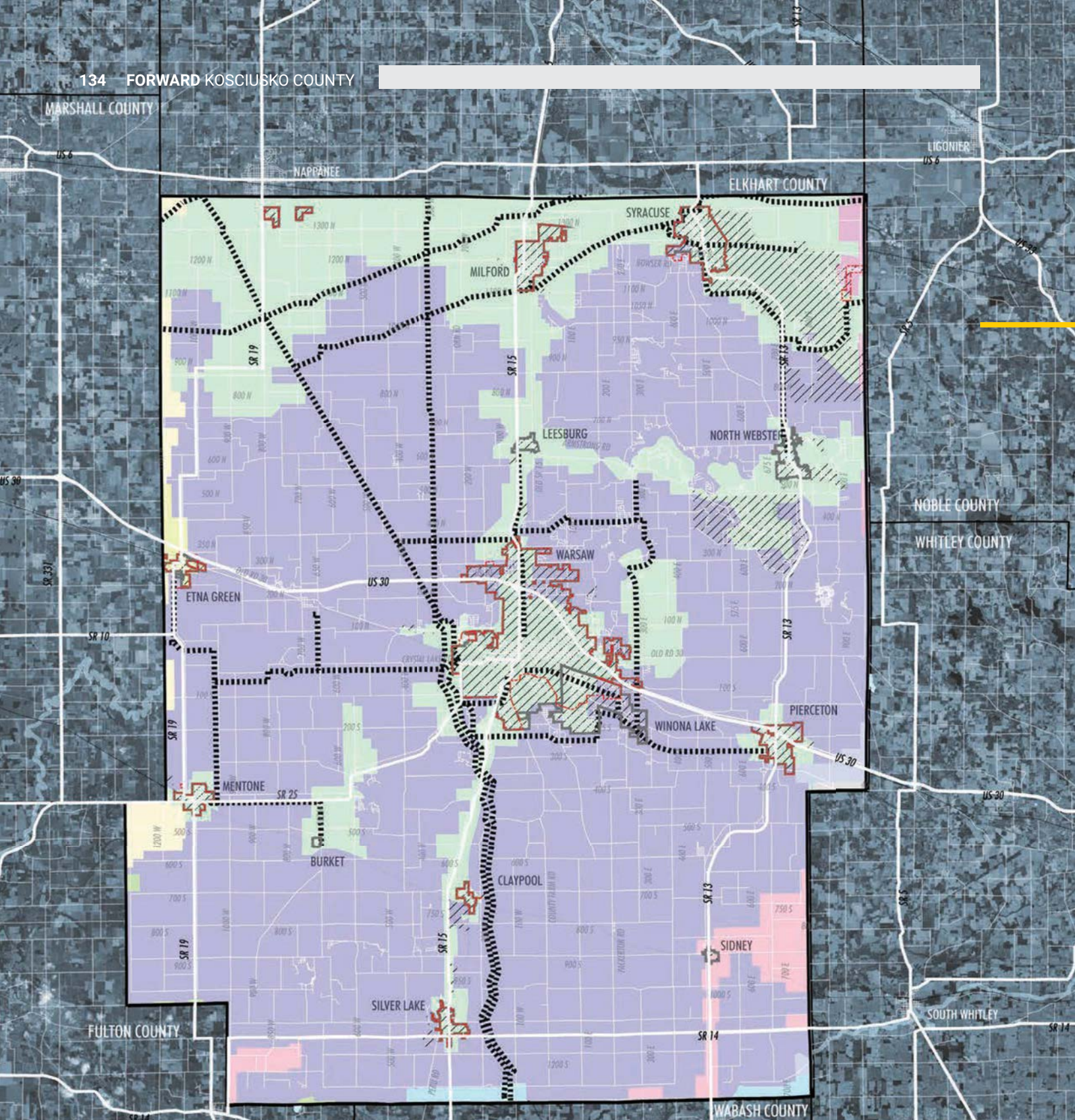
Major arterials are high-speed roadways that provide high levels of mobility. They connect activity centers, employment hubs and other important destinations to one another and prioritize regional efficiency and speed. The County's major arterial corridors, managed and maintained by INDOT, include US 30 and SR 15.

Minor arterials carry lower traffic volumes than major arterials but are still busier than most other roadways. These corridors connect major arterial corridors to one another and provide connectivity across or through cities and towns. The County's primary corridors, managed and maintained by INDOT include SR 13 in the north-south direction, Old Road 30 (the old US Highway route) and Pierceton Road.

Major and minor collectors provide traffic circulation within cities and towns and connect neighborhoods, commercial areas and industrial areas to one another. These corridors often lead to larger roadways to provide cross-county connectivity. The County's primary collector corridors, managed and maintained by INDOT, include SR 19 and SR 13 in the north-south direction and SR 14 and SR 25 in the east-west direction.

Local roadways include all other corridors not classified as an arterial or collector. At the county scale, these local roadways are often paved but feature limited enhancements including pavement striping, shoulders and/or drainage ditches.

To visually assess, rate and monitor the condition of local roads, Kosciusko County utilizes the Pavement Surface Evaluation and Rating System (PASER). The PASER system rates the condition of the road from 1 (failing) to 10 (excellent). With this information, local governments are able to project future conditions of the pavement and plan for the most effective maintenance. Data from 2020 show that about 40% of roads are in "good" or "excellent" condition, while about 60% are in "fair" or worse condition.



Existing County Utility Systems Map

- | | | | |
|-----------------|--------------------|----------------|---|
| Town boundary | Rail System | Water Well | Kosciusko REMC |
| County boundary | Street Centerlines | Pipeline | Northern Indiana Public Service Company |
| Parcel | Water District | Sewer District | |



EXISTING PUBLIC UTILITY SYSTEMS

Each community, in partnership with Kosciusko County and private utility companies, provides several key services to their residents.

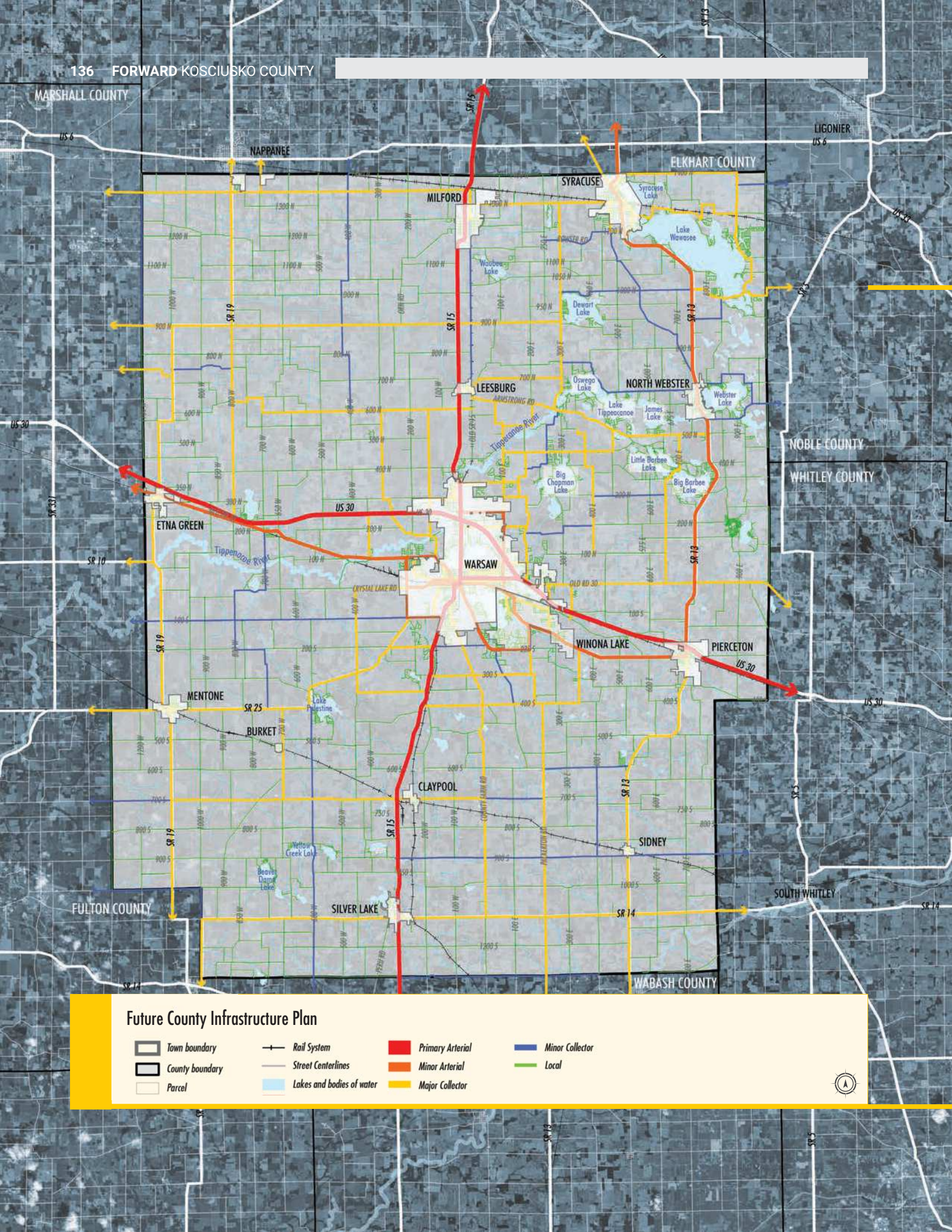
Most communities have centralized **water treatment and distribution**, but a few (including Burket, Leesburg, North Webster, and Sidney) do not and are dependent on individual wells. Indiana American Water Company provides service to Warsaw and the northern half of Winona Lake; the rest of Winona Lake is dependent on well water.

All of the communities, with the exception of Burket, have **wastewater collection and treatment**. The Turkey Creek Regional Sewer District serves several areas in the northeast part of the County, including the areas around the Syracuse, Wawasee, Papakeechee, Allen, Spear, and Shock Lakes. In 2020, the County Commissioners approved the creation of the Lakeland Regional Sewer District. Most recently, the County Commissioners approved the creation of the Tippecanoe and Chapman Regional Sewer District to accommodate current development, preserve the water quality and provide opportunities for future residential expansion. Tippecanoe and the Chapman Lakes are a few of the last Kosciusko Lakes to implement a sewer system.

To manage and control **storm water and storm sewer systems**, the County utilizes a Soil and Water Conservation District, which consults and coordinates educational activities with local property owners. In 2021, the County passed a “Stormwater Runoff Control and Erosion Control Ordinance” which requires development petitioners to produce a preliminary drainage plan for review, incorporate stormwater facilities for 100-year return intervals, and specifies construction standards for infrastructure.

Kosciusko County possesses an extensive network of **gas and electric service** that provides power to residents, with most major lines expanding outward from the City of Warsaw.

While commercial **fiber broadband connections** may be available in many towns, it is typically only for businesses requiring high usage and not individual residences. There are multiple on-going projects within the county to expand both wired and wireless services to residents, increasing speeds and reliability. One of the largest is Kosciusko Rural Electric Membership Cooperative’s (KREMC) Kosciusko Connect. Through a phased improvement plan, KREMC will provide fiber internet service to all areas of the unincorporated County within two years.



Future County Infrastructure Plan

- | | | | |
|-----------------|---------------------------|------------------|-----------------|
| Town boundary | Rail System | Primary Arterial | Minor Collector |
| County boundary | Street Centerlines | Minor Arterial | Local |
| Parcel | Lakes and bodies of water | Major Collector | |



KOSCIUSKO COUNTY

Future Infrastructure Plan

Ensuring that public utility and transportation systems remain accessible, efficient and well connected is critical to the ongoing success of Kosciusko County. The county-wide future infrastructure plan was developed to meet two objectives:

Safe and Efficient

The quality of life for many people is significantly affected by how well roadways and utility systems function at both residential and business scales.

The Future Infrastructure Plan establishes the function and role of county corridors.

Using the existing County classifications as a guide, the Plan classifies each corridor based on its function to better identify the role of the roadway within the County and local community. Classifications based on function allow traffic capacity to be properly allocated by mode and planned street improvements can be consistent with those corridor functions.

The Future Infrastructure Plan supports the ongoing maintenance and modernization of utility systems. As Kosciusko County and the local communities continue to age, the existing streets, paths, sidewalks and utility systems will all incur increased maintenance costs. The Plan encourages strategic planning for infrastructure improvements by quantifying necessary maintenance and enhancement projects.

Coordinated

In order to attract a wide range of interest from the private development community, the County, and their local community partners, will need to continue exploring ways to help plan for transportation and utility expansion.

The Future Infrastructure Plan highlights areas of potential growth. Focused expansion of housing, commercial and light industrial uses is seen within or adjacent to each of the incorporated communities. In areas where service and systems may need improvement, the Plan delineates potential areas of growth so that cooperative efforts can begin to effectively plan for system maintenance, modernization and upgrades in advance of development efforts.

The Future Infrastructure Plan identifies partners and cooperative efforts. The maintenance and expansion of infrastructure systems requires the participation and cooperation of private entities and state agencies. The Plan supports cooperative efforts between private property owners, local municipalities and state agencies by identifying potential improvement and enhancement opportunities.



Town of Syracuse Neighborhood Roadway, Syracuse, IN | TSWDG

INCORPORATED COMMUNITY

Future Infrastructure Plans

As a companion to the local future land use maps, individual infrastructure maps were created for each incorporated area as a part of the FORWARD Kosciusko County effort. The local maps respond to the unique growth, preservation and activation activities proposed within each community and allow for a more detailed assessment of how incorporated areas can support the goals and policy objectives of this Plan.

In addition to the county-wide themes of 'safe and efficient' and 'coordinated', the local future infrastructure maps were also able to meet one additional objective:

Adaptable

The needs of all users, including drivers, pedestrians, cyclists, transit users and those with limited mobility, should be considered when improvements and additions are made to the County's expanded transportation network is needed as the County's system expands.

The Future Infrastructure Plan supports the development of complete transportation systems. A multi modal approach must be used in developing roadways to include bike and pedestrian facilities alongside the vehicle corridors. The Plan supports the development of multi-modal corridors by identifying strategic policies and projects that would improve the movement of vehicles and pedestrians to minimize conflicts.

The Future Infrastructure Plan encourages the development of a comfortable pedestrian environment. The majority of the County's roadways are designed to efficiently move vehicles through the local communities and across the County. There are instances where that vehicular environment creates a physical divide within key development areas. Within many of the local towns, state roadways or primary county thoroughfares also serve as the front door to downtown districts. These same areas also accommodate a high degree of foot traffic due to the local restaurants, shops and offices that front these roadway corridors. The Future Infrastructure Plan delineates areas where streetscape improvements can be made, with state and county support, to provide for an enhanced streetscape character that still allows for maximum vehicular capacity and function.



Burket Future Infrastructure Plan

- | | | | | |
|-----------------|---------------------------|------------------|-----------------|------------------------|
| Town boundary | Rail System | Primary Arterial | Minor Collector | Utility Expansion Area |
| County boundary | Street Centerlines | Minor Arterial | Local | |
| Parcel | Lakes and bodies of water | Major Collector | Pedestrian Zone | |



TOWN OF BURKET

Future Infrastructure Plan

Transportation and Utility Objectives

- Provide for appropriate transportation and utility extensions to meet the needs of development.
- Maintain a high level of service for all public infrastructure systems through continuous monitoring, evaluation, and maintenance
- Encourage new growth and development along CR 700 W o minimize curb cuts and driveways in an effort to control traffic and vehicular turning movements.
- Encourage the maintenance, repair and enhancement of Center Street, West Street, South Street, and Walnut Street to ensure a PASER rating of 'Good' or higher.
- Support complete street policies within the Town to encourage the creation of safe pedestrian and bicycle infrastructure during planned roadway improvement projects and new development.
- Improve vehicular safety along Main Street by developing traffic calming measures to reduce speed.
- Provide a pedestrian scaled streetscape character (sidewalks, street lighting, pedestrian furniture, banners and wayfinding, along Main Street.
- Encourage collaboration with local transportation and utility infrastructure improvements with County land use, growth, and economic development policies.
- Maintain existing water, wastewater, stormwater and electrical infrastructure.
- Encourage planning and strategic investment in modernization, maintenance and enhancement of failing or deficient water, sewer, stormwater and electrical infrastructure.

Claypool Future Infrastructure Plan

- | | | | | |
|-----------------|---------------------------|------------------|-----------------|------------------------|
| Town boundary | Rail System | Primary Arterial | Minor Collector | Utility Expansion Area |
| County boundary | Street Centerlines | Minor Arterial | Local | |
| Parcel | Lakes and bodies of water | Major Collector | Pedestrian Zone | |



TOWN OF CLAYPOOL

Future Infrastructure Plan

Transportation and Utility Objectives

- Provide for appropriate transportation and utility extensions to meet the needs of development.
- Maintain a high level of service for all public infrastructure systems through continuous monitoring, evaluation, and maintenance.
- Encourage new growth and development along W 700 S/Section Street to minimize curb cuts and driveways in an effort to control traffic and vehicular turning movements.
- Encourage the maintenance, repair and enhancement of Main Street, W 700 S/Section Street, N Clay Street, and other major connectors within the community.
- Support complete street policies within the Town to encourage the creation of safe pedestrian and bicycle infrastructure during planned roadway improvement projects and new development.
- Partner with Claypool Elementary on infrastructure projects which support school operations.
- Partner with INDOT to improve vehicular safety along SR 15 by developing traffic calming measures to reduce speed at the W 700 S/Section Street intersection.
- Encourage collaboration with local transportation and utility infrastructure improvements with County land use, growth, and economic development policies.
- Maintain existing water, wastewater, stormwater and electrical infrastructure.
- Encourage planning and strategic investment in modernization, maintenance and enhancement of failing or deficient water, sewer, stormwater and electrical infrastructure.

Etna Green Future Infrastructure Plan

 Town boundary	 Rail System	 Primary Arterial	 Minor Collector	 Utility Expansion Area
 County boundary	 Street Centerlines	 Minor Arterial	 Local	
 Parcel	 Lakes and bodies of water	 Major Collector	 Pedestrian Zone	

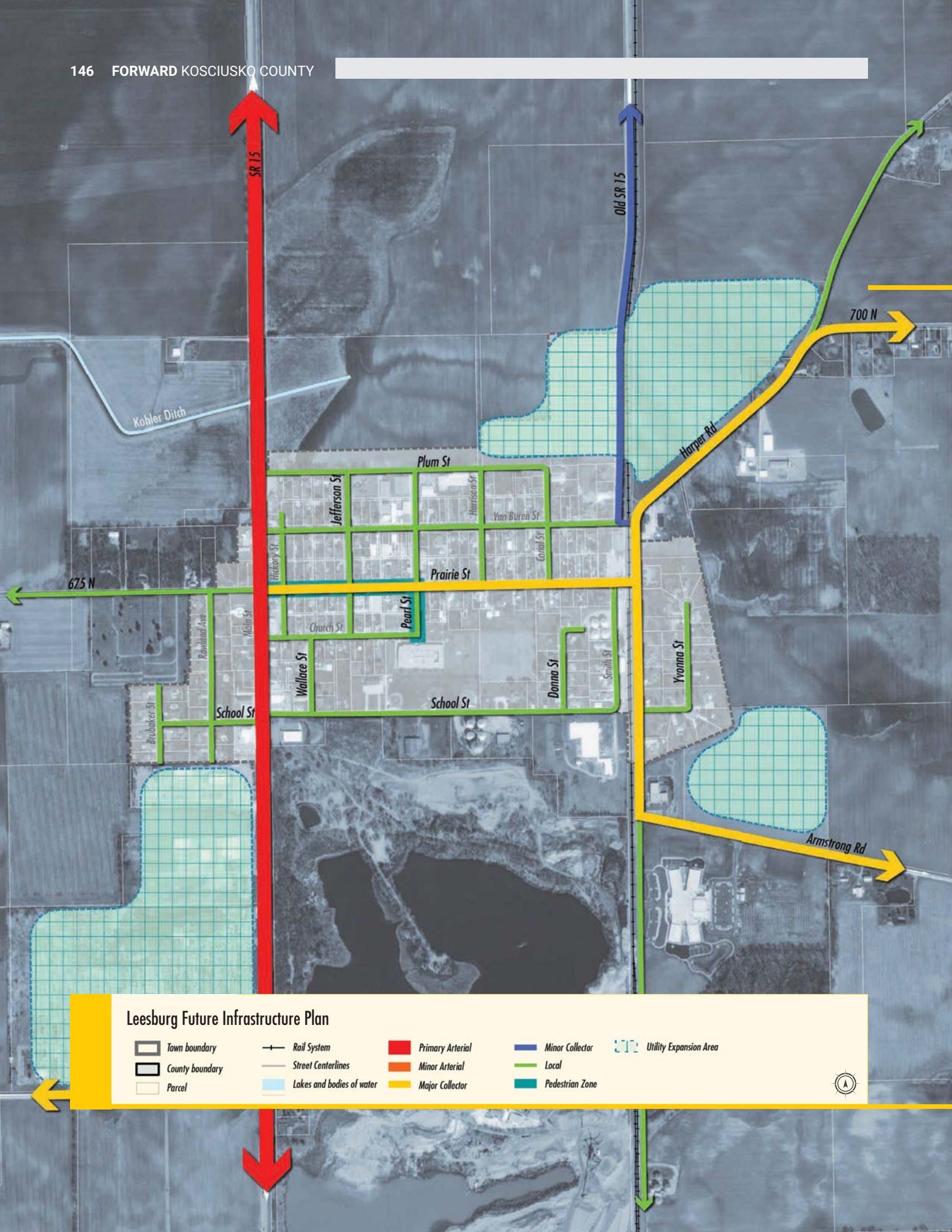


TOWN OF ETNA GREEN

Future Infrastructure Plan

Transportation and Utility Objectives

- Provide for appropriate transportation and utility extensions to meet the needs of development.
- Maintain a high level of service for all public infrastructure systems through continuous monitoring, evaluation, and maintenance
- Encourage new growth and development along SR 19 and Old Highway 30 to minimize curb cuts and driveways in an effort to control traffic and vehicular turning movements.
- Encourage the maintenance, repair and enhancement of High Street, CR 1050 W, CR 250 N, and CR 300 N to ensure a PASER rating of 'Good' or higher.
- Support complete street policies within the Town to encourage the creation of safe pedestrian and bicycle infrastructure during planned roadway improvement projects and new development.
- Partner with INDOT to improve vehicular safety along SR 19 by developing traffic calming measures to reduce speed.
- Partner with INDOT to provide a pedestrian scaled streetscape character (sidewalks, street lighting, pedestrian furniture, banners and wayfinding, along SR 19 from Main Street to North Street.
- Support the U.S. 30 Corridor study and follow through with implementation of projects and priorities outlined within the study which will improve access and safety throughout the corridor.
- Encourage collaboration with local transportation and utility infrastructure improvements with County land use, growth, and economic development policies.
- Maintain existing water, wastewater, stormwater and electrical infrastructure.
- Encourage planning and strategic investment in modernization, maintenance and enhancement of failing or deficient water, sewer, stormwater and electrical infrastructure.



Leesburg Future Infrastructure Plan

- | | | | | |
|-----------------|---------------------------|------------------|-----------------|------------------------|
| Town boundary | Rail System | Primary Arterial | Minor Collector | Utility Expansion Area |
| County boundary | Street Centerlines | Minor Arterial | Local | |
| Parcel | Lakes and bodies of water | Major Collector | Pedestrian Zone | |

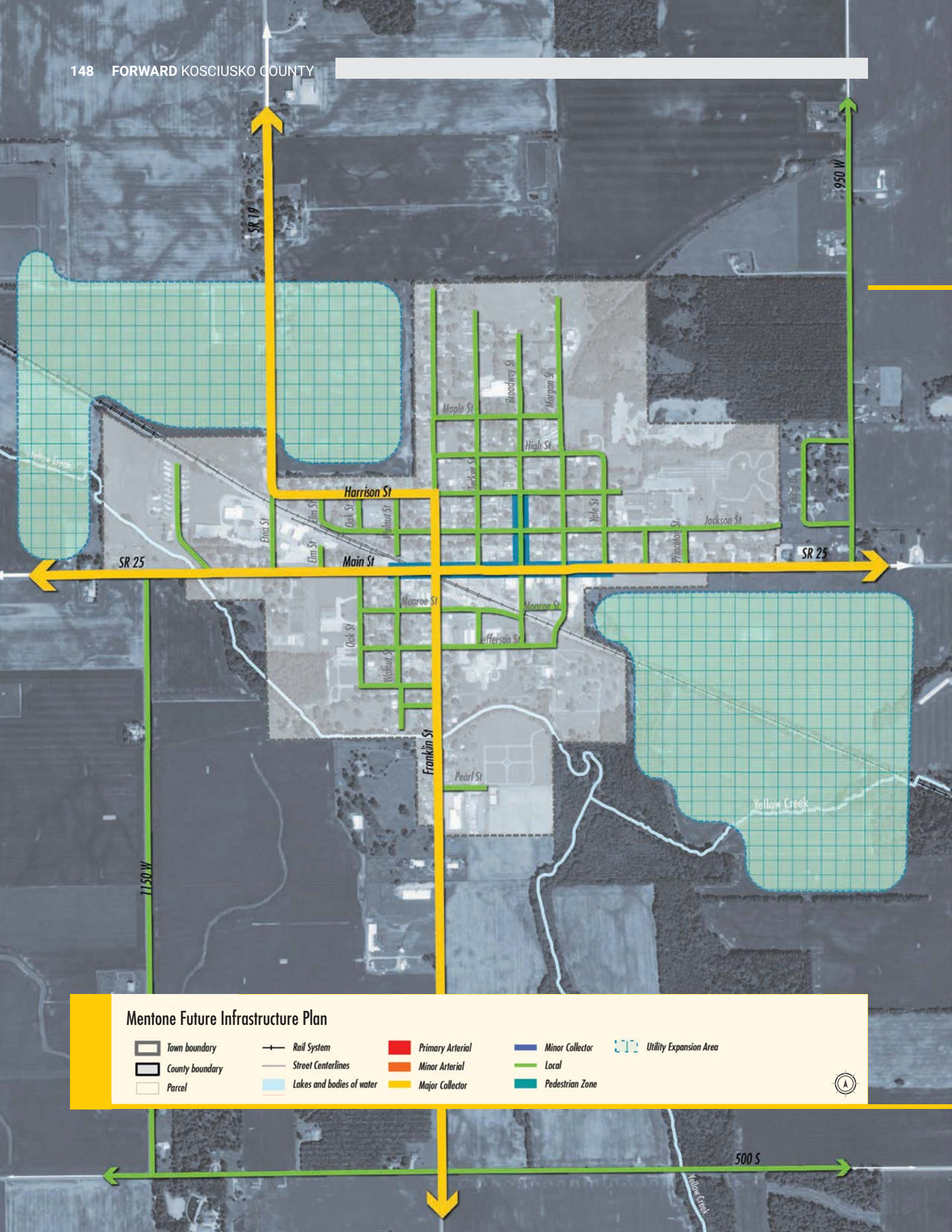


TOWN OF LEESBURG

Future Infrastructure Plan

Transportation and Utility Objectives

- Provide for appropriate transportation and utility extensions to meet the needs of development.
- Maintain a high level of service for all public infrastructure systems through continuous monitoring, evaluation, and maintenance.
- Encourage new growth and development along SR 15 and Old SR 15 to minimize curb cuts and driveways in an effort to control traffic and vehicular turning movements.
- Encourage the maintenance, repair and enhancement of Van Buren Street, SR 15, Old SR 15, Pearl Street, and other high-traffic roads to ensure a PASER rating of 'Good' or higher.
- Support complete street policies within the Town to encourage the creation of safe pedestrian and bicycle infrastructure during planned roadway improvement projects and new development.
- Partner with INDOT to improve vehicular safety along SR 15 and Old SR 15 by developing traffic calming measures to reduce speed.
- Partner with INDOT to provide a pedestrian scaled streetscape character (sidewalks, street lighting, pedestrian furniture, banners and wayfinding, along SR 15 from School Street to Plum Street.
- Encourage collaboration with local transportation and utility infrastructure improvements with County land use, growth, and economic development policies.
- Maintain existing water, wastewater, stormwater and electrical infrastructure.
- Encourage planning and strategic investment in modernization, maintenance and enhancement of failing or deficient water, sewer, stormwater and electrical infrastructure.



