



ELWOOD INDIANA

COMPREHENSIVE PLAN

2010-2030

This publication has been prepared by the directive of the Elwood, Indiana Planning Commission.
The plan was developed through a partnership with:

City of Elwood Mayor: W. Merrill Taylor

City of Elwood Clerk Treasurer: Sandra Brewer

Planning Director: Jason Robison

Elwood City Council

Brian Courtney
David Savage
Debbie Brown
Jack Powell
Jason Leonard
John Wright
Matt Leeson

Elwood Planning Commission

Debbie Brown
Bill Savage
TJ Idlewine
Dan Nance
Debra Seres
Mark Worsley
Thomas Noone

All information contained herein is expressly the property of the City of Elwood and the Madison County Council of Governments. Any or all of this publication may not be duplicated elsewhere without permission.

Prepared By:



Madison County Council of Governments
16 East 9th Street, Room 100
Anderson, IN 46016
www.mccog.net

Allan Henderson, Chief Planner
Neil Stevenson, Senior Planner
Daine Crabtree, Project Planner
Corey Feldpaucsh, Project Planner
Rachel Christenson, Landscape Designer
Rachel Uthe, Landscape Designer
Matthew Lievertz, Landscape Architecture Intern
Adesola Adeyemo, GIS Specialist
Paul McBride, GIS Specialist

Special Thanks to the Steering Committee:

Debbie Brown
Bill Savage
Kyle Noone
Brenda Wilson
Ned Dunnichay
Jamie Scott
Glen Murray
Pastor Joe Collier
Phil Caldwell
Thomas Austin
Kitty Kleinbub
Eric Fettig
Greg Linsmeyer
Michelle Daniels
Carolyn Knotts
Bob Savage
Melissa Alfrey
Lynn King
Rick Rebuck
Debbie Seres
Sherry Eubanks

ELWOOD, INDIANA COMPREHENSIVE PLAN 2010-2030

Prepared for:

Elwood, Indiana Planning Commission

1505 South B Street
Elwood, Indiana 46036

Prepared by:

Madison County Council of Governments



This page intentionally blank.

TABLE OF CONTENTS

Section A: Framework

Chapter 1: Introduction	1
Current Conditions.....	2
Past & Future Growth.....	3
Need for the Plan & Overview	6
Role of the Comprehensive Plan.....	7
Document Structure.....	8
Administration of Plan Elwood.....	8
Leadership & Involvement	8

Chapter 2: Planning Process	9
Process.....	9
Steering Committee Meetings	9
Public Workshops.....	10
Community Needs Survey.....	11
Focus Group Meetings	11
Public Hearing	11

Chapter 3: Guiding Policies	15
Vision Statement	15
Goals & Objectives.....	16

Section B: Community Profile

Chapter 4: Demographic Data	27
Issues	34

Chapter 5: Housing Development	35
Issues	47

Chapter 6: Community Facilities	49
Issues	53

Chapter 7: Natural Resources	55
Issues	61

Chapter 8: Parks, Open Space & Greenways ..	63
Issues	70

Chapter 9: Historic & Cultural Resources	71
Issues	77

Chapter 10: Land Use	79
Issues	86

Chapter 11: Transportation	89
Issues	96

Chapter 12: Utilities	101
Issues	111

Chapter 13: Economic Development	113
Issues	117

Section C: Strategies & Action Items

Chapter 14: Implementation Policies & Growth Strategy	119
Implementation Policies.....	120
Implementation Strategies.....	122

Appendices

Appendix A	Steering Committee Materials & Information
-------------------	--

Appendix B	Public Meeting Materials & Information
-------------------	--

Appendix C	Elwood Call Leaders Articles
-------------------	------------------------------

Appendix D	Survey & Survey Results
-------------------	-------------------------

Appendix E	Resolution Adopting Comprehensive Plan
-------------------	--

This page intentionally blank.

1

INTRODUCTION



Image 1.1: Anderson Street, Central Business District, Elwood, Indiana.

The City of Elwood Comprehensive Plan establishes a development strategy and policies to guide the future growth and development of the community for the next two decades. The plan assesses existing conditions and trends and provides recommendations for the use and development of land, the extension and improvement of the transportation network and infrastructure, the development of community facilities, the expansion of the City's economic base, the provision of housing, and the protection of natural resources.

This Comprehensive Plan was undertaken to formalize the framework for guiding land-based decision-making within the city. The City has been operating on a case-by-case basis without the guidance of a general plan; relying on various planning documents, previous land-use maps, etc. The Comprehensive Plan brings all of the past planning documents and maps together, combines them with current administrative and public input and provides a new direction; a new framework. The framework outlined in this document is aimed at promoting public health, order, general welfare and economic development. Ultimately, the plan identifies the needs of the community, sets policies that address planning issues, and recommends appropriate actions to achieve the vision of the community and deal with the planning issues.

The Comprehensive Plan is a policy document that provides a coordinated approach to making many of the decisions regarding land use and the location of development, the extension of urban services and the placement of community facilities. The Comprehensive Plan is one of the primary tools used by the Planning Commission, the City Council, and

the City administration in making decisions that affect the future of the community.

While the Comprehensive Plan is primarily a tool to be used by policy makers for decision guidance, it can also serve the private sector as a reference for making informed development choices. The City of Elwood Planning Commission initiated the Comprehensive Plan, with the support of the City Council, to address two specific issues:

- *Resolve and update previous planning efforts.* While the City has previously developed a comprehensive plan [1973], most records and documentation for the plan have been lost. While the city continues to follow a set of zoning and development standards, they do not incorporate all of the development concerns the City is facing. In addition, several areas have been identified on the official zoning map whose current land use does not match the zoning indicated on the map. This comprehensive plan will reestablish a vision for the City and provide the foundation for a new set of zoning ordinances. City leadership initiated the planning effort to establish a blueprint that would lead community growth, economic development and preservation initiatives over subsequent years.

- *Abide by state law.* State of Indiana law requires that each planning jurisdiction adopt a Comprehensive Plan before zoning ordinances are drafted and implemented. State law changed the criteria and components of an acceptable Comprehensive Plan since the last Comprehensive Plan (1973); therefore, an update was required for compliance. The Comprehensive Plan provides a legal foundation for the adoption of development regulations, and must be considered in the judgments of the Planning Commission and Board of Zoning Appeals when presiding over exceptions, variances, and rezoning decisions.

Current Conditions

Community Context

Any city planning for the future does not start on a clean slate. The future will be built on the foundation of Elwood as it exists today. Elwood has evolved over time, shaped by a variety of forces, which will continue to shape the community into the future. A clear understanding of these influences provides the context for planning decisions. It is impossible to plan for the future without a careful examination of the physical, demographic, social, and economic characteristics of the community. What characteristics exist today and are likely to be the same in 2030?

How is the community changing and how might these trends influence future growth? Do these trends or issues address public comments? The Comprehensive Plan provides information needed to answer these questions.

Location

Elwood contains 2,334.24 acres or approximately 3.6 square miles and lies in the north-west corner of Madison County. Adjacent to Tipton County to the west and Grant County to the north. Elwood is ideally situated to serve as a bedroom community for larger employment centers; it is approximately forty-five miles from downtown Indianapolis, twenty-five miles from the City of Anderson and has easy access to Muncie, Kokomo, Tipton, Marion, and Noblesville. Elwood's location also provides local businesses with excellent access to customers, employees, and markets. Elwood is served by three major regional highways (State Road 37, State Road 13, and State Road 28). This location gives Elwood residents convenient access to the aforementioned employment centers and cultural amenities throughout the greater Indianapolis-metropolitan area.

Existing Land Use Patterns

Elwood's physical setting forms the foundation of the Comprehensive Plan. Existing land-use patterns influence the type and location of future development. Housing is the largest land-use and a defining characteristic of the community. Elwood is surrounded by fertile, agricultural lands that play an important role in local food processing industries. Elwood is an established and mature community. There is a mix of new and old commercial and industrial areas and more than 78% of owner-occupied housing was built prior to 1960 – over three-quarters of the homes in Elwood are more than 50 years old.

Key aspects of the existing land use pattern are:

- Single Family residential is the dominant land use. This form of housing occupies more than 46% of Elwood's total land area. Housing shapes the form and character of the community and influences those who live in Elwood today and will live here in the future [discussed in more detail in Chapter 10].
- Business (commercial and industrial) uses are scattered throughout the city. Commercial areas can also be found along major street corridors (e.g. Anderson Street and Main Street) and at major street intersections.
- Parks, and open spaces are abundant in Elwood. These and other physical characteristics will



Figure 1.1: State of Indiana with Madison County and the City of Elwood Identified

influence the future growth and development of Elwood [discussed in more detail in Chapter 8].

- Rail-lines and roadways have been an important factor in shaping the development pattern of Elwood [discussed in more detail in Chapter 11].
- Major street corridors and historic rail lines are important factors in organizing land uses [discussed in more detail in Chapter 11].
- Sanitary sewer and water services influence the capacity for land to support current and future development. Storm-water management systems are required to support development, but also

become defining physical features [discussed in more detail in Chapter 12].

- Economic Development and redevelopment influence the use of land for commercial and industrial purposes. As existing land uses grow older, the need for reinvestment and the opportunity for redevelopment will increase.

Past and Future Growth

Growth trends and projections are critical elements of the Comprehensive Plan. Historic trends describe how current conditions evolved and may offer insights

about future development. Looking to 2020, Elwood will continue to grow as a place to live, work, and shop. Projections of future development determine the demand for land and the need for infrastructure and municipal services. Chapter 4: Demographics and Socioeconomic provides a look at historic trends and looks forward at projections for Elwood's future.

Development Trends

Recent development trends provide a useful context for planning and an idea for the direction a community

is growing. Elwood has not experienced substantial growth in the last decade. Outside of this there have been significant improvements to the overall quality of life in Elwood.

An important element in implementing the Comprehensive Plan will be to monitor these changes and their implications for the future of Elwood. Certain findings and assumptions have been made from which this plan has been developed. First,

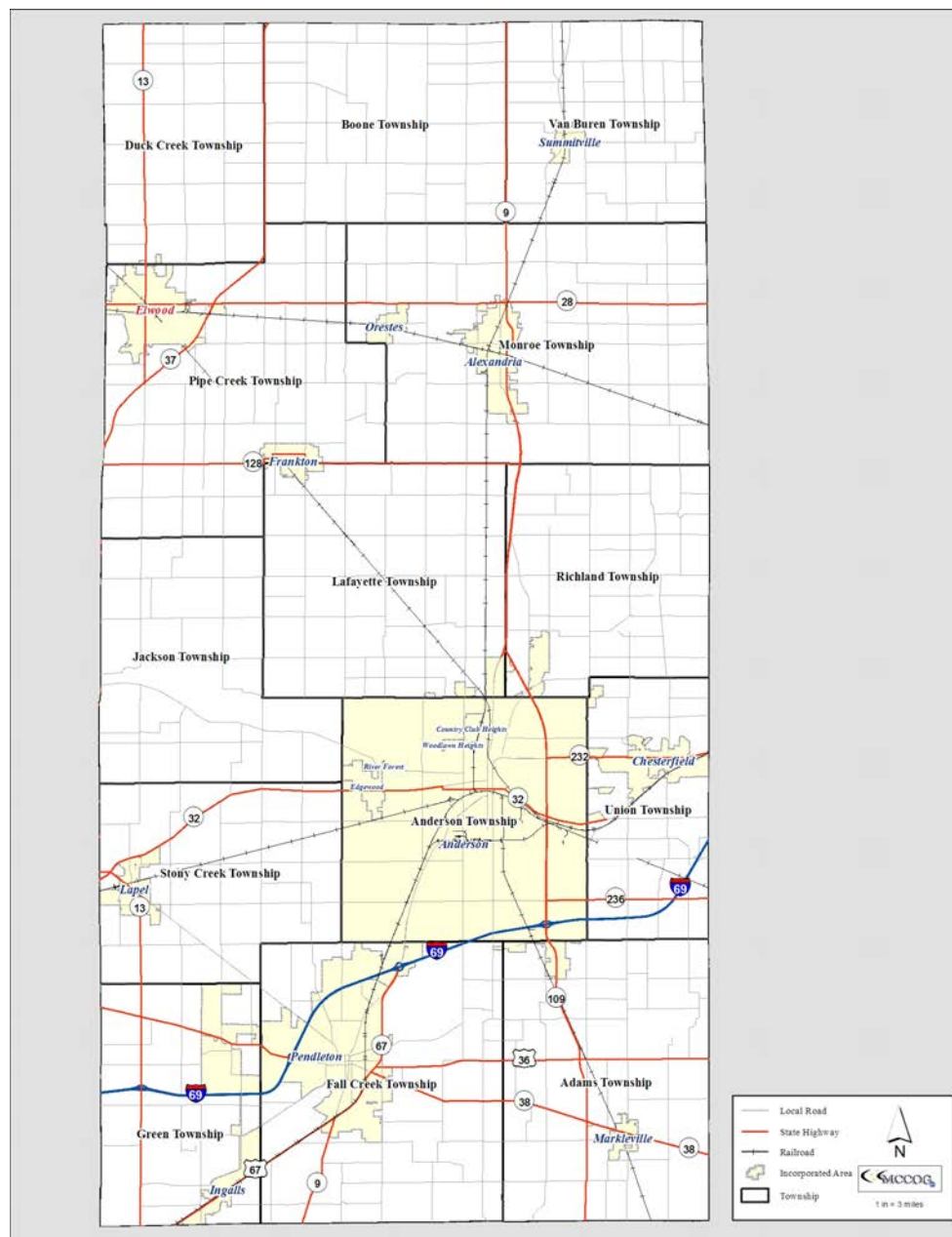


Figure 1.2: Incorporated Areas within Madison County

growth trends and projections indicate that the City will continue to face a limited amount of pressure for new development. New development will primarily be infill residential and commercial along major thoroughfares. Second, the plan is based on the premise that protection of the community's natural environmental systems is of critical importance, and the location and sensitivity of certain natural resources should dictate the location of growth areas and the basis for policy on managing growth. While a certain amount of growth has previously occurred in areas that would be identified today as unsuitable for development because of environmental, locational or other factors, these existing development patterns cannot be altered. As a result, expansion of certain developed areas will be discouraged.

Need for the Comprehensive Plan

Cities seldom stand still; they are continually, growing, changing, and evolving as places of human interchange. Elwood is no exception. The Comprehensive Plan, therefore, addresses a number of pressing issues facing the city that require considerable attention and concerted action. Among these issues are:

- Organizing and establishing one vision for the future of the City.
- Addressing neighborhoods hampered by deteriorating housing, crime and other social problems.
- Funding the rising cost of city services in the face of an inefficient, sprawling growth pattern.
- Focusing on revitalization and reinvestment in the downtown area.
- Addressing aging water and sewer systems in

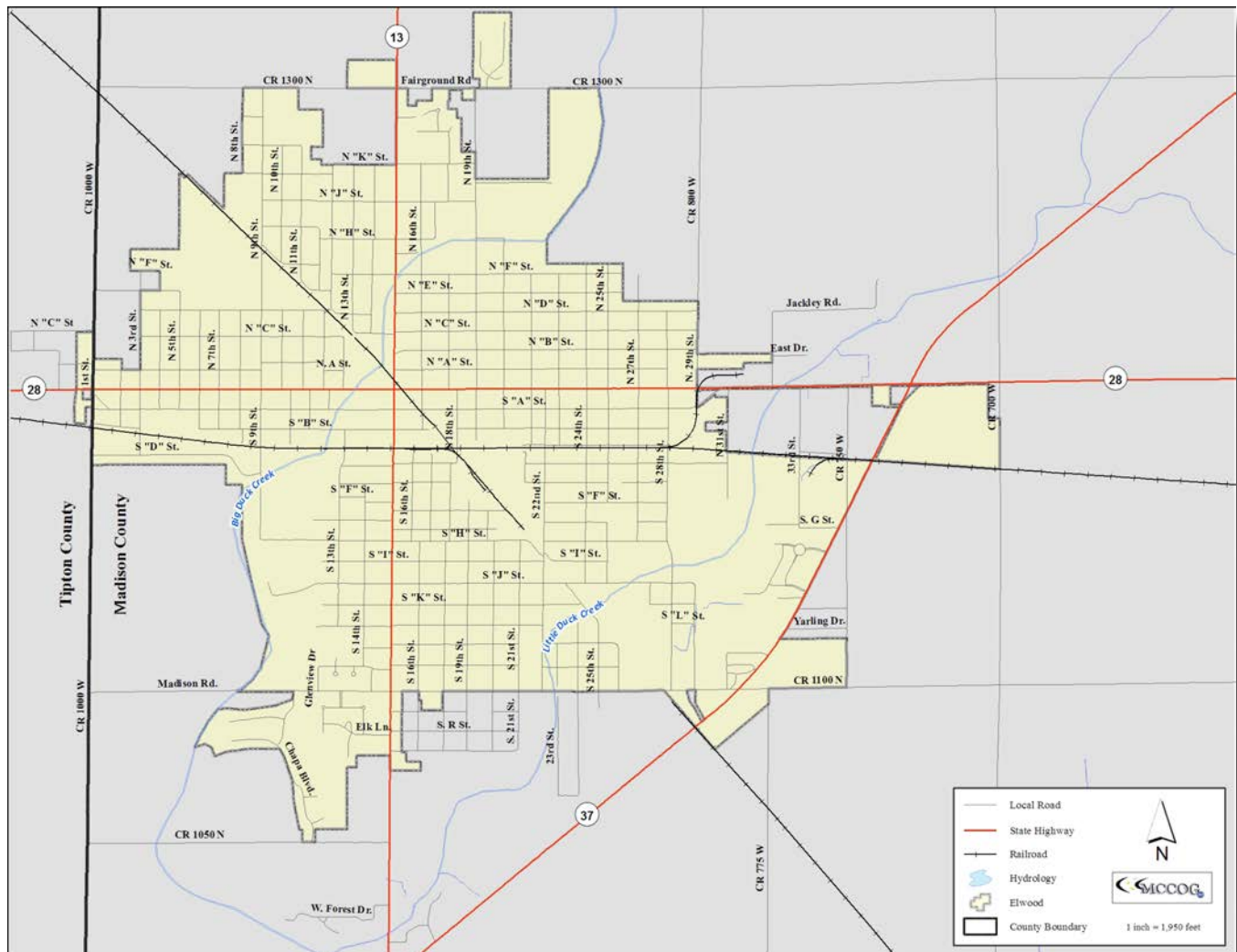


Figure 1.3: City of Elwood Map

- need of major improvements and replacement.
- Maintaining parks, recreation and open space facilities with limited budgets.

The Comprehensive Plan:

- Seeks to create and sustain the elements that define Elwood's character, heritage, and identity.
- Influences the economic health of the community by attracting new investment and guiding it to proper locations, and by protecting existing investments through the promotion of strong residential neighborhoods and business districts
- Shapes the future of municipal government by identifying needed public improvements that facilitate and sustain development. The form of development influences the character of the local population and the demand for public services.

Comprehensive Plan Overview

The Comprehensive Plan is committed to sustainability; the preservation and enhancement of the environment, and to the principle that each generation of residents must meet the needs of the present without compromising the ability of future residents to meet their own needs. This approach to sustainability is a thread that is woven throughout the Plan. Every chapter addresses some aspect of sustainability. In this way, using the Comprehensive Plan in a manner consistent with the vision for Elwood will work to improve sustainability. Through the Comprehensive Plan, the community will continue to explore ways to enhance the physical, social, and economic environment. In addition to sustainability, the Comprehensive Plan fill focus on the following three key areas when determining future growth in the City:

- **Infill.** Areas designated for infill are primarily areas of existing development. Any new development within infill areas would be expected to occur on existing land, or as a result of single-lot splits. No major development requiring subdivision approvals would be anticipated.
- **Expansion.** Areas designated for expansion are undeveloped areas already zoned for development, or undeveloped areas which may be considered as logical extensions of existing development. Expansion areas are expected to accommodate projected growth needs for the life of the plan (20 years).
- **Reserve.** Areas designated as reserve are to indicate long-range planning objectives, but which are beyond the life of the plan. Rezoning or development of reserve areas would not be anticipated unless development of expansion

areas has already occurred, or unless the City could expect significant benefit from such development.

A comprehensive plan, sometimes called a master plan, provides a broad vision for the future growth of a community. It is often formulated using input from community visioning exercises and previous strategic plans. A comprehensive plan is the next level of detail in the planning process from the basic community visioning steps. Typical elements of a comprehensive plan include projections of population growth and correlated plans for transportation, utilities, and community facilities to accommodate or direct that growth. The comprehensive plan is typically implemented through zoning codes and subdivision regulations. It serves as a guide for officials when reviewing development permits and applications to rezone individual sites. In communities where zoning is not present, the comprehensive plan serves as a blueprint that guides public actions about infrastructure or other community investments.

According to Indiana Code 36-7-4-501, a comprehensive plan is required to include the following elements:

1. Statement of objectives for future development;
2. Statement(s) of policy for land use development; and
3. Statement(s) of policy for the development of public ways, public places, public lands, public structures, and public utilities.

Comprehensive Plans may also include a number of optional elements listed in IC 36-7-4-503. While the Indiana Code requires only the most basic elements, comprehensive plans typically contain a number of additional elements, including analyses of economic and land use trends; goals, objectives, action steps, and policies; and a future land use map. Effective comprehensive plans indentify specific strategies, recommendations and agencies or organizations to implement the plan. More detailed comprehensive plans may include chapters that address housing, economic development, natural or cultural resources, open space and recreation, transportation (including multi-modal options), fiscal impacts, utility expansions, community facilities, timelines and costs for implementation. Comprehensive plans also can include subarea studies which address infill areas, brownfields, corridor development, or annexation.

In Indiana, before a comprehensive plan is adopted, there must be a minimum of one advertised public hearing held by the plan commission. This provides the public an opportunity to voice their concerns,

offer suggestions, and see the plan before it is approved by the legislative body. Effective plans include more extensive public participation than is required by law. Citizen involvement should start early so that all stakeholders can gain consensus and develop ownership of the plan. Often, steering committees are established which focus on the main individual elements of the plan (i.e. housing, economic development, recreation, infrastructure, etc.). Through this community participation, a more accurate vision for the future of the city can be established.

Comprehensive plans may be adopted once the required public hearing(s) have been held. The Plan Commission approves the plan for adoption and recommends it to the City Council. The legislative body then adopts a resolution which approves the comprehensive plan. This is done by a majority vote and is not subject to any further approval. The legislative clerk must then post at least one copy of the Comprehensive Plan on file in the office of the County Recorder. Comprehensive plans are most effective when they are treated as documents that change with the conditions and the values of the community. Typically, comprehensive plans address long-range issues of the community. A common timeframe for comprehensive plans to cover is ten years. However, these plans should be reviewed periodically and updates be made as needed.

Role of the Comprehensive Plan in Shaping the Future of the City

The Comprehensive Plan, in its broadest form, is a statement of what the community will strive to achieve and what the community hopes to become. The Comprehensive Plan provides basic policies to guide the many other community-based planning activities that are an integral and essential component of Elwood's character. The Plan will help to determine public investment priorities, be the general framework for the development of more-detailed neighborhood and special area plans and the specific regulations and standards that will be created to help guide public and private developments. The Comprehensive Plan must have the flexibility to address changing conditions and adapt to new situations that may not be anticipated today.

Elwood's Relationship to the Region, It's Institutions, and Neighborhoods

Elwood is part of a growing and dynamic region - Central Indiana. The continued economic, social and fiscal health of the City will depend on its willingness

to become proactive toward the growth of Central Indiana, working with other communities, institutions, and local organizations to identify opportunities for alignment and coordination to address shared planning goals and diversify its economic base.

Enhancing Elwood's Unique Qualities

The City will enhance its unique qualities, including a legacy of festivals and community events, a natural setting of scenic beauty and abundant natural resources, and a rich fabric of historical events, structures and personalities that help convey a sense of Elwood's history and reinforce a sense of place, identity, and location.

Planning for Future Growth, Continuity and Change

Elwood and Madison County are a part of the growing Central Indiana region. As Indianapolis continues to expand, communities will see changes in both size and demographics. Demographic shifts, increased diversity, technological advances, changing business practices, and evolving lifestyles will require corresponding changes in the way multiple functions of the City are organized, designed, and served. The Comprehensive Plan will seek to balance the need to accommodate growth and change with the desire to conserve and enhance the special qualities that make the City of Elwood a great place to live, work, and play.

Living within our resources

The City of Elwood must grow in a sustainable manner to meet the needs of the present without compromising the ability of future generations to meet their own needs. The Comprehensive Plan will work to accomplish this through environmental stewardship; compact, mixed-use development; safe, convenient, and efficient transportation facilities/opportunities; and high-quality, cost-effective community services.

Document Structure

The Comprehensive Plan is the tool for guiding the growth, redevelopment, and overall improvement of the City. The traditional view of this type of plan focused on physical planning through the development of a land-use plan. The purpose of the land-use plan was to reinforce desirable land-use patterns, identify places requiring change, and determine the location and form of future growth. However, the vision for Elwood is more than a rational pattern of development; thus, The Comprehensive Plan identifies not only a land-use plan, but also develops a broader framework to help shape the character of the community and enhance the quality

of life in Elwood. The Comprehensive Plan consists of a series of interrelated chapters that collectively work to create a plan for the future. Each chapter of the Comprehensive Plan describes some aspect of the existing context that shapes the plan for the future of Elwood.

The Comprehensive Plan is structured to take the reader through the planning process in three sections.

Section A: Framework

This section outlines the definition, requirements, purpose, need, structure, process, vision statement and goals of the City of Elwood Comprehensive Plan.

Chapter 1: Introduction

Chapter 2: Planning Process

Chapter 3: Guiding Policies

Section B: Community Profile

This section outlines the existing conditions, projections where applicable, action items where applicable, and key issues that are addressed by this plan.

Chapter 4: Demographics &
Socioeconomic Data

Chapter 5: Housing Development

Chapter 6: Community Facilities

Chapter 7: Natural Resources

Chapter 8: Parks, Open Space &
Greenways

Chapter 9: Historic & Cultural Resources

Chapter 10: Land Use

Chapter 11: Transportation

Chapter 12: Utilities

Chapter 13: Economic Development &
Redevelopment

Section C: Strategies & Action Items

This section outlines the steps and tools for implementation of policies and goals and objectives.

Chapter 14: Policy Implementation &
Growth Strategy

The adopted Comprehensive Plan shall subsequently guide the development and creation of other planning documents and policies, such as zoning ordinances and subdivision controls, which may then be published along with the compiled sections of the Comprehensive Plan.

Administration of the Comprehensive Plan

Section 1: Life of the Comprehensive Plan

The Comprehensive Plan shall become effective upon adoption by the Elwood City Council. The planning period for which the background studies

and projections were developed and upon which the plan is based is the year 2010.

Section 2: Review Period

The Elwood Planning Commission and Elwood City Council shall review the plan every 10 years and shall consider amendments to the plan as appropriate, in accordance with the review.

Section 3: Plan Amendment

The Comprehensive Plan must be flexible in order to address changing development pressures which affect land use. Because of this, it may be necessary to amend the policies or map to reflect proposed changes.

Any amendment to the Plan should generally be guided by the following considerations:

1. Compatibility with the overall policy basis of the Comprehensive Plan;
2. Compatibility with surrounding land uses;
3. Applicant's justification to support such amendments to the Comprehensive Plan.

The Comprehensive Plan may be amended by the Elwood City Council after review and recommendation by the Elwood Planning Commission. An amendment to the plan may be initiated by the owner(s) of the property involved, the Planning Commission or City Council.

Section 4: Administrative Policies and Procedures

Successful administration of the Comprehensive Plan will require close intergovernmental cooperation between all the City offices and boards.

Leadership and Involvement

Effective leadership and involvement is critical to the success of an effective planning program. Fortunately, the Elwood community is well stocked with talented leaders in all areas of civic life. From successful business people, to respected political leaders and public servants, to philanthropists-big and small, to community-minded news media, to institutions of faith and learning, to citizens with a special appreciation for history and tradition, Elwood is unusually blessed with more than its share of gifted leaders.

2

PLANNING
PROCESS

Image 2.1: Public Workshop at City Hall, Elwood, Indiana.



Image 2.2: Public Workshop at City Hall, Elwood, Indiana.

This chapter presents and describes the participation tools used as part of the planning process. The conditions and trends for each forthcoming chapter represents the findings and information gathered through using these tools.

Process

In 2010, the community engaged in an intensive visioning process to establish a thoughtful vision for the Comprehensive Plan and the City of Elwood. The community's intent was for the process to create a vision that would allow the City to tie immediate community concerns within the long term community stability. The Comprehensive Plan contains a vision statement, goals, and objectives that address a broad range of community issues, including: community, safety, housing, environment, parks/open space/recreation, education, infrastructure, and economic development. The vision statement and goals and objectives are the direct result of input from numerous sources including City Administration, Elwood Planning Commission, Steering Committee, and public input.

Steering Committee Meetings

Preparation of this plan involved an informed and active group of citizens, the Comprehensive Plan Steering Committee. Appointed by the Planning Commission, this 25-member committee represented a broad cross section of Elwood's people, from many geographic, economic and social perspectives. Through the dedicated efforts of this capable citizens' committee, every policy statement considered for this plan was reviewed and discussed, approved, disapproved or amended. The Steering Committee met monthly from March through August. To ensure

timely completion of the Plan, the Steering Committee met twice in the months of June.

The kick-off meeting of the Comprehensive Plan Steering Committee was on March 15th, 2010. The roles and responsibilities of the steering committee were discussed at this meeting and steering committee members were given the chance to discuss their connection and desire for the City of Elwood.

During the April 2010 Steering Committee meeting the Planning Team conducted a PLAN Analysis with the steering committee. PLAN (Possibilities, Liabilities, Assets, and Needs) allowed the Steering Committee to identify the major issues facing the City as well as how to build upon the current foundation of the City. Results of the analysis included:

Possibilities:

- Increased quality of life
- Neighborhood watch program
- Increased focus of existing business retention and support

Liabilities:

- Perception of the City
- Deteriorating homes and un-kept properties

Assets:

- Active churches and service clubs
- Great community facilities: library, YMCA, Morrisett Center
- St. Vincent Mercy Hospital
- Existing broadband service

Needs:

- Diversify economic base
- Increase tax revenue
- Privatize swimming pool
- Upgrade water and sewer lines

During the May and June meetings, the Steering Committee took the results of the PLAN Analysis and drafted an over-all vision statement and the basis of the goals and objectives for the Comprehensive Plan.

During the July meeting, the Steering Committee and the Planning Team presented the draft vision statement and goals and objectives to the Planning Commission. During this joint planning session, both groups came to consensus on a final vision statement and goals and objectives.

During the August meeting, the Steering Committee and the Planning Team engaged the public in a PLAN analysis and land use concept mapping exercise. More information is included below.

Public Workshops

Public participation in the planning process affords the Planning Team an opportunity to consult with the real experts of the community while tapping into their daily experiences of living and working in the City. The public brought a wide range of issues to the attention of the Planning Team, the Planning Commission and the Steering Committee throughout the public workshops.

Public workshops were held twice during the planning process. The meetings were held at the Elwood City Hall in the courtroom chamber. Workshops ran for two hours, but in many cases, the dialogue between the Planning Team and interested members of the public continued well after the meetings had officially ended. Citizens were notified of the meeting times and locations through a variety of media. Meetings were advertised in the Elwood Call Leader, posted on the official Elwood Comprehensive Plan website, posted on the Elwood Comprehensive Plan Facebook page and mentioned during other community events and meetings. In addition to advertising the meetings, the website and Facebook were utilized to post draft document material and solicit comments.

Workshop 1: 'Identifying Community Issues.' Held on August 16th, 2010, the first workshop was a combined Planning Commission Meeting, Steering Committee Meeting, and public planning workshop. The workshop gave the Planning Team an opportunity to present the planning process, the information gathered to date, and overall expectations of public participation and the implementation of plan. After the initial presentation by the Planning Team, the Steering Committee worked with the Planning Commission members and the public on a PLAN Analysis and developing a land-use concept map. The PLAN Analysis allowed the participants to elaborate on ideas and issues expressed by respondents in the Community Needs Survey. Results of the analysis included:

Possibilities:

- Return Elwood to its former prominence
- Create programs to help elderly with home maintenance and repair
- Utilize vacant properties: Oakland School [recently closed elementary school], Wicks, Varchem, etc.

Liabilities:

- Need to clean-up un-kept properties
- Lack of community pride
- Lack of past annexation
- Lack of communication between City administration and public

Assets:

- Affordable housing
- Good school system
- Good amenities: park system, bowling alley, YMCA, library,
- Proximity to larger cities: Noblesville, Anderson, Muncie, Kokomo, Indianapolis
- Hospital and Dialysis Center

Needs:

- Develop unique community website
- Increase tax base
- Increase jobs; especially non-service sector
- Increase curb appeal
- Increase community volunteer programs

During the interactive land-use concept map exercise, the Steering Committee encouraged participants to assist the Planning Team in creating a series of maps illustrating the location of development in the City of Elwood. Participants identified areas where development should or should not occur and areas that needed to be protected from development. The intent of the exercise was to design a concept land use map that complemented the issues and policies discussed, and formed a basis for the proposed land use map. This exercise brought the Planning Team closer to the public and fostered a considerable amount of discussion between all those that attended. Although a consensus was reached on most development strategies, it was also an exercise in compromise, urging participants to consider the common good when making decisions. Maps from the different groups were consolidated and community comments were summarized.

Workshop 2: 'From Issues to Goals and Objectives'. Held on August 30th, 2010, the second workshop featured a presentation on the synthesis of the information gathered to date: PLAN Analysis, Vision Statement and Goals and Objectives from the Steering Committee, highlights from the Community Needs Survey, highlights from the first public workshop including land use concept maps, and details from the Focus Group meetings. Discussion followed, focusing on taking an identified community issue and addressing the issue by forming goals,

objectives and policy statements, as well as a listing of strategies and actions required to accomplish the goal. The synthesis of this meeting was the eventful formulation of the goals and objectives for the Elwood Comprehensive Plan.

Community Needs Survey

At the outset of the planning process, the Planning Team set out to assess community needs, quality of life, and the perceptions of existing services and facilities. A 'Community Needs Survey' was created and provided on the official Elwood Comprehensive Plan website and at the City Hall and Elwood Public Library. An article was published in the Elwood Call Leader advertising the locations of the survey. A response rate of 3% was determined based on the number of households in the community and the number of surveys that were returned.

The first half of the survey (15 questions) asked respondents to rate their levels of satisfaction with community services from 1 ('highly satisfied') to 5 ('highly dissatisfied'). General agreements or disagreements were then grouped according to whether they became Clear Strengths, Strengths, Clear Weaknesses, Weaknesses, or a Moderate/Balanced response. The remainder of the survey (15 questions) was directed at gathering general attitudes and opinions on topics such as how and where future development should occur, the type of housing most needed, and the best use of available land. Survey topics and collected data were used during the first series of public workshops and focus group meetings to validate the data and generate discussion. Sample results on next page.

Focus Group Meetings

Focus Groups were assembled that consisted of community leaders with expertise in economic development, community services, public safety, and land use. Meetings were used to discuss the possibilities, liabilities, assets, and needs of existing services and facilities. These sessions also provided an opportunity to focus on specific needs of these groups and organizations and discuss strategies for more effective and efficient land development while meeting the needs of current and future City residents.

Public Hearing

Two public hearings were conducted per the requirements of the Community Focus Fund Planning Grant administered through the Indiana Office of Community and Rural Affairs (OCRA). The first public hearing was held on July 6th, 2009 at the Elwood

ELWOOD, INDIANA

City Hall in the courtroom chamber. During the public hearing, Susan Schepis, Certified Grant Administrator with Key Engineering Group reviewed the purpose of the planning grant and the steps necessary to begin the grant process.

The second public hearing was held on September 13th, 2010 at the Elwood City Hall in the courtroom chamber. During the public hearing, Allan Henderson, Chief Planner for the Madison County Council of Governments provided an executive summary of the Comprehensive Plan to the Elwood City Council. Comments were solicited from the City Council as well as the public. After the public hearing closed, the City Council passed a resolution adopting the plan.

Sample results from the survey include:

1. On a scale of 1 to 5 rate how well the City of Elwood provides for the following:
 - History/Culture/Diversity – [1]2.3%, [2] 18.4%, [3] 35.6%, [4] 28.9%, [5] 13.7%
 - Economic Stability – [1]1.1%, [2] 4.6%, [3] 19.5%, [4] 32.1%, [5] 43.6%
 - Quality of Life – [1]3.45%, [2] 17.2%, [3] 41.3%, [4] 23%, [5] 12.6%
 - Municipal Services – [1]5.7%, [2] 19.5%, [3] 49.4%, [4] 17.2%, [5] 6.9%
 - Streets – [1]1.1%, [2] 18.4%, [3] 28.7%, [4] 29.9%, [5] 21.8%
 - Housing – [1]3.45%, [2] 11.49%, [3] 42.5%, [4] 27.5%, [5] 16%
 - Parks & Recreation– [1]16%, [2] 33.3%, [3] 32.1%, [4] 11.5%, [5] 7%
 - Commercial/Retail Services– [1]2.3%, [2] 11.5%, [3] 27.6%, [4] 29.9%, [5] 29.9%
2. Elwood's housing stock provides adequate range of styles, types, and prices?
 - [YES] 57.5% [NO] 42.5%
3. Elwood has an adequate supply of park and recreation facilities?
 - [YES] 75.8% [NO] 24.2%
4. Elwood has an adequate supply of commercial/retail establishments?
 - [YES] 23% [NO] 77%
5. Where do you shop?
 - 25% of respondents do 50% of their shopping in Elwood
 - 15% of respondents do 25% of their shopping in Elwood
 - 10% of respondents do 10% of their shopping in Anderson
 - 10% of respondents do 20% of their shopping in Noblesville
6. Would you be willing to volunteer time to help accomplish the goals of the Comprehensive Plan?
 - [YES] 60%
7. Would you be willing to donate money to help accomplish the goals of the Comprehensive Plan?
 - [YES] 24.4%
8. Would you be willing to support a tax increase to help accomplish the goals of the Comprehensive Plan?
 - [YES] 21.1%

General comments, when asked to finish the statement “The City needs to...”, included:

- promote economic growth and attract business
- fix abandoned homes instead of building new ones
- provide more entertainment/entertainment for children
- fix roads
- refurbish downtown
- fix the crime and drug problem
- attract a supermarket/Wal-Mart or other large retail chain
- organize volunteers for more community events
- fix sidewalks
- keep ‘Mom & Pop’ businesses
- improve water supply
- fix storm water drains
- open the swimming pool
- enforce ordinances and clean-up junk on properties
- annex more land

This page intentionally blank.

3

GUIDING POLICIES



Image 3.1: Wendall Willkie addressing a crowd at a campaign rally.

Vision Statement

Located in the Heart of Hoosierland, the City of Elwood is a community of choice for families and businesses. Elwood is safe and sustainable, with places to live, work, shop and play.

Our rich history provides a foundation for us to be optimistic about our future and the opportunities it brings. All families are strong, healthy, and embraced, and we serve people throughout their lives with places to live, work, learn, worship, and play. We are a great place to raise a family, run a business, age in place, and recreate, and we protect these opportunities by thoughtfully investing in infrastructure, facilities, services, and open spaces. We take pride in our safe and well-maintained neighborhoods, housing, and businesses, and we benefit from connected neighborhoods and compact development. Our strong design standards and proactive planning create a community that is attractive, appealing, and desirable, with a healthy mix of land uses and the flexibility to respond to change.

Housing and Neighborhoods. Elwood preserves the character, vitality, and safety of its neighborhoods and provides a full range of housing opportunities.

Community Development. Elwood develops projects that enhance the community economy and the environment. Elwood maintains a predictable development process and provide incentives to attract targeted industries and create new jobs.

Jobs and Shopping. Elwood is a commercial and job center that supplies valuable products and services; embraces sustainable solutions; cultivates family-

supporting careers; and offers opportunities to grow small businesses and entrepreneurial endeavors.

Natural Resources and Recreation. Elwood enjoys vibrant parks, bikeways, trails, and natural landscapes; is a careful steward of water and other resources; and is a center for culture, recreation, hospitality, and entertainment.

Education. Elwood offers a sound educational system filled with opportunities to meet modern workforce demands and support entrepreneurship.

Sustainability. Elwood is a sustainable community in all aspects – from the environment to the economy – and fosters responsible community growth and redevelopment.

Special Place. Elwood celebrates its rich heritage and historical contributions from Presidential candidates to Olympians.

Transportation. Elwood is centrally located and accessible by three state highways and railway service making it convenient and cost effective for business, services and residents.

Community Value. Elwood enjoys exceptional services at reasonable costs, a competitive cost of living, and provides youth programs and recreational sports of all types.

Regionalism. Elwood is well connected to the central Indiana region and the Indianapolis Metropolitan area.

Goals and Objectives

The Goals and Objectives of the Elwood Comprehensive Plan represent the overall community vision for future development.

This chapter outlines the goals and objectives of the focus areas for community development. These policies are largely the result of steering committee formulation and public input gathered throughout the planning process. Consideration in the development of the goals and objectives has been given to the various existing conditions and trends, planning issues, and future demographic and development trends facing the City. The goals and objectives in this policy document provide the framework for the development of supporting recommendations, strategies, and actions that are contained in Chapter 14: Policy Implementation and Growth Strategy.

A GOAL is a general statement describing a future condition desired by the community. Each goal provides direction for assuring that continued and balanced development takes place in the City of Elwood. A goal does not suggest specific actions, but describes a desired outcome. The public participation component in the planning process has focused on the formulation of these goals and supporting objectives.











An OBJECTIVE is a statement that describes an activity to be accomplished in pursuit of a goal. Each objective establishes measurable progress towards a goal, and is usually time dependent. The objectives created for the Elwood Comprehensive Plan generally follow one of three types:

Direct/Indirect Government Actions. Objectives of this type can be accomplished by direct government action through existing programs and laws. These objectives, through their adoption, will allow government to focus resources on the implementation. In some cases, there will be indirect actions that City Government may undertake to accomplish certain objectives. These objectives embody the actions of: Involve, Create, Develop, Ensure, Implement, Incorporate, Minimize, Preserve, Protect, and Provide.

Influencing. Objectives of this type can be accomplished by supporting federal, state, and local governmental policies that influence private sector and not-for-profit agencies to take action. These objectives embody the actions of: Encourage, Promote, and Support. City of Elwood leadership can most influence these actions through:

- Establishing public awareness campaigns and educational programs
- Providing guidance for government granting and permitting processes
- Fostering cooperation with and between other local governments and utilities
- Identifying service priorities for not-for-profit agencies to benefit the community
- Funding quasi- and non-governmental programs
- Considering all objectives when reviewing petitions made to City Boards and Commissions.

Investigative. Objectives of this type include those that provide for follow-up and secondary planning, research on innovations, and monitoring that was not possible within the time and resource constraints of this comprehensive planning process, but that would be beneficial for future updates. These objectives embody the actions of: Define, Explore, and Identify.

	Community Sustainability		Historic & Cultural Resources
	Housing Development		Land Use
	Community Facilities		Transportation
	Natural Resources		Utilities
	Parks, Open Space & Greenways		Economic Development

Community Sustainability

The Community Sustainability goals are the over-arching goals that tie the entire plan together. They represent issues that do not fit into the other goal focus areas, but were important issues identified during the Comprehensive Plan process.

1. Goal: Maintain and improve Elwood as an attractive place to live, work, and play by promoting sustainable land-use patterns and new developments that contribute to the preservation and enhancement of the community's vitality and sense of identity.

Objective	Create an attractive, vibrant, and effective city with a high quality of life.	Maintain orderly transitions between different land uses in accordance with the general land use guidance of the Comprehensive Plan by establishing or strengthening development design standards.	Promote high standards for commercial and residential aesthetics, as well as public improvements. Incorporate design innovations; set high standards for landscaping and design of public improvements.	Ensure high-quality design, innovation, sustainability, and aesthetic appeal in private and public development and redevelopment, with emphasis on efficient site access, appropriately sized parking areas, and overall beautification through the adoption and utilization of year-round landscaping and site design standards, guidelines, principles, and other criteria.
------------------	--	--	---	---

2. Goal: Provide excellent, effective and efficient city services

Objective	Benchmark and routinely seek community input to evaluate and continuously improve city services	Invest in staff/commission training and development to improve quality and responsiveness of City services
------------------	---	--

3. Goal: Make Elwood a livable community for all.

Objective	Increase positive spin and news stories.	Educate community members on diversity issues and provide means to repair damage caused by prejudice; convey a clear message that intolerance is not welcome in the community.	Set the tone for private development by having environmentally sustainable public facilities and properties.
------------------	--	--	--

4. Goal: Support environmentally friendly energy options for residential, business, and governmental needs.

Objective	Model energy conservation and encourage alternative energy; increase use of energy efficient and low impact lighting throughout the City.	Reduce local energy usage by educating community members about energy conservation and its impact on the City.	Encourage and support new development, redevelopment, and infrastructure improvements that incorporate and protect alternative energy sources, such as solar access, geothermal, wind, and biomass.
------------------	---	--	---

5. Goal: Ensure that city government is civil, informative, and responsive.

Objective	Adopt and promote norms and codes of conduct for civil public discourse; respect and encourage respectful discussions of differing perspectives.	Promote open-mindedness on the part of its elected officials before they formulate public policy, as well as encouraging a similar attitude on the part of community members; expect City Council discussions to stay on the policy level.	Ensure that city employees and elected officials respond appropriately and respectfully to resident concerns, and clearly and transparently explain all actions.
Objective	Ensure the public treats city employees respectfully at public meetings.	Create timely and effective communications; make community information accessible to everyone.	Connect community members to available support services.

6. Goal: Participate in regional and intergovernmental collaborations for planning and development.

Objective	Maintain communication with the Metropolitan Planning Organization.
-----------	---

Housing Development

1. Goal: Preserve and enhance the residential character and livability of existing neighborhoods and ensure that adjacent uses are compatible with existing neighborhoods.

Objective	Promote maintenance and reinvestment in existing residential buildings and properties, residential amenities, and infrastructure to enhance the long-term desirability of existing neighborhoods and to maintain and improve property values.
-----------	---

2. Goal: Protect and preserve the small community character of Elwood.

Objective	Ensure life-cycle housing throughout the City to attract and retain a diverse mix of people, family types, economic statuses, ages, etc.
-----------	--

3. Goal: Implement programs to ensure safe and well-maintained properties.

Objective	Maintain a housing plan.	Vigorously enforce housing codes.	Develop more stringent codes for rental properties of four or fewer units.	Implement housing inspections.
-----------	--------------------------	-----------------------------------	--	--------------------------------

4. Goal: Encourage development of neighborhood identities to build a sense of community and foster neighborhood communications, planning, and decision making.

Objective	Encourage development of neighborhood groups, organizations, and forums in order to provide residents with a sense of belonging.	Create neighborhood safety program.
------------------	--	-------------------------------------

5. Goal: Develop design guidelines to support new or renovated housing that contributes to neighborhood character, sustainability, and other community expectations.

Objective	Pursue housing programs that allow the City to meet diverse and long term housing needs.
------------------	--

6. Goal: Achieve a broad and flexible range of housing choices within the community to provide sufficient alternatives to meet the changing housing needs of current and future residents throughout all stages of life.

Objective	Promote flexible development standards for new residential developments to allow innovative development patterns and more efficient densities that protect and enhance the character, stability, and vitality of residential neighborhoods.	Encourage high-quality, mixed residential developments that achieve the community's goals, policies, and performance standards, encourage parks and open space, and use high-quality site design features and building materials.	Employ flexible zoning for property redevelopment to meet broader housing goals such as density, open space, and lot size.
------------------	---	---	--

Community Facilities

Education

1. Goal: Encourage high expectations and active involvement in public education.

Objective	Support family and community involvement in education.	Encourage more community outreach and information sharing around education.	Help create partnerships between schools and local businesses, nonprofits, and government.
------------------	--	---	--

2. Goal: Provide sustainable, cutting edge, educational technology.

Objective	Educate community members on what technology can provide.	Create greater access to expanded curriculum offerings through technology.
------------------	---	--

3. Goal: Promote the benefits of lifelong learning and intergenerational education

Objective	Support age-appropriate educational opportunities.	Support affordable, excellent early education options for all families.
------------------	--	---

Public Safety

1. Goal: Provide strong police, fire, and emergency medical services to ensure residents feel and are safe.

Objective	Maintain low crime rate and implement changes as necessary.	Develop community relations programs to meet changing community needs and demographics.	Implement proactive programs to deter crime.	Support a neighborhood network to be used for neighborhood monitoring and emergency preparation.
------------------	---	---	--	--

Other Community Facilities

1. Goal: Maintain and enhance community facilities.

Objective	Inventory existing library services and determine if there are any gaps that need to be filled.	Foster youth leadership and development through expanded programming.	Explore public and private partnerships to develop community programs.	Explore strong partnerships to better meet community needs. Consider options including pool, exercise/fitness, teen activities, technology access, performing arts, theater, eating and meeting spaces, space for local organizations, etc.
------------------	---	---	--	---

2. Goal: Support more volunteer activities and opportunities.

Objective	Create volunteer programs to help address City issues.
------------------	--

Natural Resources

1. Goal: Preserve and enhance soil, water, and urban forest resources.

Objective	Protect and preserve wetlands, ponds, aquifers, and other natural environments and habitats.	Recognize water resources and the importance of aquifer recharge; reduce stormwater runoff through regulation and education.	Encourage water conservation.
------------------	--	--	-------------------------------

Objective	Protect and enhance urban forests.	Collaborate with other governmental units and groups to identify and help meet environmental targets.	Promote preservation, replacement, and addition of trees within the community.
------------------	------------------------------------	---	--

2. Goal: Improve air, water, soil, and sound quality by reducing pollution of all kinds, including traffic, noise, runoff, and excess light and noise; enhance community awareness of environmental impacts

Objective	Set community specific goals for pollution reduction.
------------------	---

Parks, Open Space, & Greenways

1. Goal: Preserve and maintain community parks, open space, and green space, and improve as needed in response to changing community needs.