Mentone Future Infrastructure Plan

- | | | | | |
|-----------------|---------------------------|------------------|-----------------|------------------------|
| Town boundary | Rail System | Primary Arterial | Minor Collector | Utility Expansion Area |
| County boundary | Street Centerlines | Minor Arterial | Local | |
| Parcel | Lakes and bodies of water | Major Collector | Pedestrian Zone | |

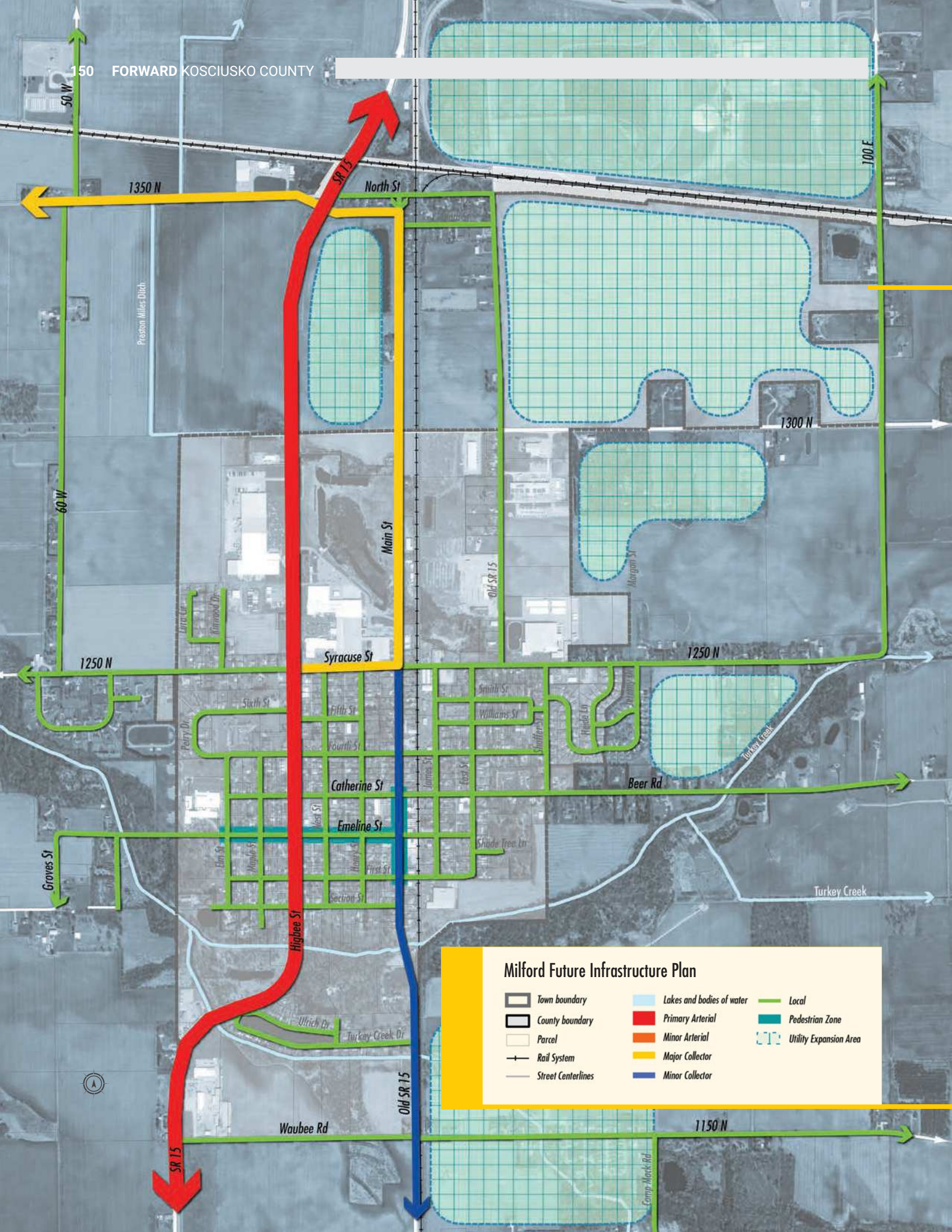


TOWN OF MENTONE

Future Infrastructure Plan

Transportation and Utility Objectives

- Provide for appropriate transportation and utility extensions to meet the needs of development.
- Maintain a high level of service for all public infrastructure systems through continuous monitoring, evaluation, and maintenance
- Encourage new growth and development along SR 25/Main Street to minimize curb cuts and driveways in an effort to control traffic and vehicular turning movements.
- Encourage the maintenance, repair and enhancement of Jackson Street, Harrison Street, Franklin Street, Broadway Street, and other high traffic roads to ensure a PASER rating of 'Good' or higher.
- Support complete street policies within the Town to encourage the creation of safe pedestrian and bicycle infrastructure during planned roadway improvement projects and new development.
- Partner with INDOT to improve vehicular safety along SR 25/Main Street by developing traffic calming measures to reduce speed.
- Partner with INDOT to provide a pedestrian scaled streetscape character (sidewalks, street lighting, pedestrian furniture, banners and wayfinding, along the entirety of SR 25/Main Street.
- Encourage collaboration with local transportation and utility infrastructure improvements with County land use, growth, and economic development policies.
- Maintain existing water, wastewater, stormwater and electrical infrastructure.
- Encourage planning and strategic investment in modernization, maintenance and enhancement of failing or deficient water, sewer, stormwater and electrical infrastructure.



Milford Future Infrastructure Plan

- | | | |
|--------------------|---------------------------|------------------------|
| Town boundary | Lakes and bodies of water | Local |
| County boundary | Primary Arterial | Pedestrian Zone |
| Parcel | Minor Arterial | Utility Expansion Area |
| Rail System | Major Collector | |
| Street Centerlines | Minor Collector | |

TOWN OF MILFORD

Future Infrastructure Plan

Transportation and Utility Objectives

- Provide for appropriate transportation and utility extensions to meet the needs of development.
- Maintain a high level of service for all public infrastructure systems through continuous monitoring, evaluation, and maintenance.
- Encourage new growth and development along SR 19 to minimize curb cuts and driveways in an effort to control traffic and vehicular turning movements.
- Encourage the maintenance, repair and enhancement of Catherine Street, Syracuse Street, Main Street, and other high traffic roads to ensure a PASER rating of 'Good' or higher.
- Support complete street policies within the Town to encourage the creation of safe pedestrian and bicycle infrastructure during planned roadway improvement projects and new development.
- Partner with INDOT to improve vehicular safety along SR 15 by developing traffic calming measures to reduce speed.
- Partner with INDOT to provide a pedestrian scaled streetscape character (sidewalks, street lighting, pedestrian furniture, banners and wayfinding, along SR 15 from Section Street to Syracuse Street.
- Encourage collaboration with local transportation and utility infrastructure improvements with County land use, growth, and economic development policies.
- Maintain existing water, wastewater, stormwater and electrical infrastructure.
- Encourage planning and strategic investment in modernization, maintenance and enhancement of failing or deficient water, sewer, stormwater and electrical infrastructure.

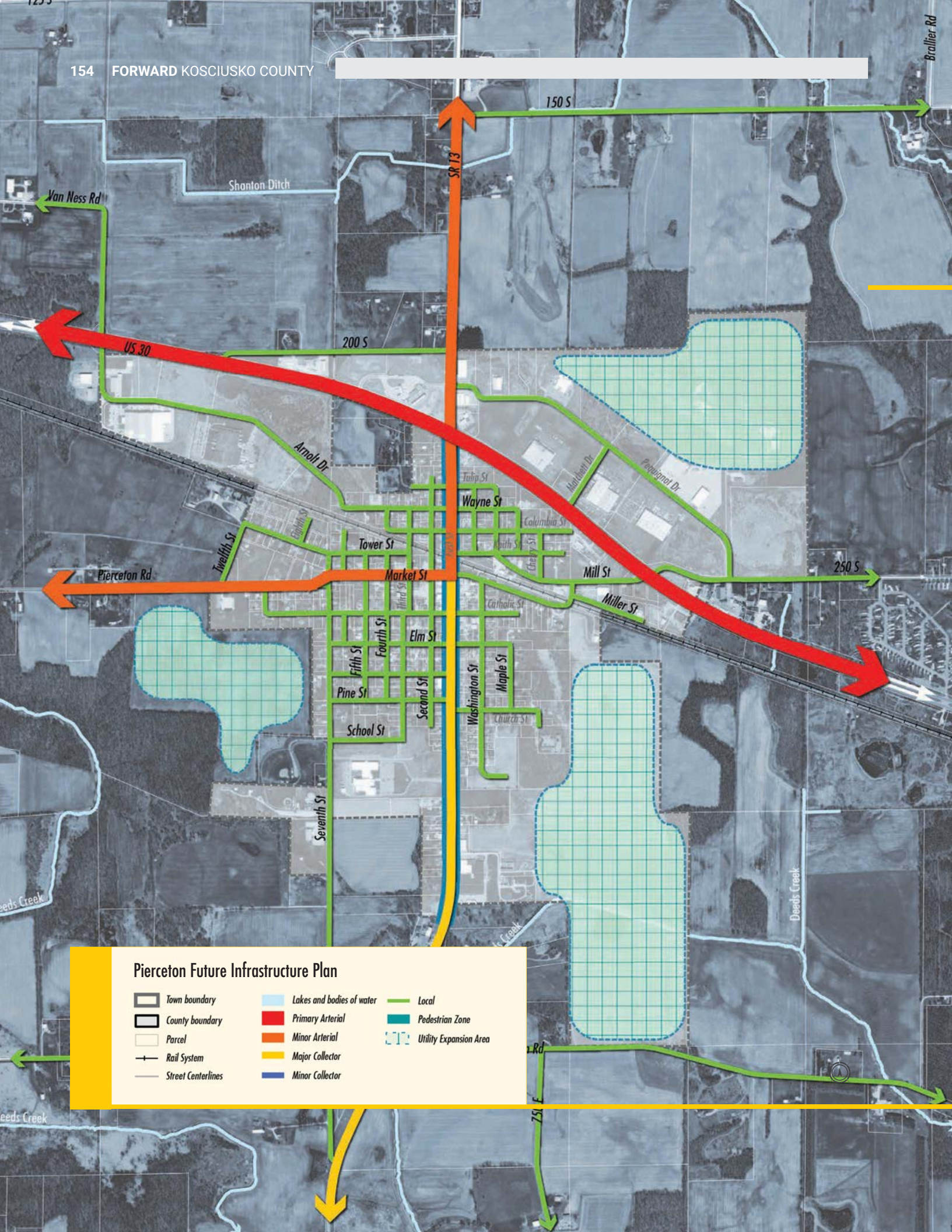


TOWN OF NORTH WEBSTER

Future Infrastructure Plan

Transportation and Utility Objectives

- Provide for appropriate transportation and utility extensions to meet the needs of development.
- Maintain a high level of service for all public infrastructure systems through continuous monitoring, evaluation, and maintenance
- Encourage new growth and development along SR 13/Main Street to minimize curb cuts and driveways in an effort to control traffic and vehicular turning movements.
- Encourage the maintenance, repair and enhancement of Blaine Street, Dixie Drive, Epworth Forest Road, Washington Street, South Street, and other high traffic roads to ensure a PASER rating of 'Good' or higher.
- Support complete street policies within the Town to encourage the creation of safe pedestrian and bicycle infrastructure during planned roadway improvement projects and new development.
- Partner with INDOT to improve vehicular safety along SR 13/Main Street by developing traffic calming measures to reduce speed.
- Partner with INDOT to provide a pedestrian scaled streetscape character (sidewalks, street lighting, pedestrian furniture, banners and wayfinding, along SR 13/Main Street from Backwater Road to Epworth Forest Road.
- Encourage collaboration with local transportation and utility infrastructure improvements with County land use, growth, and economic development policies.
- Maintain existing water, wastewater, stormwater and electrical infrastructure.
- Encourage planning and strategic investment in modernization, maintenance and enhancement of failing or deficient water, sewer, stormwater and electrical infrastructure.



Piercetown Future Infrastructure Plan

- | | | |
|--------------------|---------------------------|------------------------|
| Town boundary | Lakes and bodies of water | Local |
| County boundary | Primary Arterial | Pedestrian Zone |
| Parcel | Minor Arterial | Utility Expansion Area |
| Rail System | Major Collector | |
| Street Centerlines | Minor Collector | |

TOWN OF PIERCETON

Future Infrastructure Plan

Transportation and Utility Objectives

- Provide for appropriate transportation and utility extensions to meet the needs of development.
- Maintain a high level of service for all public infrastructure systems through continuous monitoring, evaluation, and maintenance
- Encourage new growth and development along SR 13/Main Street to minimize curb cuts and driveways in an effort to control traffic and vehicular turning movements.
- Encourage the maintenance, repair and enhancement of Market Street, Catholic Street, Arnolt Drive, and other high traffic roads to ensure a PASER rating of 'Good' or higher.
- Support complete street policies within the Town to encourage the creation of safe pedestrian and bicycle infrastructure during planned roadway improvement projects and new development.
- Partner with INDOT to improve vehicular safety along SR 13/Main Street by developing traffic calming measures to reduce speed.
- Partner with INDOT to provide a pedestrian scaled streetscape character (sidewalks, street lighting, pedestrian furniture, banners and wayfinding, along SR 13/Main Street from Tulip Street to Church Street.
- Support the U.S. 30 Corridor study and follow through with implementation of projects and priorities outlined within the study which will improve access and safety throughout the corridor.
- Encourage collaboration with local transportation and utility infrastructure improvements with County land use, growth, and economic development policies.
- Maintain existing water, wastewater, stormwater and electrical infrastructure.
- Encourage planning and strategic investment in modernization, maintenance and enhancement of failing or deficient water, sewer, stormwater and electrical infrastructure.

SR 13

Koontz Ditch

Koontz Ditch

Arthur St

Monroe St

Center St

Indiana St

Franklin St

Adams St

Railroad St

Washington St

Jackson St

Washington St

900 S

Sidney Future Infrastructure Plan

 Town boundary	 Rail System	 Primary Arterial	 Minor Collector	 Utility Expansion Area
 County boundary	 Street Centerlines	 Minor Arterial	 Local	
 Parcel	 Lakes and bodies of water	 Major Collector	 Pedestrian Zone	

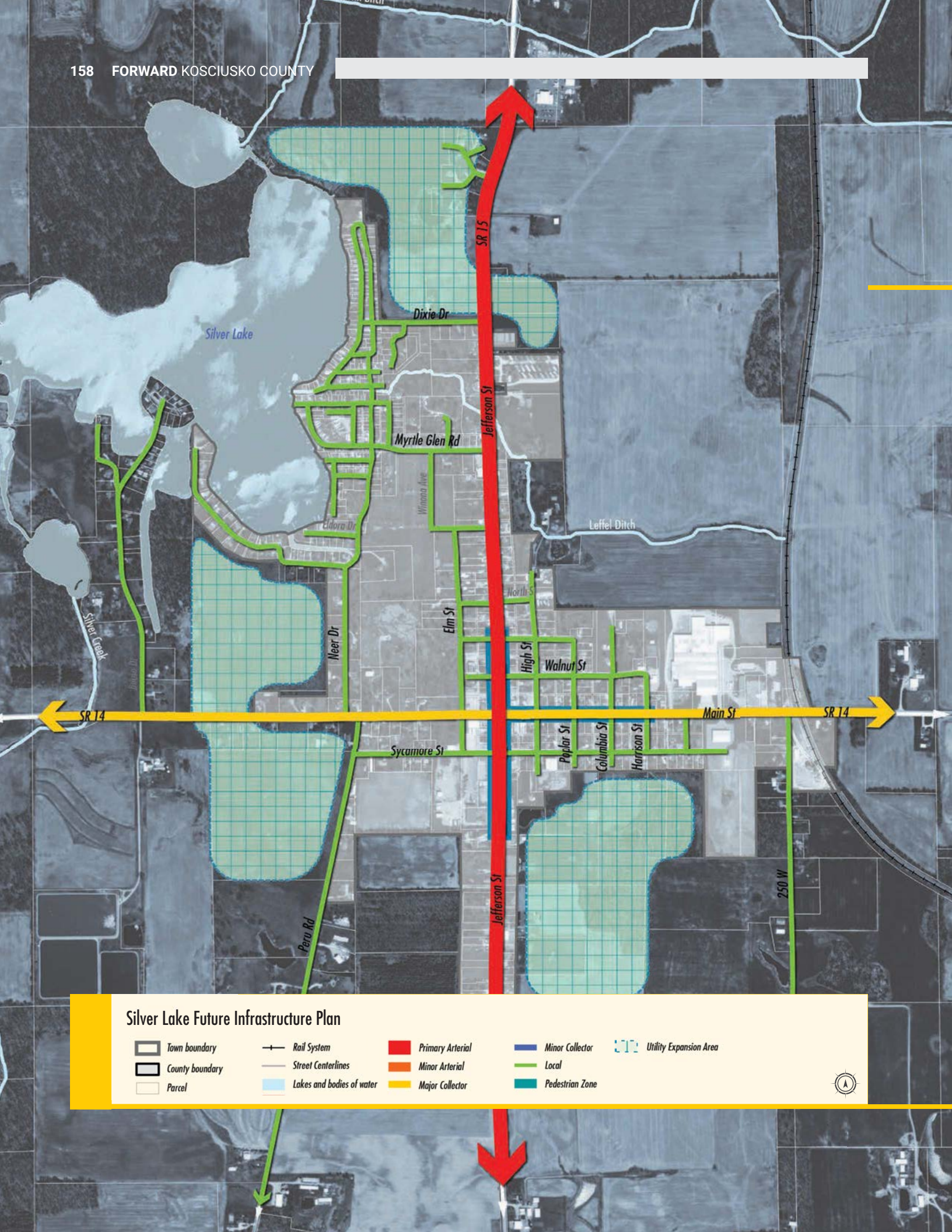


TOWN OF SIDNEY

Future Infrastructure Plan

Transportation and Utility Objectives

- Provide for appropriate transportation and utility extensions to meet the needs of development.
- Maintain a high level of service for all public infrastructure systems through continuous monitoring, evaluation, and maintenance
- Encourage new growth and development along CR 900 S to minimize curb cuts and driveways in an effort to control traffic and vehicular turning movements.
- Encourage the maintenance, repair and enhancement of Arthur Street, Monroe Street, Center Street, Franklin Street, Railroad Street and CR 900 S to ensure a PASER rating of 'Good' or higher.
- Support complete street policies within the Town to encourage the creation of safe pedestrian and bicycle infrastructure during planned roadway improvement projects and new development.
- Partner with INDOT to improve vehicular safety along Main Street/ SR 13 by developing traffic calming measures to reduce speed.
- Partner with INDOT to provide a pedestrian scaled streetscape character (sidewalks, street lighting, pedestrian furniture, banners and wayfinding, along Main Street/ SR 13 from Center Street to North Street.
- Encourage collaboration with local transportation and utility infrastructure improvements with County land use, growth, and economic development policies.
- Maintain existing water, wastewater, stormwater and electrical infrastructure.
- Encourage planning and strategic investment in modernization, maintenance and enhancement of failing or deficient water, sewer, stormwater and electrical infrastructure.



Silver Lake Future Infrastructure Plan

- | | | | | |
|-----------------|---------------------------|------------------|-----------------|------------------------|
| Town boundary | Rail System | Primary Arterial | Minor Collector | Utility Expansion Area |
| County boundary | Street Centerlines | Minor Arterial | Local | |
| Parcel | Lakes and bodies of water | Major Collector | Pedestrian Zone | |



TOWN OF SILVER LAKE

Future Infrastructure Plan

Transportation and Utility Objectives

- Provide for appropriate transportation and utility extensions to meet the needs of development.
- Maintain a high level of service for all public infrastructure systems through continuous monitoring, evaluation, and maintenance
- Encourage new growth and development along SR 15/Jefferson Street and Main Street to minimize curb cuts and driveways in an effort to control traffic and vehicular turning movements.
- Encourage the maintenance, repair and enhancement Main Street, Pleasant Street, Dixie Drive, Edgewater Drive, Sycamore Street, and other high traffic roads to ensure a PASER rating of 'Good' or higher.
- Support complete street policies within the Town to encourage the creation of safe pedestrian and bicycle infrastructure during planned roadway improvement projects and new development.
- Partner with INDOT to improve vehicular safety along SR 15/Jefferson Street by developing traffic calming measures to reduce speed.
- Partner with INDOT to provide a pedestrian scaled streetscape character (sidewalks, street lighting, pedestrian furniture, banners and wayfinding, along SR 15/Jefferson Street from Sycamore Street to Dixie Drive.
- Encourage collaboration with local transportation and utility infrastructure improvements with County land use, growth, and economic development policies.
- Maintain existing water, wastewater, stormwater and electrical infrastructure.
- Encourage planning and strategic investment in modernization, maintenance and enhancement of failing or deficient water, sewer, stormwater and electrical infrastructure.

TOWN OF SYRACUSE

Future Infrastructure Plan

While a prominent community within Kosciusko County, the Town of Syracuse facilitates transportation and utility investment decisions internally and coordinates projects as needed with County and State partners. The community's size and staff capacity have allowed them to complete long-term planning efforts prior to this planning effort. The FORWARD Kosciusko County process sees value in finding opportunities to align the County and Town goals and objectives.

The *2017 Town of Syracuse Comprehensive Plan* addresses future land use and development by establishing a primary goal that is founded on available facts, known issues and process key findings. To support the identified goal, a series of specific objectives, strategies and priorities are listed that are also illustrated within the Town's Future Land Use Plan.

In regards to the development of transportation and utility systems, the Town of Syracuse's plan establishes the following planning principle and high priority objectives:

Enhance connections throughout the Town for improved safety, function, and efficiency for all modes of transportation including vehicular, bicycle, and pedestrian networks.

Ensure high-quality, efficient, and effective utility infrastructure to address the needs of both existing and potential future residents and protect natural resources.

1. Continue to expand the transportation networks for pedestrians and cyclists.
2. Minimize congestion on primary corridors by providing a more efficient network for truck routes.
3. Increase safety precautions and safety awareness for crossing the railroad.
4. Provide efficient accessibility for emergency services including police and fire vehicles.
5. Explore additional economic development opportunities for the existing rail network.
6. Engage the community in capital improvement planning to identify specific transportation projects and priorities.

7. Identify and update any roadway classification changes necessary within the Thoroughfare Plan based on changes in transportation loads, demand, and capacity.
8. When appropriate, follow an appropriate standard when improving corridors within the Town.
9. Target specific areas for future development by planning for extensions of utilities.
10. Maintain a high level of service for all community infrastructure throughout continuous monitoring and evaluation.
11. Improve and replace failing or deficient water, sewer, and storm water infrastructure.
12. Establish opportunities for coordination and communication between all private utility companies to ensure cost-effective and strategic expansion.
13. Engage in capital improvement planning to identify long-term utility projects and priorities.

The Plan's primary objectives align with those identified during the FORWARD Kosciusko County planning effort. As the Town continues to monitor, amend and update their *Comprehensive Plan*, Town leaders should consider elevating these second- and third-tier objectives to further align initiatives with county-wide efforts.

1. Support equitable access to reliable and affordable broadband services within both urban and rural areas of the County.
2. Encourage collaboration with local transportation and utility infrastructure improvements with County land use, growth, and economic development policies.
3. Encourage the development, expansion and maintenance of wastewater systems along lakefronts to protect water quality.
4. Encourage the maintenance, repair and enhancement of high-traffic county roads which connect residents and visitors to employment centers and amenities within Kosciusko County.
5. Encourage new growth to minimize access points on to high-traffic roads and encourage the development of new collector streets and roads.

CITY OF WARSAW

Future Infrastructure Plan

While a prominent community within Kosciusko County, the City of Warsaw facilitates transportation and utility investment decisions internally and coordinates projects as needed with County and State partners. This structure allows for the City of Warsaw to complete long-term planning efforts outside of the jurisdiction of the County. While the two entities are separate in their roles and responsibilities, the FORWARD Kosciusko County process sees value in finding opportunities to align the County and City goals and objectives.

The *2015 City of Warsaw Comprehensive Plan* addresses future transportation and utility systems by establishing a primary guiding principle that is founded on available facts, studies, trends and process key findings. To support the identified planning principle, a series of specific objectives are listed that are also illustrated within the City's Transportation Plan.

In regards to the development of transportation and utility systems, the City of Warsaw's plan establishes the following planning principle and high-priority objectives:

Foster Effective and Safe Transportation

1. Utilize the Transportation Plan and its Thoroughfare Plan Map and Bike/Pedestrian Plan Map as the foundation for facility planning.
2. Require vehicular and pedestrian linkages between adjacent residential developments.
3. Work with isolated residential developments to get connected to the City-wide system of sidewalks and trails.
4. Adopt a "Complete Streets" ordinance to promote full and safe utilization of street rights-of-way for all uses and their needs.
5. Assure adequate clear vision at street intersections and driveway cuts.
6. Ensure accessibility for police, fire, emergency services.
7. Study the opportunities to establish a second major east/west route across the City.
8. Install frontage roads along US 30 per the Thoroughfare Plan. These new roads will enable additional commercial and industrial growth and provide safer routes and enhanced connectivity.

9. Strive to have installed fiber-to-the-door across the entire city, enabling top-tier bandwidth.
10. Always require development within the corporate limits to connect to public sanitary sewers and water utility.
11. Fully phase out the use of septic systems and private wells in the City and lobby for no further use of the technology outside the City's jurisdiction, especially along/ near inlet streams. Also, require new development to connect to the municipal sanitary sewer and water system.

The Plan's primary objectives align with those identified during the FORWARD Kosciusko County planning effort. As the City of Warsaw continues to monitor, amend and update their *Comprehensive Plan*, City leaders should consider elevating these second- and third-tier objectives to further align initiatives with county-wide efforts.

1. Work to reduce curb cuts and curb cut widths along N. Detroit Street from downtown to US 30. Concurrently, require sidewalks on both sides of the street as redevelopment occurs.
2. Construct roundabouts at intersections that are unsafe and periodically congested.
3. Establish events and programs that utilize the City's alternative transportation system to improve public health and awareness of sidewalk and trail needs.
4. Study closure and vacation of street segments and railroad crossings that no longer serve a community need.
5. Require new commercial areas to internally connect parking lots.
6. Utilize traffic-calming measures along corridors through use-sensitive areas.
7. Encourage collaboration with local transportation and utility infrastructure improvements with County land use, growth, and economic development policies.

TOWN OF WINONA LAKE

Future Infrastructure Plan

While a prominent community within Kosciusko County, the Town of Winona Lake facilitates transportation and utility investment decisions internally and coordinates projects as needed with County and State partners. The community's size and staff capacity have allowed them to complete long-term planning efforts prior to this planning process. The FORWARD Kosciusko County process sees value in finding opportunities to align the County and Town goals and objectives.

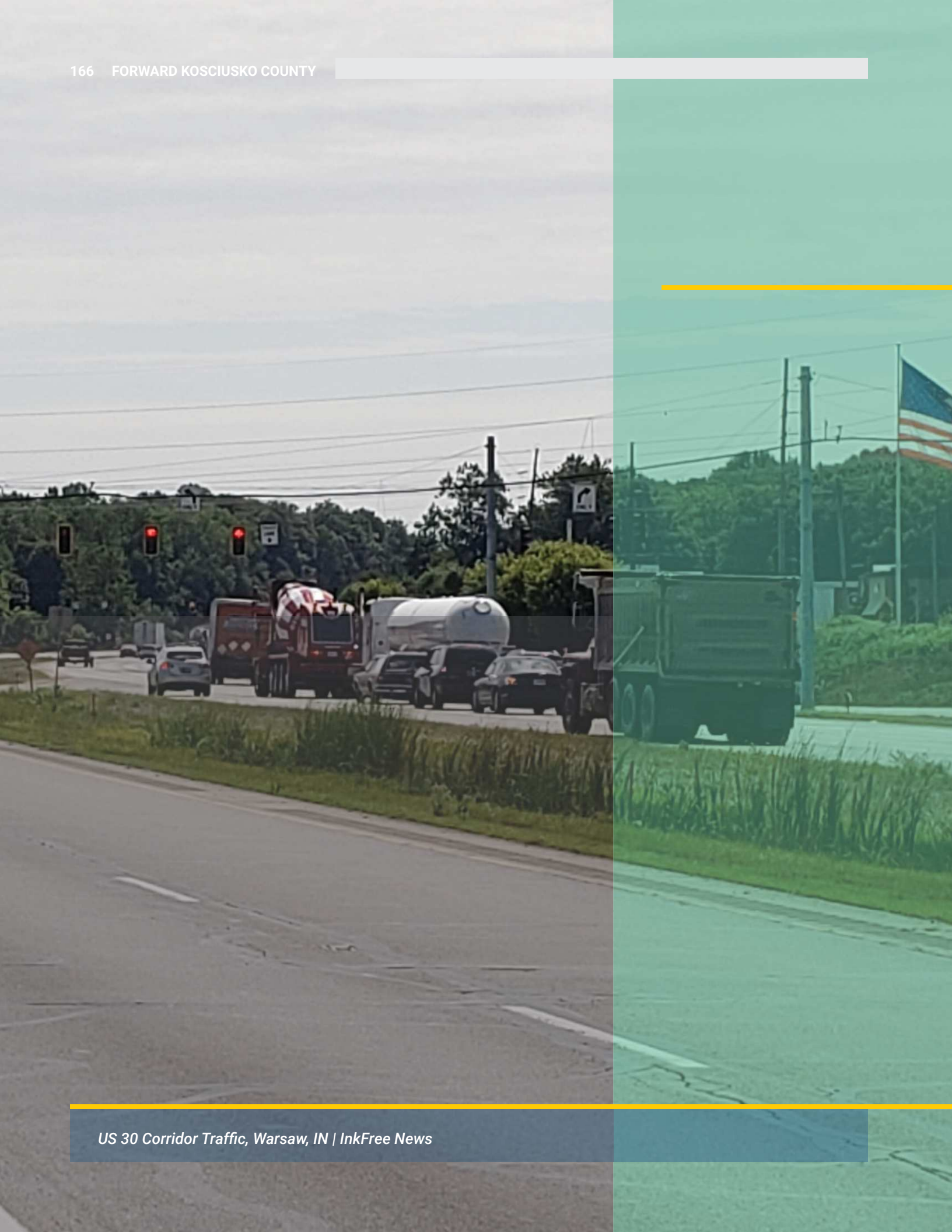
The *2019 Town of Winona Lake Comprehensive Plan* addresses future transportation and utility investment by outlining a series of transformative strategies that are organized by six character areas. In addition, a priority action program is also established to highlight the strategies that Winona Lake should focus on in the near term.

In regards to the development of transportation and utility systems, the Town of Winona Lake's plan establishes the following transformative strategies and priority actions:

1. Amend the current zoning ordinance to make public infrastructure systems (roads, sidewalks, trails, water, and/or sewer) accessible by requiring developers to include these services in new developments, where feasible.
2. Install broadband fiber-optic infrastructure in targeted areas of Town identified for the location of new businesses.
3. Adopt and implement a complete streets policy in 2019.
4. Pursue investing infrastructure (water & sewer) improvements in underserved areas of the Town to ensure the needs for everyday living and employment are met.
5. Continue to pursue INDOT's annual Community Crossings Match Grant to improve local roads identified in the Town's Road Asset Management Plan.
6. Make public infrastructure (water, sewer, roads, and fiber) accessible and of high quality to attract new businesses and residents.
7. Install four streamflow sensors around Winona Lake to better measure water, sediments, and nutrients entering and leaving the lake by 2022.
8. Encourage the availability of free or low-cost Wi-Fi throughout the County, as well as making greater use of existing public library resources.

The Plan's primary objectives align with those identified during the FORWARD Kosciusko County planning effort. As the Town continues to monitor, amend and update their *Comprehensive Plan*, Town leaders should consider elevating these second- and third-tier objectives to further align initiatives with county-wide efforts.

1. Encourage collaboration with local transportation and utility infrastructure improvements with County land use, growth, and economic development policies.
2. Encourage the development, expansion and maintenance of wastewater systems along lakefronts to protect water quality.
3. Partner with INDOT to improve safety along state roadways traveling through the communities.
4. Encourage the maintenance, repair and enhancement of high-traffic county roads which connect residents and visitors to employment centers and amenities within Kosciusko County.
5. Encourage new growth to minimize access points onto high-traffic roads and encourage the development of new collector streets and roads.



US 30 Corridor Traffic, Warsaw, IN | InkFree News

FUTURE INFRASTRUCTURE IMPACTS

US 30 Corridor Improvements

In addition to the county-wide and local transportation strategies identified within this Plan, Kosciusko County is expecting a major corridor update to US 30, the County's primary east-west route. The Indiana Department of Transportation (INDOT) is undertaking a comprehensive corridor study for the US 30 corridor from east of Indiana 49 in Valparaiso to the Ohio state line. The initial step, a Planning and Environmental Linkage (PEL) study, will provide a high-level study of mobility, safety, economic development, land use, and environmental impacts to proposed corridor enhancements. The PEL effort is a first step to identify transportation improvement strategies which will reduce congestion, improve safety, and accommodate future growth along the US 30 corridor, all while minimizing impacts to environmentally sensitive areas and rural communities. US 30 connects Kosciusko County to Fort Wayne, Chicago, and the majority of Northern Indiana, acting as a major commuting route for the region and allowing for shipment of goods across the state. The study will likely end with a number of recommendations for state and local roadway improvements.

In advance of INDOT-led planning efforts, County officials and local stakeholders joined the US 30 Coalition, an advocacy group who is charged with ensuring that the US 30 improvements work for local citizens, businesses, farmers and community members, while also providing for safe and efficient travel. The Coalition has been garnering public input and support as they developed a preferred scenario of US 30 improvements in advance of INDOT's PEL effort. In early 2021, the City of Warsaw funded a study-to-study alignment options for the US 30 corridor in support of the Coalition's efforts. The study focuses on 8.7 miles of the highway from North Fox Farm Road to South CR 450 E and provides an evaluation of two routes for realignment of a US 30 freeway (away from the existing US 30 corridor) in addition to the evaluation of the existing US 30 corridor alignment.

Although the City of Warsaw study provided an initial recommendation in late 2021, INDOT's PEL study is set to begin in early 2022. Currently, it is unclear how the US 30 corridor will be improved, realigned or preserved at this time, because it is contingent on the findings of the PEL process. Due to this, it is difficult to give communities within Kosciusko County clear direction on how INDOT improvements will impact local development or project opportunities.

Direct involvement from the community will assist state officials in identifying local challenges not easily identifiable in a top-down approach and will lead to recommendations better suited to improving the lives of residents and businesses.



COUNTY-WIDE

Connections and Destinations

Sidewalks, multi-use pathways and on street bicycle facilities are becoming an ever more important amenity in communities throughout the County. While a strong emphasis is traditionally put on larger community's such as Warsaw, Winona Lake and Syracuse to make investment in trails and pathways, there is an increasing demand for the County to prioritize the completion of non-motorized transportation as well. In order for a sidewalk or path system to be effective, the sidewalks, trails and/or multi-use paths need to be a complete system, meaning key destinations are linked together. By connecting key destinations and activity centers to residential neighborhoods and subdivisions, efficient and safe connections can be made so that children and adults have the opportunity to move through their neighborhoods and visit key areas within the community.

For experienced cyclists, a series of signed bicycle routes are being used to travel from one community to another. The routes were selected by a group of experienced cyclists using criteria such as safety of the road, directness of routes between destinations and overall attractiveness. The total mileage of roads in the network marked thus far is approximately 200 miles and provides connections to established routes in Warsaw, Winona Lake, and Syracuse as well as St. Joseph, Elkhart and Marshall County facilities.

Only short walking trails currently exist for beginning cyclists or pedestrians in many of the incorporated towns, with larger pathway systems provided in Warsaw, Winona Lake and Syracuse. Outside of these facilities, which are all located within incorporated areas or developed nature preserves, there are no additional pathways connecting local communities or county destinations to one another.

Each engagement opportunity facilitated during the FORWARD Kosciusko County process outlined 'connectivity' as common theme and aspiration. Residents spoke on the need to connect regional destinations and improve accessibility to parks, lakes, and other natural resources for both personal enjoyment and visitor draw. One of the Plan's primary goals – developed directly from public input - was the development of new pedestrian and bicycle infrastructure that expands upon existing trails to create a county-wide network.

Creating a connected network of multi-use trails and pathways is politically and socially one of the hardest projects the county could attempt. However, accomplishing this would have the most long-lasting impact on the County's trail system.

KOSCIUSKO COUNTY

Future Connectivity Plan

Although supporting enhancements to roadways and vehicle infrastructure is a key aspect of community planning, so is the development of pedestrian connections and linkages between communities. The county-wide future connectivity plan was developed to meet two primary objectives:

Link

In addition to providing a safe and comfortable place for residents to enjoy recreational activities, trails and multi-use pathways often function as viable transportation corridors.

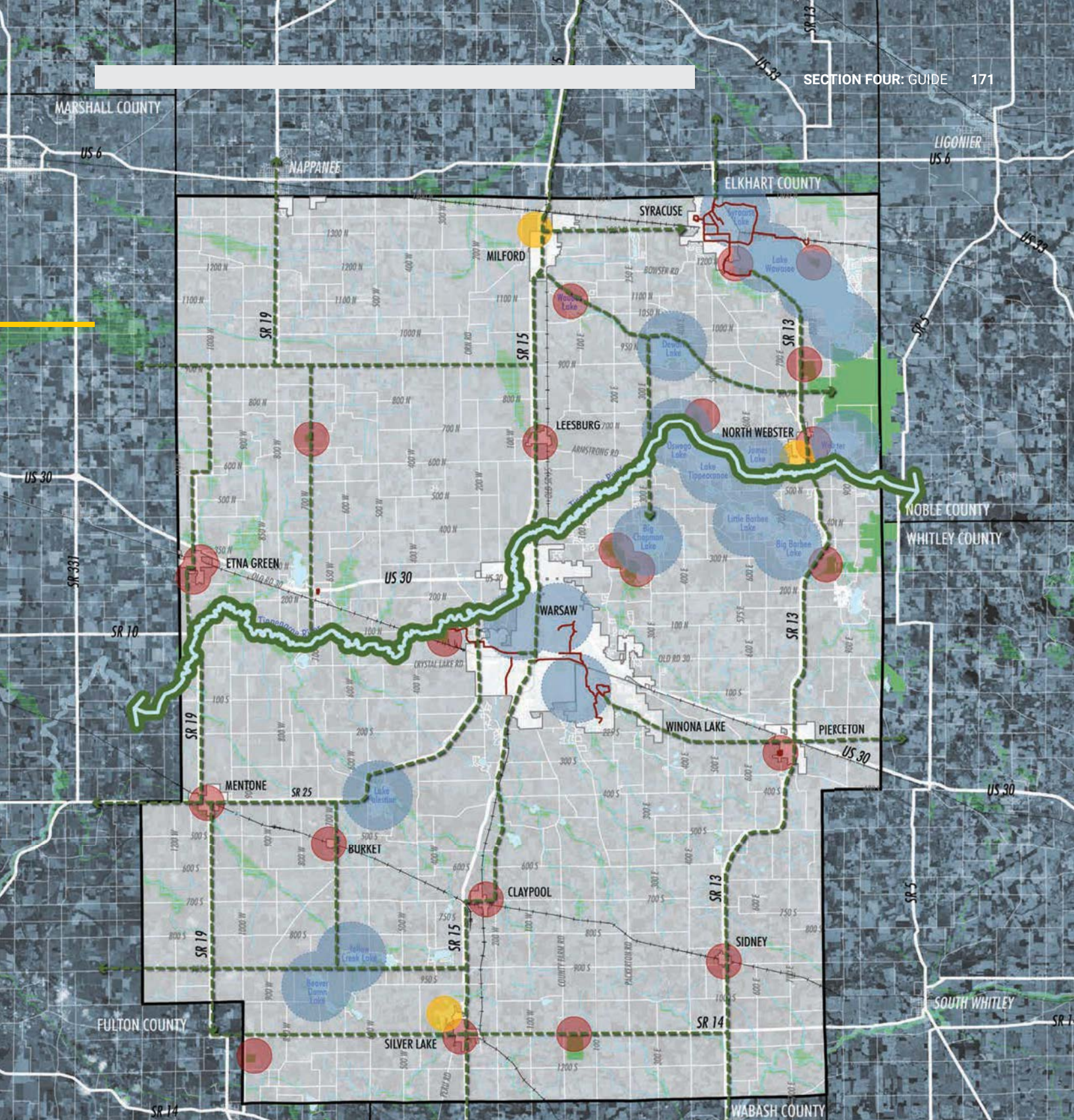
The Future Connectivity Plan provides opportunities to link local communities and destinations to one another. Additions in the form of trails and pathways will improve county-wide quality of life and encourage pride in the local community by establishing a network of safe paths and sidewalks to connect subdivisions, parks, businesses, schools, and other community destinations. The Plan established a primary goal of connecting communities and destinations to one another through an integral series of trails, pathways and blueway routes.

Enhance

Trails and multi-use pathways, have all the traditional conservation benefits of preserving green space, but can also provide added benefits by way of their linear nature.

The Future Connectivity Plan supports the preservation of natural waterways. The creation of trails and multi-use pathways along the natural waterways in the County will enable the preservation of critical habitats and allow users to experience the natural environment in a responsible way. The Plan supports water quality and habitat preservation by prioritizing the development of amenities along the river, lake shorelines and streambeds.

The Future Connectivity Plan will enhance local communities and county destinations through wayfinding, informational and branding signage. While the majority of county trails and pathways will travel through rural areas within the local communities to reach unique destinations, the pathways also provide the opportunity to inform users of the local history and culture. The Plan encourages the development of unique features based on local communities and destinations along the county-wide routes.



County Future Connectivity Plan

- | | | | |
|-----------------|---------------------------|---------------------------|-----------------------|
| Town boundary | Rail System | Proposed Connection Route | Waterway Destinations |
| County boundary | Street Centerlines | Existing Trail Facility | Proposed Destinations |
| Parcel | Lakes and bodies of water | Community Destinations | |



INCORPORATED COMMUNITY

Future Connectivity Plans

As a companion to the county-wide connectivity plan, individual connectivity maps were created for each incorporated area as a part of the FORWARD Kosciusko County effort. The local maps respond to any unique pathway and trail efforts currently underway and allow for a more detailed assessment of how incorporated areas can support the goals and policy objectives of this Plan.

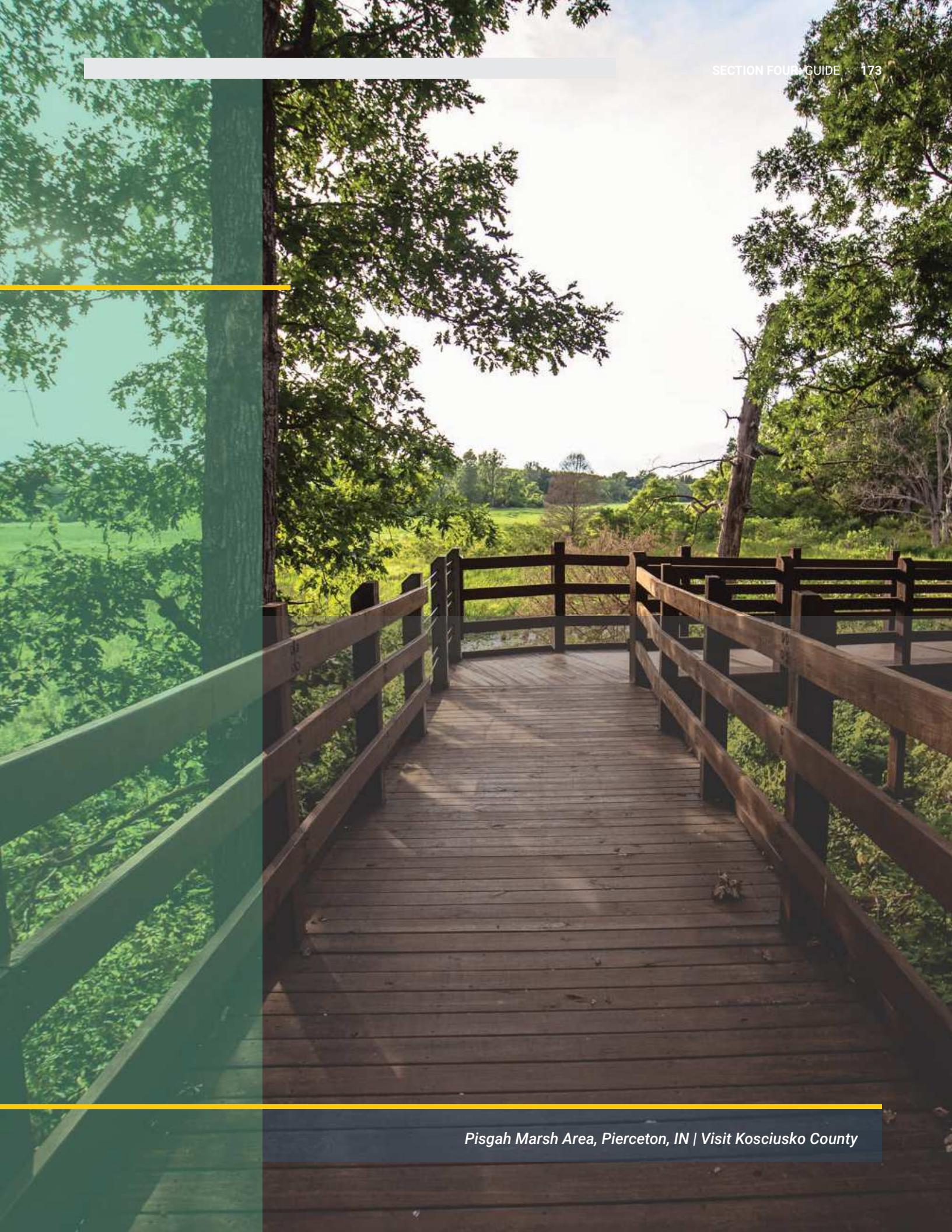
In addition to the county-wide themes of 'link' and 'enhance', the local Future Connectivity Plan were also able to meet one additional objective:

Connects

Just as arterial roadways provide the key east/west and north/south connectivity for vehicles, establishing primary corridors for bicycles and pedestrians is also an important part of the road network.

The Future Connectivity Plan encourages the development of safe paths and roadway crossings. Roadway, sidewalks, trails, designated bicycle lanes, and other areas of public circulation should be designed to provide the highest level of safety for the protection of local residents and to ensure that there are transportation choices for people of all ages and abilities. Pedestrian facilities must meet ADA accessibility requirements. Safe, convenient and interconnected transportation networks should be provided for all major modes of transportation. The Future Connectivity Plan provides recommendations for the development of an integrated, safety-oriented pedestrian and bicycle system to increase mobility choices and provide convenient access to schools, designated development areas, parks and other recreation areas throughout the County.

The Future Connectivity Plan creates opportunities for increased residential health and wellness. Trails and multi-use pathways create opportunities for recreation and transportation by providing people of all ages and abilities with attractive, safe, accessible places to bike, walk, hike or jog. In doing so, they make it easier for people to engage in physical activity. With more health-focused initiatives in progress throughout the County, residents are gaining a better understanding of the positive impact trails and multi-use pathways have on public health. The Future Connectivity Plan identifies potential routes and improvements that will provide recreation and transportation options to all residential areas within the local communities.



TOWN OF BURKET

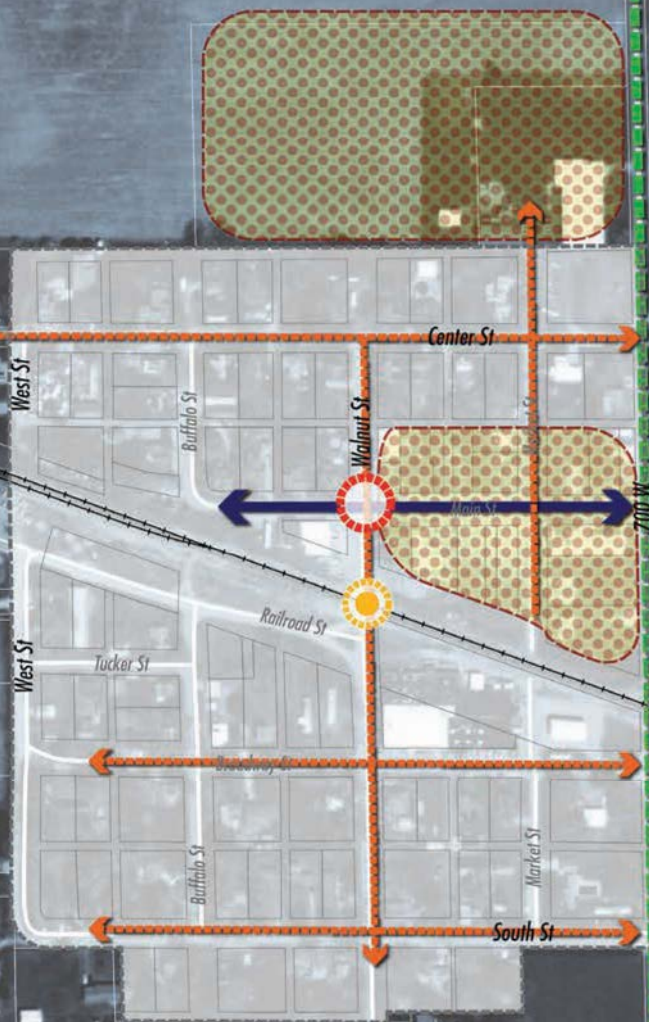
Future Connectivity Plan

Connectivity Objectives

- Promote pedestrian activity and walkable streets within Town.
- Encourage safety improvements along Main Street to provide for slower vehicular speeds, and high-visibility crosswalks which will allow for a more comfortable pedestrian experience.
- Provide ADA-compliant facilities and equipment for disadvantaged members of the community.
- Support the expansion of pedestrian infrastructure to increase accessibility and connect residents to destinations such as the local post office, and the Burket Educational Center.
- Support complete street policies within the Town to encourage the creation of safe pedestrian and bicycle infrastructure during planned roadway improvement projects and new development.
- Support improvements and modernization to pedestrian crossings at the intersection of Walnut Street and Main Street.
- Support the development and use of residential cost share programs to facilitate the construction of sidewalk improvements.
- Establish a wayfinding signage system throughout the Town that directs pedestrians and motorists to key businesses and community facility destinations.