Objective	Continuously work to improve parks and recreation network.
------------------	--

2. Goal: Expand and maintain year-round, creative programs and facilities for all ages, abilities, and interests

Objective	Remain aware of and responsive to changes in recreational needs and trends.	Keep a reasonable balance between open spaces and parks.	Increase use of parks and recreation facilities.	Maintain and expand trails.
------------------	---	--	--	-----------------------------

Objective	Actively promote parks, recreation, open space, and trail opportunities.	Protect parks and recreation assets and assure user safety.	Support volunteerism to encourage people to actively support parks and open spaces.
------------------	--	---	---

3. Goal: Provide high quality and well-maintained facilities, parks, and trails

Objective	Maintain and manage parks, recreation facilities, and open spaces to the highest standards using best practices; implement a plan to retain green and open space.	Leverage resources by partnering with other communities, agencies, and school districts to optimize open space, fitness and recreation programming, and facility options.	Connect the park system to the community via paths and trails.	Make the entire park system accessible to people with disabilities.
------------------	---	---	--	---

4. Goal: Utilize recreation development as a resource management tool.

Objective	Maintain and enhance the quality of the vegetative and hydrologic resources within the City.
------------------	--

5. Goal: Maintain the parks and recreational amenities to a quality that meets or exceeds the goals of the community.

Objective	Maintain a park plan that meets Department of Natural Resources standards.	Maintain a park plan that incorporates the community's goals and creates a vision for the park system.
------------------	--	--

Historic & Cultural Resources

1. Goal: Build upon local assets and heritage to develop an overall community identity.

Objective	Identify local cultural and historic resources.
-----------	---

2. Goal: Preserve and enhance historical and culturally significant amenities.

Objective	Identify local cultural and historic resources.
-----------	---

3. Goal: Develop design guidelines to maintain the architectural integrity of the buildings in Elwood's central business district and historic district from rehabilitation and new construction.

Objective	Create design guidelines.
-----------	---------------------------

Land Use

1. Goal: Promote the coordinated and planned uses of land as a means to protect the City's environment.

Objective	Ensure the Comprehensive Plan is followed and all ordinances are enforced.	Encourage land use patterns which reduce overall energy expenditures [heating and cooling, transportation, construction methods and materials, etc.] or which maximize energy efficiency.
-----------	--	---

2. Goal: Provide adequate land area for a full range of development locations and permitted development types.

Objective	Promote compact growth patterns and identify growth areas that can effectively be provided with public services.
-----------	--

3. Goal: Maintain and improve the mix of residential, commercial, employment, parks, and civic land uses throughout the community to promote a balanced tax base and to anticipate long-term economic and social changes.

Objective	Review the Land Use Plan regularly to ensure its usefulness as a practical guide to current and future development. Whenever practicable, coordinate the Plan with the plans of neighboring communities, the county, and school districts.	Encourage a broad mix of commercial businesses within the community to diversify and strengthen the tax base and employment opportunities.
-----------	--	--

4. Goal: Identify underutilized, deteriorated, or blighted properties and guide them toward revitalization, reinvestment, or redevelopment consistent with community goals, good planning and development principles.

Objective	Promote redevelopment that reduces blight, expands the tax base, enhances the mix of land uses in the community, and achieves other community goals.	Apply strategies to effectively enforce City ordinances related to the maintenance of buildings and property.
-----------	--	---

Transportation

1. Goal: Develop a transportation network which helps achieve the land use and sustainability goals of the Comprehensive Plan.

Objective	Encourage infrastructures improvements according to the Comprehensive Plan.
------------------	---

2. Goal: Provide a transportation network that moves people and goods safely and efficiently.

Objective	Support planning and funding for state, regional, and county transportation projects to ensure capacity, improve operations, improve safety, and reduce spillover to the local system.	Collect and maintain data on roadway deficiencies (safety, operations, capacity), and target investments accordingly, including the top 10 intersections where the greatest number of accidents occur.	Install better signage to improve safety for drivers, pedestrians, and bicyclists.
------------------	--	--	--

3. Goal: Develop a street maintenance program.

Objective	Budget sufficient funding to address safety, aesthetic, and maintenance issues.	Increase life expectancy of roadways by addressing maintenance issues.
------------------	---	--

4. Goal: Expand, maintain, and promote a system of continuous and connected trails/pathways that encourage walking and biking

Objective	Create a sidewalk construction/reconstruction program.	Provide safe crossings across busy streets to keep areas connected.	Provide safe routes to schools.	Connect major retail and business areas with one another and with neighboring residential areas; support walkways/bikeways connecting retail areas.
Objective	Create walkable neighborhoods that promote community cohesion, connections, and cooperation; create pathways that connect neighborhoods as well as community gathering/meeting places with each other.	Work with other units of government to develop and connect trail systems.	Make the city accessible to people with physical disabilities.	

Utilities

1. Goal: Develop and maintain a program for infrastructure to expand with growth in Elwood.

Objective	Coordinate development with details of the City of Elwood Master Utility Plan.
-----------	--

2. Goal: Use infrastructure and other redevelopment efforts to reduce or eliminate visual clutter such as overhead power, cable, telephone lines, and traffic controller and junction boxes.

Objective	Identify opportunities to improve the over-all aesthetics of the community.
-----------	---

3. Goal: Develop and implement environmentally sensitive public infrastructure planning, design, and construction.

Objective	Consider environmental impact of infrastructure improvements.
-----------	---

4. Goal: Provide sufficient funding for long-term infrastructure construction and operations.

Objective	Identify new funding sources for infrastructure improvements.
-----------	---

Economic Development

1. Goal: Collaborate to create a coordinated plan to promote Elwood's business and residential opportunities.

Objective	Support businesses that serve Elwood's population and provide attractive employment options that encourage people to relocate here.
-----------	---

2. Goal: Enhance the City's diverse business community.

Objective	Actively promote Elwood in the greater metropolitan area and throughout the state and region.	Encourage businesses with family sustaining jobs.	Actively support existing businesses.	Pursue/Create opportunities for job training/retraining.
-----------	---	---	---------------------------------------	--

Objective	Welcome new businesses.	Seek out and support high quality businesses that enhance the tax base.	Work with existing businesses to recruit their suppliers.
------------------	-------------------------	---	---

3. Goal: Provide attractive, inviting, high-quality retail shopping and service areas that are conveniently and safely accessible by multiple travel modes including transit, walking, and bicycling.

Objective	Encourage commercial areas to make efficient use of land, provide for safe vehicular and pedestrian movements, including bicycle, provide adequate parking areas, provide appropriate site landscaping, and create quality and enduring aesthetic character.
------------------	--

4. Goal: Maintain a balance of commercial/industrial activities that anticipate long-term economic and social changes.

Objective	Attract businesses that require a diverse set of skills.
------------------	--

5. Goal: Promote an appropriate mix of commercial development types within the community.

Objective	Use the Comprehensive Plan to guide new commercial development to locations appropriate for its scale and use.	Emphasize the development of commercial uses that meet the needs of existing and future Elwood residents.	Support neighborhood-scale commercial areas that provide convenient access to goods and services at appropriate locations within the community.
------------------	--	---	---

6. Goal: Support redevelopment that embraces genuine public-private partnerships with benefits for all.

Objective	Identify areas for redevelopment within the City.
------------------	---

7. Goal: Ensure that the technology infrastructure is in place to provide a competitive advantage and optimize public and private sector performance.

Objective	Maintain a cutting edge City of Elwood website as a first impression to the City.	Provide current and cost-effective technology and associated infrastructure for city operations and services, and private sector partnerships.	Invest in a technology infrastructure that meets short-term needs and provides long term flexibility.
------------------	---	--	---

8. Goal: Develop a long-term technology infrastructure plan

Objective	Regularly assess and update technology trends to identify and recommend future investments.	Develop policies to provide broad technology access.	Seek community and business input on technology infrastructure needs.	Establish secure funding sources to operate, maintain, and upgrade technology infrastructure.
------------------	---	--	---	---

This page intentionally blank.

4

DEMOGRAPHIC
DATA

Image 4.1: Original City Hall, Elwood, Indiana.

Population and demographics have changed over the past several decades in the City of Elwood. It is important to incorporate these shifts into the planning process for the next 20 to 30 years. The following information, required by Indiana Code 36-7-1, is included:

- Population forecasts
- Household forecasts
- Employment forecasts
- Age distribution
- Education levels
- Income levels
- Employment characteristics

Population Growth Trends and Projections

Historic census data shows us that for the first time since the mid 1900s, the City of Elwood is experiencing an increase in population (1990-2000). While this growth is minimal in comparison to the boom in the early 20th century, it shows that the City of Elwood is a community on the rise. A portion of the success can be accredited to Red Gold, one of the nation's leading tomato processors, who has multiple facilities in Elwood.

Between 1970 and 1990 the City of Elwood had seen a sharp decrease in population from 11,196 in 1970 to 9,494 in 1990 (a -15.2 percent change over the twenty year period). This significant loss in population can be directly attributed to the closing of General Motors facilities throughout Madison County (see *Figure 4.1a*, *Figure 4.1b*, "*City of Elwood Decennial Population Change*"). From 1970 to 1990 the county lost approximately 7,853 residents (a change of -5.67 percent). While the loss at the county level was less than the loss seen by the City of Elwood, it plays an

<i>Year</i>	<i>Population</i>
1890	2,284
1990	12,950
1910	11,020
1920	10,790
1930	10,885
1940	10,913
1950	11,362
1960	11,793
1970	11,196
1980	10,867
1990	9,494
2000	9,737
2010	10,396
2020	11,185
2030	11,748

Figure 4.1a: City of Elwood Decennial Population Change

	<i>Total Population</i>				<i>Annual Percent Change</i>	
	1970	1980	1990	2000	1999-2000	1970-2000
Madison County	138,522	139,336	130,669	133,358	0.21%	-0.28%
City of Elwood	11,196	10,867	9,494	9,737	0.26%	-0.76%

Figure 4.2: City of Elwood and Madison County Population Change, 1970-2000

<i>Actual (1990-2000)</i>				<i>Forecast (2000-2010)</i>				<i>Forecast (2010-2020)</i>			
1990	2000	Diff.	% Change	2000	2010	Diff.	% Change	2010	2020	Diff.	% Change
3,877	4,122	+245	6.32%	4,122	4,327	+205	+205	4,327	4,553	+226	5.22%

Figure 4.3: City of Elwood Total Housing Units

	<i>1990</i>	<i>2000</i>	<i>% Increase</i>
White	9,423	9,574	2%
Black/African American	0	5	500%
American Indian/Alaska Native	8	12	50%
Asian/Pacific Islander	27	29	7%
Other Race	36	66	83%

Figure 4.4: City of Elwood Racial Composition, 1990-2000

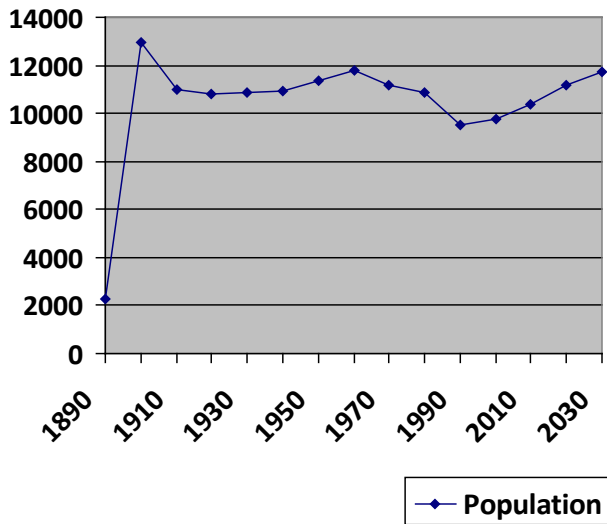


Figure 4.1b: The City of Elwood Decennial Population Change

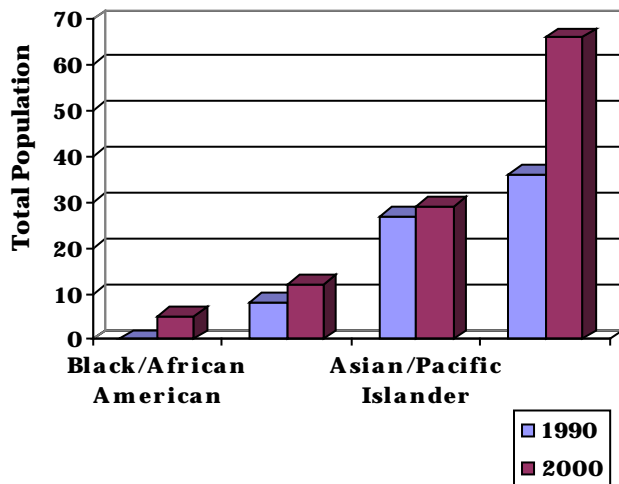


Figure 4.b: The City of Elwood Racial Composition, 1990-2000

integral role in understanding why the population had such a drastic change during that time. To see the full effects the loss of manufacturing jobs had on Elwood and Madison County (see Figure 4.2, “City of Elwood and Madison County Population Change, 1970 - 2000”). This table shows the percent change in population annually between 1970 and 1990 at both the city and county levels.

Over the past ten years, census data shows an increase in population; from 9,494 in 1990 to 9,737 in 2000 (a change of +2.56 percent). During the same period Madison County experienced an overall increase in population; from 130,669 in 1990 to 133,358 in 2000 (an increase of +2.06 percent). Comparing the annual percent change from 1990 to 2000 between Madison County and Elwood, shows Elwood growing at a faster rate than the county (see Figure 4.2, “City of Elwood and Madison County Population Change, 1970 - 2000”). This is considerably more impressive taking into account the rate at which the City was losing its population between 1970 and 1990. Elwood improved from losing -0.76 percent of its population per year between 1970 and 1990 to gaining 0.26 percent of its population per year between 1990 and 2000.

The Housing Unit Method utilized the total number of building permits, current population, occupancy rate, and the average number of persons per household to project the population growth out to the year 2030 (see Figure 4.1, “City of Elwood Decennial Population Change”). Elwood’s population is forecasted to have a 20.65 percent increase over the next thirty years (2000 - 2030). This calculation uses the information gathered between 1990 and 2000 to project an approximate population every ten years from 2000 to 2030. With the Indianapolis Metropolitan Area continuing to grow, the gap between Indianapolis and out-lining areas of central Indiana is beginning to close. It is expected Elwood will see the effects of this growth and begin to share more of an identity with those Madison County communities already impacted by the expansion of Indianapolis. However, these should only be considered projections based on the current situation. One issue of concern is the recent crash of the housing market. Given that the forecasted population numbers utilize growth in housing units as a factor in the projection, the housing market crash of 2008 will have an effect on the results of future growth. While Elwood may not experience a significant decline in population, it should expect to see a significant reduction in the growth originally projected for 2010. These projections should be

	<i>1990 (in persons)</i>	<i>2000 (in persons)</i>
Median, Occupied Housing Units	2.23	2.5
Median, Owner-Occupied Units	2.41	2.54
Median, Renter-Occupied Units	1.58	2.39

Figure 4.5: City of Elwood Comparison of Average Household Size, 1990-2000

	<i>Population</i>		<i>Housing</i>		<i>Difference</i>		<i>Percent Change</i>	
	2000	2030	2000	2030	Pop.	Housing	Pop.	Housing
Elwood	9,737	11,748	4,122	4,778	+2,011	+656	+20.7%	+15.9%
Madison County	133,358	173,657	56,939	73,455	+40,299	+16,516	+30.2%	+29.0%

Figure 4.6: City of Elwood Comparison of Average Household Size, 1990-2000

	<i>Madison County</i>			<i>Elwood</i>		
	1990	2000	% Change	1990	2000	% Change
Under 5 Years	6.4	6.4	0.0%	7.2	6.5	-9.7%
Under 18 Years	24.8	24.8	0.0%	27.7	27.1	-2.2%
18 to 24 Years	10.4	8.1	-22.1%	8.7	7	-19.5%
25 to 44 Years	30.1	28.3	-6.0%	28.9	28.8	-0.3%
45 to 64 Years	20.8	23.9	+14.9%	19.1	22.3	+16.8%
65 Years +	14.0	14.9	+6.4%	15.6	14.7	-5.8%
80 Years +	3.1	4.1	+32.3%	4.1	4.3	+4.9%

Figure 4.7: City of Elwood and Madison County Population by Age Cohort

	<i>Madison County</i>		<i>City of Elwood</i>	
	1990	2000	1990	2000
Labor Force	63,258	61,948	5,514	4,102
Employed	59,046	56,593	4,974	3,854
Unemployed	4,116	5,312	540	248
% Unemployed	6.5%	8.6%	9.8%	6.0%

Figure 4.8: City of Elwood and Madison County Civilian Labor Force, 1990-2000

revisited and updated to reflect the actual effects of the housing market crash once data is available.

As shown in *Figure 4.3, "City of Elwood Total Housing Units"* the City of Elwood is projected to experience an increase in households of 10.2 percent from 2000 to 2020. The greatest increase in households is seen between the years 1990 and 2000.

Elwood's minority population increased significantly between 1990 and 2000 as shown in *Figure 4.4a and Figure 4.4b, "City of Elwood Racial Composition, 1990 - 2000."* Of minority groups, the number of 'other race' increased the most in pure numbers (an increase of 30 individuals) while Blacks or African Americans had the highest percentage increase (500 percent).

Households

Figure 4.5, "City of Elwood Comparison of Average Household Size: 1990 - 2000," shows that the average size of an owner occupied household is larger than the average size of a renter occupied household in the City of Elwood. In 2000, the average size of an owner occupied household in Elwood was 2.54 compared to 2.39 persons per renter-occupied household (a difference of .15 persons per unit). In 1990, the average size of an owner occupied household in Elwood was 2.41 compared to 1.58 persons per renter-occupied household (a difference of .83 persons per unit). This data reflects a rational trend as home owners are more likely to be married with children.

Between 1990 and 2000 the average household size saw a slight increase on all fronts (*see Figure 4.5, "City of Elwood Comparison of Average Household Size: 1990 - 2000"*). Renter occupied units have had the greatest increase from 1.58 individuals per unit in 1990 to 2.39 individuals per unit in 2000 (a 51.3 percent increase over the ten year period). Given the fact that over the ten year period the median rooms per unit actually decreased; from 5.4 in 1990 to 5.3 in 2000, there is a need for larger units in Elwood. One explanation for this shift is that some rental homes may have been subdivided into multiple units.

Population by Age

The population in Elwood and Madison County is aging. *Figure 4.6, "City of Elwood Population compared to Housing and Figure 4.7, "City of Elwood and Madison County Population by Age Cohort"* show the population change by age group in the City of Elwood and Madison County between 1990 and

2000. The 45 to 54 year old age group increased 14.9 percent in Madison County and 16.8 percent in the City of Elwood. The 80 years and over age group increased 32.3 percent in Madison County and 4.9 percent in Elwood. An aging population and out migration for college or work are two possible explanations for this trend.

In comparison, the 18 to 24 year old age group decreased 22.1 percent in Madison County and 19.5 percent in Elwood. The under 18 and under 5 groups also decreased in Elwood while remaining the same at the county level. The median age in Madison County increased from 34.8 years in 1990 to 37 years in 2000, and the median age in Elwood increased from 33.7 years in 1990 to 37 years in 2000. An aging population and out migration for college or work are two possible explanations for these trends.

The aging population will have an effect on the types of housing and jobs needed for the City of Elwood. An increase in assisted housing options and housing options for fixed incomes may be required as the average age of residents continues to rise. The aging population may also require that additional jobs oriented towards older individuals become available in Elwood. One factor providing temporary relief is individuals staying in the workforce longer in order to stabilize retirement due to the economic recession.

Older individuals in the workforce should be considered a positive for businesses in Elwood. Business survey data reveals that while older workers are seen as costing more, they are also viewed as more productive than younger workers. Over 80 percent of employers indicate that older workers are "as attractive" or "more attractive" than a younger employee; however, older white-collar workers are viewed as more attractive than older rank-and-file workers. While this may not help expand further manufacturing and production jobs in the City, it is an opportunity for the City to expand its management and higher educated workforce while catering to an aging population.

Labor Force & Employment Characteristics

Labor force and employment characteristics are shown in *Figure 4.8, "City of Elwood and Madison County Civilian Labor Force: 1990 - 2000."* From 1990 to 2000, Elwood's labor force decreased from 5,514 to 4,102 for a net decrease of 1,412. This decrease is surprising given the annual population growth rate of .26 percent. However, *Figure 4.6* indicates that while Elwood grew overall, it did not grow in the age

	<i>Labor Force</i>		<i>Change</i>	
	1990	2000	Difference	% Change
City of Elwood	5,514	4,102	-1,412	-25.6%
Madison County	63,258	61,948	-1,310	-2.1%
City as % of County	8.7%	6.6%	2.1%	-2.1%

Figure 4.9: City of Elwood and Madison County Change in Civilian Labor Force, 1990-2000

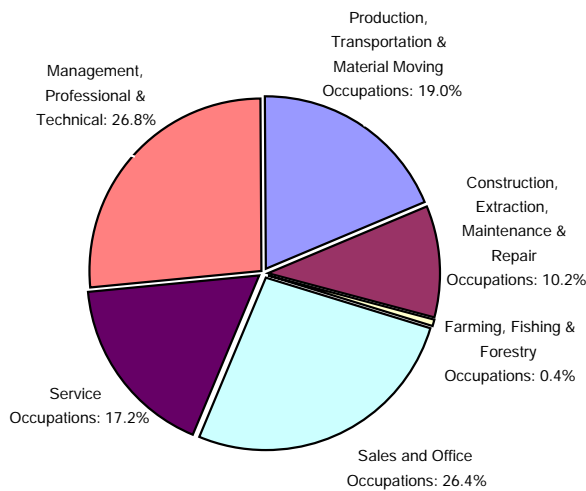
Occupation Group	<i>Madison County</i>		% Change	<i>Elwood</i>		% Change
	1990	2000		1990	2000	
Management, Professional & Technical	10,830	15,178	40.1%	518	673	29.9%
Service Occupations	8,584	9,748	13.6%	987	646	-34.5%
Sales and Office Occupations	17,380	14,932	-14.1%	1,456	794	-45.5%
Farming, Fishing & Forestry Occupations	1,016	216	-78.7%	22	0	-100%
Construction, Extraction, Maintenance, & Repair Occupations	7,921	5,778	-27.1%	739	422	-42.9%
Production, Transportation, & Material Moving Occupations	13,315	10,741	-19.3%	1,891	1,319	30.2%

Figure 4.10: City of Elwood and Madison County Employment by Industry, 1990-2000

	<i>Median Household Income</i>		<i>1989-2000 Change</i>	
	1989	2000	Number	Percent
Madison County	\$27,435	\$42,616	\$15,181	55.3%
City of Elwood	\$21,967	\$30,986	\$9,019	41.1%

Figure 4.11: City of Elwood and Madison County Household Income

Madison County



groups that would support an increase in the labor force. In fact, Elwood had a significant decline in the age groups which would stimulate an increase in the labor force. Comparing Elwood's results to the County shows that Madison County's labor force decreased from 63,258 in 1990 to 61,948 in 2000 for a net decrease of 1,310. This shows that while some areas in the County experienced a growth in labor force, there are other areas, such as Elwood, that experienced declines.

Figure 4.9, "City of Elwood and Madison County Change in Civilian Labor Force" shows that the City of Elwood lost a larger portion of its labor force in comparison to the loss at the County level. And while this loss in Labor Force is cause for concern, during the same time period the unemployment rate for the City of Elwood decreased. Elwood had a decrease its unemployment rate from 9.8 percent in 1990 to 6.0 percent in 2000. This is significant considering Madison County's unemployment rate actually increased from 6.5 percent in 1990 to 8.6 percent in 2000.

City of Elwood

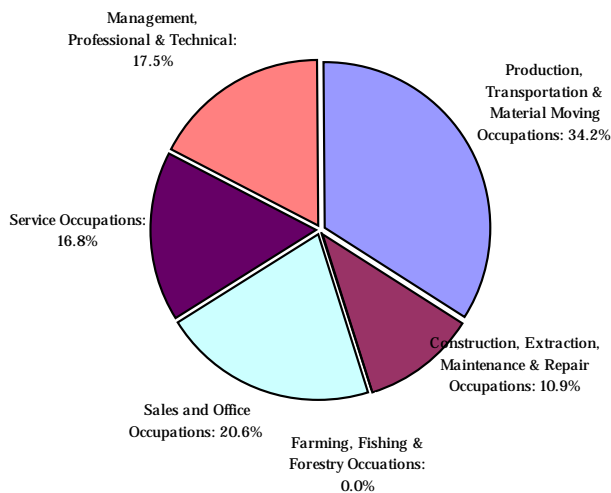


Figure 4.10, "City of Elwood and Madison County Employment by Industry 2000" compares the various occupations for both Madison County and the City. In 2000, the employed population 16 years and older in Madison County was primarily working in management, professional & technical and sales and office occupations. The City of Elwood's employed population in 2000 was primarily employed in production, transportation and material moving occupations; sales and office occupations; management, professional and technical occupations; and service occupations. Figure 4.10 shows that the production, transportation and material moving occupations play a larger role in Elwood than they do at the county level. One reason for this is the large number of food processing jobs in Elwood.

The total number and percent change of different types of employment by industry are shown in Figure 4.10, "City of Elwood and Madison County Employment by Industry 2000." At the County level the greatest decreases in industry type occurred in Farming, Fishing, & Forestry Occupations (-78.7 percent change) and Construction, Extraction, Maintenance, & Repair Occupations (-27.1 percent change). Increases at the County level occurred with Management, Professional & Technical (40.1 percent change) and Service Occupations (13.6 percent change). The City of Elwood's only increase occurred in Management, Professional & Technical

(29.9 percent change). All other industry types in the City declined over the ten year period.

Figure 4.10, "City of Elwood and Madison County Employment by Industry 2000" compares the percentages of those employed in the different industries for Madison County and the City of Elwood. From this figure it is evident that manufacturing plays an integral role in employment in Elwood, while Educational, Health & Social Services make up the largest industry for those employed in Madison County. At both levels, Agriculture, Forestry, and Fishing are the industry type with the lowest amount of the workforce.

Income Levels

Median household income increased 41.1 percent in Elwood between 1989 and 2000. In Madison County the median household income increased 55.3 percent over the same time period. In 2000, Elwood had 325 families below the poverty line, 11.7 percent compared to 9.6 percent of families in Madison County (see *Figure 4.11, "City of Elwood and Madison County Household Income"*).

School Enrollment and Educational Attainment

In 2000, nearly 60 percent of Elwood's population enrolled in school was in elementary school. The high school population was the next largest with 19.7 percent of the total. Residents 25 years and older in Elwood are slightly less educated than those residents at the county, state, and national level. While there is a high percentage of residents with a high school degree or higher (67.4 percent), the City of Elwood has an extremely low percentage of its population with a bachelor's degree or higher (5.2 percent); compared to 16.2 percent at the county level, 21.6 percent at the state level, and 27 percent at the national level. One reason for Elwood having a lower percentage of higher educated residents is the fact that the majority of jobs in Elwood are in the

manufacturing industry and do not require obtaining a professional degree. There is a need for more jobs which require higher educational attainment levels. It is important that there be a variety of educational levels among residents in the City of Elwood. This variety ensures the successful growth and development of the City, preventing a possible loss in one sector from having devastating effects on the entire community. Looking at educational attainment, it is obvious that very few 18 to 24 year olds return to the City of Elwood once they obtain a post-secondary degree.

Issues

The following issues were identified during the background data collection, community surveys, and public, focus group and steering committee meetings.

- Elwood's population has declined over the past decade. Projections indicate an increase over the next decade, however, the projection based on currently available data.
- Elwood has experienced an outmigration of their labor force (and population) as major industries within the City as well as within the County have closed and relocated. The labor force is following the jobs.
- Elwood's population trends indicate that there is an outmigration of 18-24 year olds. This is indicative of graduates not returning to Elwood for employment after obtaining post-secondary education.
- Elwood's labor force is concentrated in two primary areas; food processing and manufacturing. Reductions and closings in these industries can have a drastic affect on the City's economic base.
- Elwood's school enrollment has decreased mirroring the outmigration of the labor force - people who move for new employment opportunities have relocated with their families.
- Elwood's unemployment rate has increased since the 2000 United States Census due to recent factory closings.

5

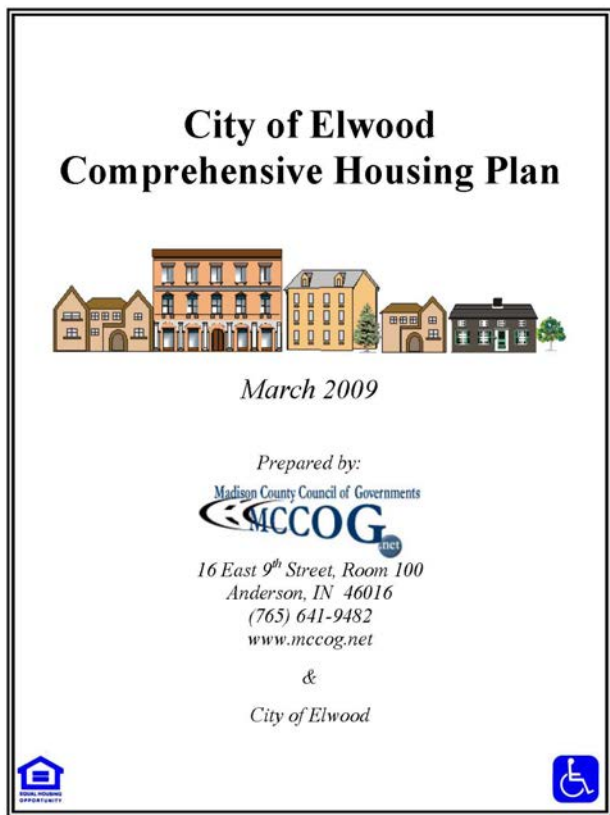
HOUSING
DEVELOPMENT

Image 5.1: Cover of the City of Elwood Comprehensive Housing Plan

Housing is one of the most important elements in our lives and our communities. Providing shelter and a sense of community, housing plays an essential part in our physical and social environments, as well as our political and economic institutions. As a commodity, home-ownership represents the largest purchase made by most individuals and families. As an industry, housing is a major partner in the economic life of the community as a consumer of goods and services.

A community's housing stock is its largest long-term capital asset. Since residential development is usually the predominant user of urban land, taxes on housing constitute a principal source of local government revenue. Accordingly, services to housing and to inhabitants of the housing comprise a major portion of local government expenditures.

Housing Plan

The City of Elwood has completed a housing study to determine the housing needs of the community. The Housing Plan provided the City with an analysis of the existing housing stock and future housing demands.

Looking at demographic data and its relation to housing, it is important to look at the ages of householders and the types of housing in which they live. The City of Elwood has 3,845 occupied housing units, of which 74 percent are owner-occupied units and 26 percent are renter-occupied units. This breakdown is consistent with the state average (71 percent owner-occupied and 29 percent renter-occupied units).

The following trends were identified when analyzing tenure by age of householder. There are more

Age	Owner-Occupied	Percent	Renter-Occupied	Percent	Total
15 - 25 Years Old	53	34%	103	66%	156
25 - 34 Years Old	353	59%	243	41%	596
35 - 44 Years Old	626	70%	268	30%	894
45 - 54 Years Old	560	82%	126	18%	686
55 - 64 Years Old	478	83%	101	17%	579
65 - 74 Years Old	376	82%	80	18%	456
75+ Years Old	397	83%	81	17%	478
Total Elwood	2,843	74%	1,002	26%	3,845

Figure 5.1: Tenure by Age of Householder

*Source: U.S. Department of Commerce, Bureau of the Census, 2000 Census of Population and Housing

Location	Above Low-Income	Percent	Below Low-Income	Percent	Total Surveyed
Elwood 2005	8	30%	19	70%	44
Madison County 1998	231	47%	256	53%	210

Figure 5.2: Income Level

*Source: U.S. Department of Commerce, Bureau of the Census, 2000 Census of Population and Housing

Percentage of Income	Elwood Households	Percent
Less than 20%	1,718	70%
20-24%	190	8%
25-29%	156	6%
30-34%	104	4%
35% or More	293	12%

Figure 5.3: Owner Occupied Households - Percentage of Income Paid

*Source: U.S. Department of Commerce, Bureau of the Census, 2000 Census of Population and Housing

Percentage of Income	Elwood Households	Percent
Less than 20%	246	25%
20-24%	154	15%
25-29%	179	18%
30-34%	59	6%
35% or More	354	36%

Figure 5.4: Renter Occupied Households - Percentage of Income Paid

*Source: U.S. Department of Commerce, Bureau of the Census, 2000 Census of Population and Housing

Location	Housing Units	Occupied Housing	Owner-Occupied	Renter-Occupied
Elwood	4,179	3,845	2,843	1,002

Figure 5.5: Owner Occupied Households vs. Renter Occupied Household

*Source: U.S. Department of Commerce, Bureau of the Census, 2000 Census of Population and Housing

renters (66 percent) than owners (34 percent) in the age category of 15 to 24 years old. However, among residents age 25 years and older, there is a higher percentage of owners than renters. This would indicate that householders make the transition from renter-occupied to owner-occupied units around the age of 25. By the age of 45, a significant increase occurs with over 80 percent of the City householders residing in owner-occupied units. The following chart displays trends in tenure among the City of Elwood's owners and renters. *See Figure 5.1: Tenure by Age of Householder.*

The City of Elwood has an aging housing stock, and many older homes in the City are in need of some repair. Generally, housing structures with an age of 40 years or older are considered in need of rehabilitation if no previous rehabilitation or renovation has been done on the structure. As determined by the Indiana Division of Historic Preservation and Archaeology of the Department of Natural Resources, housing that is 50 years or older may be considered for inclusion on the National Historic Register pending that it has architectural and historically significant features. With a median year for structures built in Elwood at 1940, many houses in the City are well over the above-mentioned 40 and 50 year-old thresholds. It is essential for the City to update and rehabilitate its housing stock so that it remains safe, decent, and of good quality.

The City's median value for housing units was \$64,000, which is well below Madison County's median value of \$81,600 and the state median value of \$94,300. Looking at the actual value of housing for the City, nearly 100 percent of the housing stock has a value of less than \$200,000. Thus, with a Fair Mortgage Limit for Madison County of \$200,160 set by the United States Department of Housing and Urban Development, close to 100 percent of the housing stock in Elwood has a value less than the Fair Mortgage Limit.

Housing Cost Burden

To properly ascertain the City's housing cost burden, an analysis of income figures was completed. By comparing responses received from Elwood residents to the 2005 low-income figures distributed by the United States Department of Housing and Urban Development, a random telephone survey found that 70 percent of households surveyed could be classified as low-income. *See Figure 5.2: Income Level.*

A look at the 2000 United States Census' median household income in Elwood shows some signs of economic burden. The City has a median household income of \$30,986, which lies below Madison County's median household income of \$39,925. Additionally, Elwood's median income is well below the state's median income. This graph outlines the median household income for the City of Elwood, Madison County, and the State of Indiana.

Recognizing the high percentage of low-income households and the lower than average median household income, the need for programs that address low-income housing in City of Elwood are important.

Additionally, examining the percentage of income paid for housing is one key to analyzing the financial burden a family and/or household may be experiencing. This burden can vary depending on whether the household is owner-occupied or renter-occupied. The following charts outline percentages of income households pay for housing. Data shows that while homeowners are spending a smaller percentage of income on housing, renters are spending significantly more. Commonly, if a household is paying more than 30 percent for housing costs, it is considered financially and/or economically burdened. Typically, banks, HUD, and other lending institutions utilize this percentage to determine affordability. Based on the chart, 16 percent of owner-occupied and 42 percent of renter-occupied households in Elwood could be categorized as financially burdened. *See Figure 5.3: Owner Occupied Households – Percentage of Income Paid and Figure 5.4: Renter Occupied Households – Percentage of Income Paid.*

The number of financially burdened households combined with the number of low-income households in Elwood clearly suggests that assistance may be needed in order to meet serious housing needs. Alleviation of this burden is greatly needed to enable low-income households to obtain safe, decent, and affordable housing.

Minor steps have been taken to address and provide low-income housing in Elwood. The United States Department of Agriculture's Rural Development Office, Rural Opportunities, Inc., Madison County Council of Governments, Elwood Housing Authority and similar agencies provide loans, grants, Section 8 rental assistance, and owner and/or renter-occupied rehabilitation funding. This has allowed scattered sites throughout the City to partially meet the low-income housing need.

ELWOOD, INDIANA

<i>Location/ Year</i>	<i>Housing Units</i>	<i>Occupied Housing</i>	<i>Percent Vacant</i>	<i>Vacant Housing</i>	<i>Owner Vacant</i>	<i>Renter Vacant</i>
Elwood/1990	3,946	3,618	8.3%	328	78	250
Elwood/2000	4,179	3,845	8.0%	334	52	282

Figure 5.6: Elwood Vacant Housing

*Source: U.S. Department of Commerce, Bureau of the Census, 1990 & 2000 Census of Population and Housing

<i>Location</i>	<i>Housing Units</i>	<i>Occupied Housing</i>	<i>Owner Occupied</i>	<i>Renter Occupied</i>
Elwood	+5.90%	+6.27%	+11.75%	-6.70%
1990	3,946	3,618	2,544	1,074
2000	4,179	3,845	2,843	1,002

Figure 5.7: Gross Rent Paid per Bedroom

*Source: U.S. Department of Commerce, Bureau of the Census, 2000 Census of Population and Housing

<i>Monthly Rent</i>	<i>No Bedrooms</i>	<i>One Bedroom</i>	<i>Two Bedrooms</i>	<i>Three Bedrooms</i>
Less than \$200.00	0	71	35	10
\$200.00 to \$299.00	0	70	0	10
\$300.00 to \$499.00	0	180	178	61
\$500.00 to \$749.00	0	40	147	135
\$750.00 to \$999.00	0	0	19	22
\$1,000.00 or More	0	0	0	14

Figure 5.8: Gross Rent Paid per Bedroom

*Source: U.S. Department of Commerce, Bureau of the Census, 2000 Census of Population and Housing

Availability of Housing Type

The amount of available housing units in the Elwood seems to be sufficient, but the quality of those units may not be what buyers are looking for. There are 4,179 housing units in Elwood, with approximately 92 percent of the housing units being occupied. The number of owner-occupied units in the City is considerably greater than the number of renter-occupied units. According to the 2000 United States Census, there are 2,843 owner occupied units and 1,002 renter-occupied units in the City, with owner-occupied units comprising approximately 74 percent of the housing units. *Figure 5.5: Owner Occupied vs. Renter Occupied Households*, summarizes the breakdown of housing units in the City.

As discussed in the Community Profile, the quality of a structure or housing unit can often be analyzed by looking at the unit's age. The 40 year-old threshold is a good analysis tool in determining structures that may need rehabilitation. Since the median year of structures built in Elwood is 1940, a large portion of the City's stock is much older than the crucial 40 year-old threshold; thus, many housing units may need some type of rehabilitation.

Changes in Inventory

Multiple tools were used to assess changes in the housing inventory. One key tool was the correlation of vacancy rates between 1990 and 2000. Additionally, research into the changes in inventory—including type, location, cost, and size of housing units—should be conducted. Finally, when analyzing changes in inventory, consideration should be given to the availability and affordability of housing for low-income households.

The amount of vacant housing in Elwood is drastically different with rental housing having much higher vacancy rates than those for owner housing. The vacancy rates in the City seem to be concurrent with the State of Indiana's rates. The vacancy rate for Elwood remained similar between 1990 and 2000. *Figure 5.6: Vacant Housing, demonstrates these figures.*

To properly ascertain changes in the housing inventory of Elwood, a look must be taken at the direction and growth (or non-growth) that a community is experiencing. While Elwood saw an increase in population, 2005 estimates from the United States Census show the population dropped by 5.9 percent, from 1990 - 2000. This table gives a better illustration of the City's housing stock.

To analyze the cost and size of owner-occupied and renter-occupied housing units, census data and survey data collected from realtors, bankers, community leaders, and citizens was utilized. Based on the survey results, the present changes in the housing inventory are not addressing the current and future housing needs in the City. *See Figure 5.7: Owner Occupied Housing vs. Renter Occupied Housing by Decade.* Of the surveyed sources, all agreed that serious problems exist with a lack of availability of quality homes and rentals, a shortage of affordable homes and rentals for low-income families, poor and dilapidated housing stock, inadequate housing for seniors, and an abundance of vacant/abandoned homes.

Elwood has a median value of owner-occupied units of \$64,000, which is approximately \$30,000 below the state median value of \$94,300.

Of the owner-occupied households surveyed via random telephone calls, 92 percent of respondents felt the size of their home was at a minimum adequate, while 8 percent of the respondents felt the size of their home was too small. The average amount of bedrooms in owner-occupied households surveyed was 2.4. When analyzing the size of owner-occupied units, it is important that adequate sized and affordable homes are found for the 8 percent of households who felt their home was too small. The cause of this could be two fold, 1) the availability of appropriately sized homes may not be available in the market, and/or 2) the household may not have the financial means to obtain appropriately sized housing.

In analyzing rent costs, it is important to examine the percent of household income being paid for rent. A family is generally considered financially burdened if it pays more than 30 percent of household income for housing. According to the 2000 United States Census 42 percent of renter-occupied households in Elwood pay more than 30 percent of their household income for rent. This represents a significant number of Elwood renter-occupied households that are financially burdened.

The 2008 Fair Market Rents set forth by the United States Department of Housing and Urban Development are as follows; 0 Bedrooms/Efficiency - \$535; 1 Bedroom - \$536; 2 Bedrooms - \$644; 3 Bedrooms - \$828; 4 Bedrooms - \$862; 5 Bedrooms - \$991; 6 Bedrooms or More - \$1,121. It is important to note that these fair market rent amounts are to include utilities in the rent. Based on a random telephone

ELWOOD, INDIANA

<i>Utility/Service</i>	<i>Service Provider</i>
Water	City of Elwood: 1505 South 'B' Street Elwood, IN 46036, 765-552-5076
Sewage	City of Elwood: 1505 South 'B' Street Elwood, IN 46036, 765-552-5076
Waste Disposal	City of Elwood: 1505 South 'B' Street Elwood, IN 46036, 765-552-5076
Electric	American Electric Power/Indiana Michigan: 400 North High Street Muncie, IN 47305 800-311-4634
Gas	Vectren: 1630 South Meridian Street Indianapolis, IN 46202, 800-777-2060
Telephone	AT&T: 1099 North Meridian Street Indianapolis, IN 46255, 800-647-9000

Figure 5.9: Utility Providers

<i>Location</i>	<i>1990 Population</i>	<i>2000 Population</i>	<i>1990-2000 % Change</i>	<i>2005 Population</i>	<i>2000-2005 % Change</i>
Elwood	9,494	9,737	+2.6%	9,167	-5.9%

Figure 5.10: Elwood Population Trends

*Source: U.S. Department of Commerce, Bureau of the Census, 1990 & 2000 Census of Population and Housing

**2005 Figures are estimates released by www.stats.indiana.edu

<i>Location</i>	<i>1990 Housing Units</i>	<i>2000 Housing Units</i>	<i>1990-2000 % Change</i>	<i>1990 Occupied Housing</i>	<i>2000 Occupied Housing</i>	<i>1990-2000 % Change</i>
Elwood	3,946	4,179	+5.9%	3,618	3,845	+6.3%
<i>Location</i>	<i>1990 Owner Occupied</i>	<i>2000 Owner Occupied</i>	<i>1990-2000 % Change</i>	<i>1990 Renter Occupied</i>	<i>2000 Renter Occupied</i>	<i>1990-2000 % Change</i>
Elwood	2,544	2,843	+11.8%	1,074	1,002	-6.7%

Figure 5.11: Elwood Housing Trends

*Source: U.S. Department of Commerce, Bureau of the Census, 1990 & 2000 Census of Population and Housing

survey, 100 percent of renter-occupied households paid less than the Fair Market Rent. The following chart demonstrates the amount of rent paid by tenants in Elwood based on the number of bedrooms in the unit. See *Figure 5.8: Gross Rent Paid per Bedroom*.

When looking at the size of renter-occupied units, the data collected from the Telephone Survey provided data on the size of existing renter-occupied units. Of renter-occupied households surveyed, 47 percent of respondents felt the size of their rental was at a minimum adequate, while 53 percent of the respondents felt the size of their rental was too small. The average number of bedrooms for renter-occupied households surveyed was 1.25. This data suggests that more than half of renters feel their rental units are too small.

Adequacy of Infrastructure

A key component to housing and other forms of development is the availability of local utilities, with the major utilities of concern being water and sewage provisions. Whether or not these services are provided can promote or deter possible new housing development within a community.

The adequacy of infrastructure and/or utilities must be assessed when looking at the rehabilitation and development processes. *Figure 5.9: Utility Providers*, outlines the current providers of utilities/services for the City of Elwood.

The City of Elwood offers adequate water and sewage service. The City is able to provide the best services and offer the best opportunities for development within its current framework. The daily average usage is not nearing total capacity of its system, thereby allowing for additional services if necessary. The water service, provided by the City of Elwood, services 3,657 customers within the City of Elwood. The maximum capacity is 2.232 million gallons/day, yet Elwood, on average, only uses 1.6 million gallons/day. Sewage has a maximum capacity of 3.22 million gallons/day.

Housing Trends

Figure 5.10: Population Trends, outlines population numbers and their percent changes over the past 15 years. According to the 2000 United States Census, the median value of a home in the City of Elwood is \$64,000. This value is significantly lower than Indiana's median value of a home at \$94,300. When analyzing housing demand, realtors responded that

homes in the \$70,000 to \$75,000 price range are in the least supply and the highest demand. Thus, when considering the future housing market, new and affordable, low to middle income family homes should be constructed and rehabilitated to adequately meet this demand.

The foremost trend in the City's existing housing stock is the continued aging and dilapidation of many structures. The progression of this trend will result in many renter- and owner-occupied units needing rehabilitation and renovation.

The final trend assessed was the growth/non-growth of the housing stock in the City of Elwood, achieved by comparing housing unit census data from 1990 and 2000. As a whole, the City experienced an increase in the number of housing units as well as an increase in the number of occupied housing units. *Figure 5.11: City of Elwood Housing Trends*, provides a better illustration.

Housing Inventory

Assessment of Elwood's existing housing stock and property shows that the majority of the City's homes are well maintained. A city-wide assessment of housing stock was completed for all structures within city limits and ranked homes and properties on a scale between one (1) and four (4). A ranking of one (1) meant that a structure was well maintained and showed no signs of deterioration, aesthetic problems, or structural damage of any kind. A ranking of two (2) meant that a structure was well maintained, but may have a minor maintenance issue like areas of paint peeling. A ranking of three (3) meant that the building had deterioration or major structural issues and required immediate attention and upgrades. A ranking of four (4) meant that structural damage and deterioration were to such a degree of severity that demolition would be the only option. In addition to assessing the structure, the property surrounding the house was also evaluated using a similar ranking system. A ranking of one (1) or two (2) meant a property was well maintained, while a ranking of three (3) or four (4) meant there were severe maintenance and landscaping issues.

In all, 91 percent of the structures in Elwood were ranked either a one (1) or two (2) indicating most of the structures are well-maintained. Similarly, 93 percent of properties were ranked as either a one (1) or two (2) indicating that most of the properties are well maintained. *Figure 5.12: City of Elwood Housing Stock: Structure Rating* and *Figure 5.13: City*

of *Elwood Housing Stock: Property Rating* show the percentages of each ranking factor.

Public Assisted Housing

Publicly assisted housing in Madison County outside the City of Anderson currently has a minimal role in low-income housing. There are only a select few organization and programs offered in the county for publicly assisted housing. Though the majority of publicly assisted housing programs are centered in the City of Anderson, rural county and communities within the county, such as Elwood, are in need of assistance as well. The following is a list of organizations and agencies providing public assistance in housing and programs they offer.

EPHA: Elwood Public Housing Authority
1602 South "A" Street
Elwood, IN 46036
(765) 552-2148

Section 8 Existing Housing Certificate Program

This program is offered by the Public Housing Authority (PHA) through funds from the United States Department of Housing and Urban Development. The purpose of the program is to provide Section 8 Rental Assistance to low-income residents in northern Madison County, primarily the City of Elwood. Once accepted into the program, the PHA will make housing assistance payments to the landlord to assist low-income families in paying their rental obligations. Rental assistance is given to tenants located at scattered sites in the county.

USDA: United States Department of Agriculture
Rural Development Agency
2200 Madison Square
Anderson, IN 46011
(765) 642-3950

Home Improvement and Repair Loans and Grants

The Rural Development office has a service area of the entire county excluding the City of Anderson and its surrounding urbanized area. They have provided funding to rehabilitate numerous owner-occupied and rental units in scattered rural sites throughout the county. In addition to rehabilitation funding, financing low-income homebuyers and first-time homebuyers in the purchase of a home is another program run through the Rural Development office. These programs for the most part give funding in the form of loans, but programs with elderly participants (62 and older) typically are funded by grants.

Elwood Housing Stock: Structure Rating

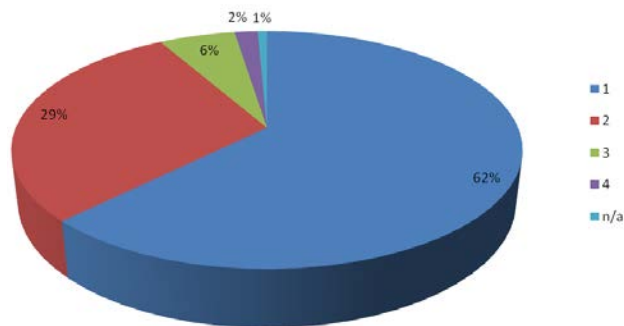


Figure 5.12: City of Elwood Housing Stock: Structure Rating

Elwood Housing Stock: Property Rating

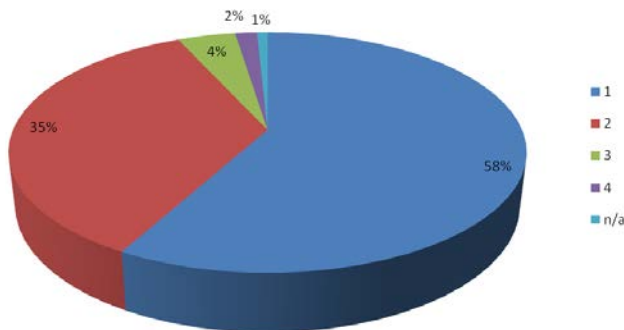


Figure 5.12: City of Elwood Housing Stock: Property Rating

MCCOG: Madison County Council of Governments
16 East 9th Street, Room 100
Anderson, IN 46016
(765) 641-9482

Various Low-Income Housing Programs

The Madison County Council of Governments (MCCOG) has administered housing grants from the Indiana Housing & Community Development Authority and the Farmers Home Administration. The purposes of these grants were to rehabilitate and renovate owner-occupied and rental housing units of low-income families, construct migrant farm worker housing, construct an emergency shelter, and conduct various housing plans and feasibility studies. Programs have been conducted by MCCOG for incorporated towns, cities, and the county excluding the City of Anderson. Grants administered in the past include the Elwood, Alexandria, and Madison County Rental Rehabilitation Programs, Madison County

Owner-Occupied Rehabilitation Program, Madison County Housing Preservation Grant, Madison County Housing Plan, Orestes and Elwood Migrant Farm Worker Housing Programs, and the Alternatives, Inc. Emergency Shelter Program. Owner-occupied and rental units rehabilitated in these programs have been located at scattered sites throughout the county. MCCOG intends to continue to administer public assisted housing grants on behalf of the county and its towns and cities. In addition to these grants, certain housing programs are planned to be pursued in the future to address low-income needs.