Connection
to SR 25

500 S



Williamson Ditch

Burket Future Connectivity Plan

- | | | | | |
|-----------------|---------------------------|----------------------------------|----------------------------|------------------------------------|
| Town boundary | Rail System | Existing Trail Facilities | Proposed County-wide Route | Destinations (Existing and Future) |
| County boundary | Street Centerlines | Priority Pedestrian Route | Primary Intersection | |
| Parcel | Lakes and bodies of water | Supporting Pedestrian Facilities | Secondary Intersection | |



Connection
to
Yellow Creek Lake

TOWN OF CLAYPOOL

Future Connectivity Plans

Connectivity Objectives

- Promote pedestrian activity and walkable streets within Town.
- Encourage safety improvements along W 700 S/Section Street to provide for slower vehicular speeds, and high-visibility crosswalks which will allow for a more comfortable pedestrian experience and ensure safety of children walking to Claypool Elementary School.
- Support the development of transportation alternatives, such as on-street bike infrastructure and shared use paths, which can connect communities outside the county and draw visitors.
- Provide ADA-compliant facilities and equipment for disadvantaged members of the community.
- Support the expansion of pedestrian infrastructure to increase accessibility and connect residents to destinations such as the downtown, Claypool Elementary, Town government buildings, the park, and Lion's Club building.
- Support complete street policies within the Town to encourage the creation of safe pedestrian and bicycle infrastructure during planned roadway improvement projects and new development.
- Support improvements and modernization to pedestrian crossings at the intersections along W 700 S/Section Street and Main Street.
- Support the development of sidewalk improvements to fill existing gaps in the sidewalk system.
- Support the development and use of residential cost share programs to facilitate the construction of sidewalk improvements.
- Establish a wayfinding signage system throughout the Town that directs pedestrians and motorists to key businesses and community facility destinations.

Connection
to Warsaw

Connection
to Silver Lake

Claypool Future Connectivity Plan

- | | | | | |
|-----------------|---------------------------|----------------------------------|----------------------------|------------------------------------|
| Town boundary | Rail System | Existing Trail Facilities | Proposed County-wide Route | Destinations (Existing and Future) |
| County boundary | Street Centerlines | Priority Pedestrian Route | Primary Intersection | |
| Parcel | Lakes and bodies of water | Supporting Pedestrian Facilities | Secondary Intersection | |



TOWN OF ETNA GREEN

Future Connectivity Plans

Connectivity Objectives

- Promote pedestrian activity and walkable streets within Town.
- Establish Broadband Street and Walnut Street as a priority pedestrian and bicycle improvement area by developing a cultural walking trail to establish a central pedestrian spine, and celebrate the local community and culture.
- Encourage safety improvements along SR 19 to provide for slower vehicular speeds, and high-visibility crosswalks which will allow for a more comfortable pedestrian experience.
- Support the development of transportation alternatives, such as on-street bike infrastructure and shared use paths, which can connect communities outside the county and draw visitors.
- Provide ADA-compliant facilities and equipment for disadvantaged members of the community.
- Support the expansion of pedestrian infrastructure to increase accessibility and connect residents to destinations such as Town Hall, commercial businesses, Etna Green Downtown Park and Heritage Park.
- Support complete street policies within the Town to encourage the creation of safe pedestrian and bicycle infrastructure during planned roadway improvement projects and new development.
- Support improvements and modernization to pedestrian crossings at the intersections of SR 19 and Main Street, Pearl Street, Walnut Street, State Street and Pleasant Street.
- Support the development of sidewalk improvements to fill existing gaps in the sidewalk system.
- Support the development and use of residential cost share programs to facilitate the construction of sidewalk improvements.
- Establish a wayfinding signage system throughout the Town that directs pedestrians and motorists to key businesses and community facility destinations.



- | | | | | |
|---|---|--|--|--|
| Town boundary | Rail System | Existing Trail Facilities | Proposed County-wide Route | Destinations (Existing and Future) |
|  County boundary |  Street Centerlines |  Priority Pedestrian Route |  Primary Intersection | |
|  Parcel |  Lakes and bodies of water |  Supporting Pedestrian Facilities |  Secondary Intersection | |



Connection to Mentone

TOWN OF LEESBURG

Future Connectivity Plans

Connectivity Objectives

- Promote pedestrian activity and walkable streets within Town.
- Establish the Van Buren Street corridor as a priority pedestrian and bicycle improvement area by developing a cultural walking trail to establish a central pedestrian spine, and celebrate the local community and culture.
- Encourage safety improvements along SR 15 and Old SR 15 to provide for slower vehicular speeds, and high-visibility crosswalks which will allow for a more comfortable pedestrian experience.
- Support the development of transportation alternatives, such as on-street bike infrastructure and shared use paths, which can connect communities outside the county and draw visitors.
- Provide ADA-compliant facilities and equipment for disadvantaged members of the community.
- Support the expansion of pedestrian infrastructure to increase accessibility and connect residents to destinations such as Town Hall, commercial businesses, Leesburg Elementary School, and the various recreation/park spaces.
- Support complete street policies within the Town to encourage the creation of safe pedestrian and bicycle infrastructure during planned roadway improvement projects and new development.
- Support improvements and modernization to pedestrian crossings at the intersections of SR 15 and Main Street, Pearl Street, Walnut Street, State Street and Pleasant Street.
- Support the development of sidewalk improvements to fill existing gaps in the sidewalk system.
- Support the development and use of residential cost share programs to facilitate the construction of sidewalk improvements.
- Establish a wayfinding signage system throughout the Town that directs pedestrians and motorists to key businesses and community facility destinations.



Leesburg Future Connectivity Plan

- | | | | | |
|-----------------|---------------------------|----------------------------------|----------------------------|------------------------------------|
| Town boundary | Rail System | Existing Trail Facilities | Proposed County-wide Route | Destinations (Existing and Future) |
| County boundary | Street Centerlines | Priority Pedestrian Route | Primary Intersection | |
| Parcel | Lakes and bodies of water | Supporting Pedestrian Facilities | Secondary Intersection | |

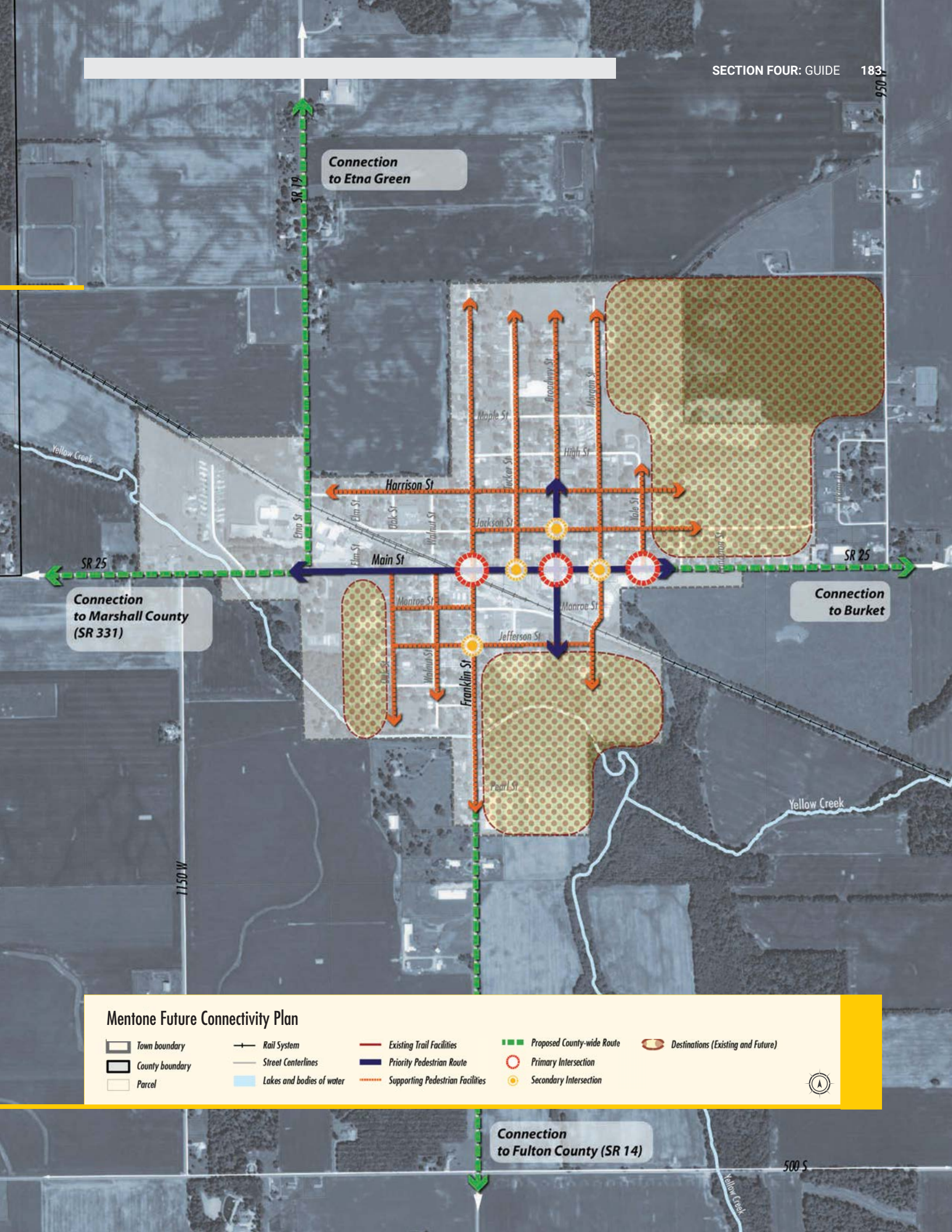


TOWN OF MENTONE

Future Connectivity Plans

Connectivity Objectives

- Promote pedestrian activity and walkable streets within Town.
- Establish the SR 25/Main Street corridor as a priority pedestrian and bicycle improvement area by developing a cultural walking trail to establish a central pedestrian spine, and celebrate the local community and culture.
- Encourage safety improvements along SR 25/Main Street to provide for slower vehicular speeds, and high-visibility crosswalks which will allow for a more comfortable pedestrian experience.
- Support the development of transportation alternatives, such as on-street bike infrastructure and shared use paths, which can connect communities outside the county and draw visitors.
- Provide ADA-compliant facilities and equipment for disadvantaged members of the community.
- Support the expansion of pedestrian infrastructure to increase accessibility and connect residents to destinations such as Town Hall, commercial businesses, Menton Elementary School, Mentone Youth League parks, and Mentzer Memorial Park.
- Support complete street policies within the Town to encourage the creation of safe pedestrian and bicycle infrastructure during planned roadway improvement projects and new development.
- Support improvements and modernization to pedestrian crossings along SR 25/Main Street at the intersections of Morgan Street, Broadway Street, Franklin Street.
- Support the development of sidewalk improvements to fill existing gaps in the sidewalk system.
- Support the development and use of residential cost share programs to facilitate the construction of sidewalk improvements.
- Establish a wayfinding signage system throughout the Town that directs pedestrians and motorists to key businesses and community facility destinations.
- Partner with Mentone Elementary to develop walking trails in the wetlands and wooded areas to the north of the school.



Mentone Future Connectivity Plan

- | | | | | |
|-----------------|---------------------------|----------------------------------|----------------------------|------------------------------------|
| Town boundary | Rail System | Existing Trail Facilities | Proposed County-wide Route | Destinations (Existing and Future) |
| County boundary | Street Centerlines | Priority Pedestrian Route | Primary Intersection | |
| Parcel | Lakes and bodies of water | Supporting Pedestrian Facilities | Secondary Intersection | |



Connection
to Fulton County (SR 14)

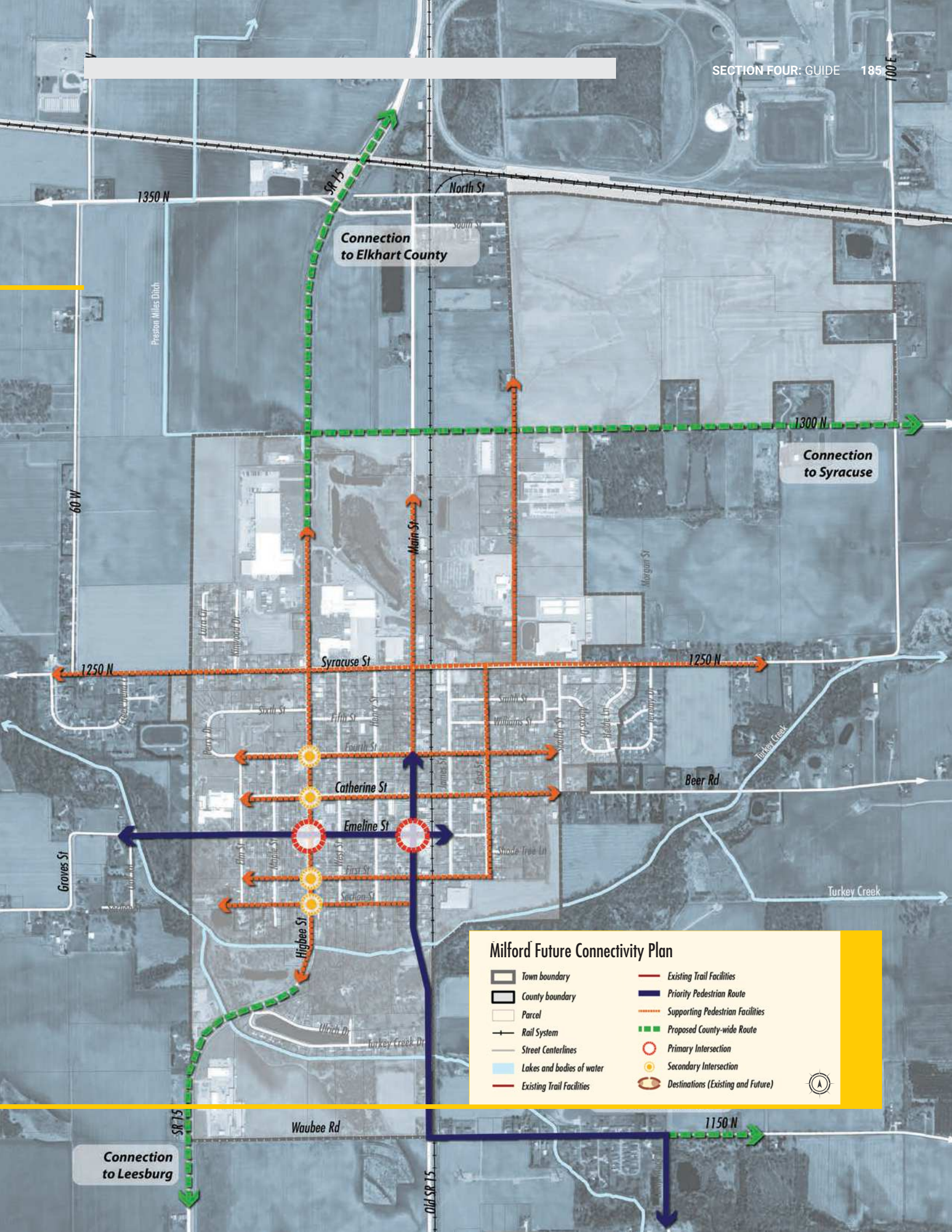
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TOWN OF MILFORD

Future Connectivity Plans

Connectivity Objectives

- Promote pedestrian activity and walkable streets within Town.
- Development trails which link Milford to surrounding destinations such as Waubee Lake.
- Establish the Main Street corridor as a priority pedestrian and bicycle improvement area by developing a cultural walking trail to establish a central pedestrian spine, and celebrate the local community and culture.
- Encourage safety improvements along SR 15 to provide for slower vehicular speeds, and high-visibility crosswalks which will allow for a more comfortable pedestrian experience.
- Support the development of transportation alternatives, such as on-street bike infrastructure and shared use paths, which can connect communities outside the county and draw visitors.
- Provide ADA-compliant facilities and equipment for disadvantaged members of the community.
- Support the expansion of pedestrian infrastructure to increase accessibility and connect residents to destinations such as Town Hall, commercial businesses, Milford Elementary School, and recreation areas.
- Support complete street policies within the Town to encourage the creation of safe pedestrian and bicycle infrastructure during planned roadway improvement projects and new development.
- Support improvements and modernization to pedestrian crossings along SR 15 at the intersections of Emeline Street, Catherine Street, 1st Street, 4th Street, and Syracuse Street.
- Support the development of sidewalk improvements to fill existing gaps in the sidewalk system.
- Support continued use of residential cost share programs to facilitate the construction of sidewalk improvements.
- Establish a wayfinding signage system throughout the Town that directs pedestrians and motorists to key businesses and community facility destinations.



TOWN OF NORTH WEBSTER

Future Connectivity Plans

Connectivity Objectives

- Promote pedestrian activity and walkable streets within Town.
- Establish the SR 13/Main Street corridor as a priority pedestrian and bicycle improvement area by developing a cultural walking trail to establish a central pedestrian spine, and celebrate the local community and culture.
- Encourage safety improvements along SR 13/Main Street to provide for slower vehicular speeds, and high-visibility crosswalks which will allow for a more comfortable pedestrian experience.
- Support the development of transportation alternatives, such as on-street bike infrastructure and shared use paths, which can connect communities outside the county and draw visitors.
- Enhance roadways and sidewalks frequently used by students walking to North Webster Elementary.
- Provide ADA-compliant facilities and equipment for disadvantaged members of the community.
- Support the expansion of pedestrian infrastructure to increase accessibility and connect residents to destinations such as Town Hall, commercial businesses, North Webster Elementary, Welah Metekkah Nature Trail, and North Webster Town Park.
- Support complete street policies within the Town to encourage the creation of safe pedestrian and bicycle infrastructure during planned roadway improvement projects and new development.
- Support improvements and modernization to pedestrian crossings along SR 13/Main Street at the intersections of Himes Street, Huntington Street, South Street, Camelot Lane, Washington Street, North Street, and First Street.
- Support the development of sidewalk improvements to fill existing gaps in the sidewalk system.
- Support the development and use of residential cost share programs to facilitate the construction of sidewalk improvements.
- Establish a wayfinding signage system throughout the Town that directs pedestrians and motorists to key businesses and community facility destinations.



North Webster Future Connectivity Plan

- | | | | | |
|-----------------|---------------------------|----------------------------------|----------------------------|------------------------------------|
| Town boundary | Rail System | Existing Trail Facilities | Proposed County-wide Route | Destinations (Existing and Future) |
| County boundary | Street Centerlines | Priority Pedestrian Route | Primary Intersection | |
| Parcel | Lakes and bodies of water | Supporting Pedestrian Facilities | Secondary Intersection | |



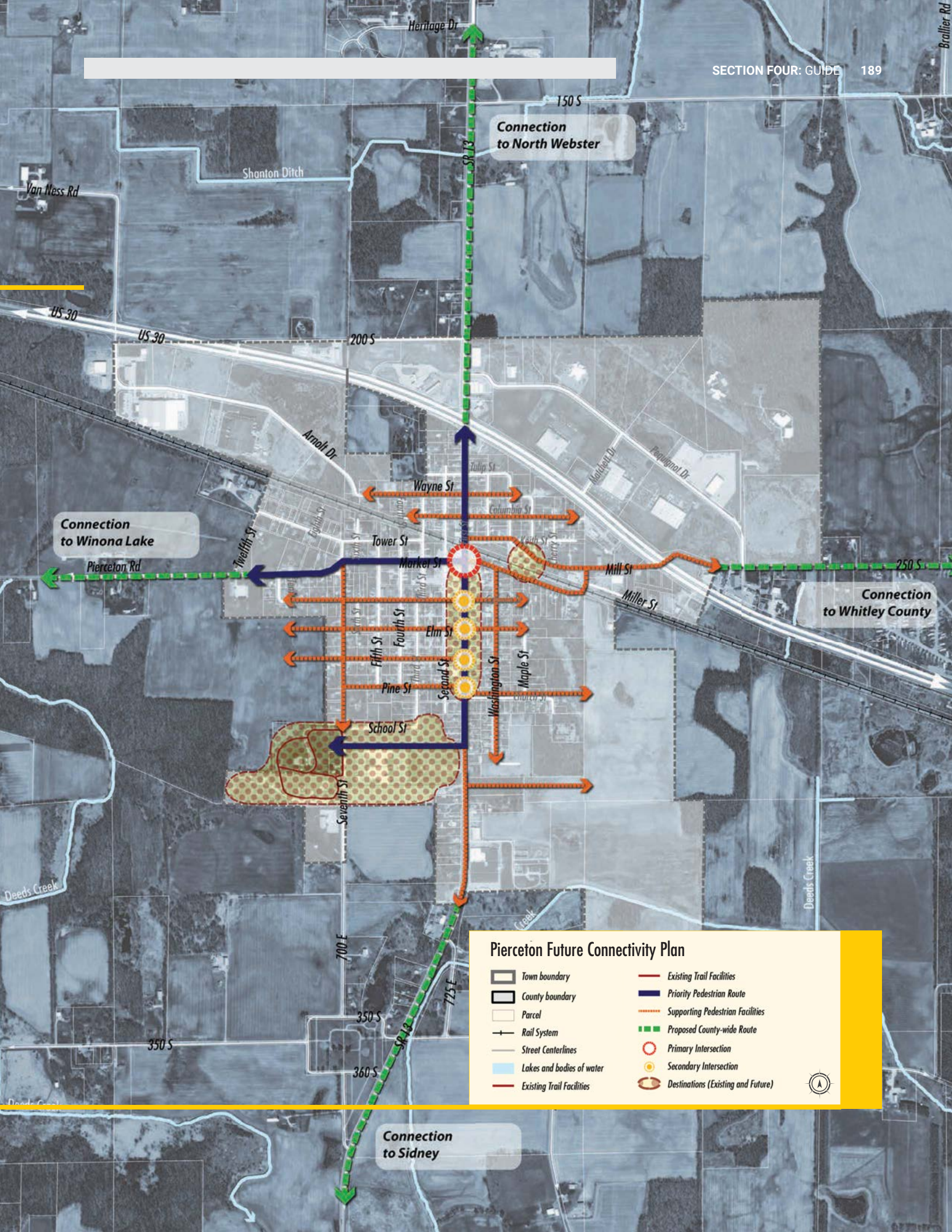
Connection
to Pisgah Marsh and
Piercetown

TOWN OF PIERCETON

Future Connectivity Plans

Connectivity Objectives

- Promote pedestrian activity and walkable streets within Town.
- Establish the SR 13/Main Street corridor as a priority pedestrian and bicycle improvement area by developing a cultural walking trail to establish a central pedestrian spine, and celebrate the local community and culture.
- Encourage safety improvements along SR 13/Main Street to provide for slower vehicular speeds, and high-visibility crosswalks which will allow for a more comfortable pedestrian experience.
- Support the development of transportation alternatives, such as on-street bike infrastructure and shared use paths, which can connect communities outside the county and draw visitors.
- Enhance roadways and sidewalks frequently used by students walking to Pierceton Elementary School.
- Provide ADA-compliant facilities and equipment for disadvantaged members of the community.
- Support the expansion of pedestrian infrastructure to increase accessibility and connect residents to destinations such as Town Hall, commercial businesses, Pierceton Skate Park, Pierceton Youth League and Pierceton Elementary School.
- Support complete street policies within the Town to encourage the creation of safe pedestrian and bicycle infrastructure during planned roadway improvement projects and new development.
- Support improvements and modernization to pedestrian crossings along SR 13/ Main Street at the intersections of Market Street, Catholic Street, Elm Street, Walnut Street and Pine Street.
- Support the development of sidewalk improvements to fill existing gaps in the sidewalk system.
- Support the development and use of residential cost share programs to facilitate the construction of sidewalk improvements.
- Establish a wayfinding signage system throughout the Town that directs pedestrians and motorists to key businesses and community facility destinations.



TOWN OF SIDNEY

Future Connectivity Plans

Connectivity Objectives

- Promote pedestrian activity and walkable streets within Town.
- Encourage safety improvements along Main Street/ SR 13 to provide for slower vehicular speeds, and high-visibility crosswalks which will allow for a more comfortable pedestrian experience.
- Provide ADA-compliant facilities and equipment for disadvantaged members of the community.
- Support the expansion of pedestrian infrastructure to increase accessibility and connect residents to destinations such as Town Hall.
- Support complete street policies within the Town to encourage the creation of safe pedestrian and bicycle infrastructure during planned roadway improvement projects and new development.
- Support improvements and modernization to pedestrian crossings at the intersection of Main Street/ SR 13 and Center Street.
- Support the development and use of residential cost share programs to facilitate the construction of sidewalk improvements.
- Establish a wayfinding signage system throughout the Town that directs pedestrians and motorists to key businesses and community facility destinations.