Public Funding

A wide array of federal, state, and local funds and/or financing are available for low-income individuals and families in order to promote affordable housing. This section will outline and discuss the agencies and organizations that provide funding/financing toward

affordable housing programs for the low-income population.

IHCDA: Indiana Housing and Community Development Authority
30 South Meridian Street
Suite 1000
Indianapolis, IN 46024
(800) 872-0371

The Indiana Housing and Community Development Authority (IHCDA) was created by the Indiana General Assembly in 1978. As Indiana's key housing finance agency, IHCDA financed the purchase, development, or rehabilitation of approximately 40,000 affordable homes for Hoosiers to rent or own between 1989 and 1996. IHCDA's mission is to increase access to safe, decent, and affordable housing throughout Indiana by working in a fiscally responsible and efficient manner that will empower people and build communities.

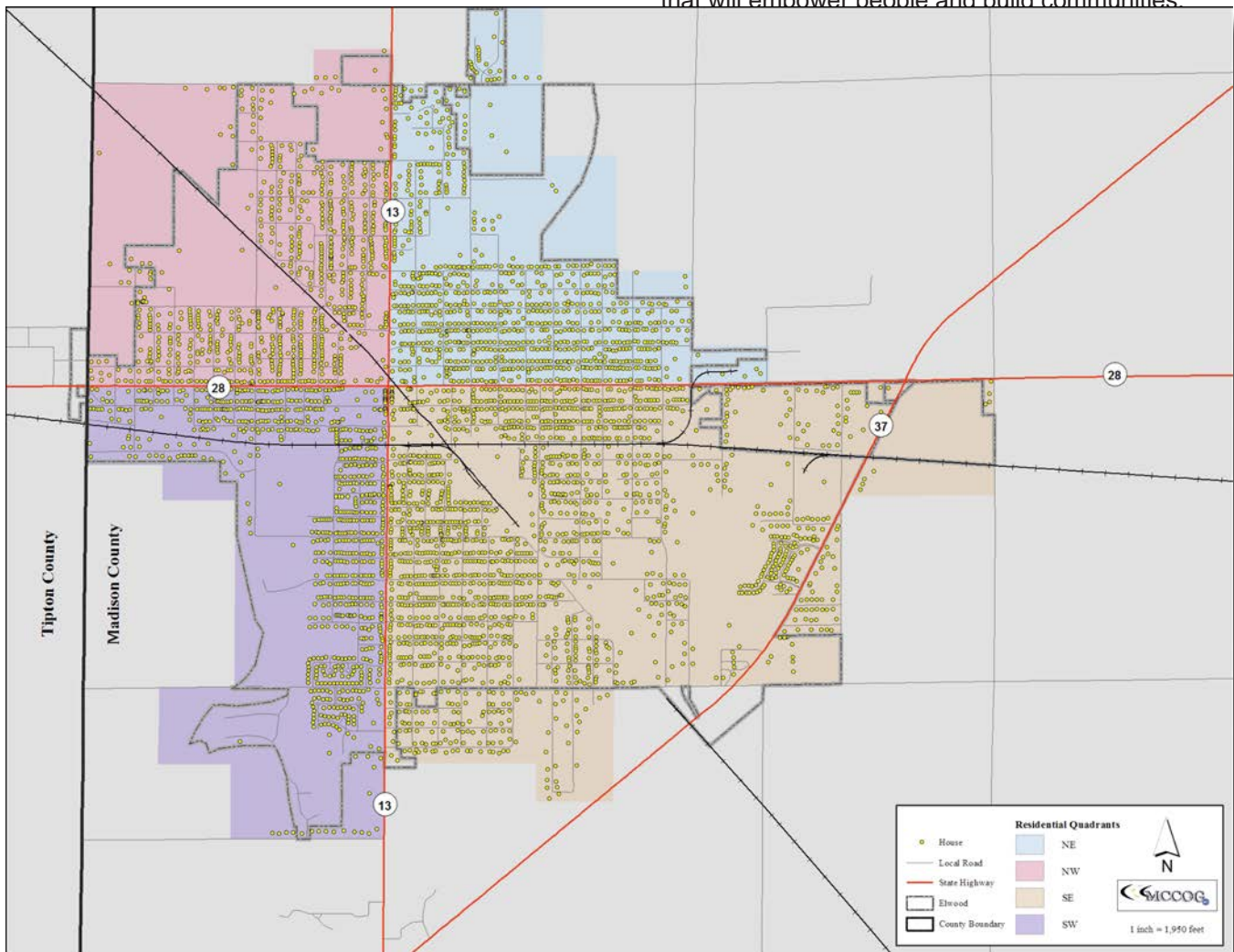


Figure 5.13: City of Elwood Housing by Quadrant

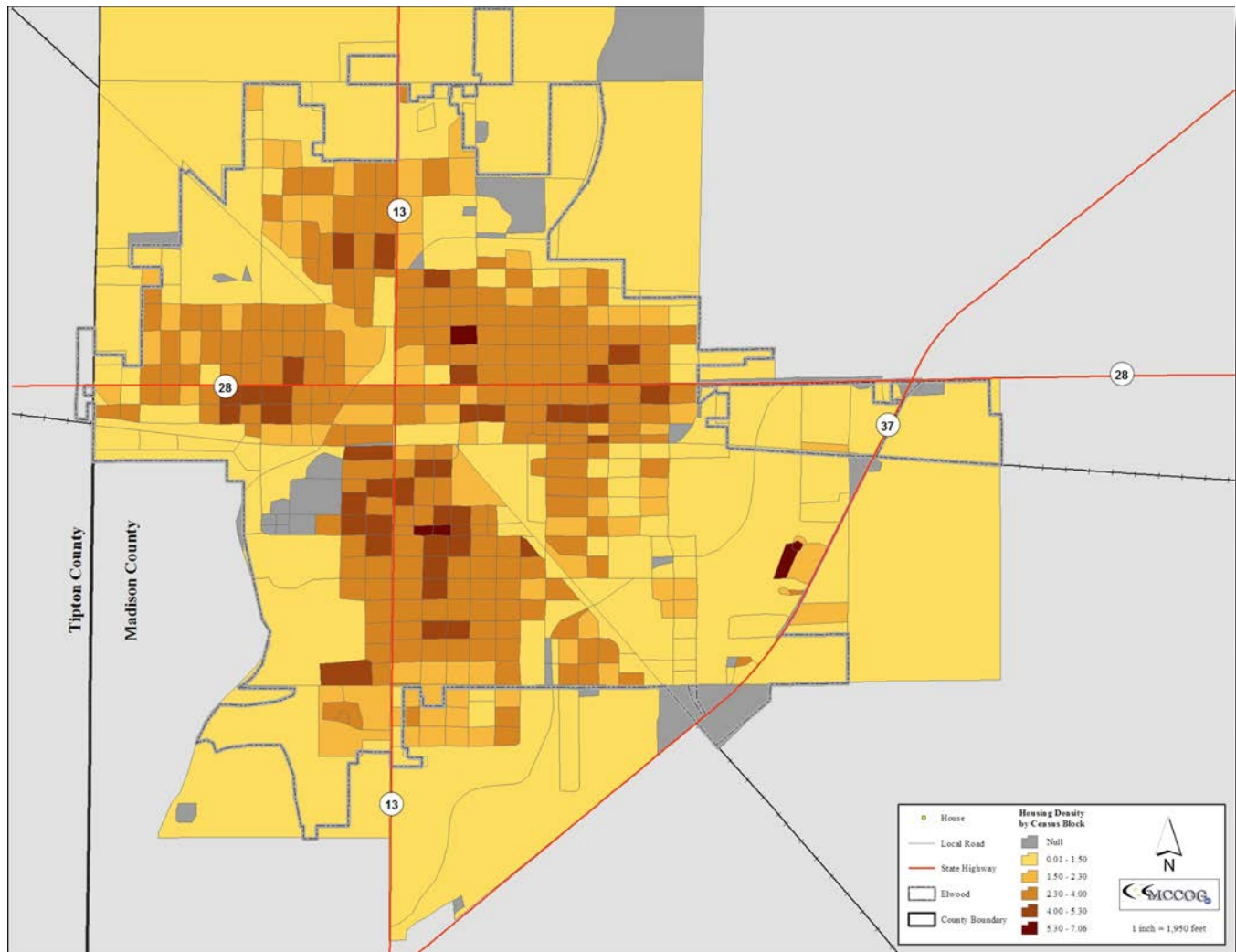


Figure 5.14: City of Elwood Density of Housing

USDA: United States Department of Agriculture
Rural Development, Rural Housing Services
801 West Pearl Street
Lebanon, IN 46052
(765) 482-6355

“The Rural Housing Service (RHS) of USDA Rural Development works to improve the quality of life for rural Americans by ensuring that they have access to safe, well-built, affordable homes (USDA, 1). The Lebanon office manages the USDA programs for a multi-county area, which includes Madison County. Listed below are the programs and funding sources available through the RHS.

Home Ownership Loans

RHS offers two types of home ownership loans guaranteed and direct. This program requires no down payment and provides favorable rate

mortgages through a direct loan from RHS or a loan from a private lending institution that is guaranteed by RHS. These loans are available to low- or moderate-income individuals and families for the purchase, construction, rehabilitation, or relocation of a dwelling located in rural areas.

Self-Help Housing

This program provides loans to a group of six to ten low-income families, helping them build their own homes by supplying materials and skilled labor they would be unable to furnish themselves. The families must agree to provide “sweat equity,” working in tandem with the skilled laborers and other families until all homes are finished.

Rural Rental Housing Loans

These loans are made to finance building construction and site development of multi-family units for people

with low, very low, and moderate incomes. Along with this development, a portion of the units should be set aside for seniors (62 and over). Loans can be made to construct homes that will operate in cooperative form but may not be used to finance individual units.

Home Improvement and Repair Loans and Grants

A rural homeowner with a house in need of repair or renovation may be eligible for a loan or grant. Home Improvement Loans are available for those who may not need or cannot afford new housing, but need assistance to meet minimum housing standards and to remove health and safety concerns. Home Improvement Grants are given to eligible senior homeowners (62 and over). Repair Loans and Grants assist in the completion of general repairs, while Home Improvement Loans and Grants take an additional step by bringing a house up to minimum standards and codes.

Site Loans

Rural Housing Site Loans allow the purchase of adequate building sites for development of a desirable community. These loans are given to private and non-profit organizations.

Farm Labor Housing

Farm Labor Housing Loans and Grants enable farmers, non-profit organization, and units of government to build, buy, or repair farm labor housing for either dormitory or multi-family apartment uses.

Housing Preservation Grants

The Housing Preservation Grant allows low-income homeowners the funds necessary to repair and rehabilitate their homes. Funds are also available to rental property owners for rehabilitation of their units. The rental rehabilitation program requires landlords to make their properties available to low-income tenants.

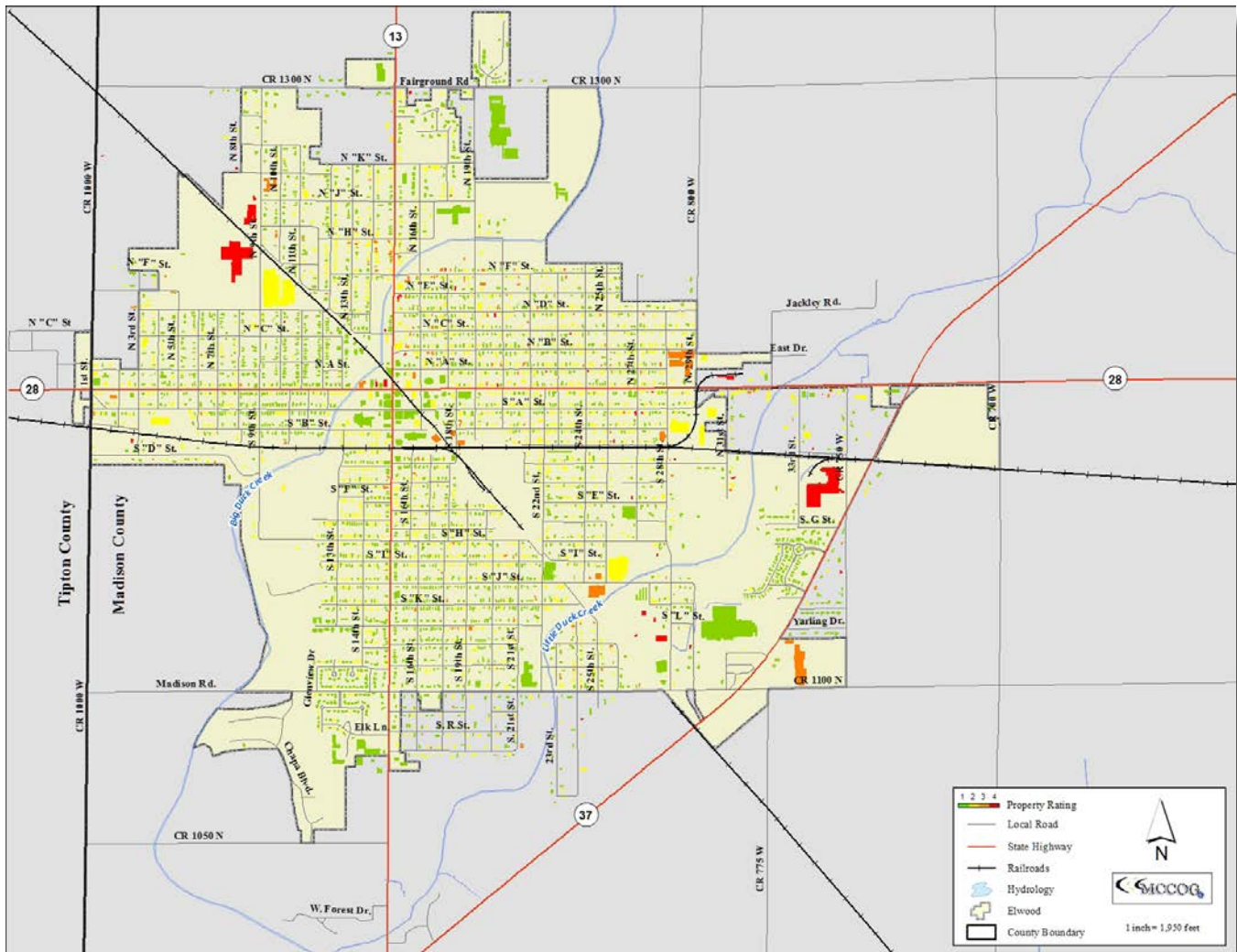


Figure 5.15: City of Elwood Property Ratings

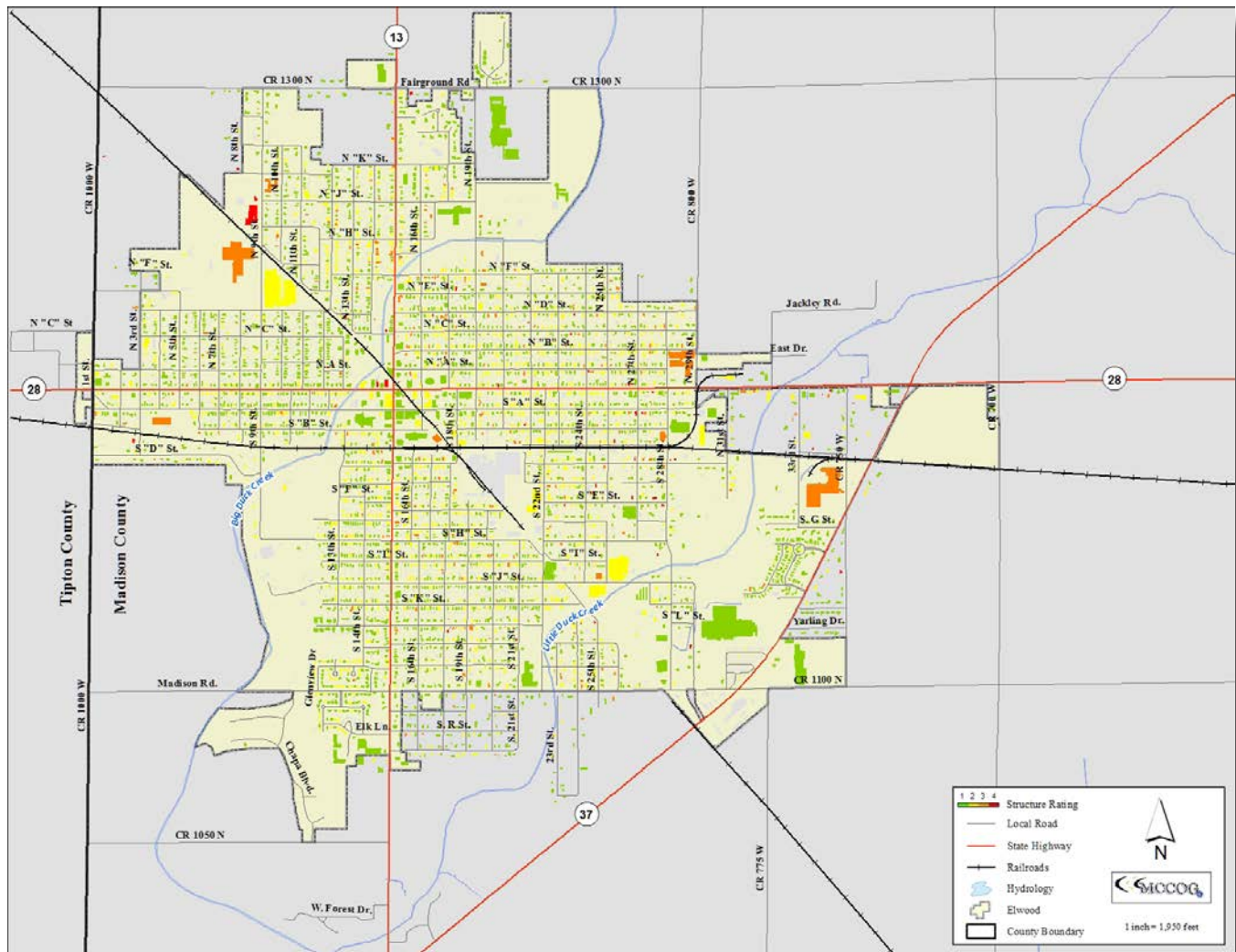


Figure 5.16: City of Elwood Structure Ratings

Housing Subsidies

The Housing Subsidies Program offers monthly mortgage and rental payment assistance. This program is designed to assist low-income individuals and families, assuming that they do not pay more than 30 percent of their monthly income for housing. These subsidies can be used to assist homeowners and tenants of rental and farm labor housing.

FHLB:

Federal Home Loan Bank of Indianapolis
8250 Woodfield Crossing Boulevard
Indianapolis, IN 46206
(317) 465-0428

The Federal Home Loan Bank provides loans and financing program to lower and moderate income persons to facilitate affordable housing. There are two programs offered by FHLB of Indianapolis through

the Affordable Housing Program and the Community Interest Program.

Affordable Housing Program

The Affordable Housing Program (AHP) exists to subsidize the interest rate on advances or to provide direct subsidies to member organization in order to promote long-term lending and support affordable renter- and owner-occupied housing for very low-, low-, and moderate-income households. Subsidies under this program may be used in conjunction with other sources of funds, such as federal, state, or local public or private assistance programs.

Community Improvement Program

The Community Improvement Program has been established to provide funding for community-oriented mortgage lending. This program seeks to reduce the risk of making non-conventional mortgages on

community development lending by providing funding at less than market rates. The funding for this program benefits low- and moderate-income persons in the financing of home purchases, rehabilitation of housing, and development of the commercial and economic sectors.

HUD:

United States Department of Housing and Urban Development
Indianapolis Office, Region V
151 North Delaware Street
Indianapolis, IN 46204-2526
(317) 226-6303

The United States Department of Housing and Urban Development operates under a multitude of housing programs geared toward low- and moderate-income persons and promotes affordable housing. Through HUD's programs are federal programs these funds filter down to the state and local level to assist various housing activities. Below is a list of programs offered by the United States Department of Housing and Urban Development:

HUD Programs

- Public and Indiana Housing and Operation
- Public Housing Comprehensive Improvement Assistance Program
- Section 8 Housing Assistance Program
- Family Self-Sufficiency Program
- Section 8 Foster Care Demonstration
- Section 8 Gautreaux Demonstration
- Public and Assisted Housing Drug Elimination
- Public Housing Youth Sports Program
- Section 202 Supportive Housing for Elderly
- Section 811 Supportive Housing for Disabled
- Congregate Housing Services Program (CHSP)
- Mortgage Insurance for Rental Housing and Low- and Moderate-Income Families
- Preservation of Low-Income Housing
- Flexible Subsidy Program
- HOPE I - Public and Indiana Housing Homeownership
- HOPE II - Homeownership for Multi-Family Housing
- HOPE III - Homeownership for Single Family Housing
- HOPE for Elderly Independence
- Housing Counseling Assistance
- Fair Housing Initiatives Program (FHIP)
- Fair Housing Assistance Program (FHAP)
- Community Housing Resource Board Program
- Housing Opportunities for People with AIDS

Private Funding

Local Banks:

Banking institutions provide a valuable resource for funding for many housing initiatives. They are vital partners in many of the above mentioned housing programs. Utilization of these institutions is necessary to adequately meet the housing needs within Elwood. Banks within Elwood include:

1. First Farmers Bank & Trust
10077 North State Road 37
Elwood, IN 46036
(765) 552-3326

2. Huntington National Bank
101 South Anderson Street
Elwood, IN 46036
(765) 552-5061

3. Star Financial Bank
7373 West State Road 28
Elwood, IN 46036
(765) 552-4501

Issues

The following issues were identified during the background data collection, community surveys, and public, focus group and steering committee meetings.

- Elwood's housing inventory revealed there are a small number of housing structures and properties that are in disrepair. However, information gathered through the community needs survey and at public meetings indicated this is an issue of primary concern.
- Elwood's low property values deters home owners from making improvements and upgrades. Low property values impact the City's tax base.
- Elwood's population spends a higher percentage of their income on housing and housing related expenses. This indicates that housing is over priced or residents are employed in low-wage employment.
- Elwood's housing stock continues to age. There is very little infill development and new housing has been located on the fringes of the community.

This page intentionally blank.

6

COMMUNITY
FACILITIES

Image 6.1: Elwood Elementary School, Elwood, Indiana.



Image 6.2: Elwood Public Library, Elwood, Indiana.

Anticipating and preparing for the needs and safety of the citizens of Elwood is essential to insuring a high quality of life within the City. Community facilities are important to Elwood because they provide citizens with daily necessities like health and safety services such as a public health clinic, fire and police protection, library services, garbage collection, and schools. Community facilities are often viewed as anchors or stabilizing influences in the neighborhoods where they are located.

Fire Protection and Emergency Medical Services

Fire protection and emergency medical services are provided by the City through a single fire station. There are nineteen firemen that work in five-man shifts (not including the Chief). All firemen have had Emergency Medical Technician (EMT) certification, National Institute of Health (NIH) Environmental Management System (NEMS) training, and are all certified on the Hazardous Material (HAZMAT) operation level. Eight firemen are also accredited in Fire Investigation. Fire Station equipment consists of one ladder truck, two engines, one 100 foot aerial ladder truck, and three ambulances. The Elwood Fire Department provides ambulance service to St. Vincent Mercy Hospital, completing the majority of initial medical transports to the hospital. In 2009 there were a total of 1,545 calls to the fire department. To date, in 2010, there have been a total of 1,075 service calls.

Police Services

Elwood's Police Department currently provides police services to the City through a central police station. There are sixteen full-time police officers that patrol the City. Additionally, the City of Elwood employs three reserve officers and four dispatchers who double as

<i>City of Elwood Public Library, 1997-2009</i>			
Year	No. of Visits	Items in Circulation	Items Checked Out
1997	94,484	45,344	103,217
1998	95,978	47,793	95,977
1999	87,990	52,141	95,022
2000	104,479	52,510	98,015
2001	115,651	52,609	112,291
2002	114,380	54,569	128,261
2003	135,254	56,832	135,958
2004	121,620	57,274	132,179
2005	106,667	57,846	127,364
2006	114,019	60,747	118,753
2007	109,560	61,231	112,864
2008	111,241	54,735	117,745
2009	122,398	53,569	123,626

Figure 6.1a: City of Elwood Public Library Material Circulation

<i>City of Elwood, 2000 Educational Attainment</i>		
Educational Attainment	Number	Percent
Population 25 Year+	6,265	100%
Less Than 9th Grade	603	9.6%
9th to 12th Grade, No Diploma	1,441	23.0%
High School Graduate or Equivalent	2,730	43.6%
Some College, No Degree	917	14.6%
Associate Degree	203	3.2%
Bachelor's Degree	239	3.8%
Graduate or Professional Degree	132	2.1%

Figure 6.2: City of Elwood Educational Attainment

<i>City of Elwood, 2000 Enrollment</i>		
School Enrollment	Number	Percent
Nursery School, Preschool	170	8.5%
Kindergarten	139	6.9%
Elementary School (Grades 1-8)	1,183	59.1%
High School (Grades 9-12)	394	19.7%
College or Graduate School	116	5.85%

Figure 6.3: City of Elwood School Enrollment

Annual Number of Visits to Elwood Public Library by Year, 1997-2000

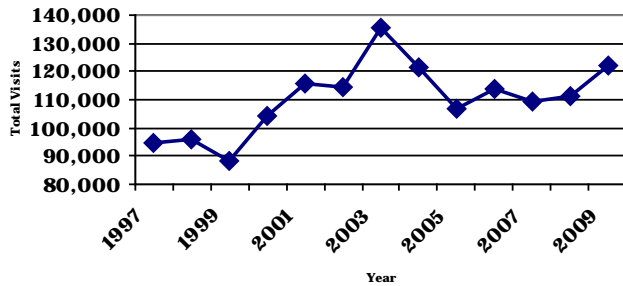


Figure 6.1b: City of Elwood Library Material Circulation

clerks. In 2009 there were a total of 9,076 service calls and 1,859 arrests. To date, in 2010, there were a total of 2,332 service calls and 664 arrests.

Public Library

The Elwood Public Library system consists of a main library branch relocated to Main Street in 1996. Library use in Elwood has steadily increased over the past 10 years. With the exception of an update to the library's HVAC system in 2008, there have been no renovations since 1997. There are no plans for future renovations or expansions at this time. In addition to the number of items in circulation, the Elwood Public Library provides residents with eighteen desktop computers and six laptops, all with internet access.

The Elwood Public Library also provides several programs in which children and adults may participate. Children programs include: "Cuddle-up" for newborn to eighteen months of age, the once-a-week "Toddler Program," "Story Time" for preschoolers, "Twilight Tales" for K - 6th graders, a state-required six week summer reading program, and a "Young Adults (YA) Program" for 6th - 12th graders. Adult programs include a once-a-month author visit and one-on-one computer training sessions. The Library also provides a home-school program once a month as well as a Literacy Coalition Help Lab. See Figure 6.1a: City of Elwood Public Library Material Circulation and Figure 6.1b: City of Elwood Public Library, Number of Visits.

Public Schools

The City of Elwood School system consists of one elementary school, a middle school, a high school, and a career center. Elwood Elementary school has a student population of 803 students (2009-2010). Elwood Community Middle School has a total enrollment of 404 students (2009-2010). Elwood Community High School has a total enrollment of 522 students and boasts a graduation rate of 91.1 percent (2009-2010); well above the national and state averages of 69.2 percent and 81.5 percent respectively. The John H. Hinds Career Center provides hands-on technical skills for students in Elwood Community High School as well as 6 other high schools; Alexandria High School, Frankton High School, Hamilton-Heights High School, Madison-Grant High School, Tipton High School, and Tri-

Elwood School District Enrollment, 1999-2009

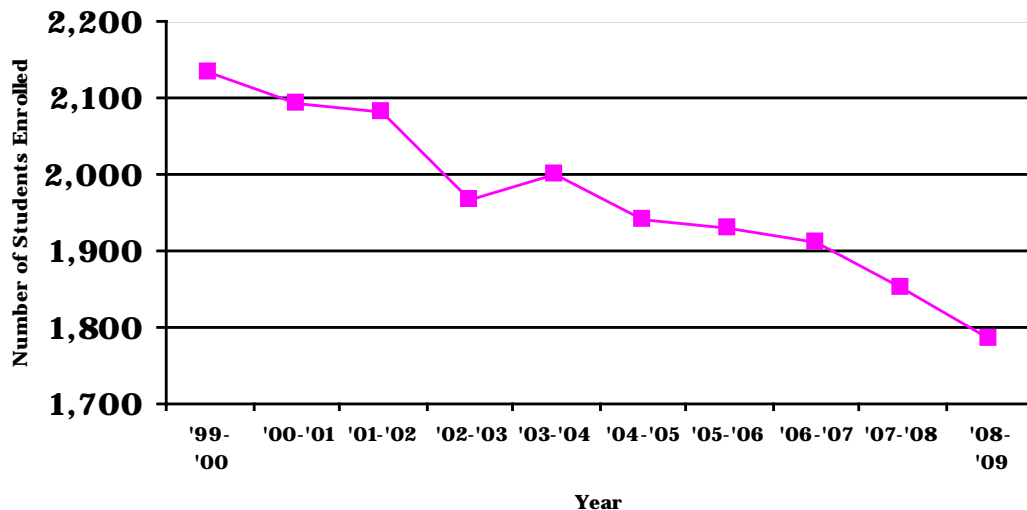


Figure 6.4b: Elwood School District Enrollment, 1999-2009

<i>Elwood School District Enrollment, 1999-2000</i>		
Year	Students Enrolled	Change
'99-'00	2,135	---
'00-'01	2,091	-44
'01-'02	2,080	-11
'02-'03	1,965	-115
'03-'04	1,999	+35
'04-'05	1,941	-58
'05-'06	1,929	-12
'06-'07	1,911	-18
'07-'08	1,852	-59
'08-'09	1,786	-66

Figure 6.4a: *Elwood School District Enrollment, 1999-2009*

Central High School. See Figure 6.2: *City of Elwood Educational Attainment*.

Enrollment projections for the Elwood Community School District indicate that the Kindergarten-5 grades will remain the same between 2010-2011 school year and decrease by thirty students between the years 2011 – 2015. During the same five year period, the Elwood Community School District's enrollment is expected to increase by three students in grades 6-8, and decrease by forty-three students in grades 9-12 - for an overall loss of seventy students for the school district. See Figure 6.3: *City of Elwood, 2000 Enrollment* and Figure 6.4a: *Elwood School District Enrollment, 1999-2009* and Figure 6.4b: *Elwood School District Enrollment, 1999-2009*.

Health Care Facilities

The St. Vincent Mercy Hospital is Elwood's primary public health care facility. St. Vincent Mercy Hospital, a 25-bed Critical Access Hospital, provides healthcare services to Elwood and surrounding rural areas of the County. The hospital operates a 24-hour emergency department as well as acute and swing bed skilled care. Other services include outpatient surgery, outpatient and inpatient oncology therapy, rehabilitation services, occupational health and radiology/imaging services including nuclear medicine and Magnetic Resonance Imaging (MRI). The Medical Specialty Center and Specialty Suites provide consultation with highly qualified physician specialists.

The Madison County Community Health Center (MCCHC) is another public health facility that provides services to the City of Elwood. The MCCHC specializes in providing services to those individuals who would otherwise be unable to obtain health, dental, optical, and pediatric services. These individuals include low-income populations, the uninsured, non-English speakers, migrant and seasonal farm workers, and individuals and families experiencing homelessness.

Cemeteries

There are two active cemeteries within Elwood's city limits. Both the Elwood Cemetery and Sunset Memorial Park are operated by the Elwood Cemetery Association. Elwood Cemetery is located on the northeast corner of S 9th Street and S H Street and has approximately 90 acres; while the smaller, Sunset Memorial Park is located east of State Road 13 and has approximately 55 acres. There are a combined total of 3,000 existing plots in Elwood's cemeteries with plenty of remaining acreage for additional sales. The rate of plot sales varies from year to year however, on average; Elwood Cemetery sells about 75 plots annually, while Sunset Memorial Park sells roughly 25 plots annually. At this rate of sales, both cemeteries have enough space to sustain the needs of the City for many years to come.

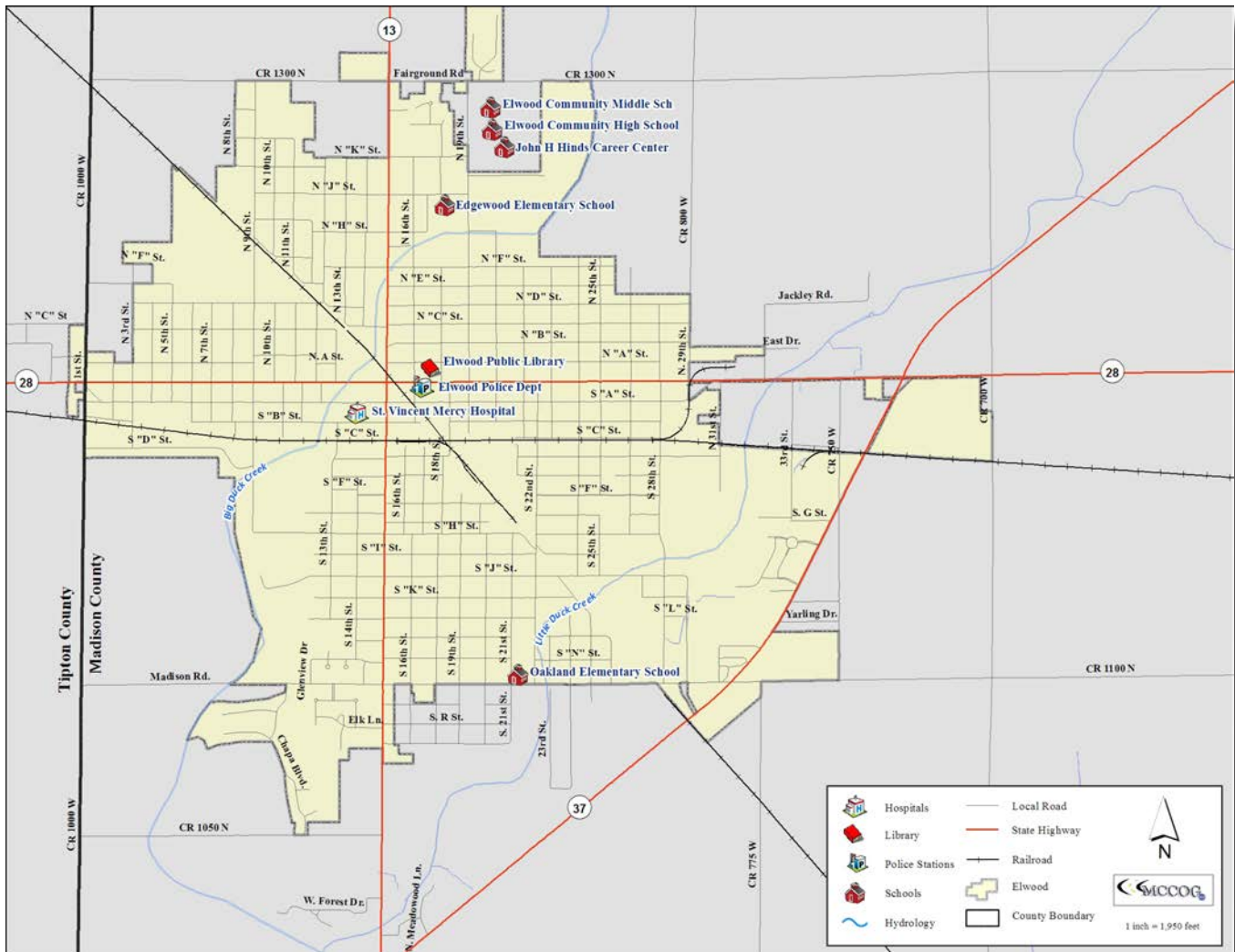


Figure 6.5: City of Elwood Facilities

Issues

The following issues were identified during the background data collection, community surveys, and public, focus group and steering committee meetings.

- Elwood's school enrollment has decreased mirroring the outmigration of the labor force - people who move for new employment opportunities have relocated with their families.
- Elwood's limited tax revenues may impact retention and expansion of community services: libraries, police, fire, etc.

This page intentionally blank.

7

NATURAL
RESOURCES

Image 7.1: Big Duck Creek, Elwood, Indiana.

Balancing the protection of natural resources with the demands for development is a necessity for communities to grow more sustainably. In the 60's, little thought was given to the effects of land disturbing activities. Erosion and sedimentation went unabated. Wetlands were filled to accommodate new development and pesticide and fertilizers were applied to croplands with little consideration for runoff. However, over the last two decades, as the adverse impacts of development on the environment have become evident, and citizens, farmers, developers, and public officials have become more informed, increased efforts have been made to ensure the compatibility of land uses with the environment. Analysis of natural resources is a critical element in the planning process. Knowledge regarding such resources is important to their protection and conservation. These natural systems provide the means for waste disposal, water, food and recreation. Awareness of the resources supporting natural systems allows future development to coexist with critical natural systems in a way that ensures the viability of resources in Elwood for years to come.

Climate

Elwood has a humid continental climate with four distinct seasons. The warmest season is summer; July is the hottest month. The average high temperature in July is 84.9 degrees Fahrenheit, and the average low is 61.8 degrees Fahrenheit. The summer is also the wettest season and June, narrowly beating July, is the wettest month with an average of 4.39 inches of precipitation. The summer yields to fall in September, marked by falling temperatures and the changing leaf colors on the area's predominantly deciduous trees. Fall is generally regarded as very pleasant,

but is also relatively short. The first frost occurs each year, on average, on October 9. By mid-to-late-November, outdoor activity diminishes considerably. Though precipitation peaks in late June and gradually declines to a minimum in January (with 1.91 inches of rain in that month), November brings a temporary increase in precipitation that may occur as either snow or rain. Throughout the long winter season, Elwood receives, on average, 14.3 inches of snow; 10.9 inches less than the National average of 25.2 inches. The winter's coldest month is January with an average low temperature of 15.4 degrees Fahrenheit and an average high temperature of 32.4 degrees Fahrenheit. Winter months are accompanied by wind speeds greater than 11 mph, which are higher than the United States average. Spring weather begins in mid-March or April, but the average date of the last frost is April 27. The weather becomes increasingly warmer by late April, and summer weather begins soon afterward in mid May.

Elwood receives slightly more precipitation each year, 39.2 inches, than the United States average of 36.6 inches. Elwood has, in an average year, 118 days of precipitation, 60 cloudy days, and 187 days of sun, compared to the United States average of 101 days of precipitation, 59 cloudy days, and 205 days of sun. Elwood's summer is very close to the United States average in terms of temperature and days of sun. Although, Elwood's humidity is higher than the United States' year-round average, afternoon humidity peaks in August and September at 90 percent or more, and spends the rest of the year hovering around 80 percent. Morning humidity is lowest from April through October at less than 60 percent, so there is a great variation in humidity in the summer such that the morning may be 20 percent to 30 percent less humid than the afternoon. The winter months only vary 10 percent: from 70 percent in the mornings to 80 percent in the afternoons. Elwood's tornado risk is higher than Indiana's state average, and 217% greater than the average United States risk.

Air

Elwood is part of a National Ambient Air Quality Standards (NAAQS) ozone maintenance area. Madison County met the 8-hour ozone standards established by the Environmental Protection Agency as of 2008. Madison County will remain a maintenance area until 2018, and until that time is subject to higher levels of monitoring and regulation.

Geology

The City of Elwood lies on the eastern edge of the Tipton Till Plain, also known as the Central Till Plain. This area is known as "till plain" because of its condition following the glacial advances and retreats of the last ice age. The most recent of the eight glacial advances and retreats that shaped Indiana was the Wisconsin Glacier of the Pleistocene Age. As the glaciers advanced and again as they retreated, they deposited a mix of boulders, gravel, sand, and soil over the existing bedrock. This "till," forms a deep blanket over the uppermost bedrock that smoothes nearly all unevenness, leaving a flat to gently rolling plain: thus, a till plain. One to two miles to the north of Elwood, the till is as thin as 50 feet, but it grows thicker moving toward Elwood, where the till is very close to 100 feet deep. One to two additional miles to the south of Elwood, the till is 150 feet deep. This soil tends to be nutrient-rich loam, with occasional strata of gravel. This area is also one of the flattest in Indiana, with average slopes of around 2 percent.

The uppermost bedrock beneath Elwood is from the Silurian Period and is primarily composed of Dolomite and Limestone. Limestone (CaCO_3) differs from Dolomite ($\text{CaMg}(\text{CO}_3)_2$) in that in Dolomite some of the Calcium is replaced by Magnesium, though both are sedimentary carbonate rocks. The bed of Silurian rock is about 180 feet deep; below that is a layer of limestone and shale from the Ordovician Period. Elwood sits near a fault line, the Fortville Fault, which at its nearest point runs through Alexandria (about 7.5 miles to the east). Nearby earthquakes between 1986 and 2004 have ranged from 3.0 to 4.5 in magnitude. However, earthquakes of this magnitude have few effects when proper building practices are followed. The largest fault near Elwood is the New Madrid fault at the southwestern tip of Indiana. This fault caused a massive earthquake in 1811 that changed the course of the Mississippi River. Scientists cannot say with any reliability whether this fault could cause an earthquake in the future.

Groundwater

Geology is intimately linked to groundwater. Elwood feeds off of the Silurian-Devonian aquifer, but within this aquifer, different geologies deliver differing rates of flow when tapped by a well. Beneath Elwood, wells that tap into sand or gravel aquifers can produce 50 to 300 gallons of water per minute; aquifers surrounded by less permeable soils, such as silt and clay, tend to produce flows in the higher ranges. Wells that tap into aquifers in or just above the Silurian bedrock produce between 200 and 600 gallons of water per minute.

Based on routinely monitored wells near Elwood, however, wells do not need to be drilled nearly that deep to reach water. Between 1984 and 2009, the groundwater level ranged between 1.25 feet and 11 feet from the surface. This allows easier access to groundwater, but also exposes Elwood's major water source to greater risk of pollution. There are forty wells within Elwood, and 238 wells within one mile of Elwood.

Soils

The majority of Elwood is within the Crosby-Treaty-Miamisoil complex, and the remainder, to the southwest, is on the Miami-Crosby-Treaty soil complex. These complexes each have soils of the Crosby, Treaty, and Miami series, just in different proportions. All of these soils are mesic (wetter soils) and are active (subject to movement with freezing and thawing). The native vegetation of these soils is deciduous forest, and the most common use is cropland. The Miami series,

with fine-loamy characteristics, is the driest and the most suitable for development. The fine Crosby soils are the next wettest, and the fine-silty Treaty soils are positively water-logged as well as being classified as superactive—an imposing impediment to development. If Elwood were to expand to the northwest, it would expand into the Patton-Del Rey-Crosby soil complex. Patton soils are functionally similar to Treaty soils: a fine-silty soil classified as superactive. Patton soils are often cropped as well, but unlike Treaty soils, the native vegetation is a sort of water-loving meadow composed of grasses, sedges, and widely spaced trees. Del Rey soils are relatively stable, are often used as cropland and are natively vegetated by hardwood forests.

Elwood has five dominant soils. Of Elwood's 2325 acres of soil, 1387 acres (60 percent) are Crosby Silt Loam. Crosby Silt Loam imposes severe, but surmountable, limits on building and agriculture and

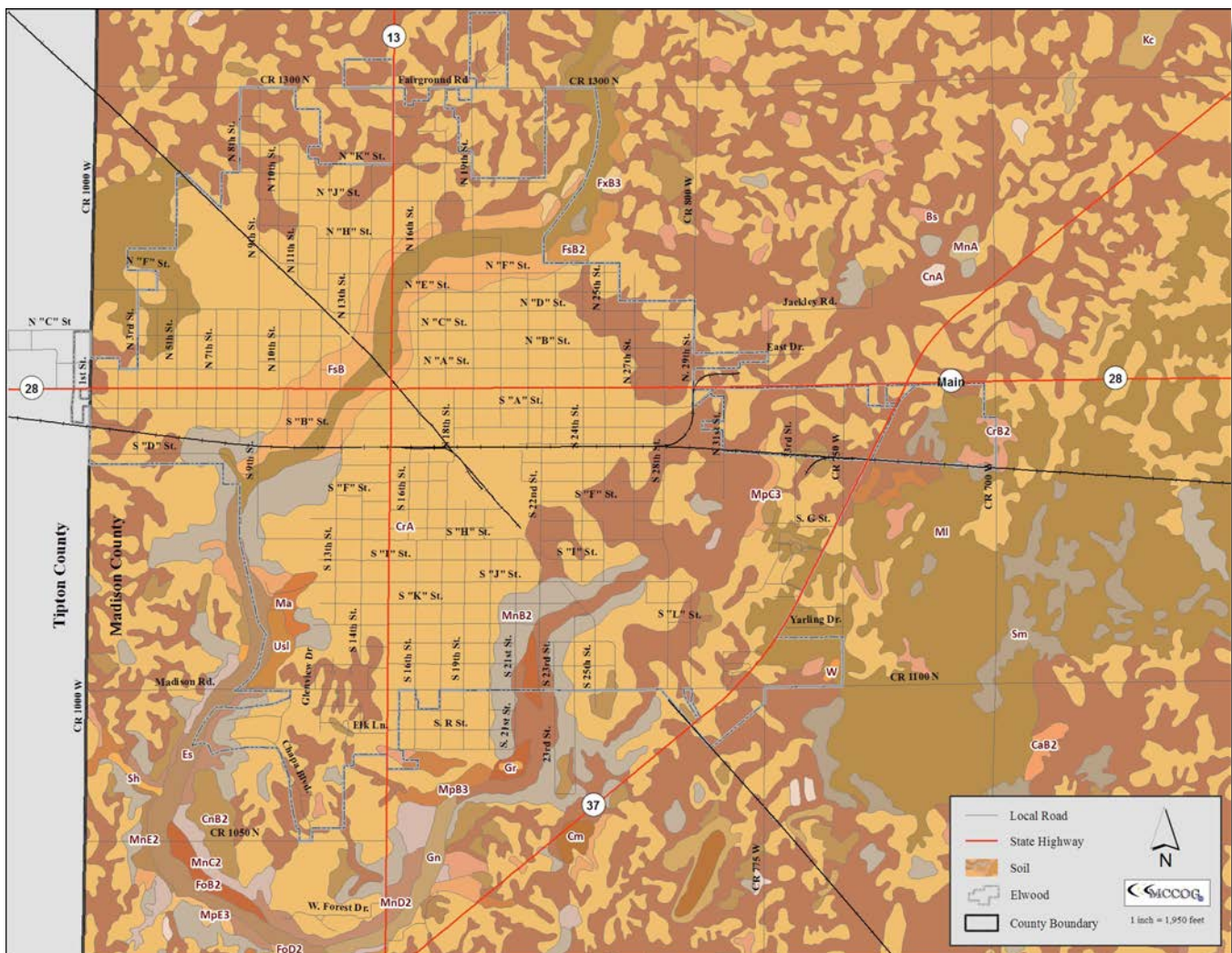


Figure 7.1: Soil map of the City of Elwood, Indiana

is not suitable for septic systems. The topsoil is fair. Elwood's second-most common soil, Brookston Silty Clay Loam (457 acres or 20 percent), imposes severe limits on development and crops. Mahalasville Silty Clay Loam, the third soil (168 acres or 7 percent), imposes similar limits as Brookston Silty Clay Loam, it does have usable topsoil. Soil suitability's are relative; in other words there is a reason for the fact that most of Elwood developed land is on soils not suitable for development. Throughout history, people have drained lands and brought in fill to improve soil. Information about soil suitability becomes important when making relative decisions (a better soil is still less prone to restrictions in the long-term), and when making rules about what happens to undeveloped land. Worse, perhaps ironically, the land least suitable for human development is often the most ecologically rich. So even though much of Elwood's soil has been modified, and so no longer follows the natural description exactly, these descriptions remain

useful. People and the environment both benefit when human uses are directed preferentially towards soils suitable for those uses.

The final two major soils in Elwood are largely free of development restrictions. Miami Silt Loam (137 acres or 6 percent) is a slightly damp soil with good topsoil and few development or crop restrictions. Fox Silt Loam (119 acres or 5 percent) is a relatively well-drained soil with good topsoil and few restrictions on crops or development. The remainder of the soils in Elwood (57 acres or 2 percent) are of the Celina, Sleeth, Water, Made land, Udorthents, and Eel types. The characteristics of these soils vary. Celina Silt Loam (17 acres or 0.7 percent), is one of the best suited soils for development in Elwood.