Sidney Future Connectivity Plan

- | | | | | |
|-----------------|---------------------------|----------------------------------|----------------------------|------------------------------------|
| Town boundary | Rail System | Existing Trail Facilities | Proposed County-wide Route | Destinations (Existing and Future) |
| County boundary | Street Centerlines | Priority Pedestrian Route | Primary Intersection | |
| Parcel | Lakes and bodies of water | Supporting Pedestrian Facilities | Secondary Intersection | |



Connection
to Wabash County

TOWN OF SILVER LAKE

Future Connectivity Plans

Connectivity Objectives

- Promote pedestrian activity and walkable streets within Town.
- Establish the SR 15/Jefferson Street corridor as a priority pedestrian and bicycle improvement area by developing a cultural walking trail to establish a central pedestrian spine, and celebrate the local community and culture.
- Encourage safety improvements along SR 15/Jefferson Street to provide for slower vehicular speeds, and high-visibility crosswalks which will allow for a more comfortable pedestrian experience.
- Support the development of transportation alternatives, such as on-street bike infrastructure and shared use paths, which can connect communities outside the county and draw visitors.
- Provide ADA-compliant facilities and equipment for disadvantaged members of the community.
- Support the expansion of pedestrian infrastructure to increase accessibility and connect residents to destinations such as Town Hall, commercial businesses, the boat launch and lake access, and Silver Lake Park.
- Support complete street policies within the Town to encourage the creation of safe pedestrian and bicycle infrastructure during planned roadway improvement projects and new development.
- Support improvements and modernization to pedestrian crossings which pass over SR 15/Jefferson Street and Main Street, specifically those with access to the lake or downtown core.
- Support the development of sidewalk improvements to fill existing gaps in the sidewalk system.
- Support the development and use of residential cost share programs to facilitate the construction of sidewalk improvements.
- Establish a wayfinding signage system throughout the Town that directs pedestrians and motorists to key businesses and community facility destinations.



Silver Lake Future Connectivity Plan

- | | | | | |
|-----------------|---------------------------|----------------------------------|----------------------------|------------------------------------|
| Town boundary | Rail System | Existing Trail Facilities | Proposed County-wide Route | Destinations (Existing and Future) |
| County boundary | Street Centerlines | Priority Pedestrian Route | Primary Intersection | |
| Parcel | Lakes and bodies of water | Supporting Pedestrian Facilities | Secondary Intersection | |



Connection
to Wabash County

TOWN OF SYRACUSE

Future Connectivity Plan

While a prominent community within Kosciusko County, the Town of Syracuse facilitates trail, pathway and sidewalk investment decisions internally and coordinates projects as needed with County and State partners. The community's size and staff capacity have allowed them to complete long-term planning efforts prior to this planning process. The FORWARD Kosciusko County process sees value in finding opportunities to align the County and Town goals and objectives.

The *2017 Town of Syracuse Comprehensive Plan* addresses future land use and development by establishing a primary goal that is founded on available facts, known issues and process key findings. Additionally, the Town, in partnership with the Syracuse-Wawasee Trail Committee, finalized a town-wide trail feasibility study in December of 2021. The plan features options for expansion and connection of the existing trail system, expanding connectivity to neighborhoods, parks, and businesses through safe routes for the exploration of Lake Wawasee. A map of the proposed system improvements is included within Section 5.

In regards to the development of pedestrian and bicycle infrastructure, the Town of Syracuse's plan establishes the following planning principle and high priority objectives:

Enhance connections throughout the Town for improved safety, function, and efficiency for all modes of transportation including vehicular, bicycle, and pedestrian networks.

1. Support the Syracuse-Wawasee Trail Committee in creating a policy for trail maintenance, improvements, and additions for trails in and around Syracuse.
2. In conjunction with the trails committee, support and explore creating and implementing a local Safe Routes to School Policy.
3. Support the trail committee's new construction of the Conklin Bay Boardwalk and Trail where a boardwalk goes through the Rolland Wetland Conservation Area along Lake Wawasee. The trail continues south, with two-thirds of a mile concrete sidewalk, along State Road 13, Wawasee Area Conservancy Foundation (WACF) nature preserve and ends at North Grandview Drive. An additional feature of this trail is it connects users to WACF's Levison-LaBrosse Education Center where users can explore three

walking trails through preserved and reclaimed wetlands.

4. Continue Syracuse's Sidewalk Program where the Town provides labor and property owners pay for materials for new and reconstructed sidewalks.

The Plan's primary objectives align with those identified during the FORWARD Kosciusko County planning effort. Recent planning efforts have solidified that trail and overall pedestrian and bicycle connectivity is a priority for the Town. As the Town continues to monitor, amend and update their Comprehensive Plan, Town leaders should consider adding objectives to further align initiatives with county-wide efforts.

1. Support the development of transportation alternatives, such as bike infrastructure and trails, which can connect to communities outside the County and draw visitors.
2. Support the expansion of pedestrian infrastructure to increase pedestrian accessibility within communities and connect residents to destinations.
3. Support the development of new connections between park spaces within the incorporated communities to allow for pedestrians and cyclists to access multiple sites without the need of a vehicle.

Additionally, the Town of Syracuse should continue to collaborate with Kosciusko County leaders and stakeholders as they begin an effort to identify and analyze potential routes that connect local communities and destinations. The Town facilitated these types of planning and design efforts in the past, saw success with implementation, and can likely provide insight into applicable steps, resources and parties to be included in the process.

CITY OF WARSAW

Future Connectivity Plan

While a prominent community within Kosciusko County, the City of Warsaw facilitates investment decisions on trails, greenways, pathways and on-street bicycle facilities internally and coordinates projects as needed with local, County and State partners. This structure allows for the City of Warsaw to complete long-term planning efforts outside of the jurisdiction of the County. While the two entities are separate in their roles and responsibilities, the FORWARD Kosciusko County process sees value in finding opportunities to align the County and City goals and objectives.

The *2013 Warsaw + Winona Lake Bicycle and Pedestrian Master Plan*, and a subsequent *2015 Plan Update* addresses future trail and path improvements by identifying five overarching priorities. Additional development objectives were also found within the *2015 City of Warsaw Comprehensive Plan* which help tie land use and transportation decisions to overall community connectivity.

In regards to the development of local trails and pathways, the City of Warsaw establish the following vision statement and high priority objectives:

The Warsaw and Winona Lake bicycle and pedestrian system will be a comprehensive and visible transportation network that is an asset to the community. The system, inclusive to users of all ages and abilities, will promote safety, health, education, and recreation.

1. Connect civic, recreational, educational, commercial, and other major destinations within Warsaw and Winona Lake.
2. Establish an off-street pedestrian and bicycle “highway” system.
3. Link all local/internal facilities, such as neighborhood sidewalks, to the external pedestrian and bicycle highway system.
4. Connect Warsaw and Winona Lake to a regional system.
5. Create an enhanced downtown facility to promote multimodal travel and economic development.
6. Commit funding each year for sidewalk, bike lanes, and trail systems expansion, specifically targeting the highest-priority projects from the Bike/Pedestrian Plan. Regularly seek funding from State and Federal agencies to defray costs.

7. Require pedestrian trails to connect cul-de-sacs to perimeter roads, adjacent internal streets, and adjacent cul-de-sacs for efficient pedestrian circulation.

The Plan's primary objectives align with those identified during the FORWARD Kosciusko County planning effort. As the City of Warsaw continues to monitor, amend and update their *Comprehensive Plan* and *Bicycle and Pedestrian Plan*, City leaders should consider adding these additional objectives to further align initiatives with county-wide efforts.

1. Work with Indiana Department of Transportation to install bike lanes along SR 15 and to change the highway's alignment, south of downtown, per the Thoroughfare Plan Map.
2. Support the development of transportation alternatives, such as bike infrastructure and trails, which can connect to communities outside the County and draw visitors.
3. Support the expansion of pedestrian infrastructure to increase pedestrian accessibility within communities and connect residents to destinations.
4. Support the development of new connections between park spaces within the incorporated communities to allow for pedestrians and cyclists to access multiple sites without the need of a vehicle.

Additionally, the City of Warsaw should continue to collaborate with Kosciusko County leaders and stakeholders as they begin an effort to identify and analyze potential routes that connect local communities and destinations. The City has facilitated these types of planning and design efforts in the past, saw success with implementation, and can likely provide insight into applicable steps, resources and parties to be included in the process.

TOWN OF WINONA LAKE

Future Connectivity Plan

While a prominent community within Kosciusko County, the Town of Winona Lake facilitates transportation and utility investment decisions internally and coordinates projects as needed with County and State partners. The community's size and staff capacity have allowed them to complete long-term planning efforts prior to this planning process. The FORWARD Kosciusko County process sees value in finding opportunities to align the County and Town goals and objectives.

The *2013 Warsaw + Winona Lake Bicycle and Pedestrian Master Plan*, and a subsequent *2015 Plan Update* addresses future trail and path improvements by identifying five overarching priorities. Additional development objectives were also found within the *2019 Town of Winona Lake Comprehensive Plan* which help tie land use and transportation decisions to overall community connectivity.

In regards to the development of local trails and pathways, the Town of Winona Lake established the following vision statement and high priority objectives:

The Warsaw and Winona Lake bicycle and pedestrian system will be a comprehensive and visible transportation network that is an asset to the community. The system, inclusive to users of all ages and abilities, will promote safety, health, education, and recreation.

1. Connect civic, recreational, educational, commercial, and other major destinations within Warsaw and Winona Lake.
2. Establish an off-street pedestrian and bicycle "highway" system.
3. Link all local/internal facilities, such as neighborhood sidewalks, to the external pedestrian and bicycle highway system.
4. Connect Warsaw and Winona Lake to a regional system.
5. Install biking and trail amenities, such as lighting, signage, fix-it stations, and drinking fountains, to provide a better walking and biking experience.
6. Complete the Bike Skills Park by December 31, 2019.
7. Explore the feasibility to make biking and walking easier and safer around the lake and to nearby neighborhoods and schools.
8. Install sidewalks along Wooster Road to enhance the safety of users and offer an alternative form of travel to area destinations.

9. Install biking and trail amenities, such as lighting, signage, fix-it stations, and drinking fountains, to provide a better walking and biking experience.

The Plan's primary objectives align with those identified during the FORWARD Kosciusko County planning effort. As the Town continues to monitor, amend and update their *Comprehensive Plan* and *Bicycle and Pedestrian Plan*, Town leaders should consider adding these additional objectives to further align initiatives with county-wide efforts.

1. Support the development of transportation alternatives, such as bike infrastructure and trails, which can connect to communities outside the county and draw visitors.
2. Support the expansion of pedestrian infrastructure to increase pedestrian accessibility within communities and connect residents to destinations.
3. Support the development of new connections between park spaces within the incorporated communities to allow for pedestrians and cyclists to access multiple sites without the need of a vehicle.

Additionally, the Town of Winona Lake should continue to collaborate with Kosciusko County leaders and stakeholders as they begin an effort to identify and analyze potential routes that connect local communities and destinations. The Town has facilitated these types of planning and design efforts in the past, saw success with implementation, and can likely provide insight into applicable steps, resources and parties to include in the process.






SECTION FIVE

Act



Community fair, Warsaw, IN | Visit Kosciusko County



While components of the Plan's final recommendations will rely on the efforts of private companies and community organizations, the County and local municipalities have the opportunity to make strategic actions in the short and long term to meet county-wide goals related to development, preservation, maintenance, modernization and long-term enhancement.

This ACT section provides implementation guidance by applying FORWARD Kosciusko's county-vision, goals and policy objectives to both county-wide and local contexts. The projects and initiatives included are efforts that county departments and local officials can execute within the roles and responsibilities of their current municipal structure, which provides a realistic framework for change.

The identified projects and initiatives are all expected to contribute to Kosciusko County's shared vision and goals for the future; however, it is critical to remember that no single project is a complete solution for the County's documented challenges. While the list of projects and initiatives will make a county-wide impact, what might be more impactful is the introduction of a cooperative strategic investment planning effort that aligns the activities at a county and local level.

The *FORWARD Kosciusko County Comprehensive Plan* is intended to provide guidance as to how capital improvements and strategic administrative actions can be integrated into both the County and local jurisdiction's annual budgeting and grant application processes. Funding resources have been identified for each proposed project and while some projects



Kosciusko County Courthouse, Warsaw, IN | Visit Kosciusko County

can be done primarily with local funds, some also have the opportunity to utilize state or federal funding sources as well. An estimated investment horizon has been recommended based on physical conditions, local interest and overall improvement need. At any time, projects can be elevated or downgraded based on available funds and regional need. The action plan should be used as a tool to begin discussion and planning for these projects now, so that the construction/ implementation can occur within a 10- to 20-year timeframe.

PRIORITIES AND ACTIONS

The efforts and initiatives contained within the action plan represent those identified as the highest priority by the greatest number of participants. These high-priority actions will require resources from multiple sources and partners. Due to the diverse nature of the County's priorities, the action plan has been broken down into two key parts: Short-Term Transformations and Mid- to Long-Term Priorities.

Short-Term Transformations are foundational efforts that are necessary to ensure that the broad recommendations and Mid- to Long-Term Priorities, outlined within the Plan, move forward. These initial administrative and strategic planning efforts will play an instrumental role by informing, and making possible, a significant portion of the projects, programs and initiatives identified within the Plan. These initiatives will require a nominal capital investment, but this can likely be achieved through available County resources or yearly budgeting processes. The intent is that these initiatives would be completed within a 1- to 2-year timeframe.

Mid- to Long-Term Priorities are projects and initiatives that provide opportunities for strategic investment in Kosciusko County's people, places, systems and destinations and feature actions that focus on maintenance, modernization, streetscape enhancements, connectivity, community programs and recreation efforts. The listed projects, while critical to the maintenance and improvement of the County, will require significant capital investment.

Identified projects have been organized by location to outline how the County and individual communities can provide investment at differing scales. Within any given municipality, projects have not been further prioritized. Determination of which projects should take precedence should be decided upon by the County and local governing bodies and should be based on available resources.

SHORT-TERM TRANSFORMATION

Action Item

Use the *FORWARD Kosciusko County Comprehensive Plan*

FORWARD Kosciusko County is a detailed policy document that serves as the County's comprehensive plan. The Plan is a guidance document for local staff and leaders to reference when making decisions about the future growth and development of the community. The primary purpose of the plan is to outline a community-wide vision that looks 10 – 20 years into the future and provide recommendations on land use, transportation, public utilities and connectivity.

In addition to the County document, local, participating communities also adopted a comprehensive plan based on their unique features, conditions and aspirations. The local comprehensive plans support the county-wide vision and goals outlined as a part of the FORWARD Kosciusko County document.

The Plan must be used regularly by County and local staff, boards, and commissions to review and evaluate all proposals for improvement and development within the community in the years ahead. Since the County's last comprehensive plan was completed in 1996, education around the role of the comprehensive plan, and the County's current goals, objectives and recommendations could be warranted.

As a short-term strategy, community leaders can begin implementing the following steps to support the use of the *FORWARD Kosciusko County Comprehensive Plan*.

Promote the final plan within the community.

Planning department staff should meet with county department heads to explain the purpose and benefits of the *FORWARD Kosciusko County Comprehensive Plan*. To further educate the community about the Plan, the County should also consider the following:

- Make a copy of the plan available online for free and provide hard copies at key county facilities for review and/ or purchase.
- Assist local community staff and leaders in the day-to-day administration, interpretation and execution of the Plan's recommendations.
- Maintain a list of considerations for potential amendments and/ or updates based on community input and comments.

Cooperate and collaborate with county partners.

The County should be a leader in promoting the cooperation and collaboration outlined within the Plan's recommendations. Ongoing conversations should be facilitated to share the information learned during the planning process and to inform the actions of partnering agencies.

Update the Plan Regularly.

It is important to emphasize that the Comprehensive Plan is not a static document. If community attitudes change or new issues arise which are beyond the scope of the current Plan, the Plan should be revised and updated accordingly.

Although a proposal to amend the Plan can be brought forth at any time, the County should regularly undertake a yearly review of the Plan to account for implementation progress. The County should initiate a more thorough review of the Plan at least every three to five years. Ideally, this review should coincide with the preparation of the County's budget and the preparation of an annual action agenda.

Short-Term Transformation Summary

PARTNERS AND STAKEHOLDERS

LEAD ORGANIZATION IN BOLD

**Kosciusko County Department of
Planning**
Kosciusko County Area Plan
Commission
Kosciusko County Commissioners
Kosciusko County Council
County Boards and Commissioners
Communication staff

Existing Staff Roles Local Revenues

AVAILABLE RESOURCES

6-12 MONTHS

ESTIMATED TIMELINE

VARIABLE

ESTIMATED COSTS

SHORT-TERM TRANSFORMATION

Action Item

Build Local Community Capacity

Throughout the FORWARD Kosciusko County process there was no shortage of ideas for the local incorporated areas. While the local communities expressed broad aspirations for improving their local quality of life, their primary challenge in executing these ideas was the lack of human and financial resources needed to move ideas forward.

The Kosciusko County government, which includes leaders, commissions, and staff knowledgeable on infrastructure, community planning, economic development and quality of life improvements, has a unique set of resources that are being used county-wide. By using these resources in a new and innovative way, the County has the opportunity to create a resource-sharing program that makes technical capabilities, staff expertise and County resources available to the local incorporated areas.

In early 2020 the Office of Community and Rural Affairs (OCRA) shifted its priorities away from the Stellar Communities program to help communities address the immediate impacts of COVID-19. Since then, OCRA has reimaged the Stellar program into the Hoosier Enduring Legacy Program (HELP). HELP supports communities directly by building capacity, creating a peer network system between communities participating in the program, developing a strategic investment plan, and providing access to set-aside funding. In late 2021, Kosciusko County was selected to participate in the program's first cohort which began in January 2022.

The year-long HELP initiative offers guidance for communities in spending allotments of Coronavirus Local Fiscal Recovery Funds created under the American Rescue Plan Act. The HELP process will culminate in a community-focused strategic investment plan rooted in the pathways of advancing e-connectivity, promoting community wellness, enhancing quality of place, and strengthening local economies.

As a component of the program the County was required to create and fill the position of 'Community Coordinator'. The role is intended to act as a liaison to local communities and provide support and technical information.

As a short-term strategy community leaders can begin implementing the following steps to support the expansion of local community capacity with Kosciusko County communities.

Complete the HELP program.

In partnership with OCRA, Kosciusko County should complete the initial cohort of the HELP program. Through the program, the Community Coordinator should remain connected to the local communities, the leadership committee and County officials.

Continue to fund the role of Community Coordinator following the completion of the HELP program.

The newly established position is currently funded through 2026. To maximize the investment made through the HELP program, additional resources should be allocated to the continuation of the role. Based on the HELP program experience, the coordinator’s role can be expanded to fit the needs of the County and local communities in a more tailored way.

Short-Term Transformation Summary

PARTNERS AND STAKEHOLDERS	
LEAD ORGANIZATION IN BOLD	Local Revenues
<i>Kosciusko County Commissioners</i> <i>Kosciusko County Council</i> <i>Current Community Coordinator</i> <i>Local Town officials</i> <i>OCRA</i>	AVAILABLE RESOURCES
	ONGOING (Funded through 2026)
	ESTIMATED TIMELINE
	\$60,000-\$100,000 (Per year estimate)
	ESTIMATED COSTS

SHORT-TERM TRANSFORMATION

Action Item

Expand Recreation and Connectivity Opportunities

A community's quality of life and quality of place can be greatly impacted by the amenities available to the population, including recreational opportunities and pedestrian connections for residents and visitors. Kosciusko County already has a strong recreational base, with the 100+ lakes and waterways drawing thousands of visitors to the county each year and numerous local and county-wide parks filling the current needs of residents. While these provide a substantial impact on the county, the creation of new recreational amenities can support Kosciusko County's goals of attracting growth and new residents while building the quality of life and sense of place within the county.

While the parks within each town and city function as gathering places for residents, providing unique programming and amenities for all ages, there is a lack of amenities that exist solely within the unincorporated County. Further, the community has expressed the need to link residents to county destinations and other towns within and outside Kosciusko County.

While large parks could be developed within the unincorporated county to fill a regional need, a county-wide trail system linking residents and visitors to rural destinations is likely the greater need. Currently, there are only 26.5 built miles of greenways/trails (excluding on-street facilities) within the County, primarily found within Warsaw and Syracuse, with no dedicated paths linking communities. Expanding connectivity and access could encourage the expansion of existing recreation spaces and the development of future parks and destinations.

As a short-term strategy community leaders can begin implementing the following steps to support the expansion of recreational connectivity amenities within Kosciusko County.

Create a County Parks Board.

Kosciusko County currently lacks a board dedicated to the expansion and upkeep of park spaces that fall within the unincorporated county. A Parks Board not only establishes policies and direction for their community's recreational resources, but is also tasked with managing staff, finances, and interpreting the public's needs. All communities within the county should, if possible, be represented on the board.

Undertake a County-wide Parks and Recreation Master Plan.

A county-wide inventory of parks, open spaces and accessibility needs will inform the future development of recreational amenities at both local and county scales.

Completion of a county-wide parks and recreation master plan should be done in alignment with Indiana Department of Natural Resource guidelines so that the County can be considered for state funding.

Undertake a County-wide Connectivity Master Plan.

Similar to the County-wide Parks and Recreation Master Plan, a County-wide Connectivity Master Plan will provide an opportunity for the County to review the opportunities and feasibility of trails, multi-use paths, blueways and pedestrian sidewalks at varying scales across the County.

Strategically fund recreation and connectivity improvements.

Kosciusko County has been successful in attracting and retaining residents and businesses in part because of its high quality of life including its many lakes and natural resources. Using the outcomes of the County-wide Parks and Connectivity Master Plans, the County should work to proactively allocate funds to implement the recommendations of the plans.

Short-Term Transformation Summary

PARTNERS AND STAKEHOLDERS

LEAD ORGANIZATION IN BOLD

Kosciusko County Commissioners
Kosciusko County Council
Kosciusko County Parks Board
*Local parks and recreation
departments*
Local trail advocacy groups
Local leaders and residents
*Indiana Department of Natural
Resources (IDNR)*

Local Revenues LWCF (Implementation)

AVAILABLE RESOURCES

18-24 months
 (Total planning process)

ESTIMATED TIMELINE

VARIABLE
 (Based on plan recommendations)

ESTIMATED COSTS

SHORT-TERM TRANSFORMATION

Action Item

Strengthen County-wide Development Standards and Code Enforcement Efforts

Towns create and enforce development standards to regulate land uses, protect environmentally sensitive lands, help maintain a visual aesthetic within their community, and more. These standards are typically found in zoning ordinances, or other local ordinances, and ultimately prevent land use conflicts, preserve property values, and promote public health and safety.

As a short-term strategy community leaders can begin implementing the following step to strengthen county-wide development standards and code enforcement efforts.

Review and update the Kosciusko County Zoning Ordinances.

While many strategic planning initiatives will form in the wake of the *FORWARD Kosciusko County Comprehensive Plan*, the county's zoning ordinance should be updated to more closely align with the vision and goals within this document. At a minimum, the following should be considered:

Consider the housing needs projected for the County.

The projected demand for single-family homes (rental and purchase) is high; however, the construction of residential homes could be delayed due to inconsistencies between the market demand and the County's regulations. Regulations surrounding density, lot size, building square footage, and building location should be evaluated to ensure that current demand is accommodated. This also includes reviewing required utilities such as water, wastewater, and septic system sizing.

Consider the protection of natural resources including lakes, waterways and shorelines.

Currently, the county ordinance does not allow structures to be built within 35 feet of a shoreline. However, retaining walls are allowed and have been abused by property owners to drastically change the topography of their yard. Although the freedom to alter your property should not be infringed upon, it should not cause irreversible damage to the lake.

Consider the needs of child care and early learning facilities.

There is a need to assist local municipalities not only in identifying prospective locations for childcare facilities but also designing appropriate zoning tools or overlay models to accommodate home-based childcare facilities use while minimizing the impact on neighboring residential uses.

Consider the creation of recreational lands.

With new single-family housing demand increasing, new developments could share in the creation of the County's parks and open space system. Through zoning requirements, active and passive open spaces can be created within local neighborhoods as growth occurs.

Consider the protection of agricultural land.

Specific regulations can be used to preserve the availability of agricultural lands for farming which in turn provide stability to the agricultural economy. These regulations can be used to delineate which areas are designated for agriculture as the primary use.

Expand code enforcement capacity by establishing the role of County Building Inspector.

While the county does have staff dedicated to code enforcement, it can be difficult to cover all property issues within the community with limited employees. The county should consider how to hire additional code enforcement officers so that county-wide enforcement and inspection activities can be enhanced.

Short-Term Transformation Summary**PARTNERS AND
STAKEHOLDERS****LEAD ORGANIZATION IN BOLD*****Kosciusko County Board of Zoning Appeals***

Kosciusko County Department of Planning

Kosciusko County Commissioners

Kosciusko County Council

Local community leaders

Local advocacy groups

**Existing Staff Roles
Local Revenues****AVAILABLE RESOURCES**

18-24 months
(For zoning review/updates)

ESTIMATED TIMELINE

Variable
(Based on level of effort)

ESTIMATED COSTS

SHORT-TERM TRANSFORMATION

Action Item

Improve Access and Transportation Amenities Along US 30

In addition to the county-wide and local transportation strategies identified within this Plan, Kosciusko County is expecting a major corridor update to US 30, the County's primary east-west route. The Indiana Department of Transportation (INDOT) is undertaking a comprehensive corridor study for the US 30 corridor from east of Indiana 49 in Valparaiso to the Ohio state line. A Planning and Environmental Linkage (PEL) study will provide a high-level study of mobility, safety, economic development, land use, and environmental impacts to proposed corridor enhancements. The PEL effort is the first step to identifying transportation improvement strategies that will reduce congestion, improve safety, and accommodate future growth along the US 30 corridor. This effort will also minimize impacts to environmentally sensitive areas and rural communities. US 30 connects Kosciusko County to Fort Wayne, Chicago, and the majority of Northern Indiana, acting as a major commuting route for the region and allowing for the shipment of goods across the state. The main goal of the PEL is to determine road and intersection alternatives and improvement projects, several of which have already been identified within Kosciusko County communities and adjacent counties, and to set the stage for long-term mobility planning for the community. The study will likely end with several recommendations for state and local roadway improvements.