Hydrology

Hydrologically, Elwood has an advantage in that it is near the top of its watershed. Elwood sits just

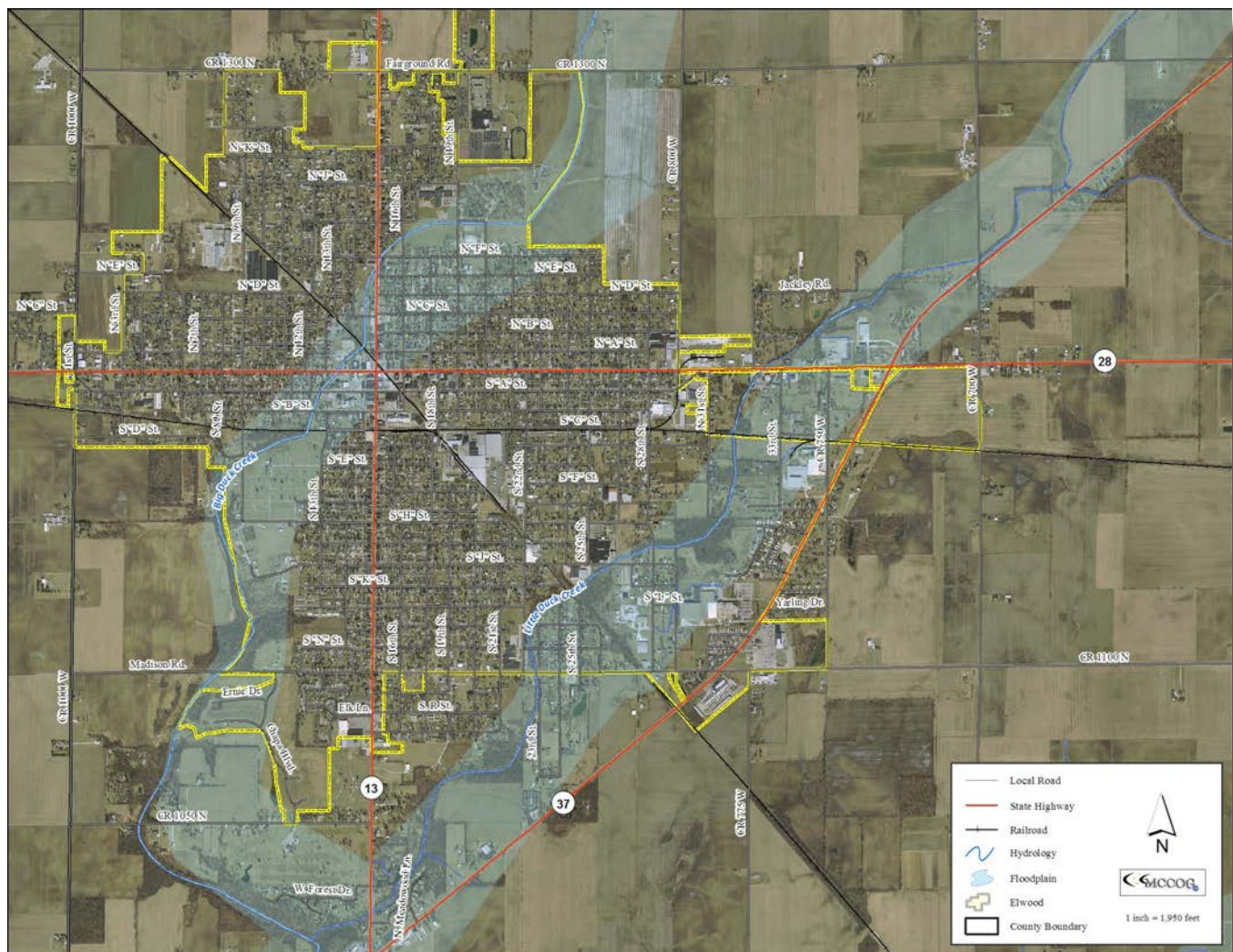


Figure 7.2: Hydrological map of the City of Elwood, Indiana

north of the conflux of Duck Creek and Little Duck Creek; approximately 23,661 acres, or about 37 square miles, of land drain to this point. Speaking relatively, this is a tiny amount of land to depend on for Elwood's water quality, and in practical terms this means that clean waterways are more of a possibility in Elwood than in the vast majority of other places in Indiana. Of the 23,661 acres of land affecting Elwood's water quality, 19,435 acres are outside of Elwood's borders. The most crucial portions of this land are the floodplains, which represent only a small portion, 4 percent or 774 acres, of the total 19,435 acres above Elwood in the watershed. Of the 4226 acres of sub-watersheds that Elwood controls, 276 acres are floodplains. Best practice with floodplains is to leave the land undeveloped for two reasons: 1) development within floodplains can be damaged by floods, and 2) undeveloped land can act as a shield for waterways from pollution originating further inland. Another best practice is to establish a dense buffer of vegetation beginning at the waterway bank and extending outward. Ideally, such a buffer should be 50-100 feet wide, but even 25 feet of buffer will produce extraordinary benefits.

As stated, Duck Creek and Little Duck Creek run through Elwood; they flow parallel about 1.75 miles from each other from the northeast to the southwest. A number of man-made ditches and tiles drain into Duck Creek and Little Duck Creek in the north, and they flow together less than a half-mile below Elwood. From there, Big Duck Creek continues its southwesterly direction to flow into the North Fork White River, which flows through Indianapolis and down to the southern part of Indiana. The North Fork of the White River joins with the East Fork of the White River and eventually flows into the Wabash River at the Indiana-Illinois state line. The Wabash River flows into the Ohio River, then into the Mississippi River, and finally into the Gulf of Mexico.

Corridors

In the area around Elwood, environmental resources follow the flow of water. North of the City of Elwood, at the very top of the watershed, environmental patches and corridors are sparse. Moving southwards, water collects and environmental corridors begin to form around Elwood's principal waterways, Big Duck Creek and Little Duck Creek.

Big Duck Creek has the greater share of environmental resources. Big Duck Creek provides wildlife access to large wooded patches as far north as County Road 1600 North, originating where 1600

North would intersect with North County Road 350 West. This tail is also the connection point for wildlife traveling to the Duck Creek watershed from the next eastern watershed. Big Duck Creek also connects wildlife with an important wooded patch at County Road 1600 North and State Road 37. From there, Big Duck Creek begins to gain appreciable wooded buffer zones that are ideal environmental corridors. Wildlife also accesses a very large wooded patch near the intersection of State Road 13 and County Road 1400 North. This patch is accessible to wildlife from Big Duck Creek by the use of agricultural fence rows—these fence rows are of great importance to area wildlife. South of Elwood, Big Duck Creek supports large and important environmental corridors which are a true environmental asset to the City.

Little Duck Creek has thinner wooded buffers and fewer connected wood patches, but it does maintain those that it has providing an invaluable safety corridor for wildlife moving in a north-south direction through the City. Little Duck Creek's environmental corridor originates at a large wooded patch near the intersection of West County Road 1300 North and North County Road 600 West.

Elwood also has a non-riparian environmental corridor running in a northwest-southeast direction along Elwood's main railroad line. This corridor features several wooded buffers and patches of significant size, but it also features long stretches without cover. Many animals moving from the northwest towards Elwood travel along this corridor.

Wetlands

Elwood has 22.5 acres of National Wetlands Inventory recognized wetlands. Elwood's headwaters have an additional 154 acres of NWI-recognized wetlands, and Elwood has significant wetland resources downstream. Upstream wetlands benefit Elwood by improving water quality, reducing the frequency and severity of floods, and by providing especially valuable wildlife habitat. In terms of water control and habitat protection, protecting its wetlands and encouraging the rehabilitation of additional upstream wetlands is among the most important things Elwood can do.

Woodlands

According to county land use data, Elwood only has 39 acres of strictly forested land. In addition, Elwood has 449 acres of developed open space and 1181 acres of low intensity development. Elwood has 307 acres of forested land within one mile, which is mostly

concentrated along Big and Little Duck Creeks. According to the 2001 National Land Cover Survey, Elwood has 9.29 acres of impervious surfaces such as rooftops, roads, and parking lots, for every acre of tree cover. Elwood's position at the fork of Little Duck Creek and Big Duck Creek allows Elwood access to great woodland and other natural resources.

Threatened and Endangered Species and Habitats

1. Mollusks:

- Clubshell (state: endangered, federal: endangered)
- Lilliput (no status but known to be of concern)

2. Mammal:

- American Badger (State: endangered)

3. Bird:

- Great Blue Heron (no status but known to be of concern)
- Loggerhead Shrike (State: endangered)
- Black-Crowned Night-Heron (State: endangered)
- King Rail (State: endangered)

4. Plant:

- Tufted Hairgrass (State: rare)
- Great St. John's-Wort (State: endangered)
- Butternut (State: watch list)
- Shaggy False-Gromwell (State: endangered)
- Bog Bluegrass (State: watch-list)
- Meadow Spike-Moss (State: endangered)
- Shining Ladies-Tresses (State: rare)
- Goose-Foot Corn-Salad (State: endangered)

5. Arthropoda:

- Brown Spiketail (no status but known to be of concern)

6. High Quality Community:

- Mesic Upland Forest (State: significant)
- Fen (State: significant)
- Marsh (State: significant)

Developed Lands

The makeup of developed lands and their trends and patterns is important to understanding the most effective way to safeguard Elwood's most important ecological resources against future development. In Elwood, high-intensity developed lands are approximately 5 percent of land cover and appear only at major nodes along major corridors. The largest node of high-intensity development is at State Road 28 and State Road 13. The high-intensity development generally follows the railroad and is most common near State Road 37. This pattern of high-intensity development is important because lower-intensity development tends to form loose rings around it. For instance, 12 percent of Elwood land is medium-intensity development which surrounds

the high-intensity development and also connects major high-intensity development nodes along major corridors, including State Road 37, 28, 13, and the railroad. Next is low-intensity development, which accounts for 51 percent of Elwood land cover and surrounds the medium-intensity development. This type of development bleeds together and completes the shape of the core of the City. Around this development, Elwood has 19 percent developed open space and 11 percent agricultural lands. Finally, Elwood's remaining 2 percent of land is ecologically valuable land such as forest, wetland, and grassland located at the very edges of Elwood's borders.

When carefully considered, this description provides a few important lessons: 1) There is a clear gradient from highly-developed land at Elwood's core to ecologically valuable land at Elwood's edges; this shows that ecologically valuable lands do not tend to be preserved by the natural expansion of the City, so if Elwood wishes to preserve forests, wetlands, and the like, it will have to take specific preventative measures; 2) Elwood's primary growth generator is State Road 37, so ecological lands near State Road 37 are at the highest risk of being developed, and thus stripped of their ecological value; 3) Elwood's secondary growth generators are State Road 28 and State Road 13, so ecologically valuable lands near these roads are also at special risk of development.

Agriculture

Elwood has 247 acres of cultivated crops within its borders (11 percent of land cover) according to 2001 National Land Cover Survey data. Including the land in a mile radius of Elwood, there are 7270 acres of cultivated crops, which comprises 66 percent of all land within a mile of Elwood. Agricultural land is of some value as cover for wildlife and may be very important for cultural and economic reasons.

Confined Animal Feeding Operations (CAFO)

CAFO have been shown to lower local land values, contribute to rural poverty, lower quality of life for neighboring land owners, pose significant environmental health dangers including ground water contamination and waterway pollution, and pose significant public health hazards, especially to at-risk populations. CAFOs have also been linked to increases in numbers of children with asthma when CAFOs are located near schools or residential areas. There are 3 CAFOs within a mile of Elwood to the west, northwest, and north, and there are seven additional CAFOs between two and five miles to the north.

The proper regulation of CAFOs is necessary to protect Elwood's natural resources. Best management practices include ensuring that local CAFOs have sufficiently-sized, well-operated waste-lagoons and encouraging partnership-forming between CAFOs and local crop farmers for use of animal wastes as field fertilizers. As Elwood's expansion approaches existing CAFOs, developed lands must give them a wide berth to prevent undesirable land use conflicts. The principal considerations that must be made involve odor and public health. Proper buffering distance between CAFOs and development in regards to odor can be determined by considering wind direction and the distance that odor travels away from the CAFO (which varies depending on weather conditions). It is important to ensure that at-risk populations such as children, seniors, and those with current or chronic health issues are not located near or downwind of CAFOs.

Issues

The following issues were identified during the background data collection, community surveys, and public, focus group and steering committee meetings.

- Elwood's storm water discharge is not regulated by a Municipal Separate Storm Water System (MS4) permit. The City maintains combined sewer overflows that continue to impact the entire waste water and storm water system.
- Elwood does not currently have any ordinances or regulations that provide environmental protection.
- Elwood and Madison County will continued to be monitored to ensure they meet the Environmental Protection Agencies national ambient air quality standards.

This page intentionally blank.

8

PARKS,
OPEN SPACE &
GREENWAYS

Image 8.1: Entry sign for Callaway Park, Elwood, Indiana.



Image 8.2: Shelter Building in Callaway Park, Elwood, Indiana.

Parks and open space are essential components to any city. The benefits of parks and open space, especially in urban and suburban environments, are diverse and immeasurably improve our quality of life. From improving our physical and psychological health to strengthening our communities and making our neighborhoods more attractive places to live, the benefits of parks are truly endless.

The City of Elwood has a long, rich history which is reflected in their park system. From the oldest to the newest park, each and every site offers a unique recreational experience to the residents of Elwood. Through the completion of the Comprehensive Plan, the City of Elwood has the opportunity and responsibility to define its present park and open space system and create a better future for its children and generations to come.

Planning Area

The planning area of the park board includes the incorporated boundaries of Elwood. Although the City meets the needs of the immediate population, the facilities serve those outside of the City's boundaries, including residents in the surrounding township and smaller nearby towns, including Frankton and Orestes.

Park and Open Space Standards

Over the decades, recommendations for park and open space standards from the national and state level have varied. Today, communities are encouraged to establish their own recreation, park and open space guidelines based largely on community need and citizen input.

<i>Facility Type</i>	<i>Neighborhood Park</i>	<i>School Park</i>	<i>Cemetery</i>	<i>Community Park</i>	<i>Sports Complex</i>	<i>Large Urban Park</i>
Description	Serves as the recreational and social focus of a neighborhood.	Parks and open space on school sites can fulfill the space requirements for other park classifications.	Open space provided by cemetery sites can fulfill the space requirements for other park classifications.	Serves broader focus than neighborhood parks. Focused on meeting community-based recreation needs.	Consolidates heavily programmed athletic fields and associated facilities.	Serves broader purpose than community parks. Focused on meeting community-based recreation needs for the entire city.
Typical Size	5 acres or less	Variable	Variable	Between 5 and 20 acres	Varies, usually greater than 20 acres.	Greater than 20 acres
Service Area	Serves individual neighborhoods.	Determined by location of school property.	Determined by location of cemetery property.	Serves two or more neighborhoods.	Strategically located to serve the entire community.	Serves the entire community.
Examples	Civic Center Park; Joseph Morris/12th Street Park; Kiwanis Park; Washington Park	Edgewood Elementary; Oakland Elementary	Elwood Cemetery; Sunset Memorial Park Cemetery	Rock Garden Park; Willkie Park	South P Athletic Fields	Callaway Park; The Future Community Park

Figure 8.1: City of Elwood Park Classifications

To help identify deficiencies in a park system, it is helpful to develop a classification system. A specific park classification system has been developed for Elwood based on its existing parks. The parks ranked in this chapter, from smallest to largest, are neighborhood parks, school parks, community parks, sports complexes, and large urban parks. Typically, the largest parkland types have all the recreation facilities and opportunities that are found in the smaller park classes, as well as additional facilities. Park and recreation facilities in the largest parkland classes serve larger areas and a greater population than smaller class facilities. See *Figure 8.1: City of Elwood Park Classifications* and *Figure 8.2: City of Elwood Summary Chart*.

Elwood Parks System

Overall, the parks department manages eight city parks in Elwood. The total acreage of managed land is 56 acres, or .09 square miles. The parks range from small neighborhood parks to larger urban parks and athletic fields. Approximately 207 acres of parks, recreational and open space land is owned by other local entities, such as public and private schools, golf courses, and cemeteries. Although not managed by the parks department, these lands are important when considering outdoor amenities available to the residents of Elwood.

Callaway Park

The largest and oldest city park, Callaway Park, is located on the north side of Elwood. Mr. and Mrs. Henry Callaway donated the land to the city in 1917 with the stipulation that it only be used by the City as parkland. On July 4, 1918, the land was officially dedicated as Callaway Park. As the most widely used park in the Elwood Parks and Recreation System, the park offers a variety of recreational facilities, including the Birch Bayh Senior Center, the Harry Bridges Little League Baseball Fields, the Zak Clark Skate Park, softball fields, and a small soccer field. The park offers picnic areas, a gazebo, shelter houses, and is home to the annual Elwood Glass Festival. The Elwood Municipal Pool is also on the south side of the park, but this facility is currently closed due to a lack of funds.

Rock Garden Park

A new addition to the Elwood Parks and Recreation System is Rock Garden Park. The seven acre site on the north side of the City is currently an undeveloped grassy field just south of Edgewood Elementary School. Big Duck Creek forms the border on the north side.

Joseph Morris/12th Street Park

On the northwest side of the city is a small neighborhood park, Joe Morris/12th Street Park. The one acre park features mostly active recreational opportunities, including an open play field, playground equipment, and two half-court basketball facilities.

Wendell Willkie Memorial Park

Just north of downtown Elwood, this small 4.85 acre park was named in honor of Wendell Willkie, an Elwood native and the 1940 Republican Nominee for the President of the United States. The park features a memorial to Wendell Willkie, the City's water tower, a shelter house, picnic area, and playground. The site also is home to a small baseball field and concession stand which the YMCA uses for their peewee baseball program.

Washington Park

Now a small neighborhood park, the 1.02 acre Washington Park was once a playground for Washington Middle School. The old school, built in 1894, still stands at the corner of North 7th Street and North A Street. The park was donated to the Elwood Parks and Recreation Department and features very traditional park amenities, including the Tom Reynolds Memorial Baseball Field, a basketball hoop, and playground equipment.

Kiwanis Park

Donated by to the City by the local Kiwanis Club, this 1.58 acre park has plenty of open space for active recreation. Located on South G Street off of South 22nd street, Kiwanis Park offers playground equipment, a basketball court, and a large play field.

South P Athletic Fields

The South P Athletic Fields are located in the southern part of Elwood. The site is owned by the Elwood Parks Department and leased to a private organization that uses the facilities for baseball and football leagues. The site has one large football field and one baseball field.

Civic Center Park

Civic Center Park is a new addition to the Elwood Parks and Recreation System. The park was added in 2003 when the new Civic Center was constructed. At that time a fountain was constructed at the center of the site. In 2006, Transportation Enhancement funds from the Indiana Department of Transportation (INDOT) were awarded to the City to complete the park. Designs for the park include a bronze sculpture entitled "Our Future" designed by sculptor Kenneth

	<i>Callaway Park</i>	<i>Civic Center Park</i>	<i>Joseph Morris/ 12th Street Park</i>	<i>Kiwanis Park</i>	<i>Rock Garden Park</i>	<i>South P Athletic Fields</i>	<i>Washington Park</i>	<i>Willkie Park</i>
Acres	38.6	0.2	0.8	1.3	6.9	7.8	0.8	4.8
Location	NE	C	NW	SE	NC	SQ	W	NC
Type	U	N	N	N	U	S	N	C
Amphitheater	X							
Baseball Field	X					X	X	X
Basketball Court	X		X	X			X	
Benches	X		X					X
Bench Swings	X							
Bicycle Racks	X							
Concession Stand	X					X		X
Decorative Fountain		X						
Drinking Fountain	X							
Football Field	X					X		
Gazebo	X							
Grills	X							
Historic Marker								X
Infant Playground	X							
Open Space			X	X	X			
Playground	X		X	X				X
Picnic Tables	X							
Restrooms	X							
Senior Center	X							
Shelter House	X							X
Skate Park	X							
Soccer Field	X							
Stage	X							
Swimming Pool	X							
Volleyball	X							

Figure 8.2: City of Elwood Summary Chart

Ryden. A small pergola, trees, landscaping, and benches are all included in the design.

See *Table 8.2: City of Elwood Park Classification Chart* for more detailed information about each facility.

Future Park Facilities and Improvements

Community Park

In addition to Civic Center Park, Transportation Enhancement funds were also awarded for the design and construction of a new community park just east of the Civic Center. The design features an inviting star-brick plaza with an antique clock and wooden gazebo. Because of the close proximity to the Civic Center, the plaza is envisioned to hold community events and festivals, including the chili cook-off, an expanded Farmer's Market, health fairs, weddings, and concerts. Connecting to the plaza are two sidewalks which will lead to a historic rail walk. The area will recall Elwood's historic past with panels describing the history and design elements reflective of the site's former use. A Veterans of Foreign Wars Memorial will showcase the contribution Elwood has made to the United States Armed Services. A retired piece of military equipment will serve as a focal point, surrounded by seven flags representing the five branches of military service, in addition to the Indiana State flag and the United States flag.

Figure 8 Trail

The Park Board plans to acquire land to construct a multi-use trail that will create a figure eight trail through the City by using an abandoned rail corridor, which crosses the city northwest to southeast, and Big Duck Creek, that crosses the city northeast to southwest. Segments on the north side will be connected by County Road 1300 North, while the segments on the south side will be connected by South P Street. The figure eight will potentially connect six city parks, all four public schools, city hall, downtown, and span 8.8 miles. The plan is in the very early planning stages, as final designs of the trail have yet to be developed.

Priorities and Action Schedule for 2007-2011

Priority projects highlighted the 2007-2011 Elwood Parks and Recreation Plan focused heavily on improvements to Callaway Park. Improvements to the pool, such as sandblasting, painting, and the replacement of skimmer gutters and decking, have been postponed until this facility at the park can be funded. The following chart illustrates planned improvements, a cost estimate, and the potential funding source:

Private Recreational Opportunities [130 acres]

There are several private recreational opportunities available in Elwood. The Cattails Golf Club is a public golf course on 130 acres in southwestern Elwood. The 18-hole course features dramatic ravine topography, multiple creek crossings, elevated tees/greens, and dense woodland areas. The clubhouse facility includes a pro shop, restaurant and pub, dining room, golfers lounge, and banquet room.

A branch of the Madison County YMCA is also located in Elwood just off of State Road 28. The facility offers a strength training room, cardio room, gymnasium, racquetball court, table tennis, and foosball. The YMCA offers a range of activities for all age groups. Currently, they have the most demand for youth sports and youth activities, although the senior activities are also very popular. The YMCA does not have any outdoor facilities; they currently use Callaway Park to facilitate their adult and youth sports leagues. Swimming lessons and summer day camp activities used to be held at the City pool, but since the pool has closed, the YMCA has partnered with the high school to offer swim lessons and they have discontinued their summer day camp swim program.

County Bikeways

Madison County offers a series of on-road bicycle routes that connect all the communities within the county called the Heartland Bikeways of Madison County. Two of the bikeways, Gas Well Track and Old Oak Tree, pass directly through Elwood. Gas Well Track connects Elwood to Alexandria and Orestes and is 20.66 miles in length. Within Elwood, the route passes by Callaway Park, Rock Garden Park, and Kiwanis Park. The Old Oak Tree route, spanning 20.81 miles, connects Elwood to Orestes and Frankton. Through Elwood, the route also passes by Callaway Park, Rock Garden Park, and Kiwanis Park.

Public School Lands

There are three public schools in Elwood that offer outdoor recreational facilities, most which are available to the public during non-school hours: Elwood Elementary, Elwood Middle School, and Elwood High School. Elwood Elementary, located in the northern part of the City, offers four small playground areas, an open field area, and basketball courts for a total of 6.8 acres of outdoor recreational space. The school is directly adjacent to Rock Garden Park. Elwood Middle School and Elwood High School are located on the same campus and utilize the same outdoor recreational facilities, which include a baseball diamond, softball diamond, track, and football field.

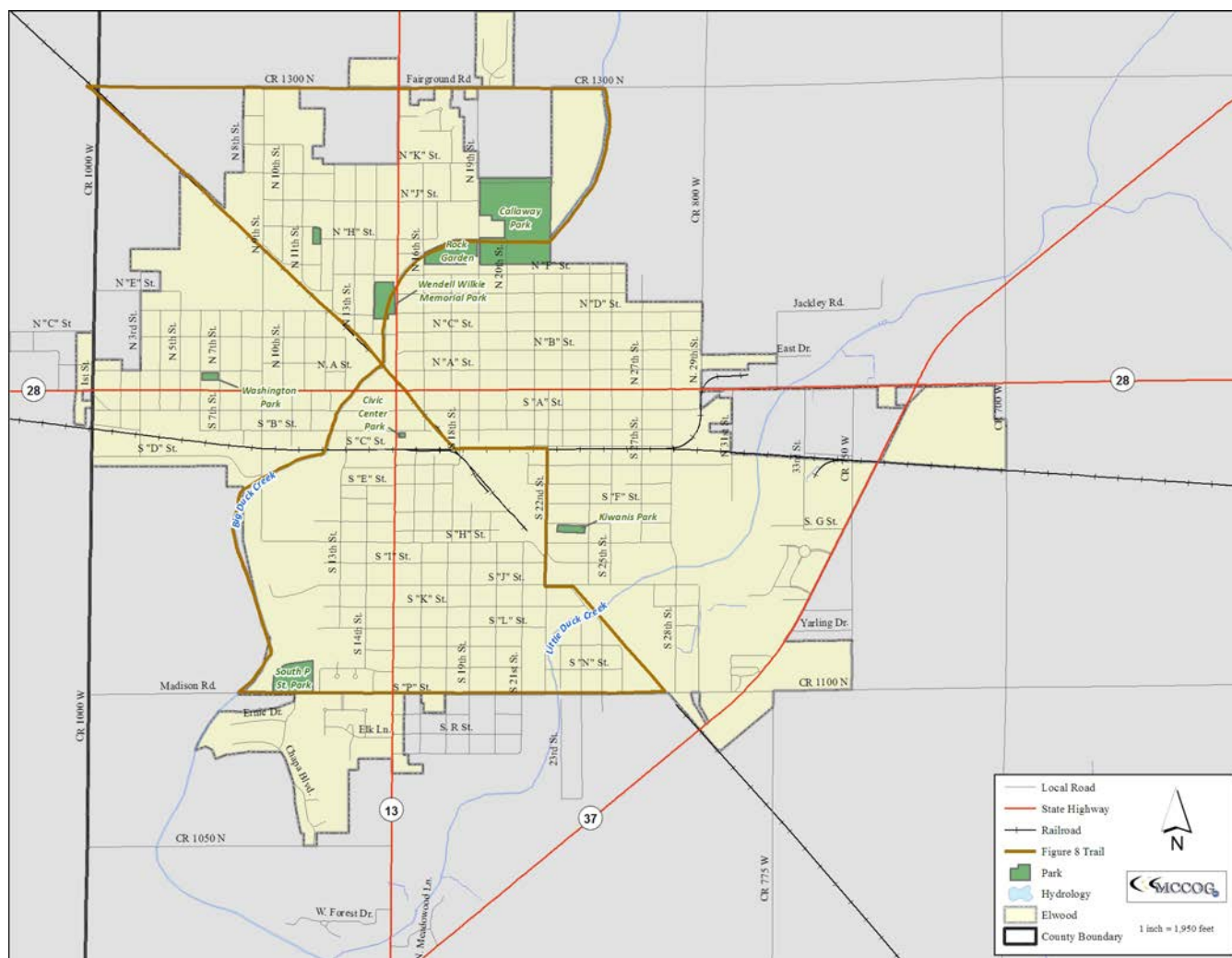


Figure 8.3: City of Elwood Park Locations

for a total of 26 acres of outdoor recreation space. In total, the Elwood Community School Corporation offers 32.8 acres of outdoor recreational space.

Cemeteries [145 acres]

Although cemeteries today are often viewed as a repository for the dead, they have traditionally been used as public parks. The historic relationship for cemeteries and open space is quite strong, and the Elwood Cemetery and Sunset Memorial Park Cemetery are both great examples of this relationship. Both have winding, paved roads that invite the exploration of the cemetery on bike or foot. The Elwood Cemetery is adjacent to Duck Creek, which is still heavily wooded in the area it borders the cemetery. Sunset Memorial Park Cemetery, although a very new cemetery on the south side of the city, shares its westernmost boundary with the Cattails

Golf Course. Combined, the two cemeteries offer the citizens of Elwood 145 acres of open space, with 90 acres at the Elwood Cemetery and 55 at Sunset Memorial Park Cemetery.

Issues

The following issues were identified during the background data collection, community surveys, and public, focus group and steering committee meetings.

- Elwood's limited tax base will strain the Parks Department budget and provide limited financial resources for upkeep and expansion of facilities and services.
- Elwood's limited financial resources limits the development of Future Park Facilities.
- Elwood does not currently require new development to provide additional park and recreation areas.

9

HISTORIC &
CULTURAL
RESOURCES

Image 9.1: Elwood Opera House, Elwood, Indiana.

Like most communities, Elwood has a long and rich history full of significant events and historical figures. The identification and preservation of these resources is important for a number of reasons. First, it provides an educational opportunity for a greater awareness of the history of Elwood to its citizens. Secondly, by rehabilitating and preserving historically significant structures, properties which might otherwise fall into disuse, can remain functional and have a positive economic impact on the City's tax revenues. Third, a well designed and promoted preservation effort can enhance the Elwood's attraction to tourists and visitors, further boosting the local economy. Finally, it can foster civic pride and preserve an appreciation for the historic values in which the City was founded.



Image 9.2: Wendell Willkie memorial marker, Willkie Park, Elwood, Indiana.

The Early Years

In 1852, William Barton opened a store in Pipe Creek Township near the banks of Duck Creek. A town dubbed Quincy soon grew at this location. The unincorporated town of Quincy was laid out by James Anderson, J.B. Frazier and Mark Simmons in March of 1853. In 1869, postmaster Francis M. Hunger was notified that Indiana already had a town in Owen County named Quincy. A group of men discussing the matter noticed Elwood, the son of Jesse B. Frazier, playing nearby. It was suggested that they give the town his name. On June 15, 1869, Quincy officially became known as Elwood. In 1872, Elwood was incorporated as a town.

In 1870, Captain R.L. Leeson, established arguably the most well-known store in Elwood at the corner of Main and Anderson Streets. A fire destroyed Leeson's first two buildings, but in 1882, Leeson built a two-story building at the corner of South "A" and Anderson

ELWOOD, INDIANA

Streets. The department store, dubbed “Leeson’s”, was a one-stop shopping experience – one of the first of its kind, offering products such as furniture, floor coverings, shoes, clothing, jewelry, hosiery, patterns, dry goods, cosmetics, candy and grocery. Leeson’s finally closed in 1984. The building is still a productive part of the Central Business District as Village Furniture.

In 1874, the first factory in Elwood, a flax mill owned by John H. Wagner and Kidwell, was built. It was located at the corner of what is now Main and 22nd Streets. Three years later, the first newspaper in Elwood, The Elwood Review, was founded by George Winters.

The single most important event in Elwood history occurred in 1887. The discovery of the Indiana Natural Gas Field took Elwood and other eastern

Indiana communities from small towns to industrial centers. In 1893, the field consisted of roughly 2,700 square miles, or over sixteen times the combined areas of all other known gas fields in the United States at that time. Gas was charged at a flat per month rate: ten cents for cooking, 75 cents for heating and five cents for each jumbo light in the house. Elwood’s population increased from 400 to 800 from 1877 to 1887. Three years later in 1890, the population was 2,229.

Gas Boom & Industrial Growth

In 1892, Senator William McKinley of Ohio, who would later become President of the United States, helped to pass a tariff law that would favor the manufacture and exportation of tin. Shortly after, The American Tin Plate Company started on September 13, 1893 in Elwood, making the first tin ever manufactured in America. Part of the plant was shipped from Wales,

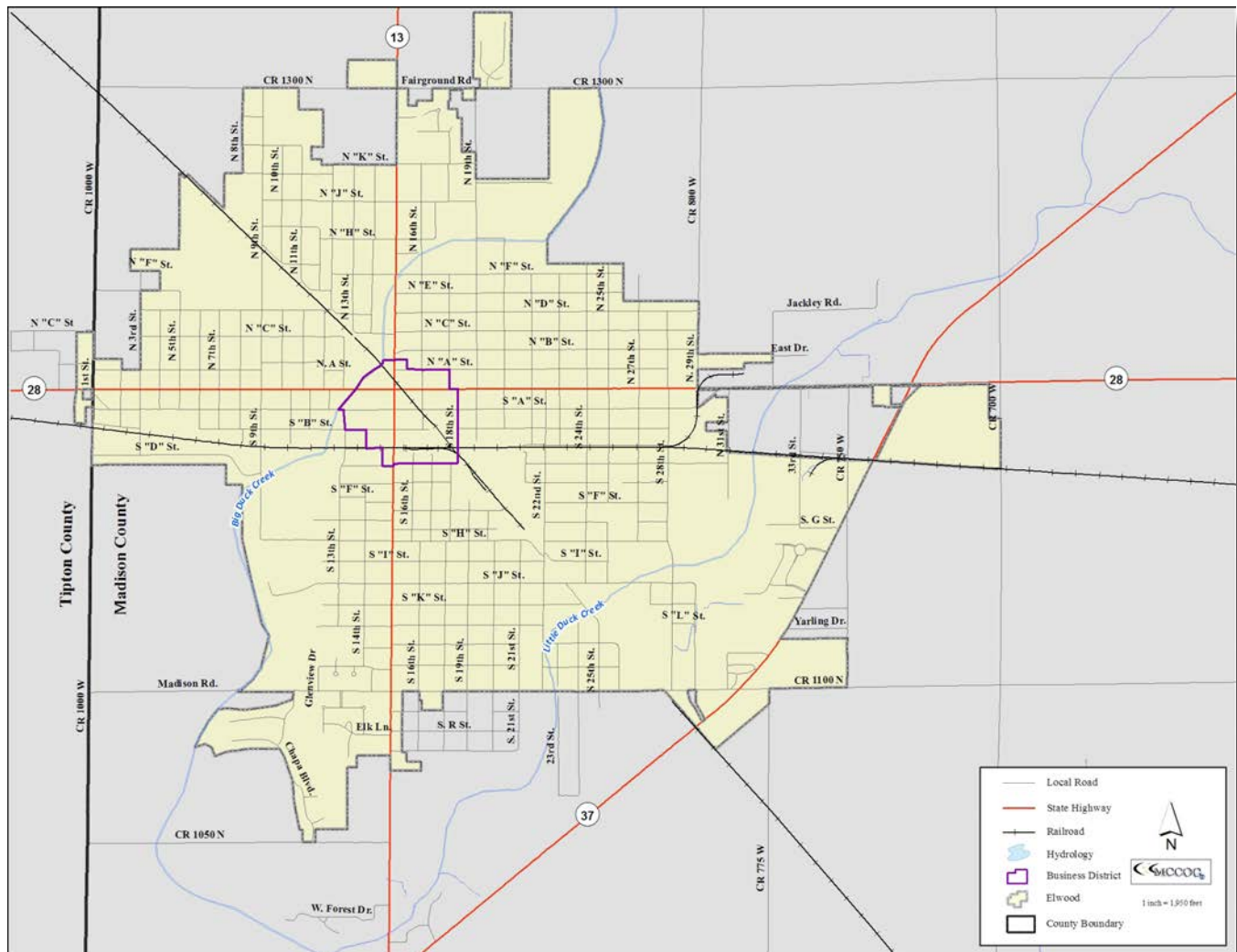


Figure 9.1: City of Elwood Business District

and a group of Welsh immigrated to Elwood to staff the new plant. The plant soon increased to 28 hot mills, making it the first and largest plant of its kind in America. The plant was located on South "J" Street and was later called Carnegie Illinois Steel Company. It eventually closed its in 1938. At its height, the company employed over 1,800 people and the facilities covered twenty acres.

By 1893, Elwood had 45 industries including several glass works, furniture companies, boiler works and iron works. At this point, the population had grown to over 9,000 people. Numerous businesses, churches and homes were built around this time due to the population growth. By 1899, the Union Traction Company connected Elwood with Tipton, Alexandria and Anderson. By rail, one could leave Elwood every hour on the hour with almost any Indiana town or city as a destination.

Many of Elwood's largest and most prosperous industries were glass factories which located here to utilize the inexpensive natural gas to fuel their operations. The largest of these was the Diamond Plate Glass Company located on 9th Street, which covered about fourteen acres and employed over 1,000 men. Eventually, Diamond Plate became Pittsburg Plate Glass.

The population of Elwood reached 15,000 people by 1900, but soon after, the gas boom collapsed. Most of the factories left as did many of the people. At the turn of the century, the soil around Elwood was discovered to be perfect for growing tomatoes. That year, O.B. Frazier built the first canning factory in North Central Indiana. Later, Frazier's Tomato Products became known worldwide, with "Frazier's Superfine Catsup" being distributed to GIs during World Wars I & II. During its peak, the Frazier Packing Corporation disturbed approximately 500,000 cases of tomato products each year to all states east of the Rocky Mountains.

On August 17, 1940, Elwood native Wendell L. Willkie accepted the Republican nomination for President. An estimated 250,000 people came to Elwood for his ceremony. Willkie gave his speech at Callaway Park in sweltering temperatures nearing 100 degrees. Willkie lost the election to Franklin D. Roosevelt.

Other notable residents over time include James J. Davis, who was city clerk of Elwood from 1898 to 1902. Later, he was the United States Secretary of Labor from 1921-30 under Presidents Warren

Harding, Calvin Coolidge and Herbert Hoover. Actor David Canary who first starred on the television series *Bonanza*, played the ranch foreman Candy Canaday from 1967-70 and then again from 1972-73, is from Elwood. He also played twins Adam and Stuart Chandler on *All My Children* from 1983 to 2010. He won 5 Daytime Emmy Awards for outstanding lead actor. John Mengelt, a ten year NBA veteran and contemporary poet Jared Carter are also from Elwood.

Historic District

Elwood's Historic District consists of the downtown Central Business District and two single-family residences immediately adjacent to the district. This area is listed in the National Register of Historic Places.

Interim Report

There are several buildings listed in the interim report not in Elwood's Historic District. Most of these properties are homes located along State Road 13 south of Main Street to South "P" Street. There are additional houses and commercial establishments along Main Street west of State Road 13 to North 6th Street. In addition, there are some scattered sites throughout the city on various streets.



Figure 9.2: City of Elwood Interim Report

Cultural Resources

Aside from the restored Elwood Opera House, there is a lack of cultural resources in Elwood. However, there are several options within a short driving distance. In nearby Anderson, there are art exhibits and art classes at the Anderson Center for Fine Arts. The Madison County Historical Society and the Paramount Theater, which continues to hold events, are also in Anderson. The City of Muncie is home to Ball State University as well as Minnetrista, an extensive nature and gardens area that also hosts history, nature and art exhibits and workshops. Thirty minutes away in the Town of Fishers, Conner Prairie Interactive History Park is a living museum and the Indiana Transportation Museum can be found in the City of Noblesville. The State Capitol, Indianapolis, where several museums, monuments, universities, concert halls, art galleries, and sports facilities are located, is less than an hour drive from Elwood.

Planning for the Future

Downtowns represent the heart and soul of their respective community. Visitors and residents alike are affected by the physical conditions of downtown areas and tend to draw conclusions regarding a city's commitment to community development and pride from what they see and experience within the city center. A downtown should be able to appeal to all ages and backgrounds. A downtown should be active past the 9 to 5 work day. Unfortunately, Elwood appears lacking in many of these things that make a downtown pulsating.

Today, the population of Elwood is nearly half of what it was in the early 20th Century. When the natural gas bust of 1903 occurred, many of the industries left the City and with them so did the people. Soon after, the automobile became the dominant form of transportation of both people and goods. The northwest-southeast rail line, one of the main railroads in the City, became obsolete making Elwood even more isolated than before. With the automobile being able to carry people further and faster, Elwood's downtown was no longer the only viable destination for shopping and entertainment.

The first major problem facing Elwood's Central Business District is the number of building and land vacancies. Several of the first floor shops in the downtown are empty and several tracts of land where buildings once stood have been demolished. These lots are overgrown with weeds, gravel, and trash. Because of this, the vision of a high-density, compact downtown is lost. The majority of studies conclude

that it costs considerably less to provide linear services (sewer, water, streets) to a dense, efficient development pattern than to a sprawling pattern. However, land costs outside of the city center remain low. When the economy of Elwood began to recede, private developers began building commercial areas on the outskirts of the City. While Elwood's downtown is getting by, strip malls and other businesses at the southern edge of the City as well as the intersection of State Road 28 and State Road 37 and the intersection of State Road 37 and County Road 1100 North are doing considerably better.

There is also a large amount of paved land and parking lots for a small downtown that already has plenty of on-street parking. An analysis of the downtown parcels reveals there is nearly a 50/50 split of building footprints to parking lots. This creates a low density suburban downtown which does not support housing and a variable mix of businesses. In addition, there is very little public space or green space in the downtown that serves as a destination for residents.

In addition, strong retail destinations are sparse. The newly reconstructed CVS Pharmacy is the largest draw downtown. Papa John's is a popular pizza chain, but because of the option to deliver, not many people have to go into the downtown to get it. Circle City Pizza remains a popular local destination while other local retail shops are struggling. Specialty destinations such as Horton's Do-It Best, Village Furniture, Moser Jewelers, and CJ's Dog Salon maintain steady clienteles. Non-retail destinations remain consistent with two banks, the government center, the library and two churches.

Lastly there is a lack of residential units on second floors in downtown buildings. Loft apartments and similar residences help downtowns thrive because it gives the businesses a 24-hour customer base. These mainly pedestrian customers need to be able to get their necessities within a close proximity of their residence.

Most of the pubs and bars are located outside the city center. The Elwood Opera House is used mainly for weddings and proms. While the Opera House doubled as a movie theater in the mid 20th century, currently the closest movie theaters to Elwood are in Tipton and Alexandria.

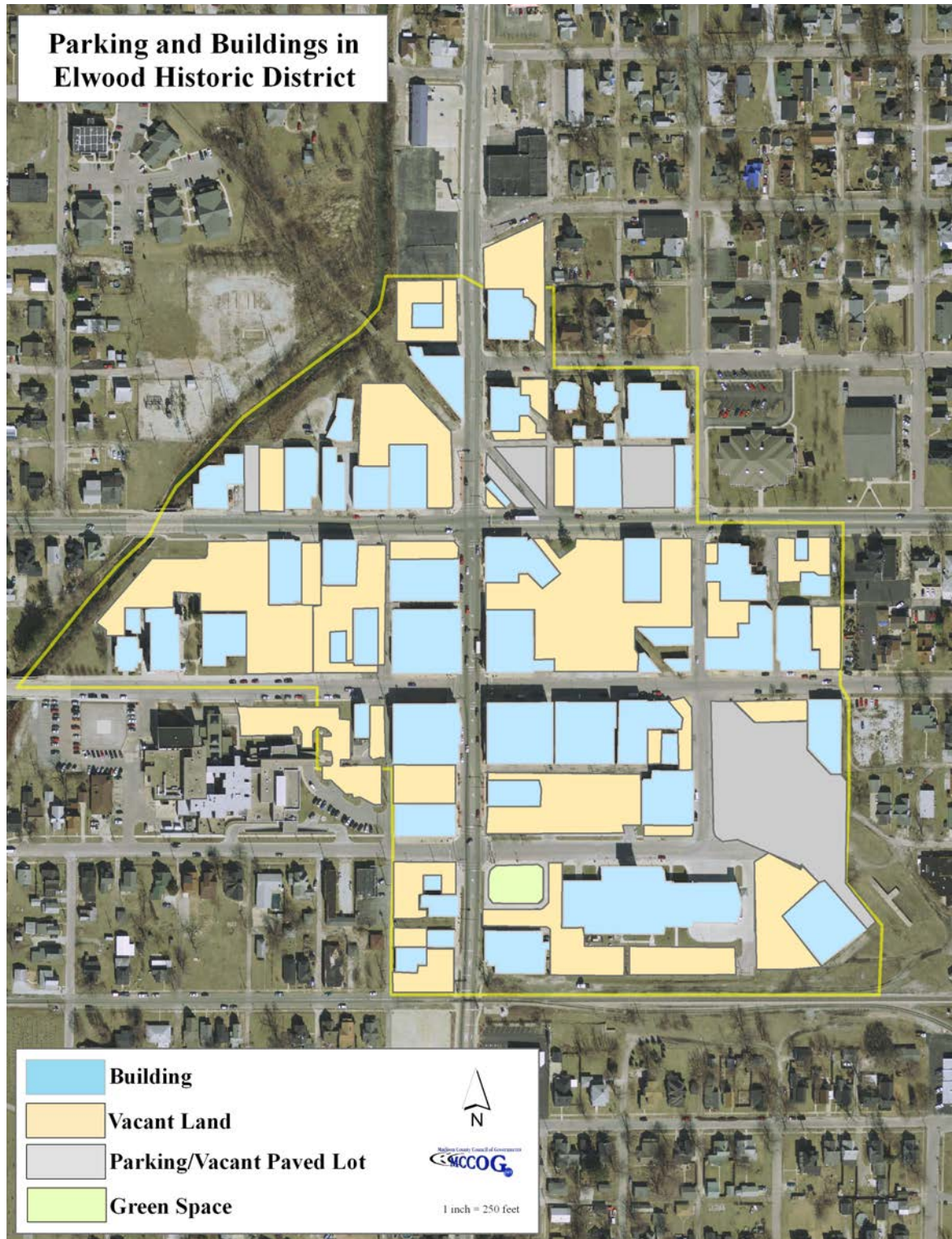


Figure 9.3: Parking and Buildings in Elwood's Historic District



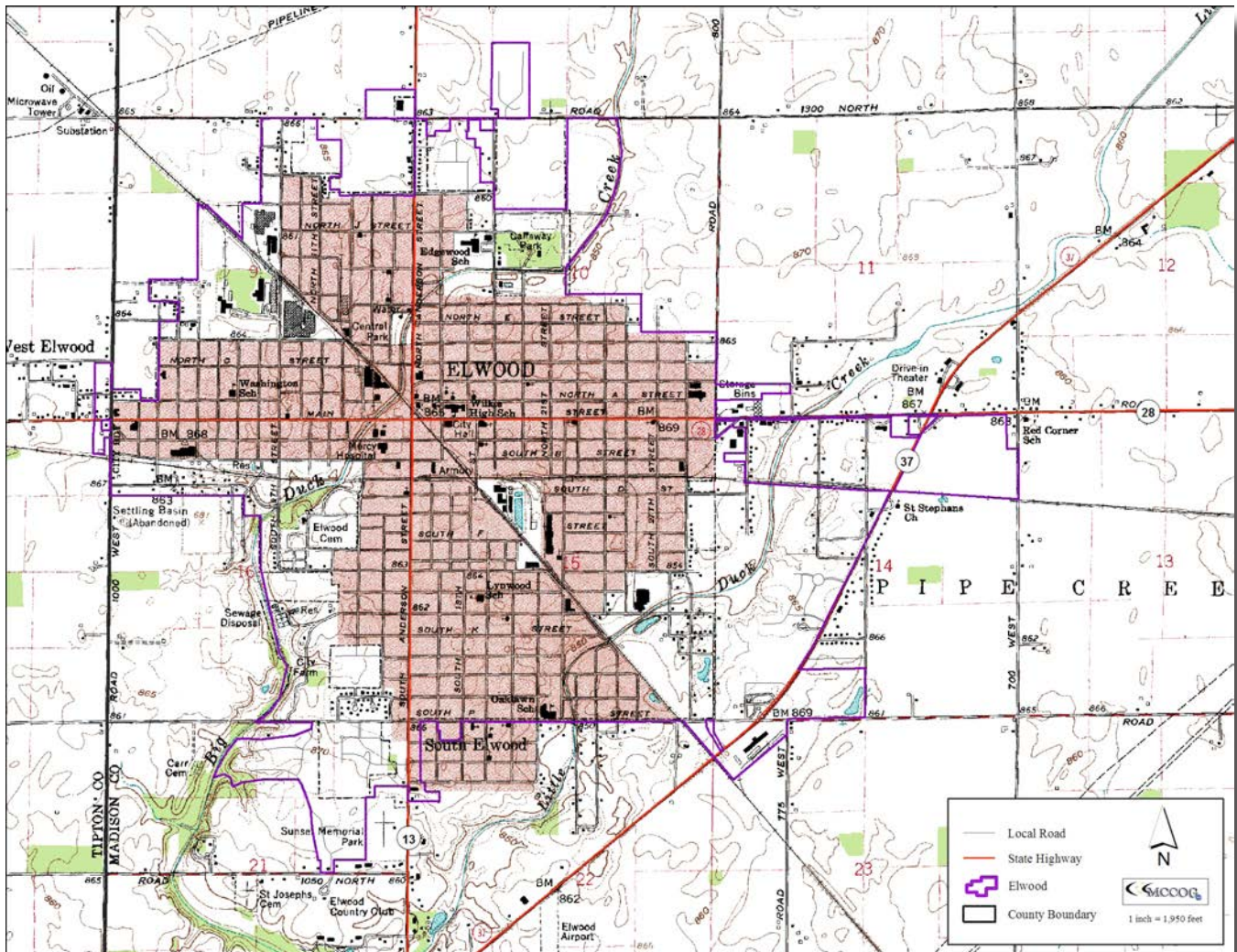


Figure 9.5: City of Elwood U.S. Geological Survey (USGS) Map

Issues

The following issues were identified during the background data collection, community surveys, and public, focus group and steering committee meetings.

- Elwood lacks residential units in the central business district preventing the downtown from being a 24 hour center of activity.
- Elwood has a limited mix of retail and entertainment destinations in the central business district preventing the downtown from being a 24-hr center of activity.
- Elwood's central business district has a high percentage of vacancies and turnover of businesses.
- Elwood does not have design guidelines to protect the historical integrity of the historic district or scattered historic homes.
- Elwood has a large amount of vacant and underutilized space in there central business district.
- Elwood has limited cultural, fine art, and museum destinations within the City.

This page intentionally blank.

10

LAND USE



Image 10.1: Residential structure, Elwood, Indiana.



Image 10.2: South Anderson Street, Elwood, Indiana.

In order to ensure that land is used efficiently and in the best way possible for a community's population, economy, and environment, a land use plan must be developed and followed. Land use planning helps to reduce and eliminate problematic placement of one land use next to a different one that it doesn't particularly get along with, such as a cluster of homes situated next to heavy industry. Land use planning also helps to preserve park and open space within a community, helping to direct development elsewhere so that local ecosystems can thrive and community members can enjoy this preserved natural space. As this Comprehensive Plan helps to set goals and provide strategies so that Elwood can develop in the most beneficial and efficient way possible, the land use plan provides a framework of guidelines for growth and land management that encourages the right type of development in the right places.

The land use element integrates all other focus areas of the Comprehensive Plan. This chapter emphasizes that while each focus area deserves special attention, it is really the 'sum of the parts' or coordinated development of all focus areas that make a community work. It is impossible to discuss new development without a long-term plan for community transportation. Redevelopment cannot happen isolated from a deep understanding of housing, jobs and education issues.

Specifically, land use refers to locating and regulating development; zoning and design strategies; revitalization as it enhances successful reuse as well as the local economy; public participation in decision-making; and regional planning.

Land use issues fall within the purview and control of planning and zoning staff and related boards and commissions. But anyone called to the kitchen window at the revving of a bulldozer knows that, for better or worse, land use changes neighborhoods, communities, etc.

The Land Use Chapter is the second section of the Comprehensive Plan for Elwood; the Land Use Chapter is an integral part of the plan that resulted from extensive citizen participation.

Current Land Use

B-1	55	2.97%
B-2	32	1.73%
B-3	44	2.38%
R-1	389	21.03%
R-2	542	29.30%
R-3	266	14.38%
Light Industrial	166	8.97%
Heavy Industrial	178	9.62%
Conservation	178	9.62%
Total	1850	100%

Existing Land Use Categories

A-1 (Agriculture Low Density Residential District)

This low density district permits agriculture as well as single-family dwellings. Schools, churches, and parks are also permitted.

R-1 (Medium Density Residential District)

This low-density residential district allows mostly single-family homes, though several other structures are permitted as well, such as schools, parks, and churches.

R-2 (Medium-High Density Residential District)

This district allows both one- and two- family dwellings in addition to schools, churches, and parks.

R-3 (High Density Residential District)

This district allows higher density permitting multiple-family dwelling units in addition to the one- and two-family homes.

B-1 (Limited Business District)

This district allows low intensity retail or service outlets which deal directly with the customer for whom the goods or services are furnished. The uses allowed in this district are to provide goods and

services on a limited community market scale and are to be located only in areas which are well served by collector or arterial street facilities at the edge of residential districts.

B-2 (Central Business District)

This district allows the compatibility of the diverse uses typical of the downtown area without inhibiting the development of commercial, cultural, entertainment, and other urban activities which contribute to its role as the "heart" of the City.