Although the City of Warsaw study provided an initial recommendation in late 2021, INDOT's PEL study is set to begin in early 2022. Currently, it is unclear how the US 30 corridor will be improved, realigned or preserved at this time because it is contingent on the findings of the PEL process. Therefore, it is difficult to give communities within Kosciusko County clear direction on how INDOT improvements will impact local development or project opportunities.

As a short-term strategy community leaders can begin implementing the following step to improve access and transportation amenities along US 30.

Advocate for local community needs.

Elected officials and community leaders from all towns should be directly involved in the planning process for the US 30 Corridor Study, ensuring their community's needs are represented. Direct involvement from the community will assist state officials in identifying local challenges not easily identifiable in a top-down approach and will lead to recommendations better suited to improving the lives of residents and businesses.

Participate in the US 30 PEL Study.

While Etna Green, Pierceton, and Warsaw are the only incorporated areas physically impacted by the US 30 corridor and interchange improvements, the County and other communities within the county should not be absent from boards, committees, or other active forms of involvement. Through the established US 30 Coalition, local leaders and stakeholders are encouraged to participate in the process.

Update the *FORWARD Kosciusko County Comprehensive Plan* following the final US 30 alignment selection.

The final design decisions impacting the US 30 Corridor will undoubtedly impact land use and development opportunities. The *FORWARD Kosciusko County Comprehensive Plan* should be updated following the design decision so that appropriate recommendations can be made to the county and local future land use plans.

Short-Term Transformation Summary**PARTNERS AND
STAKEHOLDERS****LEAD ORGANIZATION IN BOLD*****US 30 Coalition***

Kosciusko County Department of
Planning

Town of Etna Green officials and
residents

Town of Pierceton officials and
residents

Local advocacy groups

INDOT

**Existing Staff Roles
Local Revenues****AVAILABLE RESOURCES**

18-24 months
(For PEL process)

ESTIMATED TIMELINE

Variable
(Based on level of effort)

ESTIMATED COSTS

SHORT-TERM TRANSFORMATION

Action Item

Plan for Continued Strategic Investment

Communities looking to the future rely on strategic planning to account for future growth. Strategic planning is an ongoing organizational process that uses available knowledge to identify a direction for a business, town, county, or region. For a county, it includes all components of a community's future such as land use, transportation, utilities, economic development, and government capacity. Having a strategic plan enables a community to track their progress towards identified goals, listing various desired outcomes the community wants to achieve through detailed strategies outlined in the plan. Strategic planning can also prepare communities for future expenditures, allowing them to prepare and save capital resources to tackle projects.

Although the FORWARD Kosciusko County effort outlined several specific projects and unique programming, it does not identify county or local priorities and or make recommendations on yearly capital improvement allocations to cover proposed improvement initiatives.

A capital improvement plan (CIP) is a community planning and fiscal management tool used to coordinate the location, timing and financing of capital improvements over a multi-year period — usually 4-6 years. Capital improvements refer to major, non-recurring physical expenditures such as land, buildings, public infrastructure and equipment. However, smaller initiatives and county programs can also be accommodated within the format.

As a short-term strategy community leaders can continue to plan for strategic investment across Kosciusko County.

Prioritize County-wide programs and initiatives.

Nearly 300 actions are outlined with the *FORWARD Kosciusko County Comprehensive Plan*. To further refine this list, a prioritization process is needed to formally rank the benefits and projected impacts of each effort against County goals and objectives. Once finalized, the priority list can be used to create a yearly capital budget for implementation.

Facilitate an annual capital budgeting process.

Preparation of the prioritized capital improvement plan project listing and the annual capital improvement budget are closely linked. The capital budget outlines specific priority projects and appropriates funding timelines for those projects. The capital budget is typically adopted annually in conjunction with the government's annual operating budget. Projects and financing sources outlined for subsequent years are not authorized until the annual budget for those years is legally adopted. This allows for small changes and modifications to occur throughout the life of the CIP.

Implement the plan.

The CIP can be a powerful tool for implementing the County's comprehensive plan. Capital investments such as shovel-ready sites, trail construction, utility extensions, roadway improvements, and the purchase of parkland can have a substantial impact on patterns of growth and development. By providing funding for strategic investments at a given time and location, the CIP helps ensure that development is consistent with a community's plans and vision.

Short-Term Transformation Summary**PARTNERS AND
STAKEHOLDERS****LEAD ORGANIZATION IN BOLD**

Kosciusko County Council
 Kosciusko County Commissioners
 Kosciusko County Department of
 Planning
 Kosciusko County Highway
 Department
 KEDCO
 Local Town officials



**Existing Staff Roles
Local Revenues****AVAILABLE RESOURCES**

18-24 months
 (For capital improvement plan)

ESTIMATED TIMELINE

Variable
 (See mid-to long-term efforts)

ESTIMATED COSTS



Mid- to Long-Term Priorities are projects and initiatives that provide opportunities for strategic investment in Kosciusko County's people, places, systems and destinations and feature actions that focus on maintenance, modernization, streetscape enhancements, connectivity, community programs and recreation efforts. The listed projects, while critical to the maintenance and improvement of the County, will require significant capital investment.

Identified projects have been organized by location to outline how the County and individual communities can provide investment at differing scales. Within any given municipality, projects have not been further prioritized. Determination of which projects should take precedence should be decided upon by the County and local governing bodies and should be based on available resources.

MID- TO LONG- TERM PRIORITIES

Kosciusko County

Project (by Category)	Estimated Expenditures by Time Period Ending Date					Funding Source
	2025	2030	2035	2040	2045	
Administrative and Planning	\$195,000	\$205,000	\$205,000	\$200,000	\$200,000	
Determine the more appropriate way to create and fund the position of County Building Inspector.	\$60,000	\$100,000	\$100,000	\$100,000	\$100,000	Local
Review and Update County Zoning ordinances to accommodate the following criteria (at a minimum):	\$75,000	\$5,000	\$5,000			Local
<i>Residential development standards are flexible and that the development review and permitting process is streamlined and efficient.</i>						
<i>Protect the County's groundwater resources</i>						
<i>Protection of County's wetlands, floodways, and floodplains</i>						
<i>A Residential Childcare Zoning Overlay to encourage the establishment of home-based childcare facilities</i>						
Partner with the Kosciusko County Tourism Bureau to advertise and market local destinations, events and festivals	Costs are dependent on specific site and development needs					Local
Establish the role of Community Coordinator to support local community improvement and enhancement efforts	\$60,000	\$100,000	\$100,000	\$100,000	\$100,000	Local

Kosciusko County

Project (by Category)	Estimated Expenditures by Time Period Ending Date					Funding Source
	2025	2030	2035	2040	2045	
Economic Development	\$226,000	\$281,000	\$6,000	\$6,000	\$6,000	
Partner with KEDCO to provide strategic Talent Attraction Program market identification marketing, incentives	Costs are dependent on program needs					Local
Warsaw Innovation Center- for propelling the medical device and agribusiness sectors.		\$125,000				Local
Partner with KEDCO to conduct a market study and business sector composition study to pinpoint the types of existing businesses and evaluate the opportunities for expanding.	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	Local
Partner with local communities to identify and map prospective sites that could accommodate childcare services and facilities	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	Local
Partner with KEDCO to identify appropriate incentives for childcare services, providers and co-operatives to support the expansion of childcare facilities within the County.	\$10,000					Local
Support Kosciusko County Launchpad	\$100,000	\$50,000				Local
Partner with KEDCO to explore the use and construction of shovel ready sites and buildings	\$100,000	\$100,000				Local
Housing	\$10,000	\$1,000,000	\$-	\$-	\$-	
Establish a Workforce Housing Revolving Loan Fund		\$1,000,000				HOME Program
Partner with KEDCO to explore the use and application of Housing TIF districts within the County	\$10,000					Local

Kosciusko County

Project (by Category)	Estimated Expenditures by Time Period Ending Date					Funding Source
	2025	2030	2035	2040	2045	
Parks and Recreation	\$151,000	\$81,000	\$101,000	\$101,000	\$101,000	
Prepare a County fairgrounds relocation master plan		\$60,000				HUD OCRA
Establish a County Parks Board	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	Local
Prepare a County-wide Five Year Parks Master Plan to identify overall needs in the county and the local communities	\$75,000					Local
Prepare a County-wide Greenways and Blueways Feasibility Study to identify overall needs in the county and the local communities	\$75,000					Local
Strategically plan for maintenance and improvements at the City County Athletic Complex		\$20,000	\$100,000	\$100,000	\$100,000	Local
Programmatic		\$10,000				
Establish a County composting collection program		\$10,000				Local
Bike/Pedestrian Facilities						
Implement the recommendations of the County-wide greenways and blueways master plan		Costs will be dependent on the findings and recommendations of the county-wide master plan				IDNR
Branding and Wayfinding			\$30,000			
Partner with Clearly Kosciusko to install branded signage along County roadways			\$30,000			Local
Bridge Rehabilitation or Repair	\$6,643,610	\$1,012,340				
Bridge 30: on Beer Rd over Turkey Creek		\$324,340				FHWA INDOT Local
Bridge #161: on CR 200 S over Walnut Creek	\$206,360					FHWA INDOT Local

Kosciusko County

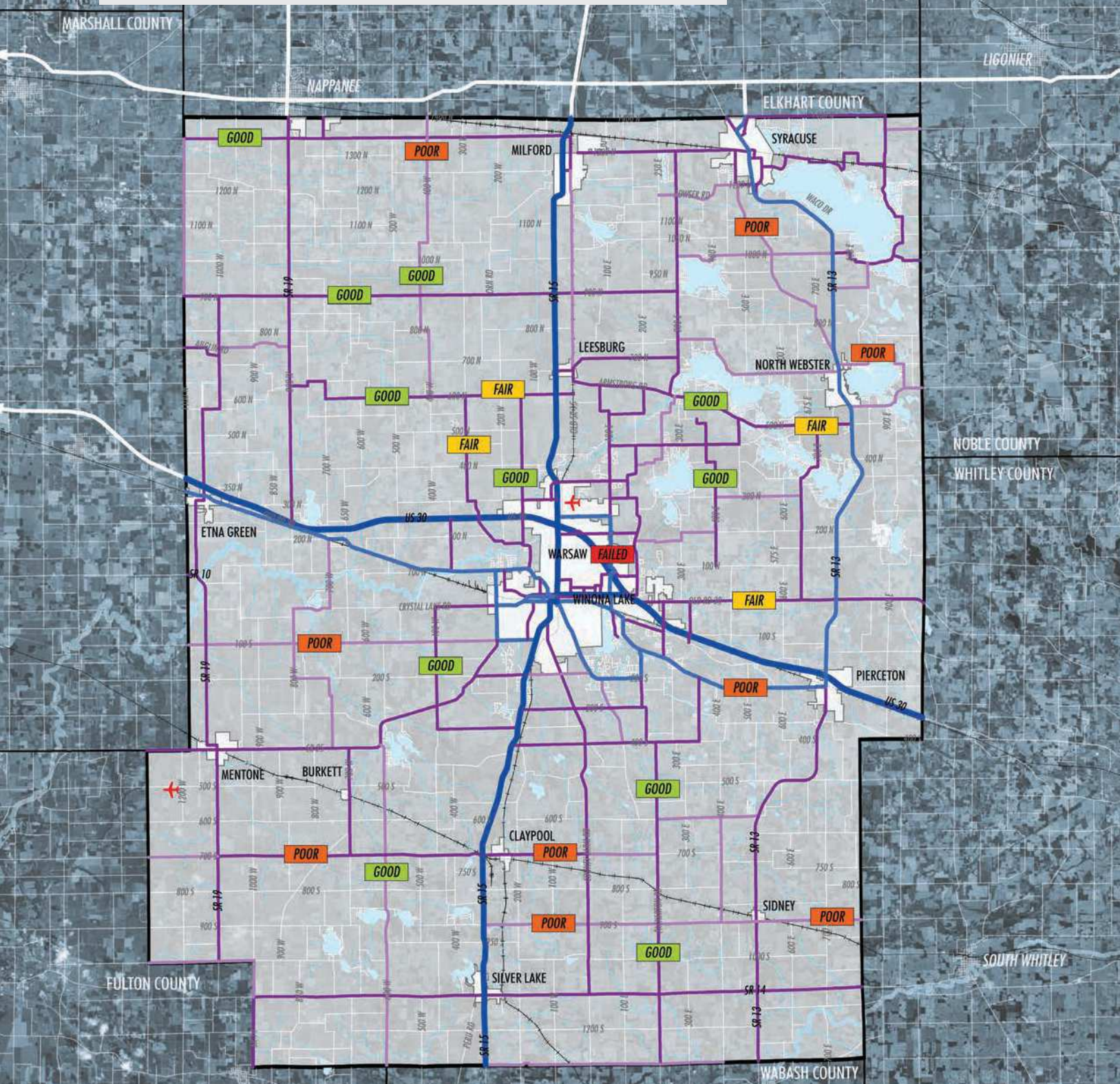
Project (by Category)	Estimated Expenditures by Time Period Ending Date					Funding Source
	2025	2030	2035	2040	2045	
Bridge 9: Husky Trail over Deeds Creek	\$506,250					FHWA INDOT Local
Bridge #43-00030	\$490,000					FHWA INDOT Local
Bridge #43-00287	\$420,000					FHWA INDOT Local
Bridge #43-00161	\$350,000					FHWA INDOT Local
Bridge #43-00098	\$350,000					FHWA INDOT Local
Bridge #43-00150	\$350,000					FHWA INDOT Local
Bridge #43-00227	\$420,000					FHWA INDOT Local
Bridge #43-00071	\$280,000					FHWA INDOT Local
Bridge #43-00277	\$420,000					FHWA INDOT Local
Bridge #43-00231	\$420,000					FHWA INDOT Local
Bridge #43-00155	\$350,000					FHWA INDOT Local
Bridge #43-00123	\$910,000					FHWA INDOT Local
Bridge #43-00351	\$420,000					FHWA INDOT Local

Kosciusko County

Project (by Category)	Estimated Expenditures by Time Period Ending Date					Funding Source
	2025	2030	2035	2040	2045	
Bridge #43-00235	\$188,000					FHWA INDOT Local
Bridge #43-00139		\$688,000				FHWA INDOT Local
Bridge #43-00010	\$250,000					FHWA INDOT Local
Bridge #43-00140	\$313,000					FHWA INDOT Local
New Bridge Construction	\$1,496,440					
Kosciusko County CR1300N Extension over Norfolk Southern Railroad and Main Street	\$1,496,440					FHWA INDOT Local
Grade Separation	\$262,456					
CR 1300 N: Norfolk Southern Railroad (New Crossing) - X	\$262,456					FHWA INDOT Local
Intersection Improvements		\$206,000	\$824,000			
Armstrong Rd: N 200 E - X			\$206,000			FHWA INDOT Local
E 1200 N: Syracuse Webster Rd - X		\$206,000				FHWA INDOT Local
E 1300 N: Kern Rd - Syracuse Webster Rd			\$206,000			FHWA INDOT Local
E 450 N: N 100 E - X			\$206,000			FHWA INDOT Local
Old US 30: CR 350 W - X			\$206,000			FHWA INDOT Local

Kosciusko County

[illegible]



Existing County Transportation Systems Plan

- | | | | | |
|-----------------|----------------|-----------------|-------------------------|-----------------------|
| Town boundary | Rail System | Major Collector | Failed - Road Condition | Good - Road Condition |
| County boundary | Major Arterial | Minor Collector | Poor - Road Condition | |
| Parcel | Minor Arterial | Local | Fair - Road Condition | |



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MID- TO LONG- TERM PRIORITIES

Town of Claypool

Project (by Category)	Estimated Expenditures by Time Period Ending Date					Funding Source
	2025	2030	2035	2040	2045	
Administrative and Planning						
Strategically annex new areas into the Town as growth occurs	Costs can be accommodated through existing staff roles					Local
Plan for the expansion of public utilities based on the future land use map	Costs can be accommodated through existing staff roles					Local
Bike/Pedestrian Facilities	\$40,000	\$30,000	\$15,000			
Improve and maintain a sidewalk connection along Main Street from Section Street to Claypool Park		\$30,000				OCRA
Improve and maintain a sidewalk connection along Calhoun Street from Railroad Street to Church Street			\$15,000			OCRA
Establish and implement a neighborhood sidewalk matching grant program to facilitate the construction of new sidewalks	\$25,000					Local
Improve and maintain the pedestrian crossing at Main Street and the railroad tracks to ensure pedestrian accessibility	\$15,000					Local
Community Development		\$70,000	\$50,000			
Complete an inventory and conditions assessment of existing downtown buildings		\$50,000	\$50,000			HUD OCRA
Establish and implement a downtown building façade/structure improvement program		\$20,000				HUD OCRA
Parks and Recreation	\$30,000					
Construct a park shelter in Claypool Park	\$30,000					IDNR

Town of Claypool

Project (by Category)	Estimated Expenditures by Time Period Ending Date					Funding Source
	2025	2030	2035	2040	2045	
Sanitary Sewer	\$384,000					
Construct a third tertiary lagoon and new chemical storage building	\$384,000					OCRA
Water	\$275,000					
Repaint existing water tower	\$275,000					Local
Roads	\$6,000	\$985,000	\$117,000			
Reconstruct Hickory Street from Walnut Street to Section Street		\$145,000				Local INDOT
Reconstruct Maple Street from Walnut Street to Section Street		\$140,000				Local INDOT
Reconstruct North Street from Main Street to the dead end		\$75,000				Local INDOT
Reconstruct Railroad Street from Calhoun Street to Clay Street		\$345,000				Local INDOT
Reconstruct Walnut Street from Clay Street to Hickory Street		\$280,000				Local INDOT
Provide a structural overlay to Calhoun Street from Clay Street to the dead end			\$25,000			Local INDOT
Provide a structural overlay to Church Street from Calhoun Street to Harrison Street			\$11,000			Local INDOT
Provide a structural overlay to Graceland Avenue from Calhoun Street to Harrison Street			\$46,000			Local INDOT
Provide a structural overlay to Harrison Street from Railroad Street to Church Street			\$15,000			Local INDOT
Provide a structural overlay to Main Street from Harrison Street to Walnut Street			\$20,000			Local INDOT
Provide preventative maintenance to Clay Street from Calhoun Street to Railroad Street	\$1,500					Local INDOT
Provide preventative maintenance to Section Street from corporate boundary to corporate boundary	\$4,500					Local INDOT

MID TO LONG TERM PRIORITIES

Town of Etna Green

Project (by Category)	Estimated Expenditures by Time Period Ending Date					Funding Source
	2025	2030	2035	2040	2045	
Administrative and Planning						
Strategically annex new areas into the Town as growth occurs	Costs can be accommodated through existing staff roles					Local
Plan for the expansion of public utilities based on the future land use map	Costs can be accommodated through existing staff roles					Local
Participate in the US 30 Corridor Planning process to ensure that Etna Green specific concerns and opportunities are addressed	Costs can be accommodated through existing staff roles					Local
Following the completion of the US 30 Corridor Planning process, update the Comprehensive Plan to reflect applicable changes to the future land use and infrastructure maps.	Costs can be accommodated through existing staff roles					Local
Partner with the County to develop a interlocal agreement to share TIF funds near the area of CR 950 W and 300 N	Costs can be accommodated through existing staff roles					Local
Bike/Pedestrian Facilities	\$25,000	\$595,000				
Construct a community walking trail (Start at Heritage Park, continue west along High Street, continue north along SR 19 and east along Broadway Street)		\$585,000				OCRA
Establish and implement a neighborhood sidewalk matching grant program to facilitate the construction of new sidewalks	\$25,000					Local
Improve and maintain the pedestrian crossing at Walnut Street and the railroad tracks to ensure pedestrian accessibility		\$10,000				Local

Town of Etna Green

Project (by Category)	Estimated Expenditures by Time Period Ending Date					Funding Source
	2025	2030	2035	2040	2045	
Bike/Pedestrian Facilities		\$250,000	\$250,000	\$250,000	\$250,000	
Integrate historical markers and educational information along Community Walking Trail		\$250,000	\$250,000	\$250,000	\$250,000	IDNR
Water			\$275,000			
Repaint existing water tower and provide appropriate annual maintenance measures			\$275,000			Local
Misc. Utilities			\$50,000			
Construct a new electrical utility service back up system			\$50,000			Local
Roads	\$129,500	\$305,000	\$121,200			
Partner with INDOT to install a traffic signal at the intersection of Broadway Street and Walnut Street	\$125,000					FHWA INDOT Local
Partner with INDOT to implement appropriate pedestrian infrastructure at the intersection of US 30 and Walnut Street		\$20,000				FHWA INDOT Local
Reconstruct Railroad Street from Pearl Street to Main Street		\$145,000				FHWA INDOT Local
Reconstruct State Street from Tower Street to Pearl Street		\$140,000				FHWA INDOT Local
Provide a structural overlay to CR 300 N from Pearl Street to the cemetery			\$10,000			FHWA INDOT Local
Provide a structural overlay to Elm Street from the corporate boundary to Elm Street			\$6,000			FHWA INDOT Local
Provide a structural overlay to High Street from Main Street to CR 300 N			\$60,000			FHWA INDOT Local

Town of Etna Green

Project (by Category)	Estimated Expenditures by Time Period Ending Date					Funding Source
	2025	2030	2035	2040	2045	
Provide a structural overlay to Pearl Street from North Street to High Street			\$40,000			FHWA INDOT Local
Provide a structural overlay to Pleasant Street from the corporate boundary to Pleasant Street			\$5,200			FHWA INDOT Local
Provide preventative maintenance to Walnut Street from Broadway Street to CR 300 N	\$4,500					FHWA INDOT Local

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MID- TO LONG- TERM PRIORITIES

Town of Leesburg

Project (by Category)	Estimated Expenditures by Time Period Ending Date					Funding Source
	2025	2030	2035	2040	2045	
Administrative and Planning						
Strategically annex new areas into the Town as growth occurs	Costs can be accommodated through existing staff roles					Local
Plan for the expansion of public utilities based on the future land use map	Costs can be accommodated through existing staff roles					Local
Partner with the County to identify and map prospective locations for child care or early learning facilities	Costs can be accommodated through existing staff roles					Local
Community Development	\$10,000	\$70,000	\$150,000	\$100,000	\$100,000	
Complete an inventory and conditions assessment of existing downtown buildings		\$50,000	\$50,000			HUD OCRA
Establish and implement a downtown building façade/structure improvement program		\$20,000				HUD OCRA
Establish a local book borrowing program	\$10,000					Local
Improve applicable downtown building ingress/ egress to meet local and state regulations			\$100,000	\$100,000	\$100,000	Local
Bike/Pedestrian Facilities	\$25,000	\$300,000	\$150,000			
Improve and maintain a sidewalk connection along Van Buren Street from SR 15 to Old State Route 15		\$150,000				OCRA
Improve and maintain a sidewalk connection along Pearl Street from Plum Street to Maple Leaf Farms headquarters			\$150,000			OCRA

Town of Leesburg

Project (by Category)	Estimated Expenditures by Time Period Ending Date					Funding Source
	2025	2030	2035	2040	2045	
Construct a sidewalk along Old State Route 15 from Prairie Street to the Leesburg Elementary School		\$150,000				OCRA
Establish and implement a neighborhood sidewalk matching grant program to facilitate the construction of new sidewalks	\$25,000					Local
Parks and Recreation		\$30,000				
Partner with the Lions Club and Leesburg Summer Recreational to construct a new playground for children ages 2-12		\$30,000				Land and Water Conservation Fund
Roads	\$7,500	\$1,440,000	\$169,000			
Reconstruct Hickory Street from Church Street to Van Buren Street		\$340,000				FHWA INDOT Local
Reconstruct School Street from Rowland Avenue to Smith Street		\$1,100,000				FHWA INDOT Local
Provide a structural overlay to Canal Street from Van Buren Street to Plum Street			\$6,500			FHWA INDOT Local
Provide a structural overlay to Church Street from SR 15 to Pearl Street			\$15,000			FHWA INDOT Local
Provide a structural overlay to E Harper Road from Old SR 15 to Van Buren Street			\$1,500			FHWA INDOT Local
Provide a structural overlay to Harrison Street from Van Buren Street to Plum Street			\$6,000			FHWA INDOT Local
Provide a structural overlay to Jefferson Street from Church Street to Prairie Street			\$20,000			FHWA INDOT Local
Provide a structural overlay to Pearl Street from Church Street to Plum Street			\$20,000			FHWA INDOT Local

Town of Leesburg

Project (by Category)	Estimated Expenditures by Time Period Ending Date					Funding Source
	2025	2030	2035	2040	2045	
Provide a structural overlay to Plum Street from corporate boundary to Canal Street			\$30,000			FHWA INDOT Local
Provide a structural overlay to Prairie Street from Rowland Avenue to Old SR 15			\$40,000			FHWA INDOT Local
Provide a structural overlay to Van Buren Street from Hickory Street to Canal Street			\$30,000			FHWA INDOT Local
Provide preventative maintenance to Donna Street from Church Road to School Street	\$1,000					FHWA INDOT Local
Provide preventative maintenance to N Brubaker Street from the dead end to School Street	\$500					FHWA INDOT Local
Provide preventative maintenance to Rowland Avenue from the dead end to W 675 N	\$2,000					FHWA INDOT Local
Provide preventative maintenance to S Brubaker Avenue from the dead end to School Street	\$500					FHWA INDOT Local
Provide preventative maintenance to S Old SR 15 from Yvonna Street to Armstrong Road	\$1,000					FHWA INDOT Local
Provide preventative maintenance to W School Street from Rowland Avenue to Brubaker Street	\$500					FHWA INDOT Local
Provide preventative maintenance to Yvonna Street from the dead end to Yvonna Street	\$2,000					FHWA INDOT Local