B-3 (General Business District)

This district intends to provide locations for development of businesses which cater primarily to the comparison shopping needs of the City's residents on an intermittent or semi-monthly or greater basis. Convenience type commercial uses are permitted in combination with the predominant comparison uses.

C-1 (Public/Conservation)

This district is primarily for government/city development including city offices, schools, and parks and recreation.

I-1 (Light Industry)

This district is intended to provide for a number of light manufacturing, wholesale, warehousing, and service uses in an attractive industrial park like setting. These uses do not depend on frequent personal visits from customers or clients and do not include residences, apartments, or commercial uses which are primarily retail in nature.

I-2 (Heavy Industry)

This district is intended to preserve areas for industrial uses, such as manufacturing, which by their nature are most appropriately located as neighbors of other industrial uses.

Future Land Use

This Land Use Chapter is intended to promote the community's values and to further the goals and policies by establishing land use principles for Elwood. This plan will be supplemented by additional elements, including a Transportation Plan, a Park and Recreation Master Plan, and specific plans for areas of the community, such as the downtown. New or revised ordinances will provide the primary implementation tools for the plan. The future land use concept map included this plan is intended to be general in nature; land use boundaries are not specific, but rather give general guidance for a specific area. This plan is intended as a flexible and general guideline; it is not

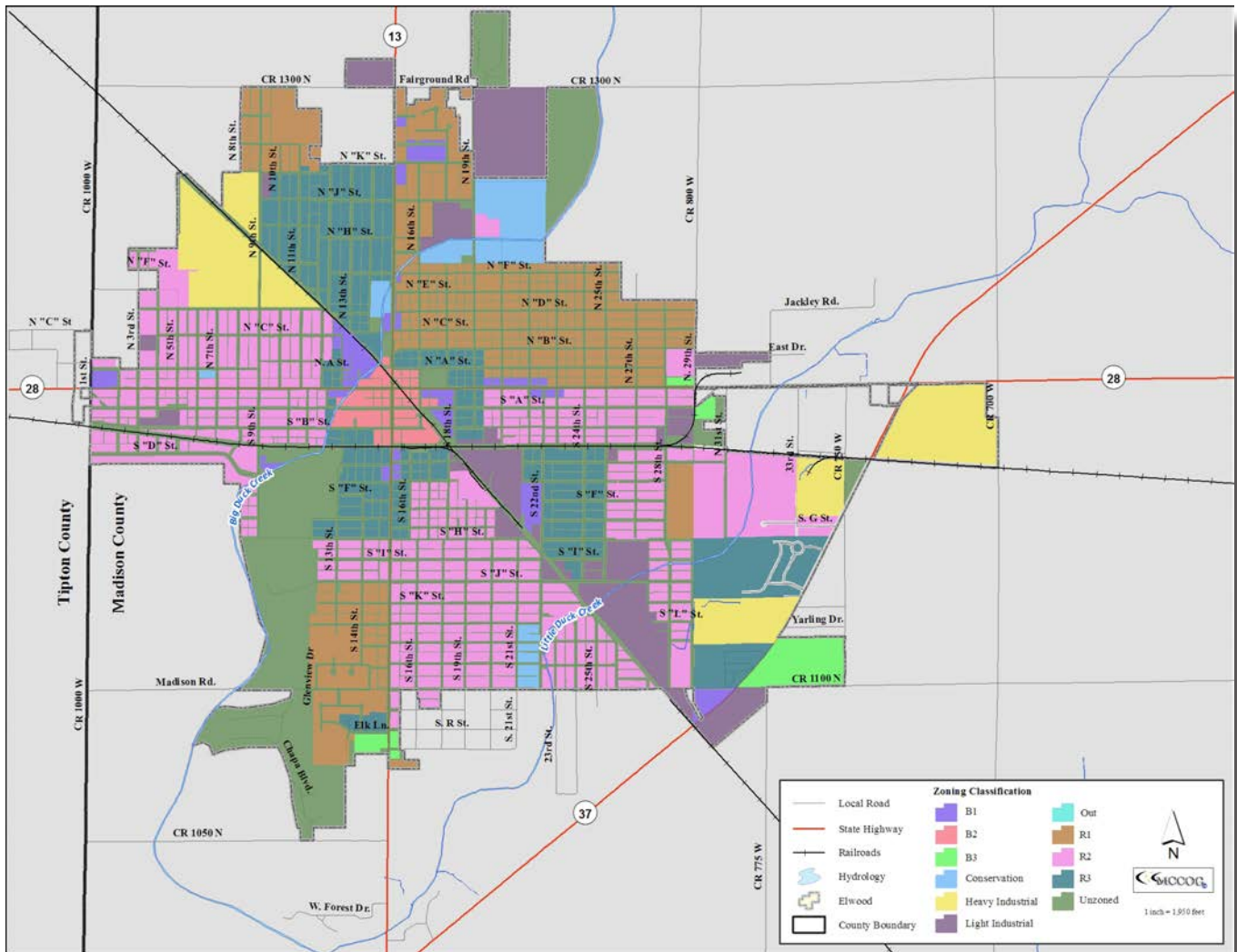


Figure 10.1: City of Elwood Zoning Map

intended as a zoning map. Land use is described in the categories described below.

The following land use planning principles identify the basic development standards guiding the future evolution of Elwood. These principles clarify the desired outcome being sought in the future land use plan. When making local decisions about land use or issues affecting a neighborhood or commercial corridor, these principles should be considered in conjunction with the future land use concept map, development policies, and planning principles in Chapter 3 and Chapter 14.

- Establish a land use pattern that maintains and supports the stability of existing residential neighborhoods.
- Support commercial, office, and industrial land use mix to provide a diversified tax base.
- Construct new and maintain existing, local

infrastructure to prevent community or neighborhood decline.

- Improve traffic flow along major transportation corridors, including greater reliance on public transportation.
- Promote innovative planning concepts or land use regulations to create new housing opportunities that promote efficient use of land and meet the needs of a changing population.
- Encourage reinvestment in older commercial or residential areas based on a strategy of mixed use, human-scale design, pedestrian-movement, and compatible architecture.

Residential

These are existing residential areas with varying lot sizes, generally typical city lots of less than ¼ acre. These include homes of varying sizes and prices, but whose primary land use is single-family detached

homes. These areas are currently served by water and sewer services. New development in these areas will focus on infill development, taking advantage of existing infrastructure and discouraging urban sprawl.

New multifamily development is also permitted; provided the development is designed to blend with other residential uses and that there is no undue concentration of multifamily dwellings.

Subdivision/Cluster Residential

Subdivision/cluster residential areas can be transitions between denser residential neighborhoods and non-residential or current agricultural uses. They provide housing options on large lots in rural settings. The primary land use is single-family detached residential. Subdivision/cluster residential uses will be developed only in areas served by water and sewer. This policy is intended to prevent farms from being redeveloped into residential housing and sprawl.

New development in areas immediately adjacent to existing City corporate limits should be planned to include neighborhood parks, green space and connections to the City's existing parks and recreational facilities. Lot clustering that maintains an overall low density, while preserving substantial open space is encouraged in these areas. Subdivision/cluster residential will be planned to preserve open space and agricultural land. Where possible, developers should incorporate environmentally sensitive areas, including the floodplain, into the development to create unique neighborhoods while protecting the natural environment.

Commercial

Most commercial uses can be placed in one of the following categories:

1. Convenience goods and services establishments: Establishments offering for sale such items as groceries, sandwiches, salads, pizza, ice cream, and other similar fresh food items, newspapers, everyday household items, prescription and over-the-counter drugs, beauty salons and similar uses; establishments offering services such as video rentals, laundry and dry cleaning, and branch banking. The distinguishing feature of these uses is that their primary market is nearby residents and employees, as opposed to the larger community.
2. General commercial goods and services establishments: Establishments such as department stores, furniture stores, appliance stores; commercial printing companies, banks and other similar uses. The distinguishing feature of these uses is that their

market area is the community as a whole, rather than nearby neighborhoods.

3. Highway commercial goods and services establishments: Establishments such as automobile dealers, big box retailers, hotels and motels.

This plan deals with several types of commercial developments, including industrial/business parks, neighborhood business centers, and rural business centers. These are described below.

Industrial/Business Parks

Industrial/business parks are developments that encompass a mixture of office, industrial and accessory retail and service uses in a campus-style development with substantial landscaping and open space to create an attractive image. New industrial and large scale office growth is encouraged to occur in areas located near major highway corridors that can accommodate the truck and automobile traffic that is generated by such mixed-use developments. This will minimize traffic impacts on surrounding uses and infrastructure can be developed to handle the demands created by this type of development.

Elwood has designated an area along State Road 28 and State Road 37 for an industrial/business park development. This site has easy access to State 28 and State Road 37 and minimizes impacts on surrounding land uses.

Neighborhood Business Centers

Neighborhood business centers, consisting of convenience goods and services primarily to benefit nearby residents, will be placed where they can easily be accessed by the neighborhoods they serve. These should be accessible to pedestrians and bicyclists as well as to drivers. These should be appropriately located and properly buffered and should be of a scale that is consistent with the surrounding neighborhoods.

Rural Business Centers

Rural business centers will be permitted in low-density residential areas to provide unique support services. Most rural business centers are retail-oriented, such as farm implement sales, produce markets, feed and seed stores, wineries, etc. but they may include some office-oriented uses including financial institutions. In addition, convenience goods and services may be appropriate in these areas to serve the day-to-day needs of the residents minimizing the necessity of driving into the city for these goods and services.

Rural business centers will be located along major highway corridors or at commercial nodes created by the intersection of two roadways. The uses should be located in enclosed structure. Where outdoor storage and sales are necessary they should be located in the side or rear yards. Landscaping and screening should be used to minimize the transition from agricultural and rural residential uses to these commercial developments.

Mixed Use

The Comprehensive Plan encourages the development of mixed-use areas. Mixed use areas are characterized by office, retail, residential, and public uses in a combined development. New, planned mixed-use developments are encouraged as a means of creating livable neighborhoods that reduce dependence on automobiles. Such new neighborhoods should be designed in a manner that avoids urban sprawl.

Industry

Industrial uses such as manufacturing, assembling, research and development provide tax revenues and jobs for the City of Elwood and Madison County. These uses will be continued and expanded upon in a planned manner so as to minimize the impact on the public infrastructure. Industrial uses will be located along major highway corridors or in industrial or business parks. Wherever possible, these uses will be located away from residential uses. When potential conflicts between land uses occur, buffering and landscaping will be provided to minimize the impacts. Like residential growth, new industrial growth should be located in areas to best preserve surrounding agricultural uses and the natural environment.

Land Use Planning Principles

Community Landmarks

Landmarks are sites, buildings, structures, or natural features that have visual, historic, or cultural significance. Elwood's most distinguishing feature is its collection of historic buildings in the downtown business district. These landmark buildings are important to the community identity as are the historic homes that are located in neighborhoods and along main corridors throughout the city.

- Buildings should be preserved, unless it is clearly in the public interest to do otherwise.
- Buildings and their grounds should be well maintained.
- Buildings should be used for the original intended use or the city or owner should seek appropriate new uses for these buildings.

- Buildings architectural integrity should be protected. The city should develop a process for evaluating and approving changes to these buildings, particularly the exteriors of these buildings.
- Historic homes should be preserved and maintained as single family homes.

Conservation/Public

Include schools, parks, churches, libraries, fire stations, and similar uses that need to be integrated into the fabric of the community. They are of two types: those institutions designed to serve the community as a whole (the City Hall, the St. Vincent Mercy Hospital, the Elwood Public Library, large churches such as Main St. Christian Church) and those designed to serve neighborhoods (neighborhood parks, neighborhood churches).

For community-wide conservation/public uses, the following principles apply:

- They should have access to major collector streets.
- They should be located within convenient driving range of the expected users, preferably in the downtown or central neighborhoods.
- They should have adequate off-street parking designed in a manner that is suitable to the areas in which they are located (i.e., parking in back of the buildings in areas where the predominant design is for buildings to be close to the street).
- They should be of sufficient size to comfortably contain buildings, parking, and landscaping and allow for future expansion.
- They should provide access for pedestrians.
- They should be of a scale and design that is suitable to the neighborhoods in which they are located.

Development of Regional Significance

There are several uses of land that may be essential or desirable to the community for which locations cannot be determined in advance. Often these are uses that may serve a regional audience and be community specific. Examples include landfills, prisons, amphitheaters, power plants, large industrial plants, and racetracks. The following principle applies to these uses:

Establish a process for evaluating proposals for large development occurring immediately adjacent to the City corporate boundaries. This process should include a means of determining the information necessary for decision making on the particular

project. It also should include a means for acquiring analyses of the impacts of the project on the community, including but not limited to traffic studies, environmental impact assessments, and economic studies. For private projects, these studies should be made at the applicant's expense.

Transitional Areas

As the community grows and changes, some lands become better suited for uses other than those originally developed on the site. Over the long term, it is likely that these properties will be redeveloped for other purposes. Examples include heavy industrial uses in areas that now are predominantly commercial or residential, residential uses in areas that now are predominantly commercial or industrial, and farmland that is in the path of development and will be converted to urban uses. The following principles apply to land use changes in these areas:

- Redevelopment should take place on large parcels (at least one city block or approximately two acres), not on small individual lots.
- The City should make reasonable accommodation for the expansion of existing uses that may no longer be the ideal uses in their current locations.
- The City should require proper maintenance of buildings and grounds in transitional areas.
- As neighborhoods change from one use category to another, the City should ensure that proper buffering is provided to reduce adverse effects on existing uses.
- Farmland contiguous to existing development should be considered for conversion to urban uses.
- As farmland is converted to other uses, the new developments should be buffered from adjacent agricultural land so that farming operations can continue.
- Farmland that is not contiguous to existing development should not be converted to residential use. Industrial uses and uses of regional significance should be permitted on such land when it is in the community's best interest to allow such development.

Significant Natural Areas

Wetlands

Wetlands are sensitive areas. There are recognized ecological, economic, and recreational benefits of wetlands. The City's policies regarding wetlands should be consistent with the Indiana Wetlands Conservation Plan, adopted by the Natural Resources Commission. City wetlands should include standards for mitigation and constructed wetlands.

River/Stream Corridors.

The river/stream system is one of the distinguishing features of Elwood. These have been an underutilized resource. A river/stream corridor plan should be developed that addresses the aesthetic and recreational potential of these channels and also provides for protection from environmental degradation.

Character Areas

This plan divides the community into eight "character areas." These include Downtown Elwood, the four residential quadrants; North-west, North-east, South-west, South-east, State Road 28 & State Road 37 Commercial Corridor, State Road 37 Commercial Corridor and State Road 13 Commercial Corridor. While the boundaries of each area are somewhat arbitrary, they provide a means of considering the characteristics of different areas of the community and the different planning principles that should be applied within the areas. Some principles are used in more than one area, but the plan recognizes that the needs of downtown are different from those of the surrounding neighborhoods. Because the focus of this plan is to establish principles for evaluating proposals for land use changes, there are no maps showing specific plans for future land use in the various character areas. The general pattern of future land use is illustrated on the Land Use Concept Map. As part of the plan implementation phase, a zoning ordinance and map, along with other implementation tools, will be developed to reflect the principles contained in this plan.

Downtown Elwood

The central business district of Elwood has seen minimal reinvestment in recent years. There is currently a mix of retail, business, and institutional uses; however, many buildings remain available for first floor commercial/business development or second floor residential development. Downtown landscaping and lighting are generally attractive and well suited to the area. A streetscape project in the early 2000's provided for new sidewalks, trees, streetlights, and benches.

During the planning process, participants raised several concerns about the downtown:

- The overhead utility lines serve as a detriment to the attractiveness of the downtown.
- Most of the alleys remain unattractive and uninviting.
- Because the many downtown buildings were

constructed decades ago, most do not meet current accessibility standards for physically challenged persons. While the city has embraced the principles and spirit of the Americans with Disabilities Act, the code requirements it imposes can also be an impediment to rehabilitation and re-use of downtown's older buildings. The City has included sidewalk ramps for wheelchairs and user activated crosswalk signals to make the area more accessible.

- Visitors and locals alike report finding the signs downtown to be overabundant and not sufficiently descriptive, particularly on streets other than Anderson Street. Both public and private signs are included in this complaint.

Land Use Planning Principles for Downtown Elwood:

- New development or redevelopment should enhance the positive qualities of downtown. A healthy land-use mix should be retained, including a variety of retail, office, financial, professional, and institutional uses. Suburban scale development such as big-box retail stores should not be permitted.
- Addition or expansion of heavy industrial uses should not be permitted.
- Downtown should be pedestrian-oriented. Drive-through uses should be permitted only when accessory to a primary use and only behind a principal structure. Alleys shall not serve as an access point to drive-through uses.
- Residential uses add to the vitality and customer base of downtown, and they should be encouraged where they do not compete for retail space.
- As uses change or expand, the City should ensure that smooth traffic flow will be maintained and that convenient parking is available.
- Prevent establishment of parking lots that will create gaps in the continuity of downtown buildings.
- Locate off-street parking behind structures rather than in front of or beside them.
- Retain the urban character by locating buildings close to the street.
- Maintain good traffic flow by retaining the downtown streets and alleys.
- Retail and restaurant uses should be encouraged in the downtown but not to the exclusion of existing office, professional, financial, and institutional uses.

Residential Quadrants [North-west, North-east, South-west, South-east]

Most of the residential development surrounding

downtown consists of single family residences built over several decades. Most housing is traditional in character: the houses are close to the street, the yards are small, the density is high, most garages are behind the houses, and a system of alleys provides secondary access to property. There are some apartment buildings in the area and some of the former single-family houses now contain multiple dwelling units. Most of the houses and yards are well maintained and well landscaped. There are scattered neighborhood businesses and home occupations throughout these areas as well.

Land Use Planning Principles for Residential Quadrants:

- Prevent the encroachment of commercial uses into the predominantly residential areas.
- Distribute affordable housing throughout the community.
- Provide enough areas for housing to meet future growth expectations.
- Incorporate a mix of housing types, densities, and costs (single-family, multi-family, apartments, senior and affordable housing).
- Maintain the traditional lot-layout with main access to the street and secondary access through the alleys.
- Plan for multi-family developments in parts of a city or village where streets and sidewalks can handle the increased amount of traffic generated by the project, where there are adequate parks, and where the utility system and schools have sufficient capacity.
- Separate and buffer mainly residential neighborhoods and schools from large-scale commercial and industrial areas.

Commercial Corridors [State Road 28 & State Road 37, State Road 37, State Road 28]

These three commercial corridors all exhibit the same development characteristics. They are all automobile centered sprawl development with direct access to major thoroughfares. The mix of business includes convenience goods and services establishments and highway commercial goods and services establishments. Several of the areas lie outside of the current City corporate limits, but rely heavily on City services. These areas should be considered first for annexation in the future.

Land Use Planning Principles for Commercial Corridors:

- Limit the number of new driveway cuts permitted on major thoroughfares. Utilize frontage roads instead.

ELWOOD, INDIANA

- Discourage continuous strip development along long stretches of roads.
- Consider the impact of future commercial areas on the economic viability of existing commercial areas like downtowns.
- Encourage commercial “infill” development in areas where adequate services are already in place.
- Require sidewalks and trail connections in future commercial developments and redevelopments.
- Maintain good traffic flow by utilizing secondary streets and collector roads.
- Plan new developments in parts of the City where there is infrastructure and utility capacity.

Issues

The following issues were identified during the background data collection, community surveys, and public, focus group and steering committee meetings.

- Elwood has been operating without a Comprehensive Plan or any development plan to help guide land use decisions.
- Elwood's land use contains numerous vacant and deteriorating industrial facilities. These facilities may have brownfield issues.
- Elwood has limited financial resources and staff to enforce existing ordinances and building code violations.
- Elwood does not have any volunteer programs to assist in reporting neighborhood violations or assist elderly residents with home repair.
- Elwood's existing ordinances are outdated and antiquated; they do not incorporate mixed-use or sustainable development planning concepts.
- Elwood's over-all development philosophy does not focus on a compact urban growth boundary and require infill development over green field development.

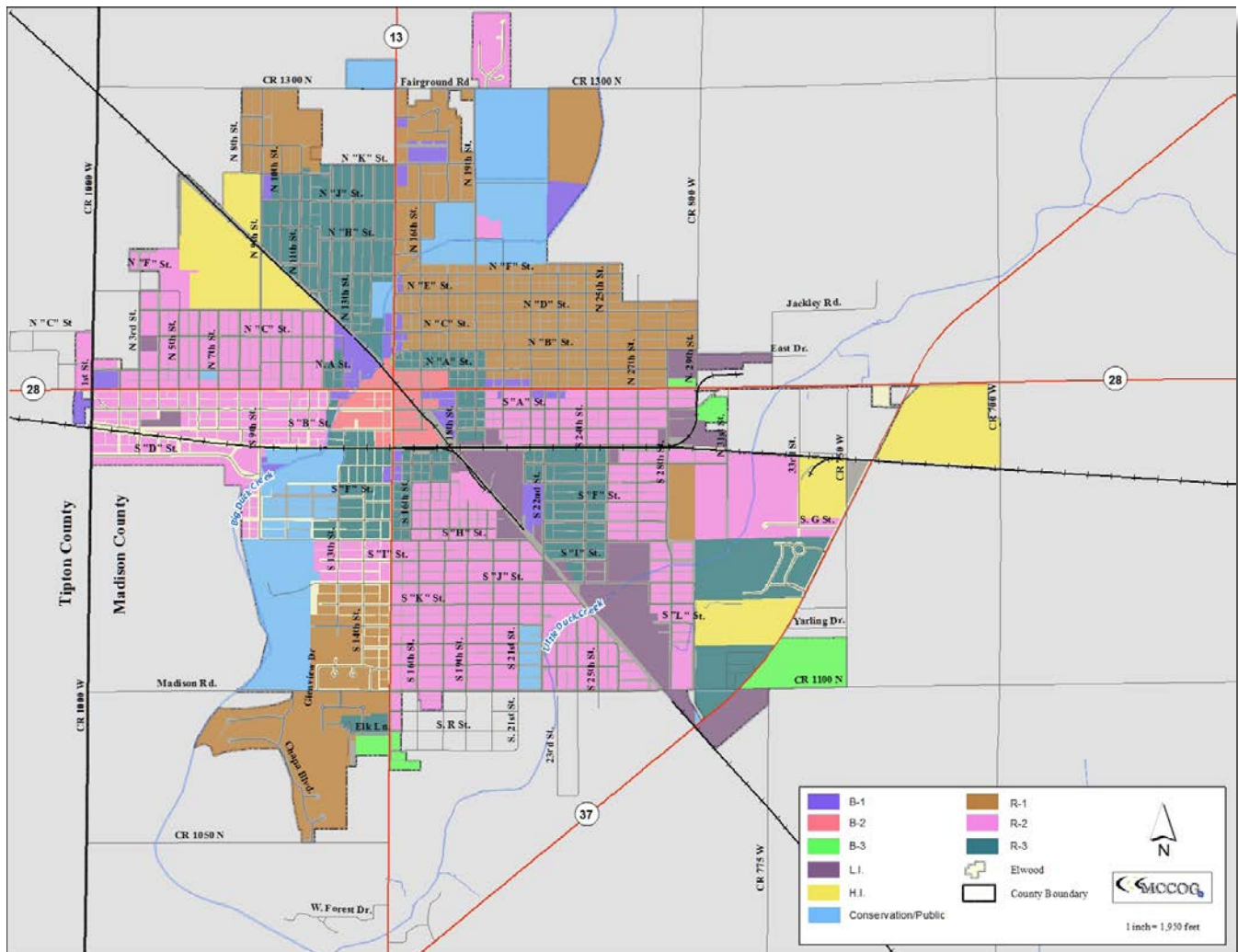


Figure 10.2: City of Elwood Land Use Concept Map

This page intentionally blank.

11

TRANSPORTATION



Image 11.1: State Road 13, Elwood, Indiana.



Image 11.2: Anderson Street, Central Business District, Elwood, Indiana.

The transportation system around the City of Elwood provides residents with a wide variety of modes of travel. These include:

Vehicular Traffic

- Commercial – vehicles traveling to a place of business or work within the city limits.
- Residential – vehicles traveling within a neighborhood or subdivision
- Commuter – vehicles traveling to a place of business or work outside of the city limits. The following are all common destinations to work for Elwood-Area residents: Indianapolis Metro Area, Anderson, Muncie, and Kokomo.

Pedestrian Traffic

- Commercial – Pedestrians who walk in a parking lot or commercial area to a place of business or work.
- Residential – Pedestrians who walk within their neighborhood to school, work, civic building, or a relative or neighbor's home.
- Recreational/Wellness – Pedestrians who walk, bike, jog, hike, run, skateboard, or rollerblade.

Air & Rail

- Local & Regional Airports - all located in neighboring communities with varying sizes of runways.
- Norfolk Southern Rail - all rail lines are completely devoted to freight service.

Vehicular Traffic

Elwood was originally laid out on a grid with major streets running north/south and east/west. Numbered streets run north/south while lettered streets run east/

west. There are natural and manmade barriers that limit the transportation system. Natural barriers include Big Duck Creek, Little Duck Creek, and their associated floodplains and wetland systems.

The main thoroughfares in Elwood are State Road 13 (Anderson Street), State Road 37, and State Road 28 (Main Street). State Road 13 is the main north-south arterial that splits the City into east and west sections. It runs from Lapel northward and joins with State Road 37 just north of Perkinsville. At the southern boundary of Elwood, State Roads 13 and 37 split while State Road 13 continues north through the City. After passing through Elwood, State Road 13 does not intersect with another major city or town until Wabash. State Road 37 continues to run northeast until it intersects with CR 1300 N. It then continues directly north to the City of Marion. South of Elwood, State Road 37 passes through Noblesville and eventually merges into Interstate 69 in Fishers.

State Road 28 is the main east-west arterial through Elwood, bisecting the City into north and south sections. State Road 28 continues to run east to State Road 9 and eventually runs into Interstate 69 at Exit 45 in Delaware County. Tipton is the only major jurisdiction on State Road 28 to the west of Elwood before it crosses US 31.

Gateways

There are four gateways into Elwood on two streets.

North – There are no real defining characteristics to this gateway. The Elwood Community School Corporation building is to the west just north of Fairground Road (CR 1300 N). Residential units line State Road 13 south of Fairground Road.

South – The southern gateway is at the intersection of State Road 13 and State Road 37. As SR 13 travels north, it is lined with small commercial developments and a residential development on a golf course.

West – There are no real defining characteristics to this gateway. Low density residential gives way to higher density single family residential lots the closer you get to the central business district.

East – The eastern gateway is at the intersection of State Road 37 and State Road 28. This is a commercial strip corridor with retail restaurants. This area of the City has experienced the most growth.

Street Classifications

Street classifications form a hierarchy for streets ranging from major arterials to local neighborhood roads. These classifications guide design standards, levels of access, traffic control, law enforcement, and provision for federal, state and regional transportation funding.

Urban Principal Arterial

- Serve the major traffic movements within urbanized areas connecting central business districts, major intercity communities and major suburban centers.
- Serve a major portion of the trips entering and leaving the urban area as well as the majority of the through traffic desiring to bypass the central city.
- Provide continuity for all rural arterials which intercept the urban area.

Urban Collector

- Provide both access and traffic circulation within residential neighborhoods, commercial and industrial areas.
- Connect residential neighborhoods, distributing trips from the arterials through the area to an ultimate destination.
- Collect traffic from local streets in residential neighborhoods and channels it into the arterial system.

Rural Major Collector

- Provide service to any county seat not on an arterial route as well as the larger towns not directly served by the larger systems. Rural major collectors also serve other traffic generators of equivalent intra-county importance such as schools, shipping points, county parks, etc.
- Serve the major important intra-county travel corridors

Rural Minor Collector

- Collect traffic from local roads and deliver the traffic to developed areas within a reasonable distance.
- Provide service to smaller communities and link locally important traffic generators with rural areas.

Local Road

- Provide local access and community connectivity. Mobility on local facilities is typically incidental and involves relatively short trips at lower speeds to and from collector facilities.

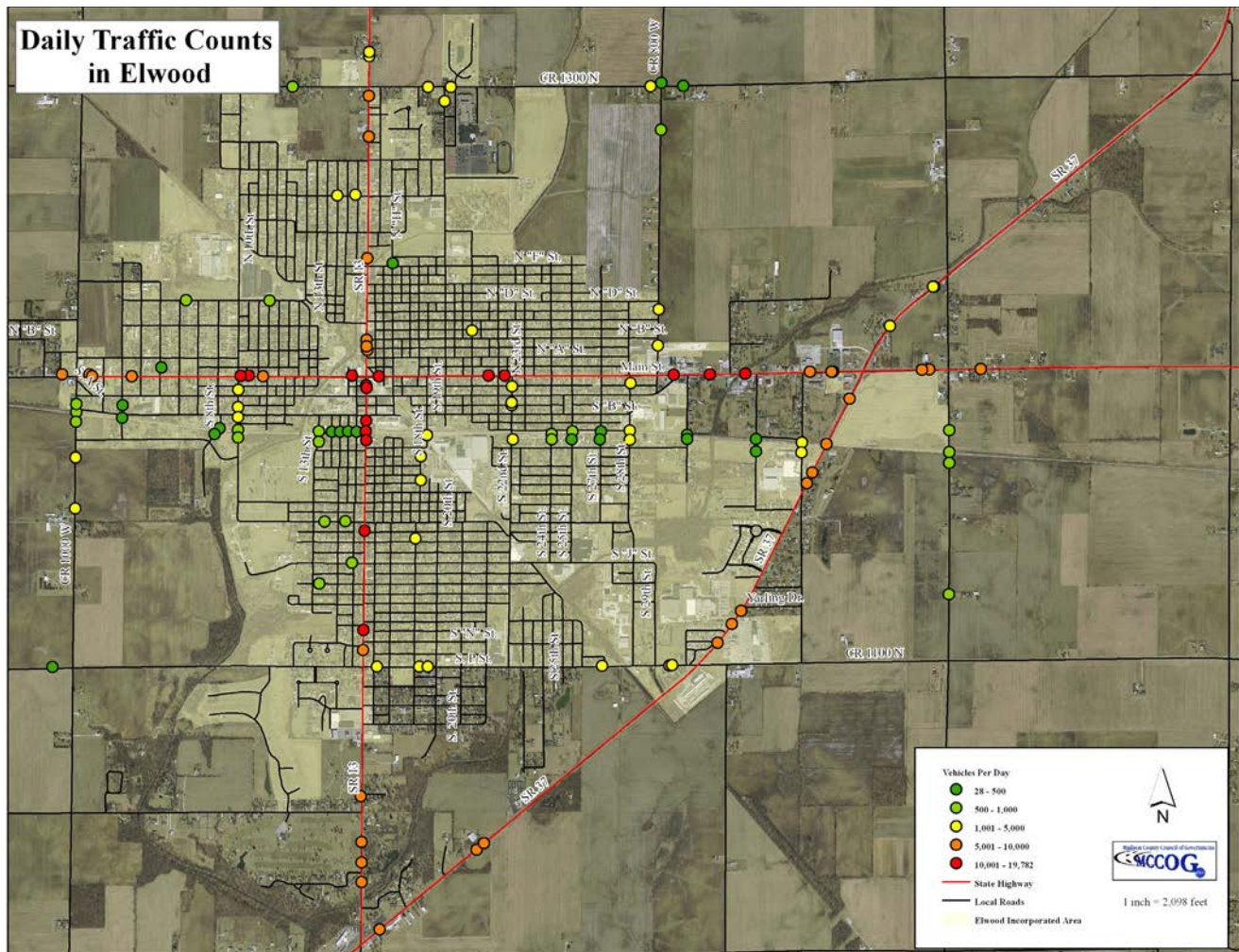


Figure 11.1: City of Elwood Average Annual Daily Traffic (AADT)

Average Annual Daily Traffic

Average Annual Daily Traffic (AADT) is the average number of cars that passes a segment of roadway per day. Figure 11.1 shows the AADT for certain streets in Elwood.

Level of Service

Roadway Level of Service (LOS) is a measure used by traffic engineers to determine the effectiveness of transportation infrastructure. LOS uses the letters A through F (A – best, F – worst) to determine the condition of roadway traffic.

- A – Free Flow Traffic
- B – Reasonably Free Flow
- C – Stable Flow
- D – Approaching Unstable Flow
- E – Unstable Flow
- F – Forced or Breakdown Flow

More than likely, during rush hours, the LOS for all Elwood streets is consistently between grades A and C. Because there is little congestion due to the relatively low traffic counts and minimal traffic lights, the LOS for both State Road 13 and State Road 28 is A at signalized intersections.

Conditions/Improvements

The current overall condition of local streets in Elwood is poor. Major thoroughfares and state roads are in good shape. However, almost all of the side streets are uneven and crumbling with frequent potholes. Very few side streets have curbs or proper drainage.

There are two projects that have been identified in the Metropolitan Planning Organizations Transportation Improvement Program (TIP). All projects that utilize any federal aid dollars for transportation-related projects are to be included in a current TIP. This includes state and local projects. Projects located

within the City of Elwood that are included on the TIP include:

- Local: South “A” Street Bridge Project; South “A” and “B” Streets Transportation Enhancement project.
- State: SR 28 and 29th Street Intersection Improvement Project

Complete Streets

Complete Streets policies direct transportation planners and engineers to consistently design streets with all users in mind including vehicular drivers, public transportation riders, pedestrians and bicyclists as well as older people, children and people with disabilities. There is no one specific design for complete streets. Ingredients that may be found on a complete street include: accessible public transportation stops, frequent crossing opportunities, ADA-approved sidewalks, median islands, accessible pedestrian signals, curb extensions, appropriate street lighting, street trees, etc.

Public Transportation/Transit

There is no inner-city public transportation system in Elwood. However, Transportation for Rural Areas of Madison County (TRAM), offers an on-demand transit system for the rural residents of Madison County. Arrangements must be made 24-hours in advance and vouchers can be purchased for either \$7.00 one-way or \$9.00 round-trip. Hours of operation are 6:30 am to 3:30 pm, Monday through Thursday and 6:30 am to 2:30 pm on Friday. TRAM can be used by any legal resident of Madison County. TRAM trips are restricted to Madison County, and either the origin or destination of the trip must be outside the urbanized area of Anderson. Some suggested uses include rides for doctor appointments, shopping, group trips, work, school, and picnics. Private companies such as Greyhound Bus Lines or local taxi companies are available as well.

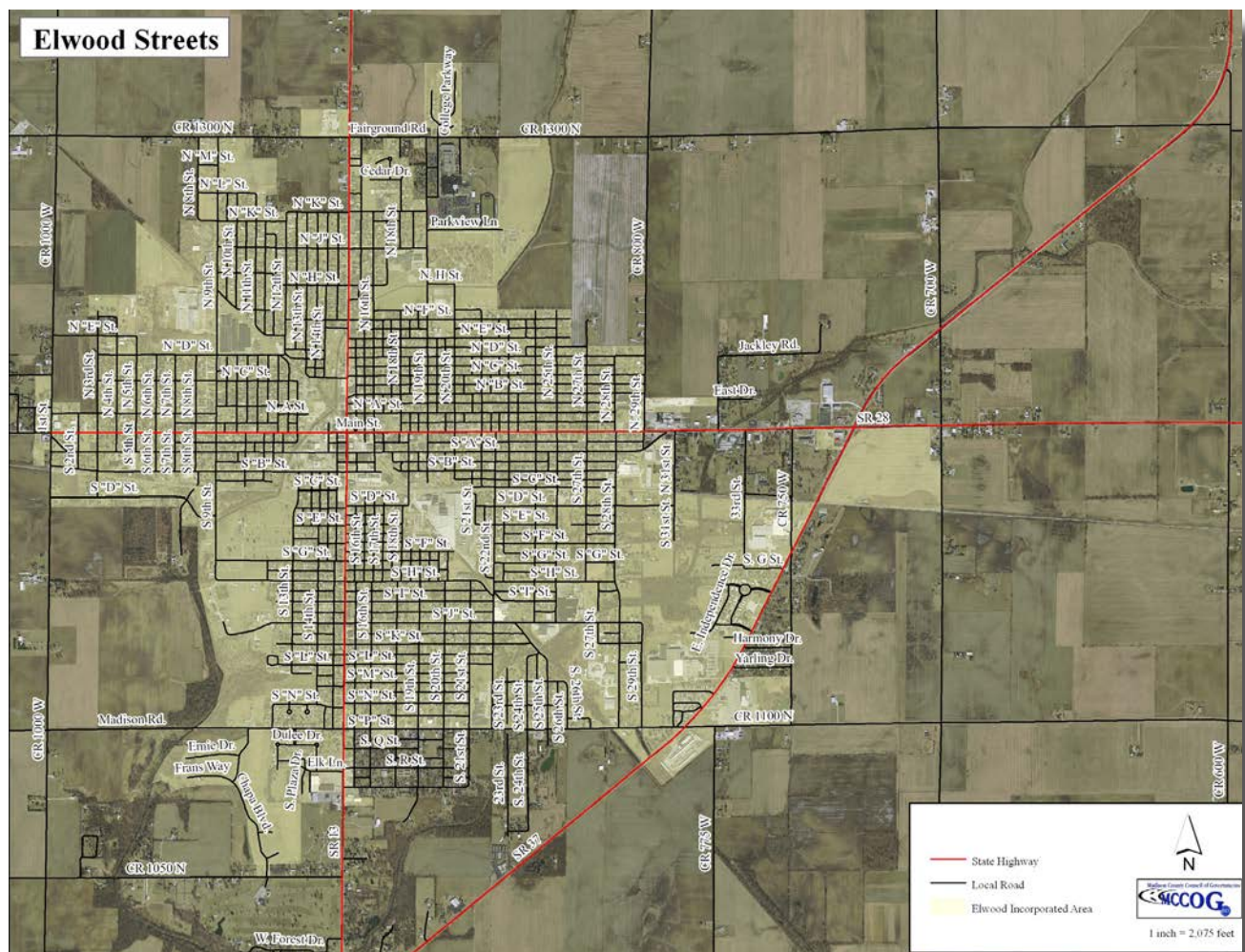


Figure 11.2: City of Elwood Streets

Pedestrian Traffic

Non-motorized transportation facilities have become an important part of the transportation network in recent years. Clean Air regulations support the development of pedestrian and bicycle paths or sidewalks. Trails across the United States are connecting neighborhoods and communities. These include linear trails for bikes, horses, wheelchairs, baby strollers, runners, power walkers, and casual walkers along waterways and abandoned rail rights-of-way.

The City of Elwood currently has limited pedestrian infrastructure. The current sidewalk system, with the exception of State Road 13, is not in an acceptable state. Several areas of the city have no sidewalks at all. The recent creation of the Heartland Bikeways of Madison County has brought two segments of the county-wide bicycle network, the Old Oak Tree and Gas Well Track Bikeways, through Elwood. However,

the portion of the network that runs through Elwood is small and shared by both bikeways.

Sidewalks

Elwood, being a relatively small, tightly-woven city where most residents live no more than a half-mile away from everyday necessities like the grocery store, post office, downtown and schools must make sure that all residents can complete their daily routines without the use of an automobile if necessary. Disabled residents, elderly residents, and those who cannot afford an automobile are all consistent users of sidewalks. Sidewalks also promote walking and exercise for those who are able-bodied. The Americans with Disabilities Act (ADA) sidewalk requirements such as ramps and appropriate sidewalk width should be followed closely.

In 2009, a sidewalk field inventory was completed for the City of Elwood. All sidewalks were ranked

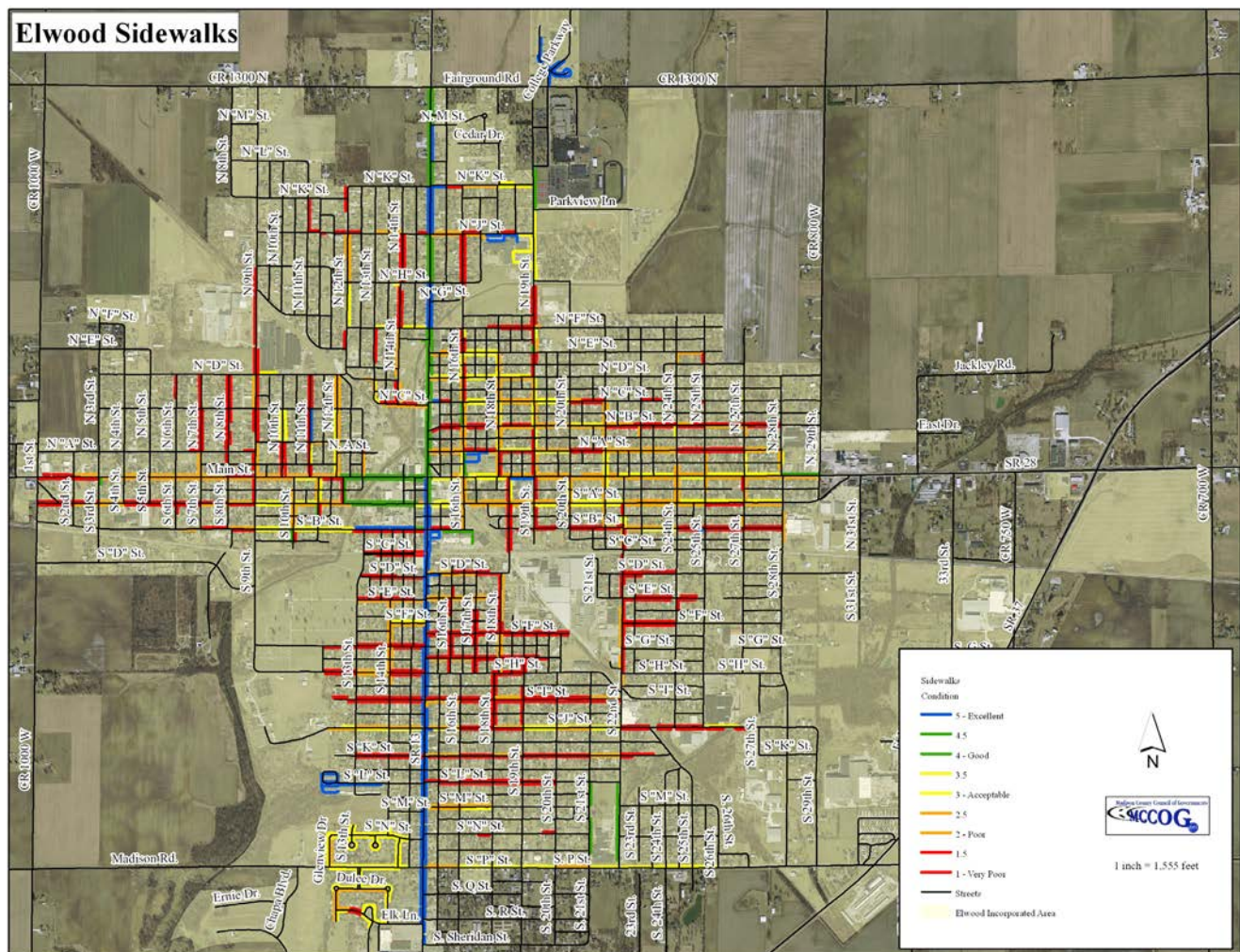


Image 11.3: City of Elwood Sidewalks

based on a pedestrian level of service. Areas without sidewalks were given a score based on their proximity to community resources such as parks, hospitals, schools, and commercial areas – the closer to these resources, the higher the score. This allowed the areas in the most need of new sidewalks to be identified. Areas with sidewalks were given a rating from “excellent” to “very poor”. The only significant stretch of sidewalks in good condition was found along State Road 13. While the sidewalks along this street are in good condition, many of the painted crosswalks are starting to fade or faded completely. There are sections of sidewalk in other areas of the City that are in fair condition, but they rarely continue for more than a two blocks. A vast majority of the sidewalks, 278 sections, were rated in “very poor” condition.

Sidewalk Analysis

By overlaying demographic information and analyzing the needs of the city, sidewalk construction and improvement projects were packaged in phases and then ranked by importance. These are Elwood’s ten most important sidewalk rehabilitation and installation projects:

1. Main Street: This street is a main arterial through Elwood. Main Street has a high traffic volume and is the location of one of the City’s commercial districts. It has 19 sections of sidewalk rated “very poor”. There are no sidewalks east of 29th Street.
2. North 19th Street: This street runs by Edgewood Elementary School, Elwood Middle/High School, the John Hinds Career Center and Callaway Park. The street contains eight sections of sidewalk rated “very poor” as well as three of the top 25 rated sections without sidewalks, including the section with the highest point total.
3. South “B” Street: This street runs by St. Vincent’s Mercy Hospital and Elwood’s Central Business District. It contains fifteen sections of sidewalk rated “very poor”.
4. South “A” Street: This street runs through the Central Business District and by St. Vincent’s Mercy Hospital. Thirteen sections of sidewalk along South “A” Street are rated “very poor”.
5. South 18th Street: This street runs east of the Elwood Central Business District and contains 12 sections of sidewalk rated “very poor”.
6. North “J” Street: This street supplements Main Street as a major thoroughfare with the second highest traffic volume. Edgewood Elementary lies along North “J” Street while Elwood High

School and Middle School are close by. It runs directly into Callaway Park.

7. North “C” Street: This street needs the most feet of new sidewalk constructed, with two sections scoring in the top 25 sections in most need of new sidewalks.
8. North 16th Street: This street runs through the east side of the Central Business District and runs by Edgewood Elementary to the west. Four of the top 25 sections needing sidewalks are along North 16th Street.
9. North “B” Street: This street runs through the northern portion of the Central Business District. Twelve sections of sidewalk in “very poor” condition lie along North “B” Street.
10. State Road 13: This street has sidewalks in good condition, but most of the crosswalks along the road are in poor condition.

Safe Routes to School

Safe Routes to School (SRTS) programs are sustained efforts by parents, schools, community leaders and local, state, and federal governments to improve the health and well-being of children by enabling and encouraging them to walk and bicycle to school. SRTS programs examine conditions around schools and implement projects and activities that improve safety and reduce traffic and air pollution in the vicinity of schools. Currently, there is a local SRTS program in its early stages of development.

Bikeways

The Heartland Bikeways of Madison County is a comprehensive county-wide bicycle network for Madison County. Two of its eight routes, the Old Oak Tree and Gas Well Track routes run through Elwood. Since Elwood is a small city, most of the roads are conducive to bicycling. Elwood currently has a limited number of bike/pedestrian trails, mostly located in parks.

Elwood has one abandoned rail system that runs diagonally southeast from the northwest part of town, but a factory splits the line into sections. (See Figure 11.5: City of Elwood Abandoned Rail) Currently, there is no development on top of this rail line.

Air and Rail

Air and rail transportation are independent from the decision-making processes of local government. The following paragraphs describe the current availability of these two transportation modes and their significance for the city of Elwood.

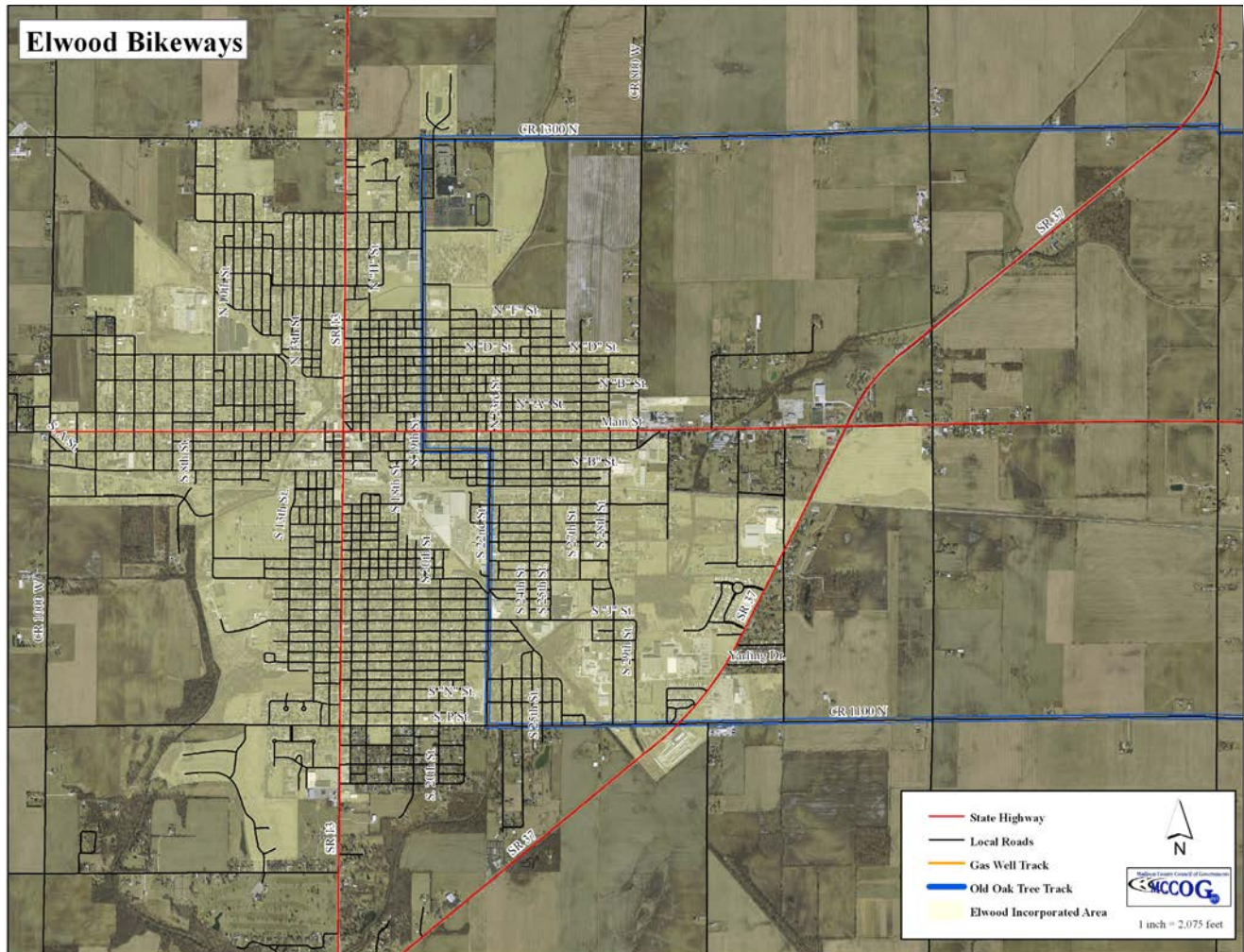


Figure 11.4: City of Elwood Bikeways

Air Service

Elwood is located within two hours of three international airports.

Indianapolis International Airport (IND) – Situated approximately 60 miles from downtown Elwood, IND has two concourses with 44 domestic gate positions and two international gate positions. IND is served by eleven airlines with an average of 154 daily departures.