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MID- TO LONG- TERM PRIORITIES

Town of Mentone

Project (by Category)	Estimated Expenditures by Time Period Ending Date					Funding Source
	2025	2030	2035	2040	2045	
Administrative and Planning						
Strategically annex new areas into the Town as growth occurs	Costs can be accommodated through existing staff roles					Local
Plan for the expansion of public utilities based on the future land use map	Costs can be accommodated through existing staff roles					Local
Partner with the County to identify and map prospective locations for child care or early learning facilities	Costs can be accommodated through existing staff roles					Local
Bike/Pedestrian Facilities	\$25,000		\$115,000	\$175,000		
Improve and maintain a sidewalk connection along Main Street from Oak Street to Princeton Street				\$175,000		OCRA
Improve and maintain a sidewalk connection along Broadway Street from Harrison Street to the Mentone Youth League property			\$115,000			OCRA
Establish and implement a neighborhood sidewalk matching grant program to facilitate the construction of new sidewalks	\$25,000					Local
Parks and Recreation	\$10,000	\$85,000	\$285,000			
Partner with Mentone Elementary School to construct an environmental park with educational and recreational amenities	\$10,000	\$10,000	\$10,000			IDNR
Construct a new playground for children ages 2-12 in Mentzer Park		\$50,000				IDNR

Town of Mentone

Project (by Category)	Estimated Expenditures by Time Period Ending Date					Funding Source
	2025	2030	2035	2040	2045	
Provide amenities in Mentzer Park to provide for active and passive recreation activities		\$25,000	\$275,000			IDNR
Roads		\$225,000	\$118,000			
Reconstruct the railroad crossing at Etna Street and Harrison Street		\$225,000				FHWA INDOT Local
Provide a structural overlay to Broadway Street from SR 25 to High Street			\$15,000			FHWA INDOT Local
Provide a structural overlay to Etna Street from SR 25 to Harrison Street			\$12,000			FHWA INDOT Local
Provide a structural overlay to Tucker Street from Jackson Street to Maple Street			\$15,000			FHWA INDOT Local
Provide a structural overlay to Morgan Street from Jackson Street to northern corporate boundary			\$35,000			FHWA INDOT Local
Provide a structural overlay to Monroe Street from Oak Street to Broadway Street			\$25,000			FHWA INDOT Local
Provide a structural overlay to Walnut Street from Monroe Street to Harrison Street			\$16,000			FHWA INDOT Local

MID- TO LONG- TERM PRIORITIES

Town of Milford

Project (by Category)	Estimated Expenditures by Time Period Ending Date					Funding Source
	2025	2030	2035	2040	2045	
Administrative and Planning						
Strategically annex new areas into the Town as growth occurs	Costs can be accommodated through existing staff roles					Local
Plan for the expansion of public utilities based on the future land use map	Costs can be accommodated through existing staff roles					Local
Partner with the County to identify and map prospective locations for child care or early learning facilities	Costs can be accommodated through existing staff roles					Local
Partner with KEDCO to market and promote the Beer Industrial Park at CR 1300 N at Old SR 15	Costs are dependent on specific site and development needs					Local
Partner with KEDCO to incentivize the development of workforce housing within the Town	Costs are dependent on specific site and development needs					Local
Following the development of new parkland establish a parks board to manage the maintenance and expansion of Town parks and open space	Costs can be accommodated through existing staff roles					Local
Bike/Pedestrian Facilities	\$30,000	\$1,500,000	\$115,000			
Construct a pedestrian path to provide connectivity to Waubee Lake		\$1,500,000				IDNR INDOT
Improve and maintain a sidewalk connection along Emeline Street from Milford School to East Street			\$115,000			OCRA
Establish and implement a neighborhood sidewalk matching grant program to facilitate the construction of new sidewalks	\$25,000					Local

Town of Milford

Project (by Category)	Estimated Expenditures by Time Period Ending Date					Funding Source
	2025	2030	2035	2040	2045	
Partner with INDOT to provide safe pedestrian crossings along SR 15 through Town	\$5,000 *					Local
Community Development	\$20,000	\$20,000				
Promote the use of the community center by expanding program and event offerings	\$20,000	\$20,000				Local
Parks and Recreation		\$125,000	\$125,000	\$50,000	\$20,000	
Provide amenities at Waubee Lake to provide for active and passive recreation activities		\$75,000	\$75,000			IDNR
Through property acquisition or donation, establish a Town Park based on the recommendations of the Future Land Use Plan		\$50,000	\$50,000	\$50,000		IDNR
Strategically plan for park improvements within new parks and open spaces					\$20,000	IDNR
Misc. Utilities	\$50,000	\$100,000	\$100,000			
Complete a Master Utility Study to inventory the condition and needs of local systems	\$50,000					OCRA
Strategically plan for utility system maintenance and modernization based on the findings of the Master Utility Study		\$100,000	\$100,000			Local
Roads	\$29,700		\$577,000			
Provide a structural overlay to CR 1300 North from CR 100 E to Old SR 15			\$65,000			FHWA INDOT Local
Provide a structural overlay to Catherine Street from Shaffer Street to Elm Street			\$55,000			FHWA INDOT Local
Provide a structural overlay to Elm Street from Emeline Street to 1st Street			\$55,000			FHWA INDOT Local

* Indicated Town contribution only. Additional project costs would be incurred by partnering agencies.

Town of Milford

Project (by Category)	Estimated Expenditures by Time Period Ending Date					Funding Source
	2025	2030	2035	2040	2045	
Provide a structural overlay to Fifth Street from Henry Street to SR 15			\$12,000			FHWA INDOT Local
Provide a structural overlay to Main Street from 4th Street to Turkey Creek Drive			\$70,000			FHWA INDOT Local
Provide a structural overlay to Old SR 15 from Syracuse Street to North Street			\$80,000			FHWA INDOT Local
Provide a structural overlay to Perry Drive from 6th Street to 4th Street			\$15,000			FHWA INDOT Local
Provide a structural overlay to 6th Street from Elm Street to SR 15			\$15,000			FHWA INDOT Local
Provide a structural overlay to Syracuse Street from corporate boundary to corporate boundary			\$75,000			FHWA INDOT Local
Provide a structural overlay to Turkey Creek Drive from Main Street to Private Road			\$55,000			FHWA INDOT Local
Provide a structural overlay to Waubee Road from Main Street to SR 15			\$40,000			FHWA INDOT Local
Provide a structural overlay to West Street from Syracuse Street to Section Street			\$40,000			FHWA INDOT Local
Provide preventative maintenance to Alexis Drive from Shaffer Street to Heide Lane	\$1,500					FHWA INDOT Local
Provide preventative maintenance to East Street from Syracuse Street to 1st Street	\$3,500					FHWA INDOT Local
Provide preventative maintenance to Emeline Street from west corporate boundary to Elm Street	\$5,000					FHWA INDOT Local
Provide preventative maintenance to 1st Street from Elm Street to Elm Street	\$4,000					FHWA INDOT Local

Town of Milford

Project (by Category)	Estimated Expenditures by Time Period Ending Date					Funding Source
	2025	2030	2035	2040	2045	
Provide preventative maintenance to Henry Street from Syracuse Street to Section Street	\$2,500					FHWA INDOT Local
Provide preventative maintenance to Heide Lane from Jeremy Drive to Michele Drive	\$4,000					FHWA INDOT Local
Provide preventative maintenance to Kinwood Drive from Mathews Drive to Syracuse Street	\$500					FHWA INDOT Local
Provide preventative maintenance to Lura Circle from dead end to Mathews Drive	\$1,000					FHWA INDOT Local
Provide preventative maintenance to Maple Street from 4th Street to Section Street	\$2,500					FHWA INDOT Local
Provide preventative maintenance to Mathews Drive from Laura Circle to Kenwood Drive	\$500					FHWA INDOT Local
Provide preventative maintenance to Michele Drive from Jeremy Drive to Heide Lane	\$1,000					FHWA INDOT Local
Provide preventative maintenance to Section Street from Elm Street to Maple Street	\$1,600					FHWA INDOT Local
Provide preventative maintenance to Smith Street from East Street to Winona Avenue	\$1,000					FHWA INDOT Local
Provide preventative maintenance to Williams Street from East Street to James Street	\$600					FHWA INDOT Local
Provide preventative maintenance to Winona Avenue from Smith Street to Shaffer Street	\$500					FHWA INDOT Local

MID- TO LONG- TERM PRIORITIES

Town of North Webster

Project (by Category)	Estimated Expenditures by Time Period Ending Date					Funding Source
	2025	2030	2035	2040	2045	
Administrative and Planning						
Strategically annex new areas into the Town as growth occurs	Costs can be accommodated through existing staff roles					Local
Plan for the expansion of public utilities based on the future land use map	Costs can be accommodated through existing staff roles					Local
Partner with the County to identify and map prospective locations for child care or early learning facilities	Costs can be accommodated through existing staff roles					Local
Partner with KEDCO to incentivize the development of workforce housing within the Town	Costs are dependent on specific site and development needs					Local
Establish a parks board to manage the maintenance and expansion of Town parks and open space	Costs can be accommodated through existing staff roles					Local
Community Development	\$20,000	\$50,000	\$70,000			
Promote the use of the community center by expanding program and event offerings	\$20,000					Local
Complete an inventory and conditions assessment of existing downtown buildings		\$50,000	\$50,000			HUD OCRA
Establish and implement a downtown building façade/structure improvement program			\$20,000			HUD OCRA
Bike/Pedestrian Facilities	\$32,000	\$150,000	\$185,000	\$115,000		
Coordinate with INDOT and the Kosciusko County Highway Department to extend the Conklin Bay Trail south from the Town of Syracuse	\$2,000					Local

Town of North Webster

Project (by Category)	Estimated Expenditures by Time Period Ending Date					Funding Source
	2025	2030	2035	2040	2045	
Improve and maintain pedestrian sidewalks along Main Street through the Town		\$10,000	\$10,000			Local
Partner with INDOT to provide safe pedestrian crossings along SR 13 through Town	\$5,000*					Local
Establish a pedestrian sidewalk along Washington Street from Lake Webster to Blaine Street		\$140,000				OCRA
Establish a pedestrian sidewalk along Blaine Street to North Webster Elementary School			\$175,000			OCRA
Establish a pedestrian sidewalk along Huntington Street from North Webster Town Park to Blain Street				\$115,000		OCRA
Establish and implement a neighborhood sidewalk matching grant program to facilitate the construction of new sidewalks	\$25,000					Local
Parks and Recreation	\$20,000	\$20,000	\$20,000	\$120,000	\$20,000	
Through property acquisition or donation, establish a Town Park at SR 13 and Backwater Road as shown on the Future Land Use Plan				\$100,000		IDNR
Strategically plan for park improvements within new parks and open spaces	\$20,000	\$20,000	\$20,000	\$20,000	\$20,000	IDNR
Sanitary Sewer	\$10,000	\$10,000	\$10,000			
Work with Kosciusko County to identify the demand for future residential sanitary sewer service around Lake Webster	\$10,000	\$10,000	\$10,000			Local
Roads	\$8,950	\$900,000	\$443,500			
Reconstruct Boydston Drive from dead end to Dixie Drive		\$400,000				FHWA INDOT Local

* Indicated Town contribution only. Additional project costs would be incurred by partnering agencies.

Town of North Webster

Project (by Category)	Estimated Expenditures by Time Period Ending Date					Funding Source
	2025	2030	2035	2040	2045	
Reconstruct Center Street from Epworth Road to Epworth Road		\$500,000				FHWA INDOT Local
Provide a structural overlay to 1st Street from 2nd Street to East Street			\$15,000			FHWA INDOT Local
Provide a structural overlay to Albert Eckert Drive from Center Street to Epworth Forest Road			\$25,000			FHWA INDOT Local
Provide a structural overlay to Blaine Street from southern corporate boundary to CR 650 N			\$80,000			FHWA INDOT Local
Provide a structural overlay to Channel Street from SR 13 to dead end			\$7,500			FHWA INDOT Local
Provide a structural overlay to Dixie Drive from Huntington Street to Backwater Road			\$25,000			FHWA INDOT Local
Provide a structural overlay to East Street from South Street to Stanley Street			\$30,000			FHWA INDOT Local
Provide a structural overlay to Effie Mae Street from Blaine Street to Dixie Drive			\$40,000			FHWA INDOT Local
Provide a structural overlay to George Street from East Street to SR 13			\$5,000			FHWA INDOT Local
Provide a structural overlay to Greenwalt Street from dead end to dead end			\$8,000			FHWA INDOT Local
Provide a structural overlay to Hickory Street from Elm Street to E 650 N			\$22,500			FHWA INDOT Local
Provide a structural overlay to Himes Street from Dixie Drive to Blaine Street			\$30,000			FHWA INDOT Local

Town of North Webster

Project (by Category)	Estimated Expenditures by Time Period Ending Date					Funding Source
	2025	2030	2035	2040	2045	
Provide a structural overlay to Laura Mae Street from E Himes Street to George Street			\$15,000			FHWA INDOT Local
Provide a structural overlay to Linda Lane from Effie Mae Street to dead end			\$15,000			FHWA INDOT Local
Provide a structural overlay to Madison Street from Short Street to East Street			\$5,000			FHWA INDOT Local
Provide a structural overlay to Mary Lafern Street from Himes Street to Effie Mae Street			\$12,000			FHWA INDOT Local
Provide a structural overlay to Mill Drive from dead end to Boydston Drive			\$3,500			FHWA INDOT Local
Provide a structural overlay to Morton Street from Washington Street to Huntington Street			\$15,000			FHWA INDOT Local
Provide a structural overlay to Mulberry Drive from Greenwalt Street to dead end			\$20,000			FHWA INDOT Local
Provide a structural overlay to North Street from East Street to SR 13			\$20,000			FHWA INDOT Local
Provide a structural overlay to Walnut Street from Boydston Drive to dead end			\$5,000			FHWA INDOT Local
Provide a structural overlay to Washington Street from Blaine Street to dead end			\$30,000			FHWA INDOT Local
Provide a structural overlay to West Street from North Street to Washington Street			\$7,000			FHWA INDOT Local
Provide a structural overlay to Wills Park Road from dead end to Effie Mae Street			\$8,000			FHWA INDOT Local
Provide preventative maintenance to Elm Street from Hickory Street to Blaine Street	\$1,000					FHWA INDOT Local

Town of North Webster

Project (by Category)	Estimated Expenditures by Time Period Ending Date					Funding Source
	2025	2030	2035	2040	2045	
Provide preventative maintenance to Epworth Forest Road from Albert Eckert Drive to SR 13	\$1,500					FHWA INDOT Local
Provide preventative maintenance to Harrison Street from South Street to Huntington Street	\$750					FHWA INDOT Local
Provide preventative maintenance to Huntington Street from Dixie Drive to Blaine Street	\$3,000					FHWA INDOT Local
Provide preventative maintenance to Short Street from dead end to Madison Street	\$200					FHWA INDOT Local
Provide preventative maintenance to South Street from dead end to Harrison Street	\$2,500					FHWA INDOT Local

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MID- TO LONG- TERM PRIORITIES

Town of Pierceton

Project (by Category)	Estimated Expenditures by Time Period Ending Date					Funding Source
	2025	2030	2035	2040	2045	
Administrative and Planning						
Strategically annex new areas into the Town as growth occurs	Costs can be accommodated through existing staff roles					Local
Plan for the expansion of public utilities based on the future land use map	Costs can be accommodated through existing staff roles					Local
Partner with the County to identify and map prospective locations for child care or early learning facilities	Costs can be accommodated through existing staff roles					Local
Partner with KEDCO to incentivize the development of workforce housing within the Town	Costs can be accommodated through existing staff roles					Local
Partner with KEDCO to incentivize the development of senior housing within the Town	Costs are dependent on specific site and development needs					Local
Establish a parks board to manage the maintenance and expansion of Town parks and open space	Costs can be accommodated through existing staff roles					Local
Participate in the US 30 Corridor Planning process to ensure that Pierceton specific concerns and opportunities are addressed	Costs can be accommodated through existing staff roles					Local
Following the completion of the US 30 Corridor Planning process, update the Comprehensive Plan to reflect applicable changes to the future land use and infrastructure maps.	Costs can be accommodated through existing staff roles					Local
Bike/Pedestrian Facilities	\$30,000	\$1,560,000	\$160,000	\$50,000	\$50,000	
Establish a pedestrian trail along Seventh Street from Pierceton/ Washington Township Community Park to Market Street		\$1,400,000				IDNR

Town of Pierceton

Project (by Category)	Estimated Expenditures by Time Period Ending Date					Funding Source
	2025	2030	2035	2040	2045	
Improve and maintain a pedestrian sidewalk along First Street from US 30 to Pierceton Elementary School			\$140,000			OCRA
Establish a pedestrian connection from First Street to the Pierceton/ Washington Township Community Park through the Pierceton Elementary School property		\$140,000				OCRA
Work with Kosciusko County to establish a trail along Market Street/ Pierceton Road ultimately connecting to the Town of Winona Lake		\$20,000	\$20,000	\$50,000	\$50,000	OCRA
Establish and implement a neighborhood sidewalk matching grant program to facilitate the construction of new sidewalks	\$25,000					Local
Partner with INDOT to provide safe pedestrian crossings along SR 13 through Town	\$5,000*					Local
Community Development			\$100,000			
Complete a feasibility study to explore local options for a community center and appropriate amenities			\$100,000			HUD OCRA
Parks and Recreation	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	
Strategically plan for park improvements within new parks and open spaces	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	IDNR
Health and Safety	\$5,000					
Explore the advantages of joining a local fire territory to expand fire protection and response services	\$5,000					Local
Water		\$31,000	\$1,000	\$1,000	\$1,000	
Complete a Master Utility Study to inventory the condition and needs of local systems		\$30,000				Local

* Indicated Town contribution only. Additional project costs would be incurred by partnering agencies.

Town of Pierceton

Project (by Category)	Estimated Expenditures by Time Period Ending Date					Funding Source
	2025	2030	2035	2040	2045	
Strategically plan for utility system maintenance and modernization based on the findings of the Master Utility Study		\$1,000	\$1,000	\$1,000	\$1,000	Local
Sanitary Sewer			\$25,000			
Partner with downtown businesses to establish public restrooms to support local tourism			\$25,000			Fees and Permits
Roads	\$7,900	\$4,600,000	\$245,000			
Reconstruct 12th Street from Main Street to Market Street		\$310,000				FHWA INDOT Local
Reconstruct 5th Street from Tower Street to Pine Street		\$660,000				FHWA INDOT Local
Reconstruct 6th Street from Tower Street to Market Street		\$100,000				FHWA INDOT Local
Reconstruct 6th Street from Catholic Street to W Elm Street		\$135,000				FHWA INDOT Local
Reconstruct Catholic Street from 10th Street to dead end		\$1,100,000				FHWA INDOT Local
Reconstruct Cherry Street from Columbia Street to Main Street		\$350,000				FHWA INDOT Local
Reconstruct Church Street from dead end to Village Street		\$425,000				FHWA INDOT Local
Reconstruct Grant Street from Tulip Street to Keith Street		\$275,000				FHWA INDOT Local
Reconstruct Indiana Street from Tulip Street to Keith Street		\$275,000				FHWA INDOT Local
Reconstruct Maple Street from W Elm Street to Church Avenue		\$300,000				FHWA INDOT Local

Town of Pierceton

Project (by Category)	Estimated Expenditures by Time Period Ending Date					Funding Source
	2025	2030	2035	2040	2045	
Reconstruct Market Street from SR 13 to Miller Street		\$575,000				FHWA INDOT Local
Reconstruct Oak Street from Columbia Street to Main Street		\$95,000				FHWA INDOT Local
Provide a structural overlay to 2nd Street from dead end to dead end			\$40,000			FHWA INDOT Local
Provide a structural overlay to 3rd Street from School Street to Wayne Street			\$40,000			FHWA INDOT Local
Provide a structural overlay to 4th Street from Wayne Street to Columbia Street			\$3,500			FHWA INDOT Local
Provide a structural overlay to 4th Street from Tower Street to Pine Street			\$25,000			FHWA INDOT Local
Provide a structural overlay to 7th Street from Main Street to Market Street			\$4,000			FHWA INDOT Local
Provide a structural overlay to Columbia Street from 4th Street to dead end			\$30,000			FHWA INDOT Local
Provide a structural overlay to E 250 S from corporate boundary to US 30			\$15,000			FHWA INDOT Local
Provide a structural overlay to Market Street from Catholic Street to 12th Street			\$7,500			FHWA INDOT Local
Provide a structural overlay to Market Street from 2nd Street to 7th Street			\$20,000			FHWA INDOT Local
Provide a structural overlay to Miller Street from dead end to Market Street			\$15,000			FHWA INDOT Local
Provide a structural overlay to Elm Street from Maple Street to Washington Street			\$15,000			FHWA INDOT Local

Town of Pierceton

Project (by Category)	Estimated Expenditures by Time Period Ending Date					Funding Source
	2025	2030	2035	2040	2045	
Provide a structural overlay to Wayne Street from Arnolt Street to Oak Street			\$30,000			FHWA INDOT Local
Provide preventative maintenance to Mill Street from Market Street to Cherry Street	\$500					FHWA INDOT Local
Provide preventative maintenance to Pequignot Drive from E 250 S to SR 13	\$5,800					FHWA INDOT Local
Provide preventative maintenance to Walnut Street from 2nd Street to 7th Street	\$1,600					FHWA INDOT Local

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MID- TO LONG- TERM PRIORITIES

Town of Silver Lake

Project (by Category)	Estimated Expenditures by Time Period Ending Date					Funding Source
	2025	2030	2035	2040	2045	
Administrative and Planning						
Strategically annex new areas into the Town as growth occurs	Costs can be accommodated through existing staff roles					Local
Plan for the expansion of public utilities based on the future land use map	Costs can be accommodated through existing staff roles					Local
Partner with the County to identify and map prospective locations for child care or early learning facilities	Costs can be accommodated through existing staff roles					Local
Partner with KEDCO to incentivize the development of workforce housing within the Town	Costs can be accommodated through existing staff roles					Local
Partner with KEDCO and Kosciusko County to incentivize the redevelopment of the former Wabash Valley site	Costs are dependent on specific site and development needs					Local
Establish a parks board to manage the maintenance and expansion of Town parks and open space	Costs can be accommodated through existing staff roles					Local
Programmatic	\$10,000	\$50,000	\$70,000			
Complete an inventory and conditions assessment of existing downtown buildings		\$50,000	\$50,000			HUD OCRA
Establish and implement a downtown building façade/structure improvement program			\$20,000			HUD OCRA
Establish a local book borrowing program	\$10,000					Local

Town of Silver Lake

Project (by Category)	Estimated Expenditures by Time Period Ending Date					Funding Source
	2025	2030	2035	2040	2045	
Bike/Pedestrian Facilities	\$30,000	\$50,000	\$170,000	\$120,000		
Improve and maintain a pedestrian sidewalk along Jefferson Street from Sycamore Street to Myrtle Glen Road		\$50,000	\$120,000			OCRA
Improve and maintain a pedestrian sidewalk along Main Street from Elm Street to CR 250 W			\$50,000	\$120,000		OCRA
Partner with INDOT to provide safe pedestrian crossings along SR 15 through Town	\$5,000*					Local
Establish and implement a neighborhood sidewalk matching grant program to facilitate the construction of new sidewalks	\$25,000					Local
Community Development	\$350,000	\$25,000	\$125,000	\$500,000	\$500,000	
Demolish the former school building at Sycamore Street and High Street	\$350,000					HUD OCRA
Strategically plan for the construction of a new community center and associated community amenities		\$25,000	\$125,000			HUD OCRA
Construct a new community center based on the needs of the Silver Lake community.				\$500,000	\$500,000	Local
Parks and Recreation	\$10,000	\$20,000	\$20,000	\$10,000	\$10,000	
Construct a new public access site and boat ramp at Silver Lake		\$10,000	\$10,000			IDNR
Strategically plan for park improvements within new parks and open spaces	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	IDNR
Roads	\$17,100		\$73,500			
Provide a structural overlay Cemetery Road from SR 15 to Elm Street			\$5,000			FHWA INDOT Local

* Indicated Town contribution only. Additional project costs would be incurred by partnering agencies.