Fort Wayne International Airport (FWA) – Located approximately 75 miles from downtown Elwood, FWA is a joint civil-military public airport. This airport's one terminal has eight common-use gates and is served by five airlines. Fort Wayne International Airport averages three airline departures per day and eight departures by other aircraft (i.e. military, air taxi, private plane).

Dayton International Airport (DAY) – Based approximately 110 miles from downtown Elwood, this airport's terminal has two concourses with fifteen gates. DAY is served by ten airlines and averages 74 arriving and departing flights per day.

Several regional and local airports also exist around Elwood. See *Figure 11.6: Regional Airports Summary Chart* for specific details of each airport.

Rail Service

The Norfolk Southern rail line runs east-west through Elwood, mostly between South C and South D Streets, though it actually passes through the City on the western portion of South C Street. There are two railroad spurs in the City where trains may stop to load/unload shipments. One of these spurs is located at the Red Gold Plant between South 18th and South 22nd Streets, while the other is located at the Steel

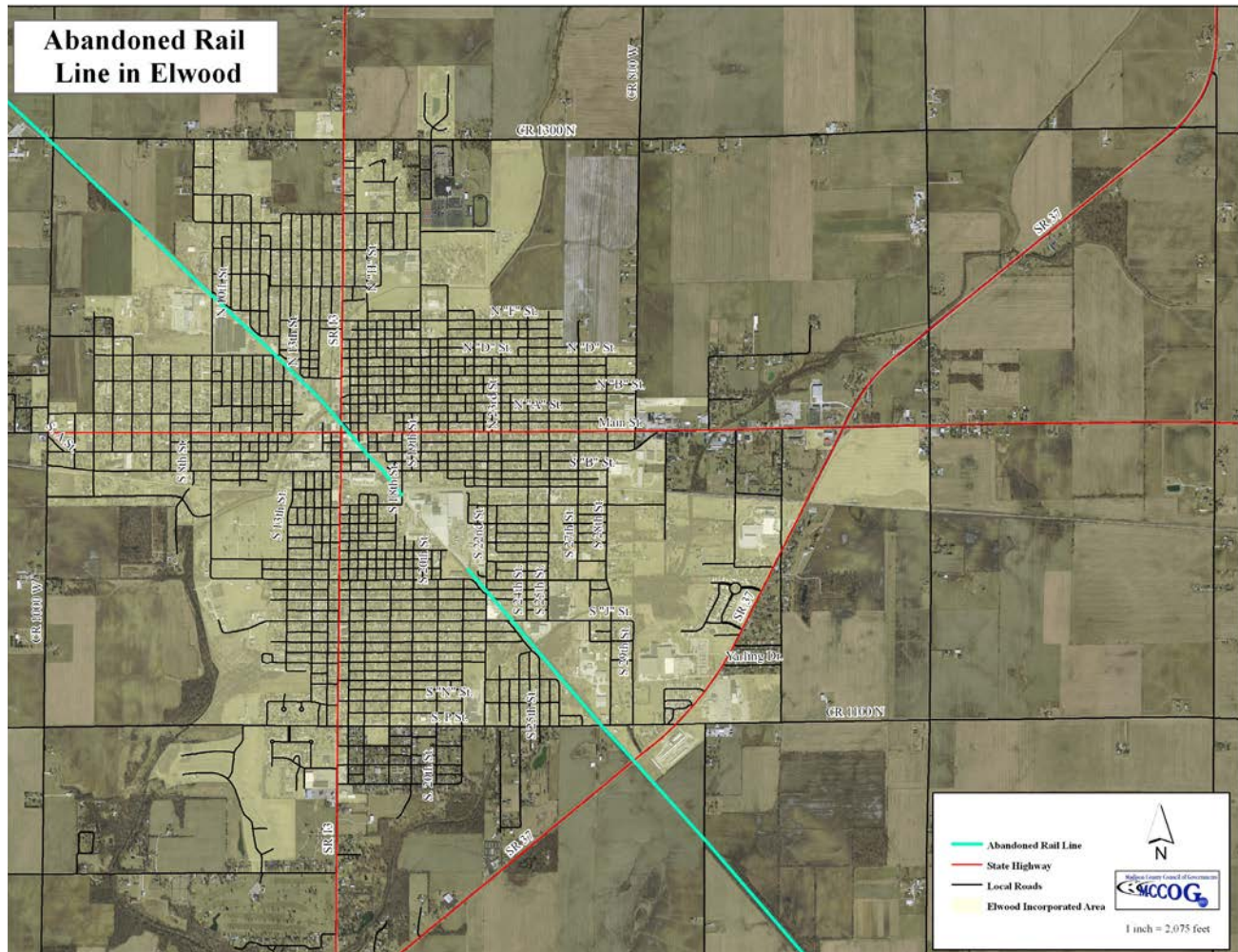


Figure 11.5: City of Elwood Abandoned Rail

Slitting Co. near the intersection of State Road 28 and South 29th Street.

There are a total of 21 railroad crossings along this corridor that affects the City of Elwood and its transportation system. The map at the left shows these crossings.

Average speeds for the trains traveling through the City of Elwood vary depending on the type of freight being carried, but they cannot exceed 60 miles per hour.

Issues

The following issues were identified during the background data collection, community surveys, and public, focus group and steering committee meetings.

- Elwood's limited financial resources to not allow for routine maintenance of the street and pedestrian network.
- Elwood's limited financial resources does not allow for the expansion of the transportation including pedestrian trail connections or bicycle trails.
- Elwood's current transportation network include major truck routes near the school facilities.
- Elwood lacks gateway/entryway and wayfinding signage to direct people around the City.
- Elwood's transportation network has not been developed in conjunction with the City's land use.

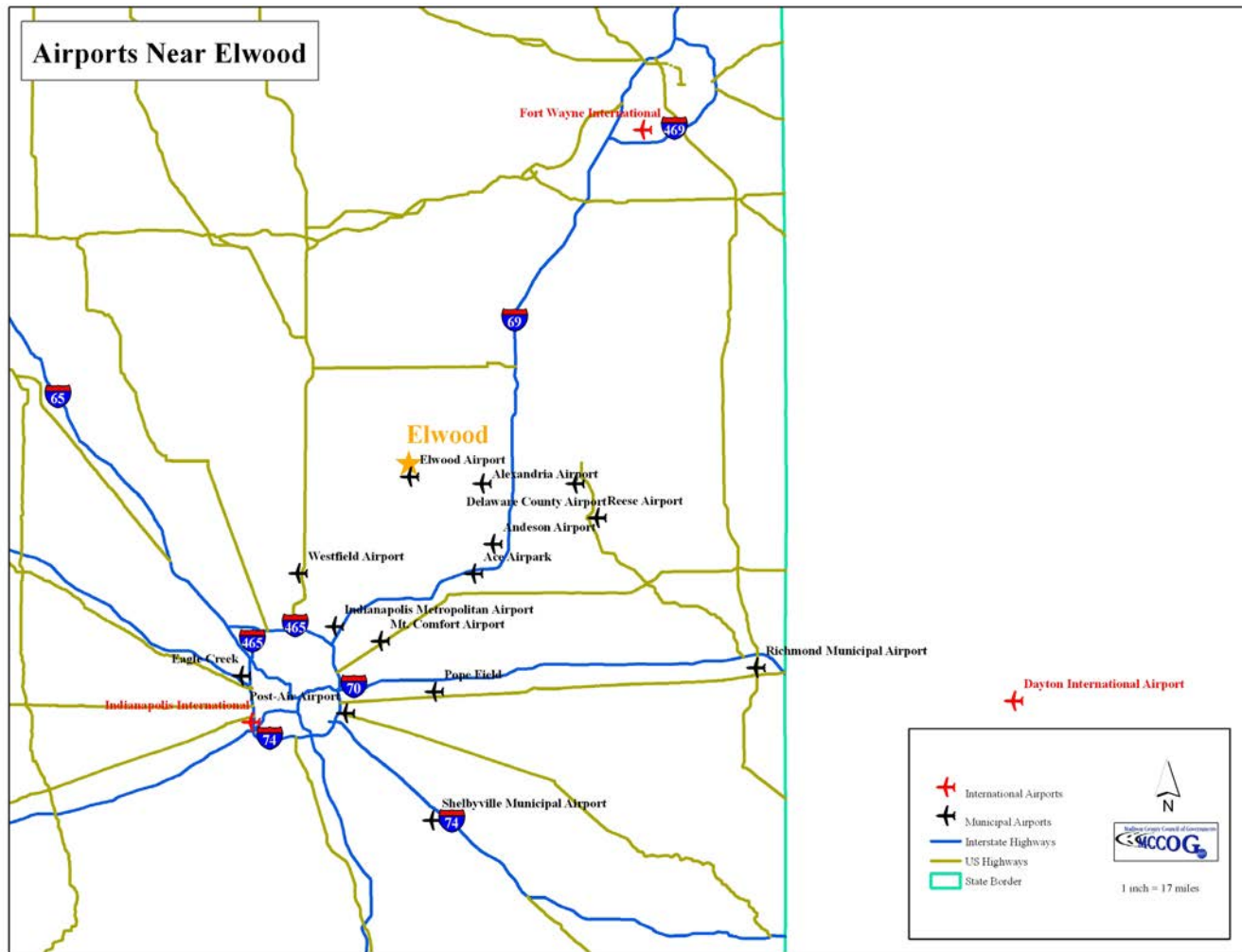


Figure 11.6: City of Elwood Airports

	<i>Alexandria Airport</i>	<i>Anderson Municipal Airport</i>	<i>Delaware County Airport</i>	<i>Kokomo Municipal Airport</i>	<i>Noblesville Airport</i>
FAA Identifier	I99	AID	MIE	OKK	I72
Miles From Elwood	11	23	27	30	23
Dimensions	2591 x 60 ft.	Runway 12/30 - 5400 x 100 ft., Runway 18/36 - 3400 x 75 -- Not Open to Aircraft With 30+ Passengers	Runway 14/32 - 6500 x 150 ft. Runway 2/20 - 5197 x 100 ft.	Runway 5/23 - 5201 x 150 ft. Runway 14/32 - 4001 x 150 ft.	3000 x 100 ft.
No. of Aircraft Based	18	75	47	52	17
Statistics	100% General Aviation	93% General Aviation, 6% Air Taxi, 1% Military	93% General Aviation, 1% Military, .5% Air Taxi, .5% Commercial	93% General Aviation, 4% Military, 3% Air Taxi	100% General Aviation
Attendant Hours	Irregular	6am - 6pm Nov-Mar, 6am - 7pm Apr-Sept.	6am - 10pm	Apr-Oct 7am - 7pm, Nov-Mar 7am - 6pm	Irregular

	<i>Westfield Airport</i>	<i>Mt. Comfort Airport</i>	<i>Indianapolis Metropolitan Airport [Fishers]</i>	<i>Pope Field [Greenfield]</i>	<i>Post-Air Airport [Indianapolis]</i>
FAA Identifier	MZZ	MQJ	I80	GFD	7L8
Miles From Elwood	22	30	24	34	43
Dimensions	Runway 4/22 - 6000 x 100 ft. Runway 15/33 - 3596 x 100 ft.	Runway 7/25 - 5500 x 100 ft. Runway 16/34 - 3901 x 75 ft. -- Not Open to Aircraft With 30+ Passengers	3850 x 100 ft.	2165 x 100 ft.	3750 x 47 ft.
No. of Aircraft Based	52	125	108	14	5
Statistics	92% General Aviation, 7% Air Taxi, 1% Military	86% General Aviation, 14% Air Taxi	80% General Aviation, 17% Air Taxi, 3% Military	99% General Aviation, 1% Military	100% General Aviation
Attendant Hours	M-F 7am - 6pm, Sat & Sun 8am - 5pm	6:30am – 10pm	n/a	Unattended	Irregular

Figure 11.6: Regional Airports Summary Chart

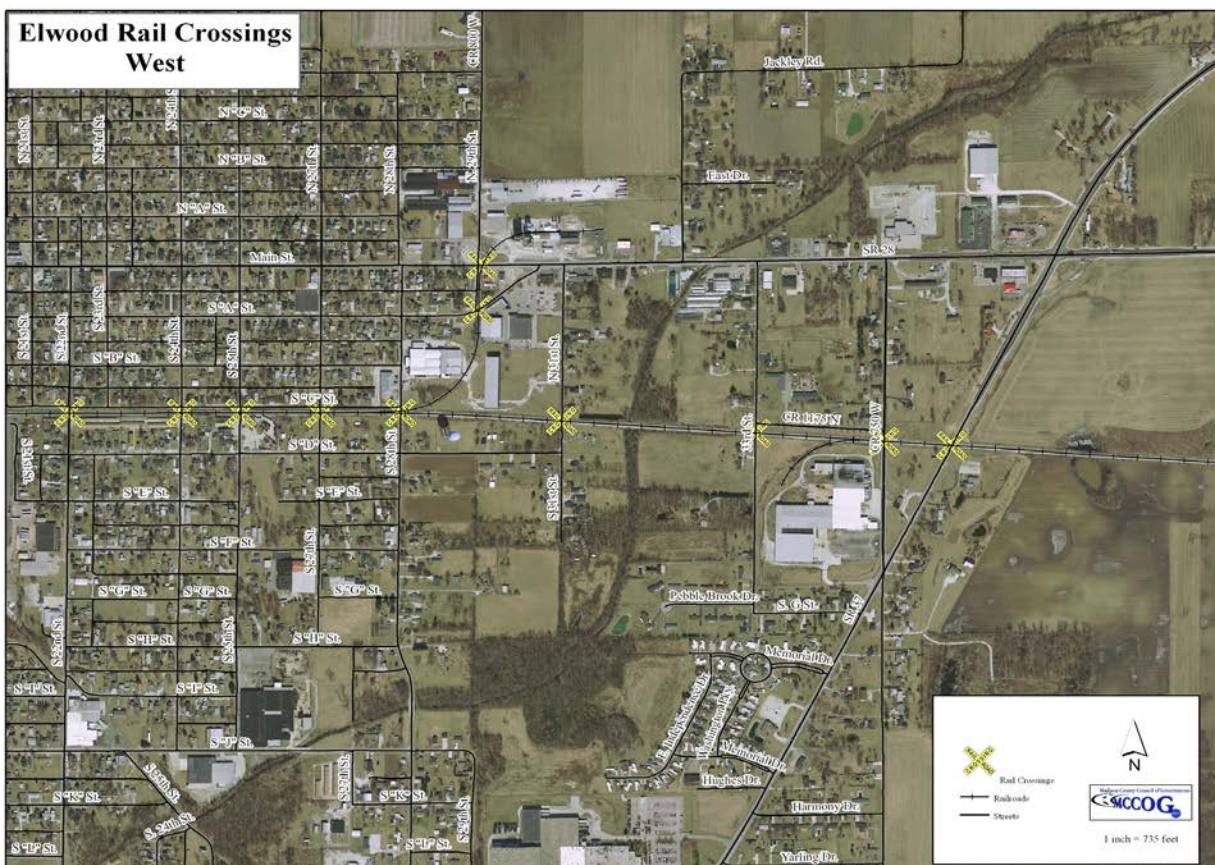


Figure 11.7: City of Elwood West Rail Crossings



Figure 11.8: City of Elwood East Rail Crossings

ELWOOD, INDIANA



Figure 11.9: City of Elwood Out Migration

12

UTILITIES



Image 12.1: Water Tower located at Wendall Willkie Park

In modern societies, nearly every action and function of the economy and domestic life relies on unseen infrastructure both constructed and operated by local governments or strictly regulated commercial enterprises. The City of Elwood operates utilities for drinking water, wastewater (which also handles stormwater), and solid waste. Vectren Corporation supplies natural gas to Elwood, and Indiana Michigan Power (I&M) supplies electricity. Finally, Elwood has access to a wide variety of communications utilities providing services including cellular phone and data services, land-line phone services, and high-speed internet services.

Drinking Water

The City of Elwood operates its own drinking water utility. The budget for Elwood Drinking Water was \$777,132 in 2006. These funds encompass operation, maintenance, and improvements for all aspects of the drinking water utility. Improvements are financed using state and federal programs and then serviced out of the yearly budget. The source of funds is customer billing; customers receive monthly bills combining their water, wastewater, and solid waste (trash) bills. The Elwood Utilities Department handles billing as well as customer relations. Rates are based on projected operating costs plus anticipated upgrades and improvements to ensure the utility rate charged captures the full cost of efficient operation, maintenance and improvement of Elwood's drinking water supply. The Elwood Utilities Master Plan of 2006, prepared by Elwood Utilities and Commonwealth Engineers, lays out a 20-year plan for system improvements. The 2006 Utilities Master Plan recommended approximately \$3,763,000 in repairs and improvements. Elwood's utilities have implemented many of these.

Elwood sources its drinking water from groundwater, which has historically been Elwood's source of drinking water. Elwood has evaluated alternative drinking water sources, such as purchasing water and treatment of surface water treatment. Purchased water is less cost effective and surface water is neither as cost effective nor as reliable.

Plant). Water is pumped out of the wells using high-capacity pumps. Once water leaves the plant, some of it is stored in two water towers; monitors located at the water towers relay signals back to the water treatment plants to begin or cease pumping (this is called SCADA). In this way, system pressure is held steady and a water reserve is always maintained for the sake of reliability and fire protection.

Each of the treatment plant has three high-capacity pumps installed, but always holds at least one in reserve to ensure preparedness and because the filtering systems can only filter so much water at a time. At both plants, the first filtration device in the system is an induced-draft aerator, which oxidizes iron and removes volatile gasses. This process also improves taste and reduces odor. Following the induced-draft aerator, large particles settle out of the water in large detention tanks.



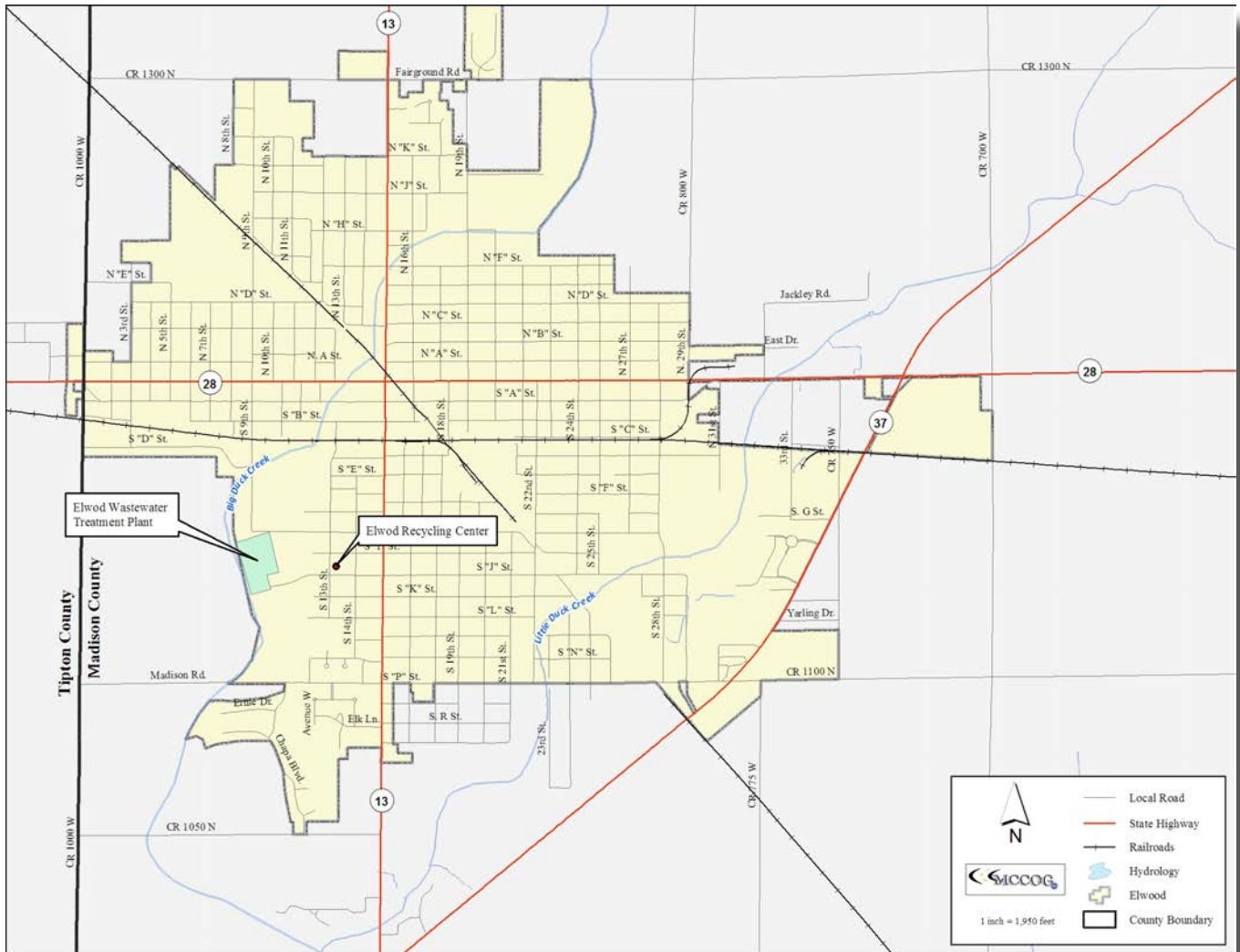


Figure 12.2: City of Elwood Water Infrastructure and Stations

The high capacity pumps are powered off of the grid, but the P Street Plant has emergency power, and Elwood is installing additional emergency power capabilities at both the P Street and the B Street Plants. Following the high-capacity pumps, water is forced through a pair of pressure filters, which remove suspended solids including silt, clay, micro-organisms, humic substances, organic material, and any remaining iron and manganese. The filters include a substantial maintenance component because they must be backwashed. At the B Street Plant, the filters must be controlled and backwashed manually, whereas at the P Street Plant, the filters must be manually controlled, but are automatically backwashed. To handle backwash, each plant has a residuals management system comprised of a backwash holding tank, backwash pump, and backwash force main. This system collects backwash

and redirects it to the wastewater collection system. One notable difference between Elwood's water filtration system and most municipal systems is that Elwood's system does not add fluoride because the water supply already contains an optimal level of natural fluoride.

Finally, water is sent out to the distribution system, which includes pipes and water towers. The water utility prefers to maintain approximately one day of water stored between the two water towers. The water tanks hold .5 million gallons and .88 million gallons of water at needed pressure (35 psi; the .88 million gallon tank holds an additional .12 million gallons of water at less than 35 psi). The 2006 Utilities Master Plan recommends that the current grease coating of the water tanks be replaced by an epoxy coating, and the water utility has plans to act on this recommendation

as well as potentially add an additional water tower. The remainder of Elwood's drinking water distribution system is composed of pipes. In all, Elwood has an estimated 268,028 feet of drinking water pipes ranging from 14 inches to 2 inches and smaller. This piping system is aging, but Elwood has taken several steps to maintain it. Currently, the pipe inventory is being updated by the water utility and Mike Neilson from Purdue University. In addition, the water utility has contracted with a company to perform leak detection, which will allow Elwood to identify system weaknesses, and capture unaccounted-for water loss. The 2006 Utilities Master Plan recommended taking steps to reduce unaccounted-for water-loss.

The water utility is also responsible for maintaining city fire hydrants. Fire hydrants receive yearly water flushing, thread greasing, and other preventative maintenance. Elwood has 291 city fire hydrants which are maintained in this way. Elwood has 34 additional private fire hydrants, for a total of 325 fire hydrants.

Waste Water (Combined with Storm Water)

Elwood runs its own waste water collection and treatment system. The collection system also serves as the storm water system throughout Elwood. Approximately 90 percent of Elwood's sewers are combined sewers that function this way. Unfortunately, the result is often major overloading of the collection and treatment system during rain storms of as little as a half inch. After a rain event or snow melt, the system may remain overloaded for several days.

Overloads in the waste water/storm water collection system are prevented from overloading the treatment system through the use of combined sewer overflows (CSOs). CSOs are pipes connected to the waste water/storm water collection system that allow direct overflow into local waterways. The problem is that the "flow" in the CSOs is partially untreated waste. CSOs cause millions of gallons of nutrient-rich water with bacteria counts millions of times higher than acceptable to be released directly into local waterways. This causes a number of undesirable effects in waterways: algal blooms which can also cause fish kills; the wholesale destruction of downstream ecosystems; not being able to use affected waterways for human recreational purposes including fishing and wading; and in extreme cases, diarrhea or other illness in human populations that come into proximity or contact with affected waterways. Elwood has seven CSOs on Big Duck Creek and 5 CSOs on Little Duck Creek. As of 2006, 1-2 million of gallons of untreated waste water were

poured into the Duck Creeks during each major storm event. After the 2006 Utilities Master Plan, the wastewater utility installed flow meters on ten of the thirteen CSOs, and began to use this data to identify problem areas in the collection system and to plan steps to eventually separate the stormwater flow from the wastewater flow. The 2006 Utilities Master Plan estimated the cost to separate the sewers at more than \$25 million. The current 10 percent of Elwood's separated sewers include areas near Anderson Street, South P Street, and the K-Mart parking lot. Willow Walk subdivision and Red Gold Foods both have separate sewer infrastructure and storm water infrastructure, but these sewers reconnect to the combined sewer system. These sewers represent potential opportunities to reduce system loading with future improvements. There is a Combined Sewer Long Term Control Plan that guides Elwood in decision-making and investment relating to combined sewer abatement.

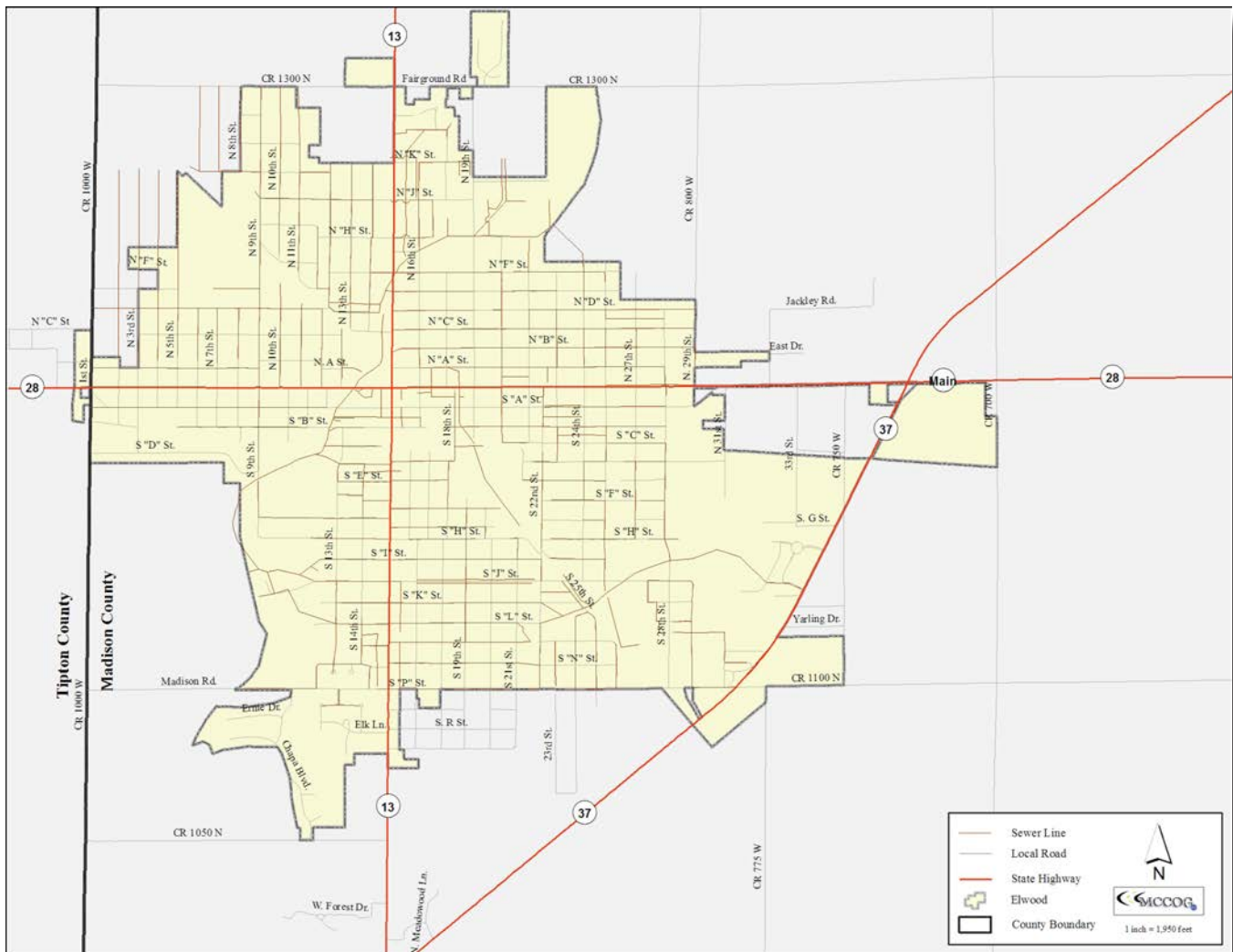
The waste water collection system begins with users. Private waste water systems (e.g. toilets, drains) flow to a single, private lateral pipe that connects the building with the public collector pipes in the public easement. The private lateral pipe connects to a public lateral pipe near the sidewalk (where applicable). All new laterals installed must have cleanouts at the private-public connection. As of the 2006 Utilities Master Plan, there were 3,700 customer connections. Each customer's lateral connection flows into a collector pipe. Collectors flow into interceptor pipes and into two 30-inch interceptor pipes that feed into the wastewater treatment plant. Pipes within the collection system range in diameter from 8 inches to 48 inches. Significant infiltration problems plague the system due to the extremely old age of the infrastructure; many of the sewers are constructed of brick. While much of the collection system is fed by gravity, there are six pumping stations. The G Street and P Street lift stations serve critical purposes. Three of the pumping stations serve subdivisions that were built since 2000. Each of these pumping stations features a primary and a backup pump, and all pumps are in good order. There is a man-lift at one of the critical lift stations that needs rehabilitation, although it is functional. The last part of the process is the grinder pump installed in the 1980s.

Throughout the system, maintenance and repair is facilitated by man-holes. The capacity of the entire system was estimated by the wastewater superintendent to be approximately 13 to 14 million gallons, although CSOs begin at approximately 8

million gallons. The utilities office is shared with the drinking water utility. When customers call in problems, the utilities office fills out a work order for the wastewater utility. Employees check work orders twice each day: in the morning and following lunch. In response to a work order, employees make contact with the customer and take appropriate action. First, employees ask the customer questions to determine if the problem lies on the customer's side of the sewer connection or on the public side of the sewer connection. If the problem lies on the customer's side of the sewer connection, then the customer bears the responsibility of fixing the problem. Otherwise, the wastewater utility will take corrective action. In the case of emergencies, the wastewater superintendant will be contacted.

Billing is based on water consumption, which is the regional standard method of billing. Customers are

charged for wastewater service on a bill that also includes drinking water service and solid waste service (e.g. trash pick-up). Combined billing provides convenience to customers and provides the City with a single communication link that citizens can be expected to read. Future trends such as water re-use, rain-water capture (e.g. water barrels), and other sustainable methods of on-site water disposal may render this system inaccurate. These trends are unlikely to gain major use in Elwood in the near future, but it may be advantageous to begin to think about and plan for meter-based or other billing systems for wastewater. Red Gold is billed on a fixed rate and not metered amount. This account likely proves beneficial as a whole for Elwood; however the wastewater utility should periodically meter Red Gold's flows to ensure that planning assumptions about the amount of wastewater obtained from this source is accurate.



In 2003, the annual operating budget of the wastewater utility was \$1,710,890, but today there are a number of concerns about the budget. The wastewater superintendant reports a current staff of eight employees, including just one heavy equipment operator, against a staff of thirteen people that was typical in the past. Of the eight current employees, a significant number of these are occupied by making repairs on the sewer system, sometimes leaving four or fewer people to man the wastewater treatment plant. As a result of staff shortages, preventative maintenance has suffered, which may lead to higher operating costs if equipment and infrastructure failure rates increase as a result of deferred maintenance. The current maintenance program primarily consists of lubrications and emergency response. Theoretically, the wastewater utility should be able to operate within a budget determined by billed revenues, as the drinking water utility does. The current understaffing of the wastewater utility indicates that this may not be possible. Elwood should double-check to ensure that its wastewater utility rates reflect the true cost of running an economically sustainable wastewater utility within established environmental guidelines. The billed rate should include a realistic operating expense budget that allows for a comprehensive preventative maintenance program, as well as a budget for amortized debt to pay for needed capital improvements as indicated in the 2006 Utilities Master Plan and the Elwood Combined Sewers Long Term Control Plan (LTCP). Historically, Elwood has enjoyed success in getting collection system and treatment plant grants, including at least four treatment plant grants and two collection system grants since 1991. Elwood should continue to take advantage of grants as possible to assist in its efforts to find a long-term solution for its wastewater/stormwater system.

Elwood's wastewater treatment plant (WWTP) is a conventional activated sludge plant that was built in the 1940s and underwent a major rehabilitation in the 1980s. As with most or all wastewater treatment facilities, the Elwood WWTP operates under a National Pollutant Discharge Elimination System (NPDES) permit that dictates allowable volumes of plant effluent and allowable concentrations of various pollutants within that effluent. The Elwood WWTP lab performs most testing required for operation of the plant. However, the plant contracts with an outside lab to perform metals testing.

Wastewater and storm water enter the treatment plant via two 30-inch interceptor pipes. Leaving those pipes, the sewage enters the first stage of the treatment plant,

the Influent Bar Screen & Grit Collectors. Also referred to as the headworks, these consist of twin aerated grit channels with comminutors that reduce incoming particle sizes, and screens to filter out large particles. As of 2006, much of the equipment in the headworks was defunct. Currently, the wastewater utility and Commonwealth Engineers (the Utilities Master Plant consultant) have a plan to rehabilitate the headworks and increase capacity to 35 million gallons. This will allow the treatment plant to store excess water during storm events and treat it during subsequent low-flow days. From the headworks, sewage is pumped into equalization tanks by four sewage pumps. There are six equalization tanks connected in serial fashion. These tanks reduce sewage volume fluctuation and ensure a steady flow of water. The 2006 Utilities Master Plan notes that the mixing pumps and blowers on the equalization tanks need to be replaced due to "increasing maintenance and failures of mechanical equipment." Effluent from the equalization tanks enters two 57-foot-diameter clarifier tanks where the sewage undergoes primary treatment, which consists of removing the majority of suspended solids. Following primary treatment, sewage advances to secondary aeration. Until late 2009, there was a bottleneck here as noted in the 2006 Utilities Master Plan, but this was removed. Secondary aeration utilizes bubble diffusers to reduce organic matter and ammonia. Effluent from secondary aeration moves to the two 53-foot-diameter final clarifiers. These clarifiers separate solids from the aeration tank to retain the bacteria present in activated sludge within the treatment plant. Three variable speed pumps process this activated sludge, which is re-inserted in the treatment process. Next, effluent travels through the plant's tertiary filters, which utilize five rapid sand filter cells to reduce solids to allowable permit limits. As of 2006, the tertiary filters represented a significant plant liability, having been sighted by the Utilities Master Plan for "significant failures and NPDES permit violations." The plan listed approximately half a million dollars in needed upgrades and noted that "replacements and upgrading is a high priority." The final stage of treatment for the plant's liquid effluent is disinfection, which is accomplished by adding chlorine, and de-chlorination, which is accomplished by adding sodium bisulfate. The 2006 Utilities Master Plan noted identical conclusions about this final stage as it did about the tertiary filters. Additionally, the Master Plan recommended a switch to an ultra-violet disinfection process in order to simplify operation and reduce chemical use and risk.

As previously stated, a majority of solids are removed from influent sewage during primary clarification. An

anaerobic digestion process reduces these solids, known as sludge, before dewatering and disposal. The anaerobic digester works by creating an optimal environment for certain types of bacteria that reduce solids and produce bio-gas. The optimal environment consists of an anaerobic (oxygen-free) space kept at an optimal temperature and constantly mixed. Typically, these systems operate at high efficiency. Bio-gas created as a byproduct of digestion is collected and burned (a primary component of bio-gas is methane) to maintain optimal temperatures. This delivers low gas emissions and volatile solids reductions of 20 percent to 40 percent. According to recent tests performed by the wastewater superintendant, achieved volatile solids reductions are only 7 percent to 10 percent, indicating a significant problem. Additionally, the system does not currently capture any of the bio-gas created in the process, so that it instead dissipates into the air. Methane, a principal component of bio-gas, is an extremely potent greenhouse gas. Both the solids-reduction issue and the gas-leak issue relate to the cover on the anaerobic digester. The anaerobic digester, built in the 1940s with the original plant, features a floating cover which ought to catch byproduct bio-gas while maintaining anaerobic conditions. The wastewater superintendent reports that the cover no longer floats due to a number of cracks in its structure. As a result, the cover neither collects bio-gas nor maintains anaerobic conditions in the digester. The 2006 Utilities Master Plan notes “safety and operational issues” and recommended upgrading the cover in order to improve performance, eliminate environmental hazards, and reduce natural gas bills. Certain rehabilitations have been performed on the digester, but these have primarily fixed safety issues without improving performance. The superintendent also notes a need for improvements in digester mixing, the heat exchanger, and the flame arresters. A conversion to an aerobic digestion process could solve certain issues, but would increase odor and deliver thinner sludge to the belt press, which is the next step in the process.

The next step, a 2-meter belt filter press, dewateres sludge. Sludge enters the press at 3 percent solid and exits at 20 percent solid. Currently, exiting sludge (known as dewatered cake) is disposed of at the local landfill. The wastewater utility considered disposing of the dewatered cake as fertilizers (land-applying as opposed to land-filling) in the mid-1990s, but the costs of hauling, spreading, and paperwork were too great. As this option holds a large number of efficiencies, including potential savings to both the wastewater utility and local farmers as well as

environmental benefits, the land-apply option ought to be periodically reconsidered.

Solid Waste

Elwood operates a public solid waste collection utility. Citizens are billed for trash pickup on their water/wastewater bills. The City uses trucks and employees to collect trash curbside around Elwood. Once trash has been picked up, it is trucked to a landfill or transfer station. Elwood brings its trash to the Wabash Landfill and the Madison Avenue Transfer Station. The City of Elwood has contracts with these landfills and is billed for each trash dump. The Wabash Valley Landfill is estimated to have at least 25 years of capacity left. The Madison Avenue Transfer Station is operated by Bestway Disposal and serves as an intermediary dump site. Madison Avenue Transfer Station waste is shipped to the Randolph Farms Landfill, which is also expected to have at least 25 years of capacity left.

Elwood does not have curb-side recycling service, but Elwood does have a recycling center. The recycling center accepts glass, paper products, plastics 1-2 and 4-7, oil, batteries, and certain electronics. Elwood is located within the East Central Indiana Solid Waste District (ECISWD).

Natural Gas

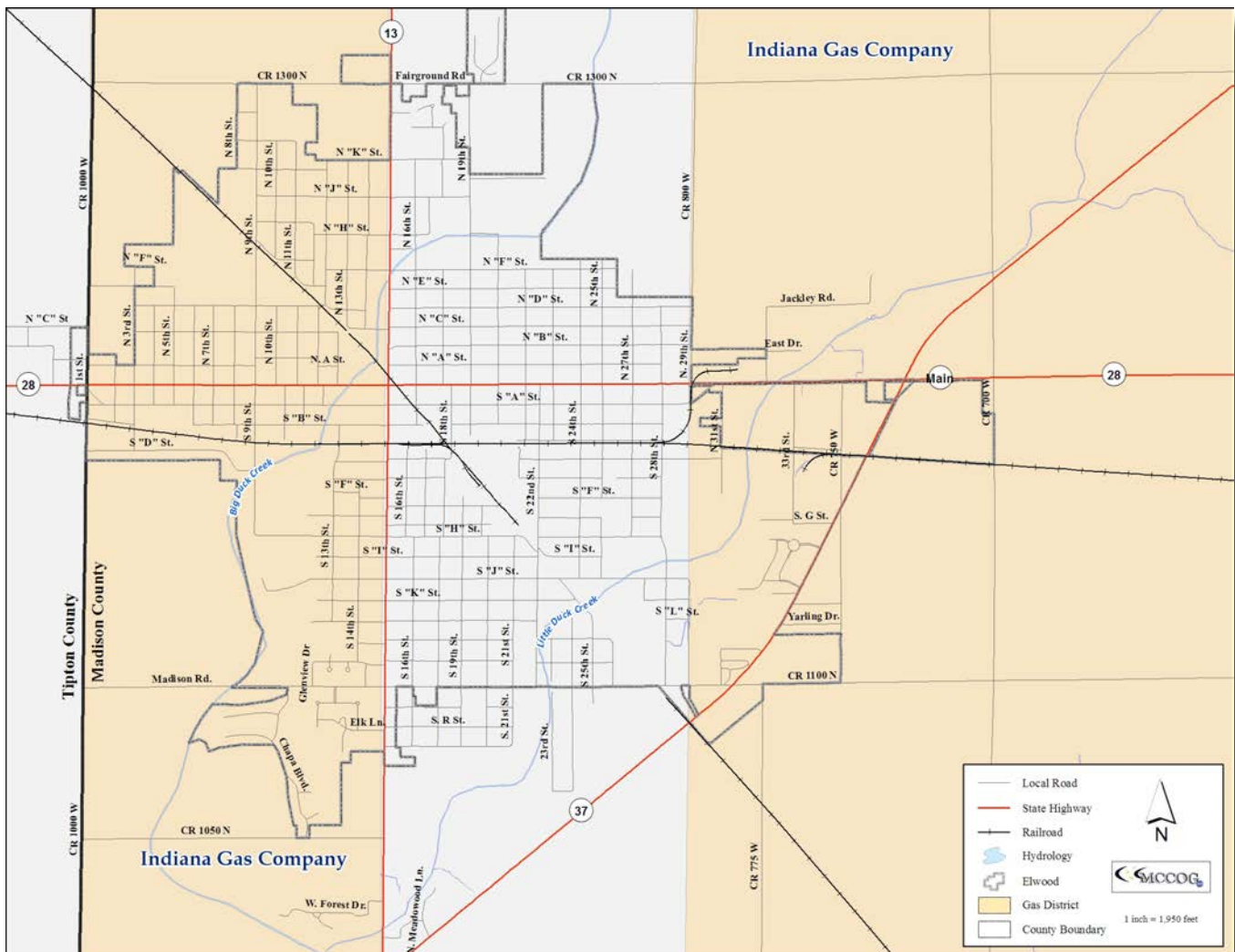
Once a thriving natural gas boom town, Elwood residents continue to consume natural gas as a primary source of heating energy. Unlike in its gas-boom days, however, Elwood's natural gas now comes primarily from Texas and Oklahoma, via a pipeline from Georgia, supplied by Vectren Energy. Vectren serves approximately 3,800 homes and businesses within the City limits of Elwood. When Vectren receives a new request for utility service, the customer (or proxy customer, such as a developer), may or may not have to pay to have gas lines extended to the home or business. Vectren calculates expected revenue from the home or business, and will generally only ask the customer to pay costs that exceed that figure. In the case of a developer, Vectren may ask the developer to bear the initial cost of the utility infrastructure, but allow the developer to recoup those costs as the developer builds each home with natural gas appliances. An average residential customer purchases around 660 therms of gas during the five peak heating months (November through March), and buys only 200-300 therms during the remaining seven months of the year. In 2009, the average customer paid \$580 for the 660 therms needed during the five heating months—this number is low, however, due to the recession, which lowered natural gas prices.

ELWOOD, INDIANA

Vectren purchases natural gas, as well as natural gas futures (rights to buy natural gas in the future at a specified price), throughout the year, but there have been no attempts to minimize costs to the customer by stockpiling 70-75 percent of the natural gas that will be needed for the winter heating months, when natural gas prices rise with demand. Although customers do pay fees for natural gas service, Vectren is not legally able to charge customers marked-up prices for the natural gas itself, so customers pay the same amount for natural gas that Vectren pays. Prices for natural gas are notoriously unstable, but Vectren increases stability slightly through its purchasing practices of buying at lows, and storing and purchasing gas futures. In the future, natural gas prices may not rise as sharply as rising demand and that the limited resources might indicate. The rising demand is a result of increasing populations, a rising trend in construction of electrical power plants and a rise in

new technology that allows the economical extraction of natural gas from shale deposits. This technology will allow natural gas extraction companies to tap new sources of natural gas and provide increasing supply to meet new demand. The result may be an only gradual increase in price.

Utilities install natural gas infrastructure primarily underground, which provides the lines with a measure of natural protection. Consequently, service interruptions are rare. Unfortunately, leaks in gas infrastructure pose severe dangers. The majority of the time, leaks that occur can only be detected by those present at the scene, and are then called in to 911 or Vectren's 1-800 customer service line. In the case of a severe leak, Vectren is able to detect a drop in gas line pressure, and Vectren would take corrective measures. Vectren does have emergency preparedness plans. Vectren's nearest office to



Elwood is a small office in Noblesville. Utility work in Elwood may be performed by employees at this office or Vectren subcontracts out a lot of work to contractors. The major contractor used in Elwood is Miller Pipeline, which has a staging area that is also located in Noblesville.

Electricity

Indiana Michigan Power (I&M), which is a subsidiary of American Electric Power (AEP), supplies electricity to Elwood. AEP owns two coal-fueled power plants in Indiana, Tanners Creek Generating Station and Rockport Generating Station. These generate most of the electricity used in Elwood. Tanners Creek Generating Station houses four generator units built between 1951 and 1964, with a total capacity of 990-1,100 megawatts (MW). Rockport Generating Station houses two huge 1.3 gigawatt (GW) generating stations built in 1984 and 1989 for a total

generating capacity of 2.6 GW. Both plants represent significant sources of air pollution, and the Tanners Creek Generating Station was listed in 2006 as the 67th dirtiest power plant in the United States based on U.S. EPA data compiled by the Environmental Integrity Project. According to I&M, these plants both have certain environmental protections including low nitrogen burners, activated carbon injection at Rockport, and selective noncatalytic converters at Tanners Creek. AEP will also install selective catalytic reduction and flue gas scrubbers at its Rockport generators by 2017 and 2019 as part of a 2007 consent decree with the U.S. EPA.

AEP sources its fuel from its own operations and from a number of other companies. AEP/I&M does not profit on re-selling fuel to the customer. The fuel cost is passed through directly to the customer by law. AEP/I&M does mitigate coal costs through its buying

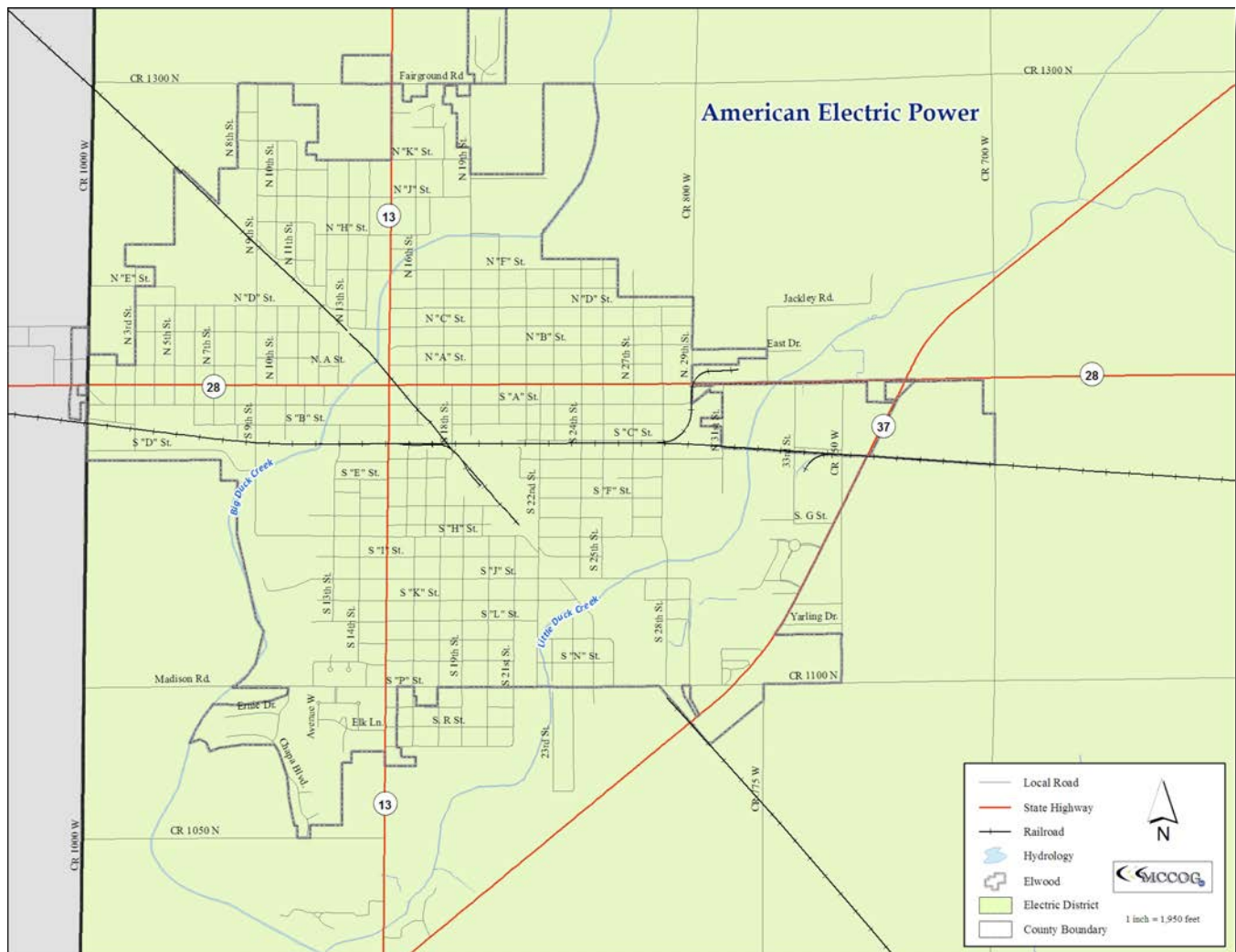


Figure 12.5: City of Elwood Electric Districts

practices, however. As the largest coal-burning electrical utility in the western hemisphere, AEP utilizes scale to lower the cost of buying coal. I&M also purchases power from the Cook Nuclear Power Plant in Buchanan, Michigan, which reduces its reliance on coal and allows greater price negotiating power. In 2009, the average I&M customer purchased 995 kilowatt-hours per month, which cost \$91.

I&M does not have any current plans to add additional generating capacity. Since 2008, however, I&M has incorporated wind power from the Fowler Ridge Wind Farm, and now holds 150 MW of wind power at that location. If I&M were going to add additional generating capacity, it would most likely be with wind power. The extent of any such additions is dependent on national regulations. Laws or policies requiring sustainable power generation would likely result in I&M adding additional wind power generation capacity. Such laws could impact the cost of electrical power to consumers, including those in Elwood.

I&M will construct electrical infrastructure for new customers based on I&M expected return from serving those customers for the next 30 months. Often the cost to install the new infrastructure is less than this figure, and in those cases new customers pay nothing to obtain service. When the cost to install new infrastructure exceeds 30 months' revenue, the new customer is asked to pay the difference. This is less frequent, but can be the case for out-of-the way developments or sometimes for customers requesting buried electrical lines (as burying lines raises the cost of the new infrastructure). In the case of large electrical users, I&M offers an Economic Development rider that reduces the electric bill for three years. Only users creating at least 25 full-time equivalent jobs are eligible for this bill rider.

I&M hires both employees and contractors to do work on the electrical utility infrastructure. I&M runs a small office in Elwood, and uses various contractors in the region. Generally, I&M employees do work on distribution stations and overhead wires, while contractors do underground work. I&M learns about power interruptions from customer call-ins, although in the future, smart-grid technology would allow I&M to learn about power interruptions instantaneously. In power interruptions involving overhead wires, the problem is easy to diagnose and quick to fix. However, due to increased exposure, overhead wires fail more often. In addition, overhead wires look unsightly and prevent the planting of trees. When trees do grow into overhead wires, utility companies trim or

top trees. This practice is necessary to ensure the safety and reliability of electrical service for customers relying on the wires, but destroys the visual appeal of the tree. Underground wires are sheltered from most of the common causes of service interruptions, and so are more reliable. When problems do occur with underground wires, however, they can be much more difficult to diagnose and harder to fix, leading to longer down-times. Underground wires have the major advantages of being out of sight and of often allowing the planting of trees.

I&M has well-prepared plans in place to minimize the impact of various emergencies, such as tornadoes and ice storms. I&M employs a network of forecasters to predict potential weather emergencies, and in response builds up manpower and materials to mitigate any negative effects.

While I&M does an excellent job providing Elwood with reliable and low-cost electricity, one other option that Elwood can explore is forming a municipal (local government-owned) or publicly-owned (owner by customers) utility. These options present two significant advantages to a community. First, municipal and publicly-owned utilities generally have lower rates to customers than any for-profit utility. According to the Indiana Municipal Power Agency and the Indiana Utility Regulatory Commission, municipal utilities' average rate for electricity is 9.72 percent below that of the investor-owned utilities' average. Second, municipal and publicly-owned utilities can customize policies based on the values of the community. Whether to raise or bury power lines, how to handle wire-tree conflicts, and where to source labor and materials are all questions that an investor-owned utility might answer differently than a municipal or publicly-owned utility. A municipal or publicly-owned utility puts the community in charge of making important decisions about one its most critical pieces of infrastructure. A municipal or publicly-owned utility can also make choices about their purchasing of electricity that better reflects community values about the environment. Finally, investor-owned utilities transport profit out of the community, whereas municipal or publicly-owned utilities keep money within the community.

Communications

Land-Line Telephony

In Elwood, land-line local and long-distance telephony is available from AT&T, Comcast, Lingo, Sage Telecom, and dPi Teleconnect. AT&T, Sage Telecom, and dPi Teleconnect offer traditional service over

copper wires. Comcast and Lingo offer digital local and long-distance telephony. Digital telephony is usually land-line based, but uses the same infrastructure that provides internet services. Digital telephony is encoded using VOIP, or Voice Over Internet Protocol. Elwood's citizens benefit from the competition and reliability created by these diverse, competing operations, representing two infrastructure systems and five service providers.

Paid Television

Elwood citizens have access to paid television through Comcast, DirecTV, and DISH Network. Comcast provides cable television service, which is serviced through land-line cable infrastructure. DirecTV and DISH Network offer satellite television service, which is serviced through individual satellite dishes that transmit information to and from satellites in geosynchronous orbit around the planet. Again, it is beneficial that Elwood has two different infrastructures to receive service. Elwood citizens would likely benefit, however, if more competitors were to enter the market for paid television services in the Elwood area.

Fixed-Location High-Speed Internet

Elwood citizens have access to high-speed internet services from AT&T, Comcast, and HughesNet. Each of these represents a separate, privately owned infrastructure. AT&T and Comcast each have their own land-line infrastructures, while HughesNet offers high-speed internet service via satellite. This is an excellent diversity of infrastructures, but a low number of service providers from a competition perspective. Elwood citizens would benefit from additional competitors in the high-speed internet market.

Cellular Telephony and Data/Internet

Cellular signal reception varies depending on the exact placement of the receiver; or in other words, it is impossible to guarantee that a particular user will receive good service from a particular service provider. In general, Elwood citizens can obtain reliable cellular service from AT&T, Verizon, and Sprint, although AT&T does not provide 3G coverage within Elwood's town limits (3G coverage is associated with fast data-transmission speeds; non-3G users may be able to access data services, but at a slower rate). A number of additional cellular service providers sell service in the Elwood area. Many of these service providers re-sell cellular service using cellular infrastructure owned by AT&T, Verizon, and Sprint, and so do not provide additional infrastructure diversity, but do drive competition that results in lower prices. Elwood has at

least three cellular infrastructure systems owned by AT&T, Sprint, and Verizon.

Radio-Wave Communications (Radio, HAM, Broadcast Television)

Elwood has typical radio-wave communication infrastructure for a community of its size. Elwood citizens receive radio and television broadcasts from a combination of local and regional sources. A majority of Elwood's radio and television stations originate in larger surrounding markets, which is typical for a community of Elwood's size. These communications, and any potential diversification of these offerings, are of benefit to Elwood's citizens.

Recent developments have diversified offerings over the air-waves. Now, all television broadcasts utilize digital encoding, which left a large vacancy in the radio-spectrum. This vacancy is likely to begin to be tapped for new communications services within the next 2-7 years. Forerunners for the use of this spectrum are mobile television and mobile broadband internet. Another recent development is high definition radio, which is likely to increase the number of radio channels available to those with high definition receivers.

Finally, Elwood also has access to the HAM radio spectrum, which provides low-power, long-distance transmission and receipt of communications. HAM radio is considered the most reliable communications technology and is frequently utilized in disaster situations. Elwood likely has one or more amateur HAM radio operators, and it would be within Elwood's interests to maintain contact with these people in reference to emergency planning.

Issues

The following issues were identified during the background data collection, community surveys, and public, focus group and steering committee meetings.

- Elwood's limited financial resources prevents maintenance of the current water and sewer infrastructure network.
- Elwood's limited financial resources prevents expansion of the water and sewer infrastructure network.
- Elwood maintains a large number of combined sewer overflows (CSO). These CSOs place a heavy burden on the sewer system and Waste Water Treatment Plant.

This page intentionally blank.

13

ECONOMIC
DEVELOPMENT

Image 13.1: Elwood Chamber of Commerce

The purpose of the Economic Development chapter in the Elwood Comprehensive Plan is to improve the overall standard of living for all Elwood residents by encouraging planned growth in the downtown and other areas. Certain environments and infrastructure can influence a company's decision to come to, stay, or leave Elwood. It is important to consider the local economy as it influences physical developments and determines how much funding can go towards public services.

Income

The United States Census Bureau indicates that the median household income for Elwood is \$30,986. That is below median household incomes for Madison County, Indiana, and the nation, at \$39,925, \$48,010, and \$52,029, respectively. Additionally, Elwood's median income is well below the state's median income of \$48,675. *See Figure 13.1a and 13.1b: Comparison of Median Household Income.*

Employment

According to the United States Census, the "labor force" represents people that are readily available to work, or are already working. Students, retirees, and individuals taking care of family are excluded from the labor force. The total number of people in Elwood's labor force is 4,102. Of that, 3,854 people are employed (94 percent). The number of people within the labor force that do not have a job is 248 (6 percent).

In the summer of 2010, surveys were distributed throughout Elwood. According to the respondents, the majority of participants said that the "lack of employment" was the most important issue facing

Elwood. Of the respondents, 94 percent felt that Elwood does not have a diverse enough employment base. Only 28 percent of survey respondents worked in Elwood, while 7.1 percent work in Noblesville and 6.1 percent work in Indianapolis. Although the census recorded an unemployment rate of 3.4 percent, 10.2 percent of survey participants stated that they did not have a job. This can be accounted for by two reasons; 1) the Census data reviewed is 2000 data, there have been economic shifts and down turns since then, and 2) recent factory closings in Elwood have had a drastic effect on the local economy.

Much of the current unemployment results from the economic downturn that took place in 2008. Three of the City's biggest manufacturer's closed down; they were State Plating Incorporated, Plastech Engineered Products, and Var-Chem Products. State Plating was a leading nickel chrome plating provider for manufactures nationwide. Its closure resulted in the loss of 85 jobs, \$47,298.64 in annual property taxes, and \$1,768,000.00 in lost annual average wages. The closure of Var-Chem Products, maker of specialty inks and oil based over paint varnishes for printing ink, meant \$1,081,600.00 in lost annual average wages and the loss of 40 jobs. The biggest

<i>Jurisdiction</i>	<i>Median Household Income</i>
Elwood, Indiana	\$30,986
Madison, County, Indiana	\$39,925
Indiana	\$48,010
United States	\$52,029

Figure 13.1a: Comparison of Median Household Income

loss for Elwood was Plastech Engineered Products with over \$146,278 in annual property taxes, 286 lost jobs and \$7,281,331.00 in lost annual average wages. The loss of these jobs and facilities also presents an opportunity for the City; there are at least three vacant industrial/manufacturing facilities that are ready for redevelopment and/or new occupants. Since the facilities are already serviced with City services, there is minimal need/investment required for potential new occupants.

Workforce

Manufacturing is the dominant industry in Elwood, accounting for over a third of Elwood's labor force. According to the 2000 Census, 1,337 people (34.7

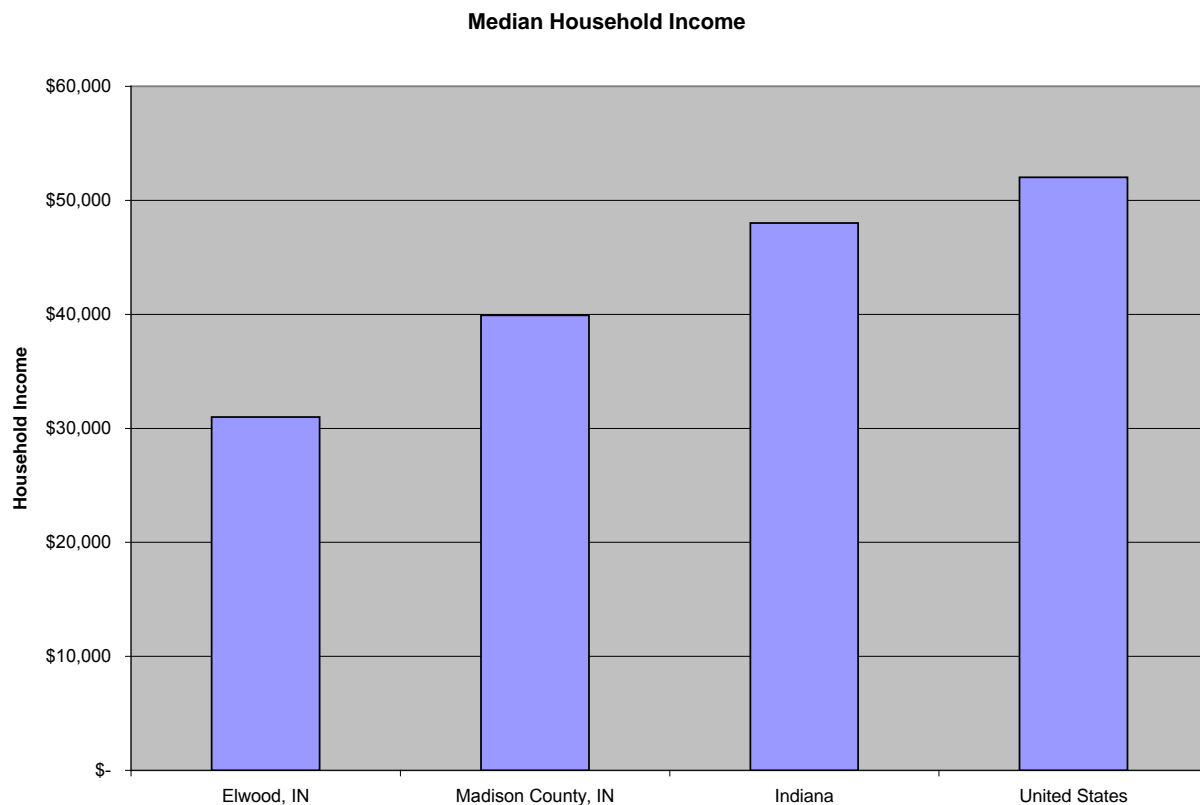


Figure 13.1b: Comparison of Median Household Income

percent of the labor force) worked, in some capacity, for a manufacturing company. Up to 776 workers contribute to Elwood's education, health, and social services, making it the second largest industry at 19.9 percent. Retail business, as Dollar General, CVS Drug Stores and Marsh Grocery Store, make up 10.8% of the workforce. Another 7.4 percent of the workforce is in construction and 6.8 percent is in arts, entertainment, recreation, accommodation, or food. Finance, insurance and anything related to real estate makes 6.1 percent of the workforce. The remaining workforce is employed in transportation, warehousing, utilities, information, public administration, professional, scientific, management, administrative, and waste management services.

School Enrollment and Education Levels

The Elwood Community School Corporation is the public school system for the City of Elwood. This is an

all-inclusive school system from kindergarten through twelfth grade. During the school year of 2009-2010, the total student enrollment was 1,742 [Corporation, 2010]. Elwood Community High School's graduation rate averages 91.1 percent [Elwood, 2009]. Elwood's performance rate was slightly above 65 percent in the Indiana Statewide Testing for Educational Progress (ISTEP). The percentage of students from Elwood who passed the ISTEP exam was 62.3 percent in Math and 61.3 percent in English/Language Arts. This is below the state's average passing rate of 72 percent and 70.8 percent for Math and English, respectively.

Major Industry Sectors

Industrial

Elwood's largest employers include Red Gold, Inc., Mosey Manufacturing, Dunn-Rite Products and the Elwood Publishing Company. Red Gold is the largest employer with a total of 391 employees located in

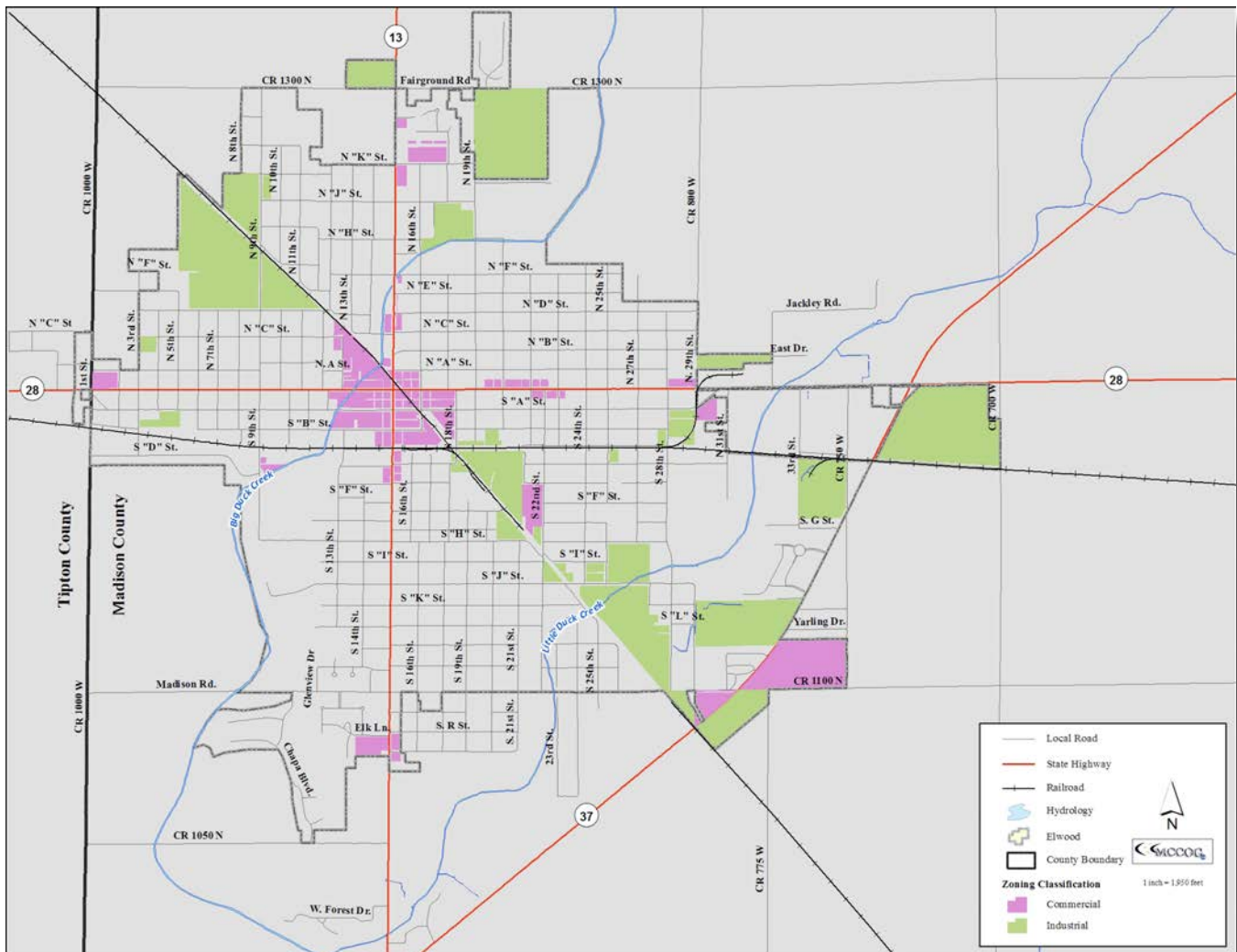


Figure 13.2: City of Elwood Commercial and Residential Zones

Elwood. Of those workers, 85 percent are full-time, 13 percent are part time, and 2 percent are seasonal employees. Most of the seasonal employees working for Red Gold Transport live outside of Elwood. Due to growth over the past five years, Red Gold continues to expand its operations in Elwood and Madison County.

Mosey Manufacturing develops castings and forgings, mainly for automotive manufacturers. Mosey currently has 32 workers; however, with a recent rise in car sales, Mosey is looking to expand its labor force by one-third within the next month. Dunn-Rite Products, maker of pool supplies, operates out of the same building as its subsidiary, Progressive Plastics. With 40 employees between the two businesses, Dunn-Rite has seen an increase in production and sales. The Elwood Publishing Company publishes newspapers for Elwood, Tipton, and Alexandria with 37 full time employees in Elwood alone.

Some of the smaller manufacturers include General Cage and Modern Die Systems. Specializing in wire goods, General Cage's production has slowed with the national economy. It was at its lowest production rate 18 months ago, but business has slowly started to pick up. Modern Die Systems employs seven individuals. While the business could use additional labor, the unpredictability of the business for the last three years has made them cautious about over-extending. Other companies that have a presence in Elwood include ELSA, Steel Slitting Co., Inc., J. Lewis Small Company, Marble House, Inc., and J & D Plating.

Retail

The average resident spends \$18,919.62 per year on retail goods; that equates to 38 percent of consumer spending on retail. With 416 workers, retail trade is the third largest industry in Elwood. One of Elwood's newest stores is Dollar General, starting operations in January 2006. Dollar General has seen growth every year since its opening. With 32 employees, Dollar General is looking at expanding its presence in Elwood. There are many other retail stores throughout the city, including K-Mart, CVS Drug Store, Marsh Grocery, Harvest Market Grocery, Tops True Value Hardware and Home Center, Wyant Fort Inc., House of Ivy, Cellular Connection, and Radio Shack.

Retail Trade, demand (potential) exceeds supply (sales) by over \$10 million, while demand for food and restaurant sales is roughly \$3.5 million higher than the amount of total sales generated in Elwood.

Some retail industries experience a higher amount of sales than demand. Sales exceeding demand means an overabundance of shops. For Elwood, this includes motor vehicle and parts dealers; auto parts and accessories; tire stores; gasoline stations; and jewelry, luggage, and leather goods. All other industry groups are not meeting their retail demand. This is an opportunity for certain businesses to meet consumer demands. The industry type with the most potential for growth is food and beverage, with an unmet demand of \$10,848,727. There is also potential in clothing, furniture/home furnishings, and sporting goods/hobbies/books/music stores, with a market demand of around \$2 million for each. Other industry potential include electronics/appliances, health/personal care, and building materials/garden equipment/supply stores at around \$1 million for each.

Service

There are a variety of public educational and health facilities that are not considered service industries but do provide employment for Elwood residents. The Elwood Community School Corporation currently employs 260 people; this amount should remain consistent for the school year. The largest health facility in Elwood is St. Vincent Mercy Hospital. It employs 280 people. An additional five individuals work at the St. Vincent Stress Center and fifteen individuals work at Elwood Family Medicine. The employment rate for these health facilities has stabilized and will remain constant for the next several years. The George Morrisett Center for Community Services is a collaborative group of volunteers and staff that work to feed hungry in the Elwood area, and Aspire Indiana, formerly known as the "Center for Mental Health", employs ten people.

The City of Elwood currently lacks hotel and lodging facilities. This can have a potential negative affect on the expansion of local tourism and businesses; it keeps tourists from multiple day visits and limits corporations from bringing in outside executives and specialized personnel. The closest lodging facilities are in Tipton or Anderson. In addition, there are no dry cleaners in Elwood. While dry cleaners are a traditionally small town/city operation, the customer base in Elwood may not be sufficient enough to support a full-time service.

Other services present in Elwood include auto-repair stations, banks, and dining establishments. Chain restaurants include Pizza Hut, Papa John's Pizza, Subway, Hardee's, Taco Bell, Dairy Queen, and McDonald's. Local eateries include Friendly's

Restaurant, Mr. Happy Burger, and Lincoln Family Square Restaurant IV. Some of the auto-repair shops include Component Services, Elwood Tire and Auto and Ryder Truck Rental Repair while Star Financial Bank and Ben Jones Reality make up the financial services offered in Elwood.

Existing Business Parks, Business Incubators, and Technology Centers

Elwood does not currently have any business incubators or business parks. However, there is 55 acres that has been zoned on the city's north-east size for a business park. All necessary infrastructure and city services are available at the site. The closest business park is the Flagship Business Park in nearby Anderson. Located on the northwest corner of Interstate 69 and Martin Luther King Jr. Boulevard, the park comprises 850 acres. A majority of the occupants at the business park focus on emerging technologies.

Input from Steering Committees and Focus Groups

The following issues were identified from a focus group meeting centered on Economic Development:

1. Create More Business Opportunities.

Elwood wants agri-business to remain as one of its largest economic sectors. By utilizing current resources, such as available land and facilities, Elwood can attract more agriculture-based companies. In addition, Elwood would like to add more service sector industries; specifically hotels, motels and other businesses to make a more broad-based labor force.

2. Transform Elwood into a Bedroom Community

Elwood is attractive as a bedroom community for the greater Indianapolis metropolitan area and surrounding employment centers. Elwood's housing stock maintains a small-town rural attractiveness with small-town values and priced much affordably than

surrounding communities. Communities like Fishers and Noblesville, consist of adult working professionals with children: a demographic cohort Elwood would like to attract.

3. Create a more Vibrant Downtown

Elwood's central business district has faced many challenges, including a high turnover rate of locally owned businesses. Encouraging and maintaining businesses in the downtown must be a priority for the City.

Issues

The following issues were identified during the background data collection, community surveys, and public, focus group and steering committee meetings.

- Elwood's limited financial resources restricts the City's ability to provide incentives for business expansion and/or relocation.
- Elwood has a limited capacity for water and sewer expansion.
- Elwood does not have a business incubator to provides local entrepreneurs and small businesses with the resources necessary to succeed in a competitive economy.
- Elwood does not align public education offerings with employment opportunities in local industries.
- Elwood has a large consumer spending deficit in the grocery store industry.
- Elwood has not marketed the City as a bedroom community for surrounding employment centers.
- Elwood does not have a local branch of a university or technical college to provide job-training to meet the demands of the current industrial base.
- Elwood does not have a redevelopment commission to help acquire properties for redevelopment.
- Elwood has a large amount of vacant and underutilized space in there central business district.

This page intentionally blank.

14

IMPLEMENTATION
POLICIES &
STRATEGIES

Image 14.1: North Anderson Street, Elwood, Indiana.

The Implementation Policies & Strategies Chapter, the fourth section of the City of Elwood Comprehensive Plan, provides guidance on using the plan and outlines policies and strategies that when implemented will achieve the goals and objectives. Implementation refers to “putting something into effect.” Putting a comprehensive plan into effect can be as simple as adopting the plan. Implementing Elwood’s Comprehensive Plan calls for something more; it calls for sustained action and continuous community involvement. The Comprehensive Plan is the most important tool for guiding the future of Elwood, but the plans, policies and strategies contained within can only help achieve the community’s vision for the future if the Plan is used.

Implementing the Comprehensive Plan will involve broad policies and specific strategies. It will contain a series of short-term and ongoing actions. This chapter describes some of the actions that will be taken to implement the Plan. Some actions cannot be anticipated and described in the Comprehensive Plan – we cannot foresee everything that will happen in the future. To ensure that the Comprehensive Plan remains a useful tool for guiding growth, it will be periodically monitored and modified to reflect changing conditions. As part of plan implementation, a periodic plan review and corresponding work program will be completed. There are several broad policies that affect all of the focus areas contained within the plan. Key strategies for implementing the plan that apply to all focus areas include:

- Seek ways to achieve the Plan’s goals
- Use established policies and plans to evaluate project proposals, decisions, and investments
- Monitor changing physical and demographic

- characteristics for implications to the Plan
- Work closely with other governmental and private parties to address shared interests and make effective use of limited financial resources
- Engage and involve the community in the use of the Plan

Implementation Policies

The following section discusses the broad based policies the City of Elwood will adopt to implement the goals, objectives, and strategies of the Comprehensive Plan. The City presently utilizes some of the implementation tools, which therefore may only require review for consistency with the Plan. Other implementing actions may be pursued by the City to further the implementation of the Plan. These may include actions that expand on and develop adopted policies, and that may be formally adopted later as part of the Plan.

Regulatory Measures

The Comprehensive Plan includes policies that are implemented through administrative actions that may include inter-local agreements or development review procedures. All official controls should be consistent with the Comprehensive Plan. Regulatory measures to implement the Plan must be adopted as legal instruments in the form of ordinances. Administrative actions and decisions of the City should also be based on implementing the goals and objectives of the Comprehensive Plan. Elwood will need to review its existing land development regulations following adoption of the Comprehensive Plan to insure that the regulations are consistent with the adopted Comprehensive Plan. One of the major regulatory measures for implementing land development is the Zoning Ordinance. The Zoning Ordinance regulates and restricts the use of land, the location and construction of buildings and structures, and establishes use districts within the City to implement the Land Use Concept Map. The Comprehensive Plan has proposed land-use changes from the existing zoning map. The City may review other aspects of the Zoning Ordinance to fine tune development regulations for implementing the goals and objectives of the Comprehensive Plan.

As the City continues to operate on an existing set of ordinances, conflicts may arise between the newly created Comprehensive Plan and the ordinances. The Comprehensive Plan will address conflicts by:

- Conflict between Policies and Maps: In the event that one or more goals, objectives, strategies, and/or policies, or any portion of the text conflict

with the Future Land Use Plan Map or any other maps, the provisions of the text shall prevail. This is the case because the Future Land Use Plan Map, while substantially detailed, is not intended to dictate the exact use of each parcel in the community. Rigid application of this map is not expected because it is intended to be applied generally, and because there will undoubtedly be justifiable departures from the design of the plan map. Implementation of the overall general policies is what is most important. However, substantial and/or successive departures from the plan map should result in an amendment to the plan text and map.

- Conflict between Policy Statements: It is anticipated that instances will arise where certain goals and policies will conflict with other policy statements. The goals, objectives, strategies and policies are all considered to be of equal value on their face. That is, such policy statements are not always ranked by order of importance in the Plan. In cases of conflicts, the Planning Commissions and/or City Council must decide, as individual instances arise, which of the conflicting policies will prevail.

Community Engagement

Civic participation is vital to democracy. It takes many forms: individual volunteerism, volunteering on city commissions and committees, involvement with neighborhood and other nonprofit organizations, and participation in elections and governmental processes. When residents are actively involved, civic decisions themselves are more likely to reflect and serve the needs of the community. The built environment that results from public decisions made to benefit the community as a whole will decrease isolation and increase the vitality of public life.

Without public acceptance and engagement in the Comprehensive Plan, it will not have much of an impact in guiding Elwood's future. Public participation and engagement is a community standard that this plan values. Elwood residents are invested in their community. City values community input and will utilize all input when making decisions. To this end, the City will encourage diverse representation on all city commissions and advisory bodies. The importance of community engagement is reflected throughout the Comprehensive Plan, primarily in the Land Use Chapter and the Housing Chapter, and public participation will continue to be a major underpinning of future public policy decisions. Specifically, as it

relates to the use of the Comprehensive Plan, the following steps will be taken to ensure community engagement:

- Create a clear and concise “citizen’s guide” to the Comprehensive Plan that explains its purpose and summarizes its contents
- Maintain a Comprehensive Plan webpage on the City’s website that includes the citizen’s guide and all chapters of the Plan
- Have complete printed copies of the Comprehensive Plan available for public use at City Hall and the Elwood Public Library.
- Prepare a series of articles for the Elwood Call Leader that explains the Comprehensive Plan and make copies of the program for use as an informational resource.
- Provide opportunities for public participation in studies undertaken to address issues raised in the Comprehensive Plan.
- Explore ways to communicate information about the Comprehensive Plan to segments of the population not reached by traditional communication strategies.

Regional Coordination

Many of the issues facing Elwood extend beyond the boundaries of the City and therefore require cooperation and coordination among municipalities and regional interests to be successfully addressed. The City anticipates implementation of the Comprehensive Plan will require cooperation and coordination with neighboring municipalities, Madison County, and other agencies and organizations. These ongoing partnerships will be essential to successful implementation of the plan.

Issues of regional concern include:

Transportation Issues

Roadways seem like a local issue, but often, transportation networks stretch across multiple jurisdictional boundaries. Elwood is a transportation center, with three state highways converging in the City. People come to Elwood to work and play, but they also pass through Elwood on their way to work and play. Because strip development along major transportation corridors can congest traffic in the City, transportation should be addressed on a regional scale in order to improve the situation. Issues that should be addressed include a State Road 37 expansion plan.

Public Safety Services

The City of Elwood Fire Department provides full-time fire protection services while Pipe Creek Township

has a largely volunteer firefighting staff. Despite this different level of service, there may be services and equipment that the two communities could share. The two public safety services should examine the range of services and equipment they provide and seek opportunities where cooperation could provide an efficient and high level of service.

Provision of Affordable Housing

Those working in our community are drawn from a regional labor pool, and those seeking to live in our community may work regionally. Market forces determine the price of housing in a community, and oftentimes it is difficult for a community to guarantee a supply of affordable housing. The provision of affordable housing is an issue that should be approached on a regional level.

Small Town Charm

One of Elwood’s best characteristics is the small-town charm its natural and built environment. This environment does not stop at the municipal boundaries. While the City is largely responsible for the stewardship of the environment within its own boundaries, it also should play an important role as a leader in regional efforts to maintain the character and scenic quality in the region. Given the importance of this resource to the community and its future, it is vital that the City support regional planning initiatives that seek to preserve its natural and scenic environment.

Coordination with Other Plans

The City undertakes multiple capital improvement and redevelopment projects each year. In addition, private development shapes the growth of the City. All city and private development plans should be reviewed with adherence to the Comprehensive Plan. The Comprehensive Plan refers to other policy plans that Elwood uses to guide municipal systems, actions and investments. These plans cover municipal systems for transportation, sanitary sewer, water supply, surface water management, and parks. These plans serve as ongoing tools for implementing the plans, goals, and policies in the Comprehensive Plan. These plans may be updated and modified without updating the Comprehensive Plan.

Financial Assistance

Tax increment financing (TIF) is the only finance tool formally tied to the Comprehensive Plan. State Law requires that the City find that a TIF plan conforms to the Comprehensive Plan. As a matter of policy, similar evaluation should apply to other forms of public financial assistance. In agreeing to provide financial

assistance to private development, it is reasonable that the City Council determines that the development furthers the objectives of the Comprehensive Plan.

Amendments and Updates

As needed, the City will amend the Plan to correct errors or reflect changing needs and conditions in accordance with the process outlined in the City Code and compliant with state statutes.

Implementation Strategies

The policies and strategies follow the format of the goals and objectives and are organized according to the following community areas:

	Community Sustainability
	Housing Development
	Community Facilities
	Natural Resources
	Parks, Open Space and Greenways
	Historic and Cultural Resources
	Land Use
	Transportation
	Utilities
	Economic Development

The goals and objectives were developed through the input of the general public, the Steering Committee, the Planning Commission, the City Council and City Administration. The recommended strategies and actions should provide a clear vision, offer guidance, and implement the adopted policies that surround the issues of greatest concern to the Elwood community.

Goals and objectives were listed in Chapter 3: Guiding Policies. The next section of Chapter 14 outlines specific strategies, entities responsible for implementation and a timeframe.

Each individual policy and strategy:

- proposes specific methods, programs, options, and/or regulatory changes that should be completed in order to achieve the objectives.
- identifies various agencies that should take the lead or participate in achieving the objectives.

It is important to note that several of the recommended strategies and actions are merely suggestions and should function as a guide for service providers and other stakeholders. While realizing that these issues will ultimately affect the overall community development, the Planning Commission, City Council and City Administration can only advise in areas in which they have no direct jurisdiction for enforcement.

Community Sustainability

Goal 1: Maintain and improve Elwood as an attractive place to live, work, and play by promoting sustainable land-use patterns and new developments that contribute to the preservation and enhancement of the community's vitality and sense of identity.

<i>Objective</i>	<i>Strategy</i>	<i>Responsible Entity</i>	<i>Timeframe</i>
Create an attractive, vibrant, and effective city with a high quality of life.	Ensure the local community schools are top notch. Create beautification programs, with volunteer staff that targets property clean-up.	Elwood Community School Board; City Administration, Planning Department	Immediate and on-going
Maintain orderly transitions between different land uses in accordance with the general land use guidance of the Comprehensive Plan by establishing or strengthening development design standards.	Update zoning ordinances to ensure compatibility with the Comprehensive Plan.	Planning Department, Planning Commission	Within one year
Promote high standards for commercial and residential aesthetics, as well as public improvements. Incorporate design innovations; set high standards for landscaping and design of public improvements.	Change internal policies to require energy efficient and sustainable City practices. Update zoning ordinances to require improved building and site design.	City Administration, Planning Commission	Within one year
Ensure high-quality design, innovation, sustainability, and aesthetic appeal in private and public development and redevelopment, with emphasis on efficient site access, appropriately sized parking areas, and overall beautification through the adoption and utilization of year-round landscaping and site design standards, guidelines, principles, and other criteria.	Update zoning ordinances to include sustainable concepts for redevelopment projects.	Planning Department, Planning Commission	Within one year

Goal 2: Provide excellent, effective and efficient city service.

Objective	Strategy	Responsible Entity	Timeframe
Benchmark and routinely seek community input to evaluate and continuously improve City services.	Utilize online resources, i.e. Facebook, Twitter, etc. to give residents the opportunity to connect with city administration.	City Administration	Immediate
Invest in training for all staff/commission to improve quality and responsiveness of city services.	Provide relevant training opportunities for City staff including webinars, conferences. Review training needs of current City staff.	City Administration	Immediate

Goal 3: Make Elwood a livable community for all.

Objective	Strategy	Responsible Entity	Timeframe
Increase positive spin and news stories.	Create 'Mayor's column' in Elwood Call Leader	City Administration	Immediate
Educate community members on diversity issues and provide means to repair damage caused by prejudice; convey a clear message that intolerance is not welcome in the community.	Create PR program announcing Elwood as the 'city for all' Work with residents on diversity issues	City Administration	Within one year
Set the tone for private development by having environmentally sustainable public facilities and properties.	Require all new municipal construction and rehabilitation be energy efficient. Seek federal and state funds to build sustainable public facilities.	City Administration, Planning Department, Planning Commission	Within five years

Goal 4: Support environmentally friendly energy options for residential, business, and governmental needs.

<i>Objective</i>	<i>Strategy</i>	<i>Responsible Entity</i>	<i>Timeframe</i>
Model energy conservation and encourage alternative energy; increase use of energy efficient and low impact lighting throughout the City.	Retrofit city street lights and traffic lights with LEDs. Retrofit public facilities with water efficient fixtures. Start residential energy efficiency upgrade program.	City Administration, Planning Department	Within five years
Reduce local energy usage by educating community members about energy conservation and its impact on the City.	Start residential energy efficiency PR campaign and upgrade program.	City Administration Planning Department	Within three years
Encourage and support new development, redevelopment, and infrastructure improvements that incorporate and protect alternative energy sources, such as solar access, geothermal, wind, and biomass.	Establish a redevelopment commission. Update zoning ordinances.	City Administration Planning Department, Planning Commission.	Within one year

Goal 5: Ensure that city government is civil, informative, and responsive.

Objective	Strategy	Responsible Entity	Timeframe
Adopt and promote norms and codes of conduct for civil public discourse; respect and encourage respectful discussions of differing perspectives.	Create standard operating procedures for meetings and how to handle public comment and public participation.	City Administration	Within one year
Promote open-mindedness on the part of its elected officials before they formulate public policy, as well as encouraging a similar attitude on the part of community members; expect City Council discussions to stay on the policy level.	Use charrettes and community visioning exercise to set public opinion and build consensus on community projects.	City Administration, Planning Department, Planning Commission	Immediate
Ensure that city employees and elected officials respond appropriately and respectfully to resident concerns, and clearly and transparently explain all actions.	Establish code of conduct for public meetings (i.e. addressing public comments, etc.)	City Administration Planning Department	Within one year
Ensure the public treats city employees respectfully at public meetings.	Establish code of conduct for city meetings (i.e. city council, planning commission)	City Administration Planning Department	Within one year
Create timely and effective communications; make community information accessible to everyone.	Post meeting minutes on city website and have information available at City Hall. Develop a community Help Desk.	City Administration	Immediate
Connect community members to available support services.	Create a 24-hour Help Desk.	City Administration	Within one year

Goal 6: Participate in regional and intergovernmental collaborations for planning and development.

Objective	Strategy	Responsible Entity	Timeframe
Maintain communication with the Metropolitan Planning Organization	Attend MPO meetings	City Administration, City Council	Bi-monthly

Housing Development

Goal 1: Preserve and enhance the residential character and livability of existing neighborhoods and ensure that adjacent uses are compatible with existing neighborhoods.

Objective	Strategy	Responsible Entity	Timeframe
Promote maintenance and reinvestment in existing residential buildings and properties, residential amenities, and infrastructure to enhance the long-term desirability of existing neighborhoods and to maintain and improve property values.	Require new residential development to explore infill options. Explore Federal/ State funding options for neighborhood stabilization.	Planning Department, Planning Commission	Within one year

Goal 2: Protect and preserve the small community character of Elwood.

Objective	Strategy	Responsible Entity	Timeframe
Ensure life-cycle housing throughout the City to attract and retain a diverse mix of people, family types, economic statuses, ages, etc.	Provide for a range of housing opportunities in zoning ordinances.	Planning Department, Planning Commission	Within three to five years

Goal 3: Implement programs to ensure safe and well-maintained properties.

Objective	Strategy	Responsible Entity	Timeframe
Maintain a housing plan.	Ensure housing plan is well blended with the Comprehensive Plan.	Planning Department, Planning Commission	Immediate
Vigorously enforce housing codes.	Create a fast-track system that allows violators to be brought to court quicker. Enforce fines and put a lean on the property, if necessary.	Planning Department, City Court System	Immediate
Develop more stringent codes for rental properties of four or fewer units.	Develop ordinances regarding rental properties.	Planning Department, Planning Commission	Within two years
Implement housing inspections.	Conduct bi-annual housing inspections with one month-2-week advanced notice for each household.	Planning Department, Planning Commission	Immediate

Goal 4: Encourage development of neighborhood identities to build a sense of community and foster neighborhood communications, planning, and decision making.

<i>Objective</i>	<i>Strategy</i>	<i>Responsible Entity</i>	<i>Timeframe</i>
Encourage development of neighborhood groups, organizations, and forums in order to provide residents with a sense of belonging.	Create neighborhood watch groups.	City Administration, Residents	Within one to two years
Create neighborhood safety program.	Reorient police force to ensure neighborhood safety is a top priority.	City Administration	Within one year

Goal 5: Develop design guidelines to support new or renovated housing that contributes to neighborhood character, sustainability, and other community expectations.

<i>Objective</i>	<i>Strategy</i>	<i>Responsible Entity</i>	<i>Timeframe</i>
Pursue housing programs that allow the City to meet diverse and long term housing needs.	Include design specifications for housing in Zoning Ordinances. Include infill strategies in housing plan.	Planning Department, Planning Commission	Within two years

Goal 6: Achieve a broad and flexible range of housing choices within the community to provide sufficient alternatives to meet the changing housing needs of current and future residents throughout all stages of life.

<i>Objective</i>	<i>Strategy</i>	<i>Responsible Entity</i>	<i>Timeframe</i>
Promote flexible development standards for new residential developments to allow innovative development patterns and more efficient densities that protect and enhance the character, stability, and vitality of residential neighborhoods.	Update zoning ordinances to allow for flexibility in housing development.	Planning Department, Planning Commission	Within two years
Encourage high-quality, mixed residential developments that achieve the community's goals, policies, and performance standards, encourage parks and open space, and use high-quality site design features and building materials.	Include mixed-use development in updated zoning ordinances.	Planning Department, Planning Commission	Within two years
Employ flexible zoning for property redevelopment to meet broader housing goals such as density, open space, and lot size.	Include flexibility in updated zoning ordinances. Address redevelopment proposals on a case-by-case basis to ensure they meet the goals of the Comprehensive Plan.	Planning Department, Planning Commission	Within two years

Community Facilities - Education

Goal 1: Encourage high expectations and active involvement in public education.

Objective	Strategy	Responsible Entity	Timeframe
Support family and community involvement in education.	Create programs [i.e. PTO, volunteer opportunities] for parents and community members to become more involved with the schools	City Administration, Elwood School Corporation	Immediate
Encourage more community outreach and information sharing around education.	Provide opportunities for information dissemination: website, bi-monthly open houses, grade specific newsletter, etc.	Elwood School Corporation	Within one year
Help create partnerships between schools and local businesses, nonprofits, and government.	Host an annual 'status of Elwood Schools' meeting to share information with local business, nonprofit, and other City departments to address budget shortfalls and potential donations/grants.	City Administration, Chamber of Commerce, Elwood School Corporation	Immediate

Goal 2: Provide sustainable, cutting edge, educational technology.

Objective	Strategy	Responsible Entity	Timeframe
Educate community members on what technology can provide.	Create a community outreach program to share statistics, benefits, and possibilities.	City Administration, Elwood School Corporation	Within one year
Create greater access to expanded curriculum offerings through technology.	Establish a partnership with a trade school, community college, or university, to offer online courses for students enrolled in Elwood community schools.	City Administration, Chamber of Commerce, Elwood School Corporation	Within two years

Goal 3: Promote the benefits of lifelong learning and intergenerational education.

Objective	Strategy	Responsible Entity	Timeframe
Support age-appropriate educational opportunities.	Create opportunities for families to learn together. Create after-school programs for students and parents.	City Administration, Chamber of Commerce, Elwood School Corporation	Within two years
Support affordable, excellent early education options for all families.	Create a certified daycare program.	City Administration, Elwood School Corporation	Within two years

Community Facilities - Public Safety

Goal 1: Provide strong police, fire, and emergency medical services to ensure residents feel and are safe.

Objective	Strategy	Responsible Entity	Timeframe
Maintain low crime rate and implement changes as necessary.	Maintain geographically specific crime statistics. Create programs to address the predominant type of crimes being reported.	City Administration, Police Department	Immediate
Develop community relations programs to meet changing community needs and demographics.	Work with Police, Fire, and medical to establish community outreach programs.	City Administration, Police Department, Fire Department, Medical Centers, Churches	Immediate
Implement proactive programs to deter crime.	Create a Neighborhood Crime Watch Program	City Administration, Police Department	Immediate
Support a neighborhood network to be used for neighborhood monitoring and emergency preparation.	Organize Neighborhood Watch Program monitoring and reporting system.	City Administration, Police Department	Immediate

Community Facilities - Other Facilities

Goal 1: Maintain and enhance community facilities.

Objective	Strategy	Responsible Entity	Timeframe
Inventory existing library services and determine if there are any gaps that need to be filled.	Administer survey and review data to ensure the needs of citizens are being addressed at the library.	City Administration, Library Administration	Within two years
Foster youth leadership and development through expanded programming.	Create leadership program.	City Administration, Elwood School Corporation, Library Administration, YMCA, Church Groups	Within two years
Explore public and private partnerships to develop community programs.	Use survey data to reach out to specific businesses, industry, community groups that help develop specific programs.	City Administration, Elwood School Corporation, Library Administration, Chamber of Commerce	Within two years
Explore strong partnerships to better meet community needs. Consider options including pool, exercise/fitness, teen activities, technology access, performing arts, theater, eating and meeting spaces, space for local organizations, etc.	Coordinate development of program across all City Departments and the community at-large.	City Administration, Elwood School Corporation, Chamber of Commerce, Library Administration	Immediate

Goal 2: Support more volunteer activities and opportunities.

Objective	Strategy	Responsible Entity	Timeframe
Create volunteer programs to help address City issues.	Maintain a database of community programs and match needs with volunteers.	City Administration	Immediate

Natural Resources

Goal 1: Preserve and enhance soil, water, and urban forest resources.

<i>Objective</i>	<i>Strategy</i>	<i>Responsible Entity</i>	<i>Timeframe</i>
Protect and preserve wetlands, ponds, aquifers, and other natural environments and habitats.	Include protection in updated zoning ordinances.	Planning Department, Planning Commission	Within one year
Recognize water resources and the importance of aquifer recharge; reduce stormwater runoff through regulation and education.	Work with the countywide MS4 Partnership to create programs to address storm water run off.	City Administration, Planning Department, Water Department	Within one year
Encourage water conservation.	Create PR campaign about water conservation.	City Administration, Planning Department, Water Department	Within one year
Protect and enhance urban forests.	Provide protection in updated zoning ordinances.	Planning Department, Planning Commission	Within one year
Collaborate with other governmental units and groups to identify and help meet environmental targets.	Build partnerships with State, Federal, and non-profit entities to increase environmental protection awareness.	City Administration, Planning Department, Planning Commission	Within one year
Promote preservation, replacement, and addition of trees within the community.	Create tree planting program.	City Administration, Planning Department, Planning Commission	Within one year

Goal 2: Improve air, water, soil, and sound quality by reducing pollution of all kinds, including traffic, noise, runoff, and excess light and noise; enhance community awareness of environmental impacts.

<i>Objective</i>	<i>Strategy</i>	<i>Responsible Entity</i>	<i>Timeframe</i>
Set community specific goals for pollution reduction.	Create PR campaign to provide information to citizens of Elwood.	City Administration, Planning Department	Within one year

Park, Open Space & Greenways

Goal 1: Preserve and maintain community parks, open space, and green space, and improve as needed in response to changing community needs.

Objective	Strategy	Responsible Entity	Timeframe
Continuously work to improve parks and recreation network.	Ensure funding is provided to address all maintenance needs. Create volunteer programs to help with facility maintenance.	City Administration, Parks Department	Within one year

Goal 2: Expand and maintain year-round, creative programs and facilities for all ages, abilities, and interests.

Objective	Strategy	Responsible Entity	Timeframe
Remain aware of and responsive to changes in recreational needs and trends.	Periodically survey parks users and citizens to identify changing needs.	City Administration, Parks Department	Immediate
Keep a reasonable balance between open spaces and parks.	Identify future recreational needs and areas for protection.	City Administration, Planning Department, Parks Department	Within one year
Increase use of parks and recreation facilities.	Create programs that are responsive to the needs of the citizens.	City Administration, Parks Department	Immediate
Maintain and expand trails.	Identify areas of the City that trails/pedestrian facilities can be added.	City Administration, Planning Department, Parks Department	Within three years
Actively promote parks, recreation, open space, and trail opportunities.	Increase PR of park facilities and opportunities.	City Administration, Parks Department	Immediate
Protect parks and recreation assets and assure user safety.	Conduct yearly assessment of park facilities.	Parks Department	Immediate
Support volunteerism to encourage people to actively support parks and open spaces.	Create volunteer opportunities and work to align volunteers with opportunities.	City Administration, Parks Department	Immediate

Goal 3: Provide high quality and well-maintained facilities, parks, and trails.

Objective	Strategy	Responsible Entity	Timeframe
Maintain and manage parks, recreation facilities, and open spaces to the highest standards using best practices; implement a plan to retain green and open space.	Ensure adequate funding to maintain park facilities.	City Administration	Immediate
Leverage resources by partnering with other communities, agencies, and school districts to optimize open space, fitness and recreation programming, and facility options.	Coordinate development and maintenance of park facilities with other City Departments.	City Administration, Elwood School Corporation, Parks Department	Immediate
Connect the park system to the community via paths and trails.	Implement trail plan identified in 5-Year Parks and Recreation Master Plan	City Administration, Planning Department, Parks Department	Within three years
Make the entire park system accessible to people with disabilities.	Conduct yearly review to ensure compliance with ADA act.	Parks Department	Within one year

Goal 4: Utilize recreation development as a resource management tool.

Objective	Strategy	Responsible Entity	Timeframe
Maintain and enhance the quality of the vegetative and hydrologic resources within the City.	Use park facilities as a proving ground for environmental protection.	City Administration, Pipe Creek Historical Society	Immediate

Goal 5: Maintain the parks and recreational amenities to a quality that meets or exceeds the goals of the community.

Objective	Strategy	Responsible Entity	Timeframe
Maintain a park plan that meets Department of Natural Resources standards.	Update park and recreation master plan every 5 years.	City Administration, Parks Department	Within five years
Maintain a park plan that incorporates the community's goals and creates a vision for the park system.	Conduct a survey to determine community needs.	City Administration, Parks Department	Within five years

Historic & Cultural Resources

Goal 1: Build upon local assets and heritage to develop an overall community identity.

<i>Objective</i>	<i>Strategy</i>	<i>Responsible Entity</i>	<i>Timeframe</i>
Identify local cultural and historic resources.	Use local attractions as a means to increase tourism and the attractiveness of the City.	City Administration, Pipe Creek Historical Society	Within two years

Goal 2: Preserve and enhance historical and culturally significant amenities.