Town of Silver Lake

Project (by Category)	Estimated Expenditures by Time Period Ending Date					Funding Source
	2025	2030	2035	2040	2045	
Provide a structural overlay to Courtland Drive from Pleasant Street to Edgewater Street			\$6,000			FHWA INDOT Local
Provide a structural overlay to High Street from dead end to SR 14			\$15,000			FHWA INDOT Local
Provide a structural overlay to Lotz Lane from dead end to Myrtle Glen Road			\$2,500			FHWA INDOT Local
Provide a structural overlay to Neher Drive from dead end to SR 14			\$45,000			FHWA INDOT Local
Provide preventative maintenance to Columbia Street from SR 14 to Sycamore Street	\$500					FHWA INDOT Local
Provide preventative maintenance to Elm Street from Sycamore Street to Cemetery Road	\$3,000					FHWA INDOT Local
Provide preventative maintenance to Hilltop Lane from School Avenue to dead end	\$500					FHWA INDOT Local
Provide preventative maintenance to Maple Street from SR 14 to Sycamore Street	\$500					FHWA INDOT Local
Provide preventative maintenance to Myrtle Glenn Road from Lotz Lane to Indiana Trail	\$1,000					FHWA INDOT Local
Provide preventative maintenance to Pleasant Street from Wells Street to Walnut Street	\$2,800					FHWA INDOT Local
Provide preventative maintenance to Popular Street from Wells Street to Walnut Street	\$500					FHWA INDOT Local
Provide preventative maintenance to Roosevelt Avenue from Dixie Drive to Kermit Avenue	\$500					FHWA INDOT Local
Provide preventative maintenance to Sycamore Street from Peru Road to dead end	\$4,800					FHWA INDOT Local

Town of Silver Lake

Project (by Category)	Estimated Expenditures by Time Period Ending Date					Funding Source
	2025	2030	2035	2040	2045	
Provide preventative maintenance to Walnut Street from High Street to Harrison Street	\$1,500					FHWA INDOT Local
Provide preventative maintenance to Wells Street from Elm Street to Popular Street	\$1,500					FHWA INDOT Local

MID- TO LONG- TERM PRIORITIES

Town of Syracuse

Project (by Category)	Estimated Expenditures by Time Period Ending Date					Funding Source
	2025	2030	2035	2040	2045	
Administrative and Planning	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	
Strategically annex new areas into the Town as growth occurs	Costs can be accommodated through existing staff roles					Local
Plan for the expansion of public utilities based on the future land use map	Costs can be accommodated through existing staff roles					Local
Partner with the County to identify and map prospective locations for child care or early learning facilities	Costs can be accommodated through existing staff roles					Local
Partner with KEDCO to incentivize the development of workforce housing within the Town	Costs are dependent on specific site and development needs					Local
Partner with KEDCO to incentivize the redevelopment of vacant commercial and industrial buildings	Costs are dependent on specific site and development needs					Local
Update Town of Syracuse Comprehensive Plan to align with the FORWARD Kosciusko County vision, objectives and recommendations	Costs are dependent on specific project needs					OCRA
Review existing county ordinances and create overlay district ordinances that address landscaping, buffering, open space, storm water management, site access, architectural standards, lighting, signage, and parking.	Costs can be accommodated through existing staff roles					Local
Encourage voluntary annexation of existing housing developments and neighborhoods in primary growth areas.	Costs can be accommodated through existing staff roles					Local

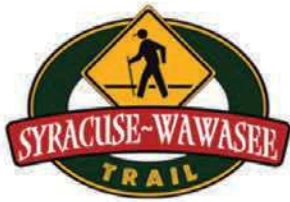
Town of Syracuse

Project (by Category)	Estimated Expenditures by Time Period Ending Date					Funding Source
	2025	2030	2035	2040	2045	
Continue and expand the use of building façade loans for business owners	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	Local
Branding and Wayfinding		\$30,000				
Establish a comprehensive wayfinding signage system within Town		\$30,000				Local
Bike/Pedestrian Facilities			\$350,000	\$350,000		
Expand the local trail system by implementing the 2021 approved trails plan	Costs will be dependent on the findings and recommendations of the trails master plan (See page 263)					Local
Community Development	\$10,000	\$75,000	\$25,000			
Establish Main Street Affiliate Organization	\$10,000					Local
Implement alley way improvements (murals, seating, walkways) within the Uptown and Downtown business area	\$50,000	\$50,000				TIF
Establish an Art District in the Riverwalk area	\$15,000					Local
Strategically plan for community amenities and event infrastructure within the Riverwalk Art District	\$25,000	\$25,000	\$25,000			Local
Parks and Recreation	\$40,000	\$1,290,000	\$75,000	\$75,000	\$25,000	
Establish an Arts Center by reusing an existing building within the proposed Arts District		\$1,000,000				Local
Establish a Dog Park along Dolan Street	\$15,000	\$15,000				Local
Establish a year round water feature (splash pad/ ice rink) at Lakeside Park		\$250,000				IDNR
Enhance town pier at Lakeside Park			\$50,000	\$50,000		IDNR
Strategically plan for park improvements within new parks and open spaces	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000	IDNR

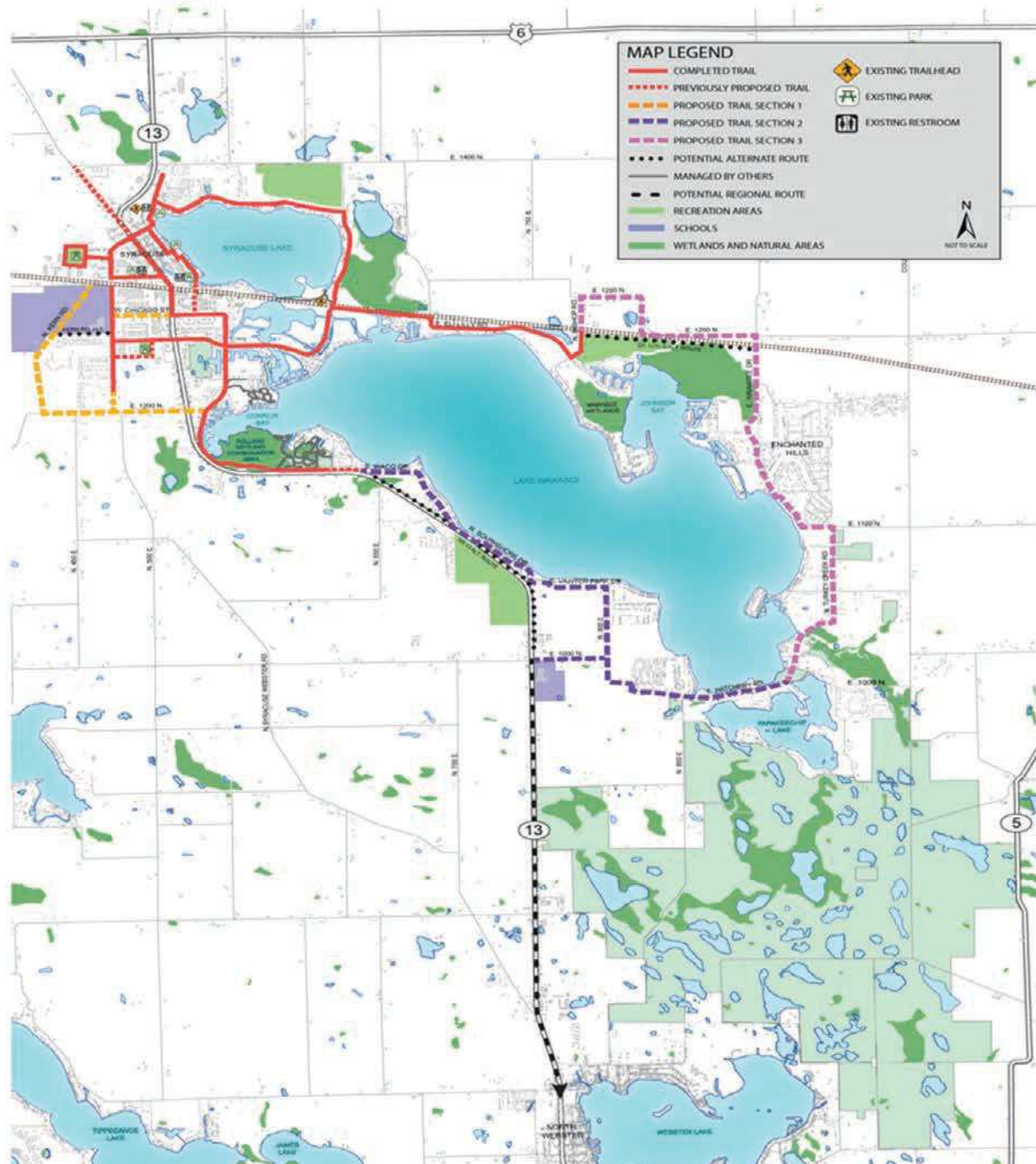
Town of Syracuse

Project (by Category)	Estimated Expenditures by Time Period Ending Date					Funding Source
	2025	2030	2035	2040	2045	
Roads	\$155,000	\$1,000,000	\$500,000			
Coordinate with MACOG to document PASER road data	\$5,000					Local
Strategically plan for roadway improvements and reconstruction based on available PASER road data	\$150,000	\$1,000,000	\$500,000			FHWA INDOT Local

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SYRACUSE-WAWASEE TRAILS ARE GROWING IN YOUR COMMUNITY







SECTION **SIX**

Partner





Plan implementation is the process of putting a set of recommendations into effect. It is a process that takes time, technical knowledge, staff availability and financial resources. During the creation of the *Plan*, there were multiple engagement opportunities where organizations, businesses, and residents were able to express their concerns and aspirations about the community's future. In addition to sharing ideas for consideration, residents, business owners and community partners were also able to weigh in on how their organization or interest group could support the County's efforts in the future.

A major benefit for Kosciusko County, which sets it apart from other communities, is the support from local organizations and businesses who push the initiatives and programs within the County. Communities such as KEDCO, the Community Foundation, and K21 Health Foundation actively support efforts at the regional and local levels, providing technical and monetary support for towns working to improve the quality of life for their residents. While many of the community's organizations have already been part of this planning process, all groups within the County could assist with the final implementation of this plan and should be encouraged to do so.

While the *FORWARD Kosciusko County Comprehensive Plan* is primarily a tool for County and municipal staff, the *Plan* can also be used to inform the development of individual business and organization strategic planning efforts. Though each separate organization or group has its unique structure and set of resources, many of the County's future needs rely on the assistance and cooperation of these specialty groups. In some cases, these groups are better suited to lead local improvement



and enhancement efforts. Aligning organizational plans with county-wide efforts could yield larger and quicker results- especially related to topics outside of land use, development and public infrastructure improvements.

Local community organizations and special interest groups were integral in the development of the FORWARD Kosciusko County materials and recommendations. While these groups do not play a primary role in private development decisions or the implementation of municipal projects, they do have the ability to advance efforts related to community services and specialty development interests. The potential partners listed within the **potential local and regional allied organizations** section are intended to identify potential ways in which local community partners can assist in County and local efforts moving forward.

Local community organizations and special interest groups can also apply their available staffing resources to support local government in specific ways including technical research, local education, and marketing. These groups can serve a critical fiduciary role as the County or local communities seek out and apply for available grants and funding mechanisms. The **potential financial resources and tools** listed within this 'Partner' section are intended to identify potential funding opportunities or tools that may apply to the projects, programs and initiatives outlined with this *Plan*.

Partnership opportunities, including organization and funding recommendations, are organized by the FORWARD Kosciusko County goal topics of PEOPLE, PLACES, SYSTEMS, DESTINATIONS and PARTNERSHIPS.

People: Potential Partners and Resources

Ensures the safety, wellness and success of our residents, employers and business owners.

Local and Regional Allied Organizations

K21 Health Foundation

K21 Health Foundation is a private foundation that focuses on improving health and wellness for the residents of Kosciusko County. The foundation leverages funds to identify health needs in the community and advance prevention and healthy living through investments and grants.

Kosciusko Cares

Kosciusko Cares is a Youth Services Bureau that advocates for, supports, and promotes healthy youth development within the county. Their goal is to develop a safe community with abundant positive lifestyle choices for children and families.

Kosciusko Community Senior Services

This organization develops programming in response to the needs of seniors in Kosciusko County, with major programs including Mobile Meals, handicapped van transportation, and a Senior Activity Center.

Kosciusko County Community Foundation

The foundation works to strengthen connections and build the community by acting as a catalyst and providing strategic funding to projects and organizations which create lasting impacts in the county.

Kosciusko Leadership Academy (KLA)

The mission of KLA is to develop informed and innovative leaders who can skillfully guide the community in the future through educational programs, unique seminars, building networks, and supporting the next generation of leaders.

LaunchPad

LaunchPad seeks to strengthen the climate of early learning in Kosciusko County by focusing on the most recent research for children, birth to age five, and meeting the needs of our youngest citizens.

Live Well Kosciusko

Live Well Kosciusko seeks to transform Kosciusko County, IN into a thriving place to live, learn, work, play, and visit through four key community coalitions which focus on a tobacco-free county, employer wellness, community well-being, and fighting cancer across the community.

United Way of Kosciusko County

The United Way of Kosciusko and Whitley County has evolved over the years into an organization that focuses on the needs of young children within each community through investments, building partnerships, and being stewards of community resources.

Financial Resources and Tools

HOME Investment Partnership Program (HOME)

This program strives to provide habitable and affordable housing for low- and moderate-income persons by improving the quality of existing housing stock.

Low-Income Housing Tax Credits (LIHTC)

This program is a dollar-for-dollar federal tax credit that incentivizes the investment of private equity in the development of affordable housing. The project owner must agree to comply with Chapter 42 regulations and maintain an agreed open percentage of low-income units, as well as meet requirements for a 15-year compliance period and a subsequent 15-year extended use period. The maximum request is \$1.2 million in tax credits.

Owner-Occupied Rehabilitation Pilot Program (OOR)

This program uses Community Development Block Grant (CDBG) funds for the rehabilitation of owner-occupied housing for low- and moderate-income households. There is a local match required.

Places: Potential Partners and Resources

Provides for balanced, planned and orderly growth.

Local and Regional Allied Organizations

Builders Association of North Central Indiana (BAKFC)

The BAKFC is a membership organization that serves, advances and protects the welfare of the building industry through customer quality assurance, education of our members, and contributions to the community.

Kosciusko County Chamber of Commerce

This organization serves as the voice business community, supporting local entrepreneurs and developing partnerships to support a strong local economy and attract new industries to the county.

Kosciusko County Board of Realtors, Inc.

This organization exists to assist local realtors and businesses in obtaining education and information that will assist them in their daily work and participate in many community-wide programs within the county.

Kosciusko County Economic Development Corporation (KEDCO)

KEDCO works to build, convene, and show Kosciusko County's talent, ideas, and unique capital. They provide support to local businesses, serve as liaisons to local governments, identify sites for new development, and foster connectivity within the community.

Kosciusko County Farm Bureau

This group began as an insurance company that expanded coverage options for Hoosier farmers but has evolved into a statewide organization that provides a wide range of financial products and supports the health of agricultural-related businesses in their communities.

Local Chamber of Commerce

Local chambers exist to further the interests of small businesses in their community and are essential to economic growth in an area. They not only provide business support but also assist in marketing, developing partnerships, and hosting educational events for local business owners.

Main Street Warsaw

Also known as the Warsaw Community Development Corporation, this organization was formed to find solutions to vacant storefronts and other issues in downtown Warsaw. They work to encourage the economic development of Warsaw's Central Business District through investments in people, businesses, and land.

Financial Resources and Tools

Developer Funded Infrastructure

Similar to impact fees, communities can also fund infrastructure improvements by having the developer cover those costs directly. These can include roadway improvements, stormwater infrastructure, and other related utilities that may need to be expanded due to development. However, the improvement must be directly related to and proportionate to the new development's impact.

Impact Fees

An impact fee is a charge on new development to pay for the cost of infrastructure and related services that are necessitated by and benefit the new development. The fee is based on the type of development assessed for the increased burden on infrastructure. Fees contribute to a non-reversing fund and can be used for infrastructure improvements and amenities including park and recreation and multi-modal projects.

Residential Tax Increment Financing

Effective July 2019, new legislation was signed by Governor Holcomb to allow TIF for residential property (SEA 566). This legislation is targeted at rural communities to fund infrastructure for single-family housing growth. Residential TIF must be executed through a Redevelopment Commission.

Tax Abatement

Tax abatement is a phase-in of property taxes and is intended to encourage development in areas that would not otherwise develop. Tax abatement is one of the tools widely used by municipal governments to attract new businesses to the community. It encourages investment in new equipment or facilities that will improve the company while stabilizing the community's economy. Communities may develop procedures for abatement application and policies regarding the amount and length of the abatement that will be approved. Procedures may also be developed to ensure compliance with the terms in the statement of benefits.

Systems: Potential Partners and Resources

Plans for effective public services and facilities.

Local and Regional Allied Organizations

Kosciusko County VELO (KVC)

Kosciusko County Velo (KCV) Cycling strives to develop and promote healthy lifestyle opportunities in and for our community through bicycling. KVC strives to make the community a better place to live, work, and play through community awareness, developing healthy opportunities, and creating mutual partnerships.

Kosciusko County REMC

KREMC is an electric cooperative that serves over 18,500 households and businesses within the county and greater region. The organization is also working to extend broadband services throughout Kosciusko County.

Financial Resources and Tools

Bonds

Bonds are backed by the credit and taxing power of the issuing jurisdiction. A bond is a government debt issued to raise money for needed capital improvements. Its retirement is paid for by property tax and other predictable forms of local income.

Infrastructure Revolving Loan Fund

This revolving loan fund can be used to provide low-interest loans for infrastructure projects that facilitate economic development.

Tax Increment Financing

A Tax Increment Financing (TIF) district is used by many communities to fund local infrastructure improvement projects. Tax rates for developments within the district are locked at a set rate, and as property values rise within the district, any additional tax revenue generated is used to fund improvement projects within the district instead of using it for typical purposes. TIF can be very effective at directing new development to an area.

INDOT Community Crossings Matching Grant Fund Program

In 2016 this program provided a 1-1 match for eligible projects up to \$1 million. In the second year (2017), INDOT funded 75% of the project of communities under 10,000. Eligible projects included bridge and road preservation type projects along with ADA sidewalk projects that intersect with any road project, roundabouts, and

road reconstructions. Trails and enhancement-type projects are not eligible and only construction costs are eligible. In the upcoming years, this program is expected to change and the community should reference INDOT's website for more information.

Congestion Mitigation and Air Quality Improvement Program (CMAQ)

The main goal of the CMAQ Program is to fund surface transportation improvement projects to reduce overall congestion and improve air quality. These funds are released in collaboration between INDOT and local Indiana MPOs and can be used for a variety of projects including, but not limited to, acquiring alternative fuel vehicles for public transit applications, purchasing alternative fuels, and establishing publicly-owned alternative fueling stations and other needed infrastructure.

Highway Safety Improvement Program (HSIP)

The Highway Safety Improvement Program's goal is to achieve a significant reduction in traffic fatalities and serious injuries on all public roads through the implementation of infrastructure-related highway safety improvements. There are several improvements this program helps fund, such as improving the visibility of curves through signs and markers, installing emergency power battery backups at traffic signals, installing raised medians, upgrading guardrails to meet current standards, and more.

Local Public Agency (LPA) Program

INDOT shares gas tax revenue from the state Motor Vehicle Highway Fund and Local Road and Street Fund with LPAs towards capital improvement needs. Communities must have a local employee in charge of ERC training, projects must be ADA compliant, provide matching funds and meet project eligibility.

Transportation Alternatives Funding

The Transportation Alternatives (TA) program will receive about \$780 million to carry out all TA projects, including SRTS and RTP projects across the country, which represents about a 35% reduction from the current \$1.2 billion spent on these programs. Under the bill, states will sub-allocate 50% of their TA funds to Metropolitan Planning Organizations (MPO) and local communities to run a grant program to distribute funds for projects. States could use the remaining 50% for TA projects or could spend these dollars on other transportation priorities.

Destinations: Potential Partners and Resources

Creates and nurtures unique destinations for local and regional enjoyment.

Local and Regional Allied Organizations

Clearly Kosciusko

Clearly Kosciusko is a county-wide voice created in partnership between the Lilly Center for Lakes & Streams, Kosciusko County Convention and Visitors Bureau, Kosciusko Chamber of Commerce, and the Kosciusko Economic Development Corporation which supports tourism within the county and stands as a unifying brand for all businesses and organizations within the community to rally behind.

Lilly Center for Lakes and Streams

The Lilly Center is a research and education center at Grace College that studies and recommends lake-focused best practices which support the economic and social growth of the community's lakes without negatively impacting their fragile environments.

Local Lake Conservation Associations

Lake conservation associations provide several benefits to the lake they oversee and the surrounding community including general maintenance, applying for grants, educational outreach, putting on local events, and ensuring the health and safety of residents and visitors using the lake.

The Watershed Foundation

The Watershed Foundation takes a proactive approach in addressing the threats to Kosciusko County's lakes including stopping water pollution at its source, educating youth and adults on keeping the community's water clean, and partnering with local organizations to protect and enhance the community.

Visit Kosciusko County

The Kosciusko County Convention and Visitors Bureau is the official destination organization that promotes and assists in the development of the visitor brand experience to leisure, group, and corporate travel markets resulting in increased spending, economic growth and quality of place.

Financial Resources and Tools

Arts Project Support (APS)

Arts Project Support (APS) grants provide funding to Indiana arts and non-arts organizations to support a distinct aspect of the organization's art activities, such as a one-time event; a single production; an exhibition; an educational seminar; or a series of related arts activities, such as art classes or training sessions.

Land and Water Conservation Fund (LWCF)

LWCF federal grants can be used to protect important natural areas, acquire land for outdoor recreation and develop or renovate public outdoor recreation facilities such as campgrounds, picnic areas, sports/playfields, swimming facilities, boating facilities, fishing facilities, trails, natural areas and passive parks. It provides grants for 50% of the cost of acquisition and/or development. To be eligible, the group must be a legally established park board and have a current 5-year park and recreation master plan on file in the Division of Outdoor Recreation. The minimum grant request is \$50,000 and the maximum request is \$500,000 with a local match requirement.

Indiana Trails Program (ITP)

Matching assistance program that provides funding for the acquisition and/or development of multi-use recreational trail projects. The minimum funding available is \$10,000 and maximum funding available is \$200,000 and a 20% match is required. Both motorized and non-motorized projects may qualify for assistance. This program was formally recognized as the "Recreational Trails Program", but was changed to reflect the change from federal to state funding in 2021.

Destinations: Potential Partners and Resources

Manages local resources and plans for continued reinvestment throughout the county.

Allied Organizations

Accelerate Indiana Municipalities (AIM)

AIM works as an official voice for municipal government within Indiana, with more than 460 cities and towns as members. The organization works to foster, promote, and advocate for the success of Indiana municipalities as hubs of innovation and talent, and as the driving forces of the state's economy.

Arts Organization Support (AOS)

The Arts Organization Support (AOS) provides annual operating support for the ongoing artistic and administrative functions of eligible arts organizations that align with the Indiana Arts Commission's Public Funding Imperatives. It is a two-year grant commitment.

Indiana Arts Commission (IAC)

This state program works to positively impact the cultural, economic, and educational climate of Indiana by providing opportunities to enhance the artistic resources of Indiana communities. The Commission supports the growth of arts in local settings and provides resources for regional or local organizations trying to influence and culture of arts in their community.

Indiana Department of Natural Resources (IDNR)

The mission of the Indiana Department of Natural Resources is to protect, enhance, preserve, and wisely use natural, cultural, and recreational resources for the benefit of Indiana's citizens through professional leadership, management, and education.

Indiana Department of Transportation (INDOT)

INDOT's mission is to plan, build, maintain, and operate a transportation system that encourages safety, mobility, and economic growth. They assist smaller communities through Local Public Agency (LPA) Programs, Community Crossings grants for paving projects, and Transportation Alternative funding for roadway, sidewalk, trail, and streetscape projects.

Indiana Economic Development Corporation (IEDC)

This statewide organization offers programs and initiatives for companies creating jobs in Indiana. They actively work to improve the state's quality of place, infrastructure, and developable sites to build economic strength by attracting new businesses and talent. The organization offers several incentives and programs for new or expanding businesses, which include technical support and data collection.

Indiana Finance Authority (IFA)

To provide economic efficiencies and management synergies and enable the State of Indiana ("State") to communicate as one voice with the various participants in the financial markets, the Indiana Development Finance Authority, the State Office Building Commission, the Indiana Transportation Finance Authority, the Recreational Development Commission, the State Revolving Fund Programs and the Indiana Brownfields Program were consolidated into a new and separate entity called the Indiana Finance Authority ("IFA") on May 15, 2005. The Indiana Health and Educational Facilities Finance Authority was also merged into the IFA, effective July 1, 2007. As the successor entity to these formerly separate debt-issuing entities, the IFA is authorized to issue revenue bonds payable from lease rentals under lease agreements with various state agencies and to finance or refinance the cost of acquiring, building and equipping structures for state use including state office buildings, garages, highways, bridges, airport facilities, correctional facilities, state hospitals and recreational facilities related to State parks. The IFA also manages the Wastewater and Drinking Water State Revolving Fund Loan Programs and the Indiana Brownfields Program.

Indiana Housing & Community Development Authority (IHCDA)

IHCDA's partners with developers, lenders, investors, and nonprofit organizations that serve low- and moderate-income Indiana families. They provide government and private funds to invest in well-designed projects that will benefit communities and those living within. IHCDA provides funds, incentives, data collection, and educational services.

Partners: Potential Partners and Resources

Indiana Office of Community and Rural Affairs (OCRA)

OCRA works with local, state and national partners to provide resources and technical assistance to aid communities in shaping and achieving their vision for the community and economic development. They award grants to fund projects including, but not limited to, public gathering places, water/sewer infrastructure, restoration of historic structures, community facilities, broadband infrastructure, and revitalizing commercial districts. They have a focus on infrastructure, quality of place, economic development, and capacity building.

Indiana Office of Tourism Development (IOTD)

The Indiana Office of Tourism Development offers a matching grant to cities, towns, counties and nonprofit entities located in Indiana that are involved with tourism promotion and development.

Indiana Small Business Development Center

The Indiana Small Business Development Center offers technical support and entrepreneurial guidance through regional partners to assist small business growth and sustainability within the state. In addition to offering workshops throughout the state, they also provide market research, business planning, and valuation services for small businesses.

Michiana Area Council of Governments (MACOG)

MACOG is a voluntary organization of local governments that studies and attempts to resolve issues in the communities within its jurisdiction. The organization addresses issues of transportation, transit, economic development, environment, and other items which impact a specific community or the region as a whole. MACOG provides technical assistance and planning services to help its local communities create strategic plans with goals to develop as high quality hometowns. MACOG also serves as a conduit to help communities implement their priority projects by connecting them to federal and state grant resources.

Prosperity Indiana

The Indiana Association for Community Economic Development (Prosperity Indiana) is a statewide membership organization that seeks to fund members, build and retain relationships, and address local and national issues which may impact Indiana communities. Prosperity Indiana provides tools, research, online resources, and technical assistance for housing rehabilitation and construction, real estate development, industrial and business development, social services, and employment generating activities.

Redevelopment Association of Indiana (RAI)

This is a membership organization for redevelopment board members and staff representing 460 cities, towns, and counties in Indiana. The Redevelopment Association operates under the premise that while there are legally mandated actions and commonly adopted practices, there also is abundant room for local innovation and Indiana ingenuity. One of the association's principal missions is to serve as an informational and educational resource for existing redevelopment commissions and units of government considering the establishment of a redevelopment commission. Redevelopment Association members are available to share their experiences.



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