<i>Objective</i>	<i>Strategy</i>	<i>Responsible Entity</i>	<i>Timeframe</i>
Identify local cultural and historic resources.	Ensure adequate funding to address preservation needs. Identify external funding sources to aid with preservation efforts.	City Administration, Planning Department, Pipe Creek Historical Society	Within two years

Goal 3: Develop design guidelines to maintain the architectural integrity of the buildings in Elwood's central business district and historic district from rehabilitation and new construction.

<i>Objective</i>	<i>Strategy</i>	<i>Responsible Entity</i>	<i>Timeframe</i>
Create design guidelines.	Adopt design guidelines.	Planning Department, Planning Commission	Within two years

Land Use

Goal 1: Promote the coordinated and planned uses of land as a means to protect the City's environment.

<i>Objective</i>	<i>Strategy</i>	<i>Responsible Entity</i>	<i>Timeframe</i>
Ensure the Comprehensive Plan is followed and all ordinances are enforced.	Host Comprehensive Plan information dissemination sessions.	City Administration, Planning Department, Planning Commission	Immediate
Encourage land use patterns which reduce overall energy expenditures [heating and cooling, transportation, construction methods and materials, etc.] or which maximize energy efficiency.	Require compact development patterns – new development should be immediately adjacent to existing development.	Planning Department, Planning Commission	Within one year

Goal 2: Provide adequate land area for a full range of development locations and permitted development types.

<i>Objective</i>	<i>Strategy</i>	<i>Responsible Entity</i>	<i>Timeframe</i>
Promote compact growth patterns and identify growth areas that can effectively be provided with public services.	Incorporate Smart Growth and Low Impact Development strategies into the future development of the City.	City Administration, Planning Department, Planning Commission	Within two years

Goal 3: Maintain and improve the mix of residential, commercial, employment, parks, and civic land uses throughout the community to promote a balanced tax base and to anticipate long-term economic and social changes.

<i>Objective</i>	<i>Strategy</i>	<i>Responsible Entity</i>	<i>Timeframe</i>
Review the Land Use Plan regularly to ensure its usefulness as a practical guide to current and future development. Whenever practicable, coordinate the Plan with the plans of neighboring communities, the county, and school districts.	Schedule regular cross-department plan updates.	All Departments, Elwood School Corporation	Immediate
Encourage a broad mix of commercial businesses within the community to diversify and strengthen the tax base and employment opportunities.	Use census and economic forecasting information to determine the types of businesses that need to be recruited in Elwood.	City Administration, Economic Development Department, Chamber of Commerce, Economic Development Corporation	Within one year

Goal 4: Identify underutilized, deteriorated, or blighted properties and guide them toward revitalization, reinvestment, or redevelopment consistent with community goals, good planning and development principles.

<i>Objective</i>	<i>Strategy</i>	<i>Responsible Entity</i>	<i>Timeframe</i>
Promote redevelopment that reduces blight, expands the tax base, enhances the mix of land uses in the community, and achieves other community goals.	Actively pursue the redevelopment of identified sites.	City Administration, Economic Development Department, Planning Department.	Within two years
Apply strategies to effectively enforce City ordinances related to the maintenance of buildings and property.	Maintain City policies with regards to upkeep of properties and expedite the citation into court process.	Planning Department, Planning Commission, City Courts	Immediate

Transportation

Goal 1: Develop a transportation network which helps achieve the land use and sustainability goals of the Comprehensive Plan.

<i>Objective</i>	<i>Strategy</i>	<i>Responsible Entity</i>	<i>Timeframe</i>
Encourage infrastructures improvements according to the Comprehensive Plan.	Re-evaluate infrastructure improvement plans in accordance with the Comprehensive Plan	City Administration, Planning Department	Within one year

Goal 2: Provide a transportation network that moves people and goods safely and efficiently.

<i>Objective</i>	<i>Strategy</i>	<i>Responsible Entity</i>	<i>Timeframe</i>
Support planning and funding for state, regional, and county transportation projects to ensure capacity, improve operations, improve safety, and reduce spillover to the local system.	Coordinate infrastructure development projects with all partners.	City Administration, Planning Department, Metropolitan Planning Organization	Immediate
Collect and maintain data on roadway deficiencies (safety, operations, capacity), and target investments accordingly, including the top 10 intersections where the greatest number of accidents occur.	Conduct yearly assessments of infrastructure within the City.	City Administration, Planning Department	Immediate
Install better signage to improve safety for drivers, pedestrians, and bicyclists.	Conduct an inventory of existing roadway signage.	City Administration, Planning Department	Immediate

Goal 3: Develop a street maintenance program.

<i>Objective</i>	<i>Strategy</i>	<i>Responsible Entity</i>	<i>Timeframe</i>
Budget sufficient funding to address safety, aesthetic, and maintenance issues.	Monitor and maintain a database of required street improvements.	City Administration, Street Department	Immediate
Increase life expectancy of roadways by addressing maintenance issues.	Create a street maintenance program.	City Administration, Street Department	Immediate

Goal 4: Expand, maintain, and promote a system of continuous and connected trails/pathways that encourage walking and biking.

<i>Objective</i>	<i>Strategy</i>	<i>Responsible Entity</i>	<i>Timeframe</i>
Create a sidewalk construction/reconstruction program.	Address sidewalks that have been assessed in the Safe Routes to School Plan and the ADA Accessibility Plan.	City Administration, Planning Department, Street Department	Within three years
Provide safe crossings across busy streets to keep areas connected.	Improve signalized intersections throughout the City.	City Administration, Planning Department, Street Department	Within one year
Provide safe routes to schools.	Implement the Safe Routes to School Program.	City Administration, Elwood School Corporation	Within one year
Connect major retail and business areas with one another and with neighboring residential areas; support walkways/bikeways connecting retail areas.	Incorporate pedestrian path requirements in zoning ordinances update.	Planning Department, Planning Commission	Within one year
Create walkable neighborhoods that promote community cohesion, connections, and cooperation; create pathways that connect neighborhoods as well as community gathering/meeting places with each other.	Develop a sidewalk and pedestrian pathway improvement plan.	City Administration, Planning Department, Planning Commission	Immediate
Work with other units of government to develop and connect trail systems.	Coordinate development and expansion of trail network with the Metropolitan Planning Organization.	City Administration, Planning Department, Metropolitan Planning Organization	Immediate
Make the city accessible to people with physical disabilities.	Create and implement an ADA Accessibility Plan	Planning Department	Immediate

Utilities

Goal 1: Develop and maintain a program for infrastructure to expand with growth in Elwood.

<i>Objective</i>	<i>Strategy</i>	<i>Responsible Entity</i>	<i>Timeframe</i>
Coordinate development with details of the City of Elwood Master Utility Plan.	Blend utility improvement plan with other infrastructure improvement plans.	City Administration, Planning Department, Water Department	Within two years

Goal 2: Use infrastructure and other redevelopment efforts to reduce or eliminate visual clutter such as overhead power, cable, telephone lines, and traffic controller and junction boxes.

<i>Objective</i>	<i>Strategy</i>	<i>Responsible Entity</i>	<i>Timeframe</i>
Identify opportunities to improve the overall aesthetics of the community.	Address issues during redevelopment, replacement or rehabilitation of infrastructure.	City Administration, Planning Department, Street Department, Water Department.	On-going

Goal 3: Develop and implement environmentally sensitive public infrastructure planning, design, and construction.

<i>Objective</i>	<i>Strategy</i>	<i>Responsible Entity</i>	<i>Timeframe</i>
Consider environmental impact of infrastructure improvements.	Involve Planning Commission with the review of infrastructure improvement projects.	City Administration, Planning Department, Planning Commission, Street Department, Water Department	Immediate

Goal 4: Provide sufficient funding for long-term infrastructure construction and operations.

<i>Objective</i>	<i>Strategy</i>	<i>Responsible Entity</i>	<i>Timeframe</i>
Identify new funding sources for infrastructure improvements.	Pursue all funding strategies to improve infrastructure.	City Administration, Planning Department, Street Department, Water Department	Immediate

Economic Development

Goal 1: Collaborate to create a coordinated plan to promote Elwood's business and residential opportunities.

Objective	Strategy	Responsible Entity	Timeframe
Support businesses that serve Elwood's population and provide attractive employment options that encourage people to relocate here.	Create a 'buy local' program. Advertise Elwood's 'quality of life' programs.	City Administration, Planning Department, Chamber of Commerce	Within one year

Goal 2: Enhance the city's diverse business community.

Objective	Strategy	Responsible Entity	Timeframe
Actively promote Elwood in the greater metropolitan area and throughout the state and region.	Create PR campaign to attract businesses to Elwood. Increase highway signage directing people into Elwood.	City Administration, Planning Department, Chamber of Commerce	Immediate
Encourage businesses with family sustaining jobs.	Match job trade skills with available job opportunities.	City Administration, Elwood School Corporation, Chamber of Commerce	Immediate
Actively support existing businesses.	Create a 'buy local' program. Advertise Elwood's 'quality of life' programs.	City Administration, Planning Department, Chamber of Commerce	Within one year
Pursue/Create opportunities for job training/retraining.	Create programs to match skilled labors with existing job opportunities.	City Administration, Planning Department, Chamber of Commerce	Within one year
Welcome new businesses.	Create a recruitment incentive package.	City Administration, Economic Development Department, Chamber of Commerce	Immediate
Seek out and support high quality businesses that enhance the tax base.	Create a business recruitment campaign.	City Administration, Economic Development Department, Chamber of Commerce	Immediate
Work with existing businesses to recruit their suppliers.	Build a location quotient model, demonstrate how much money a supplier can save by working in closer proximity to a manufacturer/distributor	City Administration, Economic Development Department, Chamber of Commerce	Immediate

Goal 3: Provide attractive, inviting, high-quality retail shopping and service areas that are conveniently and safely accessible by multiple travel modes including transit, walking, and bicycling.

Objective	Strategy	Responsible Entity	Timeframe
Encourage commercial areas to make efficient use of land, provide for safe vehicular and pedestrian movements, including bicycle, provide adequate parking areas, provide appropriate site landscaping, and create quality and enduring aesthetic character.	Incorporate new design standards into zoning update.	Planning Department, Planning Commission	Within one year

Goal 4: Maintain a balance of commercial/industrial activities that anticipate long-term economic and social changes.

Objective	Strategy	Responsible Entity	Timeframe
Attract businesses that require a diverse set of skills.	Coordinate business recruitment activities with school degree tracts.	City Administration, Elwood School Corporation	Immediate

Goal 5: Promote an appropriate mix of commercial development types within the community.

Objective	Strategy	Responsible Entity	Timeframe
Use the Comprehensive Plan to guide new commercial development to locations appropriate for its scale and use.	Define new commercial expansion areas with the zoning ordinance update	Planning Department, Planning Commission	Within one year
Emphasize the development of commercial uses that meet the needs of existing and future Elwood residents.	Use a business analyst model to determine which businesses are needed in Elwood.	Department of Economic Development, Chamber of Commerce	Within one year
Support neighborhood-scale commercial areas that provide convenient access to goods and services at appropriate locations within the community.	Include neighborhood commercial in zoning ordinance update.	Planning Department, Planning Commission	Within one year

Goal 6: Support redevelopment that embraces genuine public-private partnerships with benefits for all.

Objective	Strategy	Responsible Entity	Timeframe
Identify areas for redevelopment within the City.	Partner with private and non-profit businesses to redevelop underutilized properties.	City Administration, Department for Economic Development, Chamber of Commerce	Within one year

Goal 7: Ensure that the technology infrastructure is in place to provide a competitive advantage and optimize public and private sector performance.

Objective	Strategy	Responsible Entity	Timeframe
Maintain a cutting edge City of Elwood website as a first impression to the City.	Develop and maintain a web presence.	City Administration	Immediate
Provide current and cost-effective technology and associated infrastructure for city operations and services, and private sector partnerships.	Ensure installation of current mobile and internet technology.	City Administration, Planning Department	Immediate
Invest in a technology infrastructure that meets short-term needs and provides long term flexibility.	Address technology infrastructure needs that are not being addressed by the private sector.	City Administration	Within one year

Goal 8: Develop a long-term technology infrastructure plan.

Objective	Strategy	Responsible Entity	Timeframe
Regularly assess and update technology trends to identify and recommend future investments.	Maintain an inventory of up-to-date programs and installed infrastructure throughout the city.	City Administration	Immediate
Develop policies to provide broad technology access.	Coordinate with private providers to increase access throughout the City.	City Administration	Immediate
Seek community and business input on technology infrastructure needs.	Conduct a survey to identify needs.	City Administration	Immediate
Establish secure funding sources to operate, maintain, and upgrade technology infrastructure.	Institute a technology user fee.	City Administration, City Council	Immediate

APPENDIX A

STEERING COMMITTEE MATERIALS & INFORMATION



Plan Elwood
Steering Committee Meeting
April 20th, 2010 – 6pm
Birch Bayh Center, Elwood, Indiana

1. Introduction

2. Roles & Responsibilities

Steering Committee

- Make sure the plan addresses community issues and reflects community opinion and objectives
- Take ownership of the plan as it is developed and responsibility for building community consensus among stakeholder groups
- Talk to other residents/ Share the vision
- Attend public meetings

MCCOG

- Help residents view the community with fresh eyes and consider approaches that have worked in other communities

3. Operating Details

- Code of Conduct
- Rules & Procedures for decision making

4. Existing Condition Overview

5. Vision Statement

6. Goals & Objectives

- Transportation
- Economic Development
- Housing
- Utilities
- Natural Resources
- Parks & Open Space
- Public Safety
- Community Services

7. Next Meeting

- Refine Goals & Objectives
- Land Use Discussion

Next meeting date:



Plan Elwood

**Steering Committee Meeting
April 20th, 2010 – 6pm
Birch Bay Center, Elwood, Indiana**

Name

Affiliation

Contact E-mail/ Phone Number

Eric Fetting	KADET	E.Fetting@KADETProducts.com 552-7341
Jamie Scott	Elwood Public Library	jscott@elwood.lib.in.us
Melissa Alfray	Main Street Auto	melissa.alfray@gmail.com
Carolyn Knotts	Home-Owner	CarolynAndBob@ATT.NET
RICK REBUCK	HOME OWNER	RICK 55@ ATT.NET
MICHELE Daniels	Key West	Dwayne.Daniels 2 ATT.NE
NATALIE REBUCK		NATALIEREBUCK@GMAIL.COM
DEBBIE BROWN	Planning / Council	dkbrown001@sbglobal.net
Kyle Noone	city employee / judge	kylenoone@hotmail.com
Bob Savage	Elwood Schools / Redbold	bsavage@redgld.com
Deb Sere	Planning Commission	dsere@comcast.net
Brenja Wilson	Citizen	brenjowilson52@sbglobal.net
NED E DUNNICHAY	DUNNICHAY F.H.	dunnichay@comcast.net
Merrill Taylor	Mayor City of Elwood	mayor@cityofelwood.com
Bill Savage	Econ. Dev. Dir., City of Elwood	savagew@hotmai.com



Plan Elwood
Steering Committee Meeting
May 18th, 2010 – 6pm
Birch Bayh Center, Elwood, Indiana

1. Introduction

2. Roles & Responsibilities

Steering Committee

- Make sure the plan addresses community issues and reflects community opinion and objectives
- Take ownership of the plan as it is developed and responsibility for building community consensus among stakeholder groups
- Talk to other residents/ Share the vision
- Attend public meetings

MCCOG

- Help residents view the community with fresh eyes and consider approaches that have worked in other communities

3. Finalize Vision Statement

- Recommend forwarding vision statement along to Planning Commission

4. Goals & Objectives

- Transportation
- Economic Development
- Housing
- Utilities
- Natural Resources
- Parks & Open Space
- Public Safety
- Community Services

5. Next Steps & Meeting Date

- Refine Goals & Finalize Objectives
- Land Use Mapping Exercise & VPS
- Draft Documentation

Next meeting date:



Plan Elwood

**Steering Committee Meeting
June 8th, 2010 – 6pm
Birch Bayh Center, Elwood, Indiana**

1. Introduction & Updates

- On-line; website & Facebook

2. Roles & Responsibilities

Steering Committee

- Make sure the plan addresses community issues and reflects community opinion and objectives
- Take ownership of the plan as it is developed and responsibility for building community consensus among stakeholder groups
- Talk to other residents/ Share the vision
- Attend public meetings

MCCOG

- Help view the community with fresh eyes and consider approaches that have worked in other communities

3. Vision Statement

- Any last comments

4. Survey – comments

5. Goals & Objectives

- Sustainability/Environmental Management
- Community Facilities & Public Safety
- Housing
- Natural Resources
- Parks, Open Space & Greenways
- Utilities & Infrastructure
- Cultural Resources
- Land Use & Development
- Transportation
- Economic Development

6. Next Steps & Meeting Date

- Finalize Goals & Objectives
- Land Use Mapping Exercise & VPS
- Public Meetings

Next meeting date: June 29th?



Plan Elwood

Steering Committee Meeting
June 8th, 2010 - 6pm
Birch Bayh Center, Elwood, Indiana

Name	Affiliation	Contact E-mail/ Phone Number
DEBBIE BROWN	Council/Planning	7651278-7873 dkbrown001@sbcglobal.net
Melissa Alfray	Resident	melissa.alfray@gmail.com 623-4498
Candy Knotts	Resident	CandyKnotts@aol.com
Kathy Kleenleub	ABWA	Bud1515@AHERITECH.NET 623-5470
Lynith King	Resident	1417712 Catestrucking.com 623-3215
MICHELLE DAULTZ	IG West	Dwayne-Daniels@ATT.NET
JOE COLLIER	RESIDENT	PASTOR@FPCELWOOD.COM
Glen Murray	Elwood Water	gmurray@cityofelwood.com
Kyle Noone	Resident/City gov.	kylenone@hotmail.com
Dobbie Seres	PLANNING COMM.	dseres@comcast.net



Plan Elwood

**Steering Committee Meeting
June 29th, 2010 – 6pm
Birch Bayh Center, Elwood, Indiana**

1. Introduction & Updates

2. Roles & Responsibilities

Steering Committee

- Make sure the plan addresses community issues and reflects community opinion and objectives
- Take ownership of the plan as it is developed and responsibility for building community consensus among stakeholder groups
- Talk to other residents/ Share the vision
- Attend public meetings

MCCOG

- Help view the community with fresh eyes and consider approaches that have worked in other communities

3. Goals & Objectives

- Sustainability/Environmental Management
- Community Facilities & Public Safety
- Housing
- Natural Resources
- Parks, Open Space & Greenways
- Utilities & Infrastructure
- Cultural Resources
- Land Use & Development
- Transportation
- Economic Development

4. Next Steps & Meeting Date

- Land Use Mapping Exercise & VPS
- Public Meetings

Next meeting date:



Plan Elwood

Steering Committee Meeting
June 29th, 2010 – 6pm
Birch Bayh Center, Elwood, Indiana

Name	Affiliation	Contact E-mail/ Phone Number
Deline Seres	PLANNING @CMH.	dseres@comcast.net
Kyle Noone	citizen	kylenoone@hotmail.com
Candace Burtis	Home Owner	Candace and Bob @ att.net
Kitty Kleinhuber		BUB1515@AMERITECH.NET
Neil E. Dunnichay	DUNNICHAY FUNERAL HOMES	dunnichay@comcast.net
James Scott	ELWOOD Public Library	jscott@elwood.lib.in.us
William D. Savage	City of Elwood	savagewd@hotmail.com



Plan Elwood

**Steering Committee Meeting
July 19th, 2010 – 6pm
Elwood City Hall, Elwood, Indiana**

1. Introduction & Updates

2. Roles & Responsibilities

Steering Committee

- Make sure the plan addresses community issues and reflects community opinion and objectives
- Take ownership of the plan as it is developed and responsibility for building community consensus among stakeholder groups
- Talk to other residents/ Share the vision
- Attend public meetings

MCCOG

- Help view the community with fresh eyes and consider approaches that have worked in other communities

3. Update

- Steering Committee [5 mtgs.]
- Vision Statement
- Goals and Objectives

4. Future Land Use Map

5. Next Steps

- Survey
- Public Meetings

Next meeting date:



Plan Elwood

Steering Committee Meeting
July 19th, 2010 - 6pm
Elwood City Hall, Elwood, Indiana

Name	Affiliation	Contact E-mail/ Phone Number
MICHELE Daniels	Key West	Dwayne. Daniels @ ATT-Net 765-552-3391
Lynn King	Property owner	765-623-3215 Lynn@Cokestruckling.com
Kerry KLEINBIB		765-621-5470 dub1515@AMERITECH.NET
RICK REBUCK	PROPERTY OWNER	552-0434 RICK 55@ATT.NET
John Dockery	Property Owner	623-7076 Doc@TheDoc.info
Kyle Noone	property owners	165-552-3831 kxnoone@hotmail.com
Sherry Eubanks	Elwood Chamber of Commerce	765-552-0180 elwoodchamber@sbcglobal.net
Dean Cole	Cole Excavating	765-425-5805 coleexcavating@gmail.com
Don Nania	Pam Supt	620-1235
Nora Worley	Planning Member	765-860-9530
Debra Jones	PLANNING COMM.	765-552-8770 dsere@scomcast.net
Bill Savage	Planning Comm	savagewde@hotmail.com / 552-8384
Debbie Brown	" "	dkbrown001@sbcglobal.net 278-7873
Theodore Idelwine	Planning Com.	765 T-Idelwine@hotmail.com 765-635
Jason Robison	Planning Comm	elwoodbldgcmsh@hotmail.com 4068

APPENDIX B

PUBLIC MEETING MATERIALS & INFORMATION



Plan Elwood

Public Meeting

**August 16th, 2010 – 6pm
Elwood City Hall, Elwood, Indiana**

1. Introduction

- **Code of Conduct**
Public
 - Make sure the plan addresses community issues and reflects community opinion and objectives
 - Take ownership of the plan as it is developed and responsibility for building community consensus among stakeholder groups
 - Talk to other residents/ Share the vision
- MCCOG*
 - Help residents view the community with fresh eyes and consider approaches that have worked in other communities.

2. Comprehensive Plan and the City of Elwood

3. Data Gathering Stations

- **PLAN Analysis – Possibilities Liabilities Assets Needs**
- **Mapping – Where do we go from here?**

4. Sharing the vision

5. Conclusion

- **Next Meeting Details**

Next meeting date: August 30th, 2010 @ 6pm Elwood City Hall

Vision Statement

Located in the Heart of Hoosierland, the City of Elwood is a community of choice for families and businesses. Elwood is safe and sustainable, with places to live, work, shop and play.

Housing and Neighborhoods. Elwood preserves the character, vitality, and safety of its neighborhoods and provides a full range of housing opportunities.

Community Development. Elwood develops projects that enhance the community economy and the environment. Elwood maintains a predictable development process and provide incentives to attract targeted industries and create new jobs.

Jobs and Shopping. Elwood is a commercial and job center that supplies valuable products and services; embraces sustainable solutions; cultivates family-supporting careers; and offers opportunities to grow small businesses and entrepreneurial endeavors.

Natural Resources and Recreation. Elwood enjoys vibrant parks, bikeways, trails, and natural landscapes; is a careful steward of water and other resources; and is a center for culture, recreation, hospitality, and entertainment.

Education. Elwood offers a sound educational system filled with opportunities to meet modern workforce demands and support entrepreneurship.

Sustainability. Elwood is a sustainable community in all aspects – from the environment to the economy – and fosters responsible community growth and redevelopment.

Special Place. Elwood celebrates its rich heritage and historical contributions from Presidential candidates to Olympians.

Transportation. Elwood is centrally located and accessible by three state highways and railway service making it convenient and cost effective for business, services and residents.

Community Value. Elwood enjoys exceptional services at reasonable costs, a competitive cost of living, and provides youth programs and recreational sports of all types.

Regionalism. Elwood is well connected to the central Indiana region and the Indianapolis Metropolitan area.



Plan Elwood

Public Meeting
August 16, 2010 - 6pm
Elwood City Hall, Elwood, Indiana

Name	Affiliation	Contact E-mail/ Phone Number
RIK REBUCK	Homeowner	RIK 55@ATT.NET
Melissa Alfay	Business/homeowner	
Candace Gault	Homeowner	Candace and Bob @att.net
Lynn King	Home Owner	1/1111 P. Cates Trucking, Com 623-3215
Helen Weebs	Home Owner	dastny@hotmail.com
Peggy Etchison	Home owner	N/A
DON ETCHISON	"	552-5540
Glen Murray	Elwood Water	murray-gl27@yahoo.com 765 52-98
Melina Miller	Cell-Leader	552-3355
Kyle Noone	citizen/homeowner	kylenoone@hotmail.com
Michele Daniels	MCCG	Dwayne Daniels - ATT.net
Bob Savage	Elwood Schools / Redbird	bsavageprod@aol.com
RON ARNOLD	RESTORANT / GOVT	RON ARNOLD CONSULTING CORP 765-623-3303
Jennifer Arnold		765-635-4712



Plan Elwood
Public Meeting
August 30th, 2010 – 6pm
Elwood City Hall, Elwood, Indiana

1. Introduction

- **Code of Conduct**
Public
 - Make sure the plan addresses community issues and reflects community opinion and objectives
 - Take ownership of the plan as it is developed and responsibility for building community consensus among stakeholder groups
 - Talk to other residents/ Share the vision
- MCCOG*
 - Help residents view the community with fresh eyes and consider approaches that have worked in other communities.

2. Comprehensive Plan and the City of Elwood

3. Recap

- PLAN
- Mapping
- Survey Results

4. Formulating Goals & Objectives

5. Planning Concepts

6. Next Steps



Plan Elwood

Public Meeting
August 30, 2010 - 6pm
Elwood City Hall, Elwood, Indiana

Name	Affiliation	Contact E-mail/ Phone Number
Martha Parker	"Citizen"	
Tom Austin	citizen/unattached	
Teresa Blake	citizen	765-623-7503 blusher.oo@comcast.net
Bill Savage	City of Elwood	savagebw@hotmail.com 552-8384
Debra Seres	PLANNING Commission	dseres@comcast.net 552-8770
Dustin Dyer	Citizen	dastny@hotmail.com 557-054
James Dyer		414 So D 80 552-726
Barbara Snider		1436 N. 9th 552-2383
Jason Robison	City of Elwood	Elwoodbldg.cmgsl@hotmail.com
Kyle Noone	citizen	kylenoone@hotmail.com
Pat Hoose	citizen	phoose@sbcglobal.net
NED DUNNICHAY	CITIZEN/PC	dunnichay@comcast.net 552-2501
DAVID SAVAGE	CITIZEN/Elwood City Council	djsavage@hotmail.com
Kitty Kleinbus	CITIZEN	
Lynn King	Property Owner	lynn@catestracking.com 623-3215
Michael Daniels	Way West - Dura-therm	DAVIELS2ATT.NET OR 425-3406 552-3391
Carolyn Kratts	Home Owner	Carolyn-and-Bob@ATT.NET 552-9463
RICK REEBUR	HOME OWNER	RICK55@ATT.NET
REX MINIX	CITIZEN	610-8889



Plan Elwood

Public Hearing
September 13th, 2010 - 7pm
Elwood City Hall, Elwood, Indiana

Name	Affiliation	Contact E-mail/ Phone Number
Bill SAVAGE	City of Elwood	SAVAGEW@a hotmail.com
Melinda Miller	Call-Head	552-3355
JASON ROBINSON	City of Elwood	elwoodbldgcrush@hotmail.com
Cynthia Mendenhall	City of Elwood	765-552-5096
KYLE BACH	MECCA COMPANIES	574-234-5655
LON CLAYTON		
DONALD L. CHURCH		552-0211
Donna Rayner		414 S D ST
Debra Weiler		557-0542
Dean Cole	Cole Excavating, LLC	765-425-5805
James C. Ramsey		183 352-2475
Fred Wolf	CITY of Elwood	552-5323
Donna	Elwood Utilities	552-3259
Barbara Koshove	Elwood Utilities	
Glen Murray	Elwood Utilities	552-9844
JOE COWLER	CITY CHAPLAIN	552-5751
Kyle Noone	homeowner	kyle.noone@hotmail.com
Debbie Seres	Planning Commission Member	dseres@comcast.net

PROOF OF PUBLICATION

State of Indiana,

Madison County, ss:

Personally appeared before me,

Robert Nash of

The Elwood Publishing Co., Publishers
of the Elwood Call-Leader, a daily
newspaper of general circulation,
printed and published in Elwood,
Madison County, Indiana, who, being
duly sworn upon his oath, says that the
notice of which the attached is a true
copy, was duly published in said

newspaper for 1 successive
weeks.

The first September 3, 2010

The last

Robert Nash

Subscribed and sworn to before me

this 7 day of Sept. 2010

Jane E. Miller Notary Public
Madison County, Indiana
My Commission expires

1-29-2016**LEGAL NOTICE****PUBLIC NOTICE FOR
SECOND PUBLIC HEARING**

The City of Elwood will hold a public hearing on Monday, September 13, 2010 beginning at 7:00 PM (Local Time) at the Municipal Building located at 1505 South B Street, Elwood, Indiana to provide interested citizens an opportunity to express their views on the recently completed Comprehensive Plan. The Comprehensive Plan was paid for using Federal Community Development Block Grant Funds from the Indiana Office of Community and Rural Affairs.

Representatives from the Consulting Agency, Madison County Council of Governments, will present their findings and recommendations at the hearing. Every effort will be made to allow persons to voice their opinions at the public hearing.

Persons with disabilities or non-English speaking persons who wish to attend the public hearing and need assistance should contact Mr. William Savage, Economic Development Director at 1505 South B Street, Elwood, Indiana 46036 or at (765) 552-8384 no later than September 10, 2010. Every effort will be made to make reasonable accommodations for these persons. For additional information concerning the public hearing or the Comprehensive Plan, please contact Mr. William Savage, Economic Development Director at the address or phone number listed above.

PUBLISH: September 3, 2010
E923

PROOF OF PUBLICATION

State of Indiana,

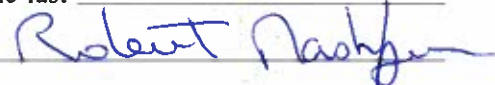
Tipton County, ss:

Personally appeared before me,

Robert Nash of

The Elwood Publishing Co., Publishers of the Tipton Tribune, a daily newspaper of general circulation, published in Tipton, Tipton County, Indiana, who, being duly sworn upon his oath, says that the notice of which the attached is a true copy, was duly published in said

newspaper for 1 successive weeks.

The first September 3, 2010The last


Subscribed and sworn to before me

this 7 day of Sept. 2010


Jane E. Miller Notary Public
Madison County, Indiana
My Commission expires

LEGAL NOTICE**PUBLIC NOTICE FOR
SECOND PUBLIC HEARING**

The City of Elwood will hold a public hearing on Monday, September 13, 2010 beginning at 7:00 PM (Local Time) at the Municipal Building located at 1505 South B Street, Elwood, Indiana to provide interested citizens an opportunity to express their views on the recently completed Comprehensive Plan. The Comprehensive Plan was paid for using Federal Community Development Block Grant Funds from the Indiana Office of Community and Rural Affairs.

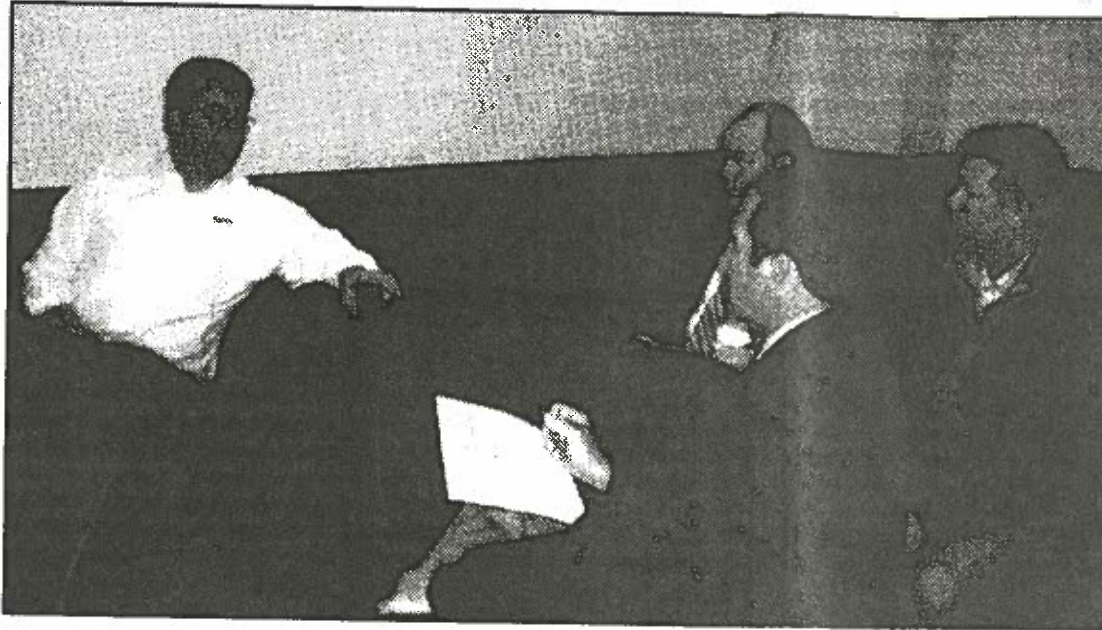
Representatives from the Consulting Agency, Madison County Council of Governments, will present their findings and recommendations at the hearing. Every effort will be made to allow persons to voice their opinions at the public hearing.

Persons with disabilities or non-English speaking persons who wish to attend the public hearing and need assistance should contact Mr. William Savage, Economic Development Director at 1505 South B Street, Elwood, Indiana 46036 or at (765) 552-8384 no later than September 10, 2010. Every effort will be made to make reasonable accommodations for these persons. For additional information concerning the public hearing or the Comprehensive Plan, please contact Mr. William Savage, Economic Development Director at the address or phone number listed above.

PUBLISH: September 3, 2010
L281

APPENDIX C

ELWOOD *CALL LEADERS* ARTICLES



Eric Fetting, Joe Collier, Ned Dunnichay and Kyle Noone are four local residents who have strong interests concerning the future of Elwood and have agreed to serve on a focus group for the Elwood Comprehensive Plan. (Metina Miller photo)

Several local individuals affiliate with focus group for Comprehensive Plan

By METINA MILLER

The Elwood City Planning Commission met Monday with the Elwood Comprehensive Plan the only item on the agenda.

Allen Henderson, Chief Planner of the Madison County Council of Governments (MCCOG), requested individuals with strong interests concerning the future of Elwood volunteer for a focus group, during the February meeting. The individuals interested had their introduction to the focus group for the Elwood Comprehensive Plan on Monday. The group will meet once a month for five months. It was determined that Tuesday nights at 6 p.m. would be the best meeting time for everyone present.

Brief History of the Comprehensive Plan for Elwood

Last October Planning Commission member and Elwood Economic Development Director, Bill Savage explained that Mayor Merrill Taylor received an award

letter from Lieutenant Governor Rebecca Skillman. The letter concerned the City of Elwood's award for a \$10,173.43 planning grant from the Office of Community and Rural Affairs, Community Focus Fund, Small Cities and Towns Community Development Block Grant (CDBG) program. This award combined with the \$39,826.57 of CDBG Program Income provided by the Madison County Commissioners means the City of Elwood will receive a total of \$50,000 to prepare a new comprehensive plan for future development. Elwood will not be required to provide any matching funds for this much needed project. The Elwood Community Development Corporation (ECDC) provided \$4,000 up front to cover the costs for a certified grant administrator, Susan Schepis.

Henderson defined the comprehensive plan as a vision statement containing general guidelines for

development in a local jurisdiction. The plan is implemented through the zoning code. The zoning code contains concrete rules defining which uses (commercial, residential, etc.) are allowed in each area of town and specifying certain restrictions on those uses, such as economic impact standards or limits on the scale of buildings.

Strong comprehensive plans yield a number of important benefits. In addition to serving as the framework for zoning, plans provide land use officials with guidelines for reviewing development permits and applications to rezone certain sites. Comprehensive plans also provide additional legal protection if a particular land use decision is challenged in court.

Last night, 15 local individuals attended the meeting for the sole purpose of affiliating with the focus group for the Elwood Comprehensive Plan. Residents from all aspects of Elwood were encour-

See Several on Page 2

Obama woos Dems on he days away fi

WASHINGTON (AP) — Days away from a make-or-break vote on his fiercely contested health care overhaul, President Barack Obama is turning up the pressure on wavering Democrats as party leaders make a desperate scramble for votes to pass the president's top domestic priority.

The president is wooing freshman Democrats in the Oval Office, holding at least two one-on-one sessions in the past few days that never appeared on his official schedule, according to aides to two lawmakers invited, Reps. Scott Murphy of New York and Suzanne Kosmas of Florida.

Both voted "no" when the legislation passed the House of Representatives on the first go-round last year, but now they're not ruling out siding with the president and Democratic leaders on what's expected to be a cliffhanger vote later this week.

Another lawmaker who opposed the legislation last year, Rep. Dennis Kucinich of Ohio flew with Obama on Air Force One to an Obama appearance to pitch his call for affordable and nearly universal coverage in Kucinich's district Monday.

The liberal Kucinich, who was against the bill because he wants a larger government role in health care, also is not ruling out voting "yes" this time.

Kucinich is one of 37 Democrats currently in the 435-member House who voted against Obama's legislation when it cleared the House last fall.

With a number of anti-abortion Democrats expected to defect over provisions they contend allow federal funding of abortion, every vote will count for Democratic leaders.

It was more than a year ago that Obama asked Congress to approve legislation extending

Tovota dismisses man's

ney.
Murder charges against Bek in
deaths of two patients were
pped in 2003 after a toxicolo-
t could not link the deaths to
edications prescribed by him.

Body found near where man last

en in December
EELYVILLE, Ind. (AP) — State
ice say a person walking
ugh a wooded area in western
iana found a partially decom-
ed body.
Investigators were working to
tify the body that was found
day in a rural area near the
o County community of
yville. State police said the
hing on the body was similar to
reported in an active missing
son case, but didn't release
e details.
late police reported in
ember that man from the near-
ity of Brazil was reported miss-
by his wife, who said he left
r vehicle on property owned by
parents to go to some woods in
area where the body was
id.

arship
merican Business Women's
or the Charter Jet Chapter
lows: applicant may be either
average of 3.0 or higher on a
tution, be a senior at either
its can contact either Tammy
elwood-k12.in.us or Mary
rtterson-@att.net. Applications
e office or by contacting Tami
9 or e-mail at: tdavis@hind-
WA, is P.O. Box 315, Elwood,
h 26.

e risen Savior
Church
Elwood



* NURSERY AVAILABLE
Ministry of the Word

Butler Hughes, of Elwood, will be
at 11 a.m. Wednesday at
Dunnichay Funeral Home, with
the Rev. Carla Working officiating.
Burial will follow in Forrestville
Cemetery. Friends may call from 4
to 8 p.m. today at the funeral
home.

Several

continued from page 1

aged to join this focus group in
order to work together and pro-
vide a broad opinion base and
vision for Elwood's future. Mem-
bers who volunteered ranged
from homeowners, small business
owners, city government, police
department, the Elwood educa-
tional field, Red Gold representa-
tive and the city court system. Nearly
everyone attending was either a life
long or nearly a life-long resident
of Elwood. Volunteers for the focus
group include, Greg Lindsmeier, Glen
Murray, Bob Savage, Phil Caldwell,
Kyle Noone, Joe Collier, Ned Dunnichay,
Eric Fettig, Michelle Daniels, Carolyn
Knotts, Rick Rebuck, Pat Hoose, Lynn
King and Kitty Kleinbub. Other volun-
teers who will be participating and
had prior engagements Monday evening
include, Jamie Scott, Tom Austin, Brenda
Wilson and Tim Jones. Planning Com-
mission members Debbie Brown and Bill
Savage will also serve with the focus group.
Henderson began by having each mem-
ber introduce themselves, give a brief
description of their interest in the project
and also give their first memories of Elwood.

Everyone in attendance spoke of
Elwood when the downtown was
booming with business and activi-
ty, when high school sporting
events were packed with people,
when a theatre and community
driven events were enjoyed by the
entire community as a whole. Each
expressed a desire to return to that
time period.

Teams were divided up and their
initial discussions involved items
such as Elwood's heritage, overall
vision, obstacles, and what the
Comprehensive Plan will allow,
which were written out and com-
pared by teams. The one item
nearly everyone agreed upon was
a vision of a busy downtown area
and a sense of community pride
which Elwood once possessed
and desperately needs reinforced.

The focus group will meet for the
purpose of joining together offering
several different opinions and
ideas for the group to narrow down
and form an overall group plan.

The first meeting of the Elwood
Comprehensive Plan focus group
will be on April 20 at 6 p.m. at the
Birch Bayh Senior Citizens Center.

The next regularly scheduled
meeting of the Elwood Planning
Commission is set for March 19 at
6 p.m. Volunteers are still needed
for the focus group. For more infor-
mation call 552-3047.

today. Thieves cut a hole in the ceiling
of an Eli Lilly & Co. warehouse in
Enfield, a northern Connecticut
city that borders Massachusetts,
before dawn Sunday and rap-
pelled inside, where they disabled
an alarm and apparently loaded
pallets of drugs into a waiting ve-
hicle, police said. The thieves made
off with enough drugs to fill at least
one tractor-trailer, police said.
"Just by the way it occurred, it

I Edward
for India
placed th
\$70 millic
the antid
Cymbalta
Zyprexa.
painkillers
Zyprexa
Lilly's tw
year. Pro
dollar dru
seller bef
tion sever

Lottery

INDIANAPOLIS (AP) — Here
are the winning numbers selected
Monday in the Hoosier Lottery:
Daily Three-Midday: 0-3-7
Daily Three-Evening: 6-7-3
Daily Four-Midday: 4-9-6-3
Daily Four-Evening: 8-6-3-8
Lucky 5-Midday: 1-9-11-26-27
Lucky 5-Evening: 3-5-6-29-34
Estimated Hoosier Lotto jack-
pot: \$2 Million
Estimated Mega Millions jack-
pot: \$12 Million
Estimated Powerball jack-
pot: \$20 Million

Sp
Cub S
hosts fo
Saturday
to 7 p.m.
to cover
camp. Tic
at the de
Creech, 5



THE ELWOOD CALL LEADER

RAY F. BARNES & FAMILY - S

100th

ANNIVERSARY

The Call-Leader

1894

Jack Barnes President
Sandy Burton Managing Editor
Robert Nash Publisher
Chris Idlewine-Wesco Circulation
Michael Brown Director of Marketing

Phone 552-3351
The Call-Leader (UPS 174-640) Publis
Sundays and holidays. Periodical Clas
Elwood, Indiana. No mail service within
Office located at 317 South Anderson
Indiana 46036.

~ SUBSCRIPTION RATE
Delivered by Mail, One Year...In County \$150.00
Out of State.....
Delivered by Carrier..... \$10.75 per month
Delivered by Motor Route..... \$12.25 per month

SINGLE COPY PRICE
POSTMASTER: Please send address:
The Call-Leader
P.O. Box 85, Elwood, Indiana

- NOW OPEN -

ELWOOD

LOW COST PHARMACY

Mon.-Fri. 10 to 6

518 S. Anderson Street 552-0869

* Featuring Low Cost Prices on Name Brands and Generic Drugs

* Most Insurance Plans Accepted

- Generic List of Drugs -

\$5 - 30 Count Supply \$10 - 90 Count Supply

Select Larger Quantities Available for 10.00

"FAST. FRIENDLY SERVICE"

LEADER

E0913M 07/12/11
MADISON CO COUNCIL GOVT
16 E 9TH ST
Anderson

**C013

ie
EADER

IN 46016-1181

rtrem
Madison
County
www.elwoodpublishing.com

OVER
100
years

y, August 17, 2010

Elwood, Indiana 46036

75 cents



ng, who teaches fourth grade at Tri Central Elementary after the BIG REVEAL \$10,000 makeover of her classroom. 0.

s \$10,000 classroom revealed to students

Tim Henderson, TCSC principal; Dr. Lee Williford, superintendent; members of the Sharpville Town Board and John Ennis, field service representative, Honeywell ISB.

Ennis applauded Gunning's impressive lesson plan submission entry for the contest. The day was proclaimed, "Child Safety Day" by members of the Sharpville Town Board. The underlying message was mentioned several times. "We cannot stress enough the importance of keeping our children safe from child abductions and sexual exploitation," Ennis reminded

prizes awarded to teachers with gift certificates for classroom supplies in the amount of \$500.

Got 2B Safe! Think Smart, Take Charge

Honeywell has had a long standing commitment to family safety and security. Yet it is surprising to learn that with all of the energy and focus spent on finding kids once they are gone, previous to the creation of Got 2B Safe, there was no single comprehensive nationwide school-based program to prevent abduction in the first place.

To protect our nation's children, Honeywell partnered with the National Center for Missing &

Comprehensive plan for city discussed, survey available to residents

By METINA MILLER

The first of two public hearings regarding the Elwood Comprehensive Plan was conducted Monday by Alan Henderson, Madison County Council of Governments planner. A Focus Group consisting of local business and property owners has been working together in order to establish a list of priority needs for the community.

A comprehensive plan is defined as a vision statement containing general guidelines for development in a local jurisdiction. Strong comprehensive plans yield a number of important benefits. In addition to serving as the framework for zoning, plans provide land use officials with guidelines for reviewing developmental permits and applications to rezone certain sites.

Topics of items which are under review by Henderson and the focus group include project initiation, inventory, mapping, existing conditions and analysis, growth and development forecasts, goal and policy formation, plan development and refinement, future ordinance issues and coordination.

The group was divided into two teams Monday and requested to compile a list of assets and needs (plan analysis) and their thoughts on mapping the city limits of Elwood and the question, could we possibly expand?

The conclusion was for each group to express its conclusions with each other and discuss their

ideas. Both groups had similar concerns and goals for the community.

To name just a few of the points both groups agreed upon were, Elwood's need for clean up and beautification, to attract additional business, possess strong political leadership and the need to annex particular housing and businesses into the city limits.

Henderson reminded everyone present this was the first of two public hearings and expressed disappointment that only two people from the general public was in attendance. The survey, compiled by the focus group, can still be obtained at the Municipal Building's Water Utility office, mayor's office and the Building and Planning Commission office, the Elwood Community School Corporation, Elwood Public Library and the Chamber of Commerce. The public is urged to take a few minutes and fill out this survey concerning the future of Elwood. The survey can be filled out on-line at: www.mccog-madisoncity.com. Survey questionnaires are due by Aug. 23.

Focus member, Judge Kyle Noone stated, "As members of this focus group we contributed an immense amount of time on this project. It is our ongoing responsibility to recruit additional members of the public in order to obtain their thoughts and ideas about this community."

The final public hearing is scheduled for Aug. 30 at 6 p.m. in the Municipal Building courtroom.

Doobed outside bomb



nates to FOP golf outing

levy, Buick, Chrysler, 2011 Chevy Malibu for of Police Lodge #82's

11 Chevy Malibu is for Prizes of first, second to be awarded.

for Sunday, Sept. 26 Florida Scramble format at 1 p.m.

Prizes will also be awarded for longest drive, closest to the pin and longest putt. A \$25 prize will be awarded during a putting contest held on the practice green. There will also be a silent auction and door prizes.

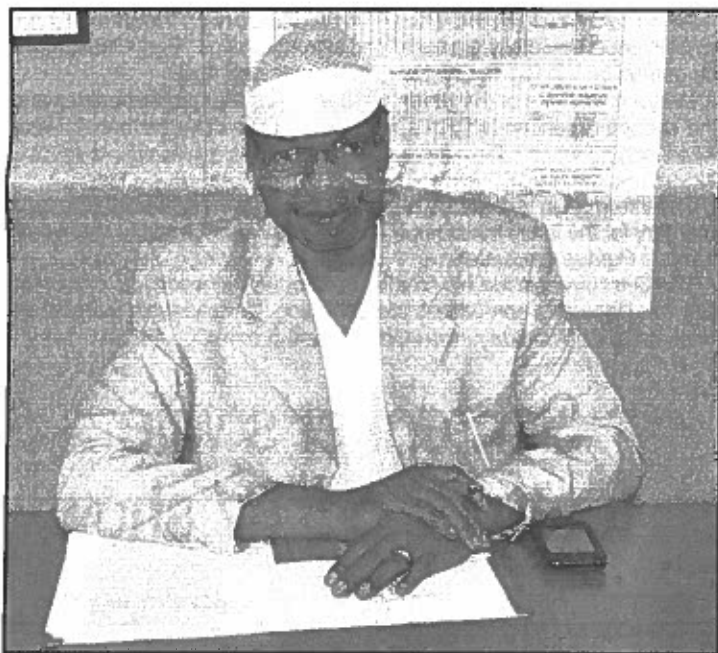
The tournament supports the annual EPD's Shop with a Cop and other programs. For more information or to participate contact an EPD officer or call 552-3376. Entries must be submitted by noon Sept. 24.

EPD officer Josh Blake is shown with Jerry Kutche. (Metina Miller photo)

t & Burgess speak to incident in Elwood

lison con- lison ional ment CP). untly "We f this eld," een esti- ging age, lorth night age by rary

had em- On work erved ight here The very not rt to the tant plain me the at



James Burgess is the Madison County President of the NAACP. (Metina Miller photo)

that this would not be tolerated at the business, however no one from General Cage offered any type of apology to McKnight that day. "There was not any meetings or written letters passed out on that day stating this type of behavior would not be tolerated," McKnight said. According to McKnight, he was nervous and upset however, he finished out the day. McKnight

with him keeping his rate of production. At that time, Elwood Staffing and McKnight agreed it was not safe for him to return back to work. McKnight added, the woman at Elwood Staffing reported she thought everything had been going well up until that point due to the fact she had not received any complaints from General Cage regarding his per-

City Council hears from local resident regarding property

By **METINA MILLER**

The Elwood City Council met on Monday at the Municipal Building. A public hearing for the city's proposed 2011 budget was concluded without any questions posed from the public.

Helen Weeks approached members of the council concerning her property located at 624 South D Street. According to Weeks, she purchased four city lots approximately five years ago and was told by the former owner and certain city officials two of the lots would be cleaned up by the city. Weeks said the former owner, the late Homer Gibson, told her the city would clean up concrete slabs and bricks (from when the city paved most of the brick roads within the city.) Weeks claimed the concrete slabs and bricks make mowing and weeding very hard and she is allergic to something that is growing on the lots and has a hard time with the upkeep.

Jason Robison, Elwood Building and Planning Commissioner, reported he spoke with elected city officials who were in office in the late 1980s, when Gibson requested the cement and bricks be dumped on his lots (for the purpose of filling it in and placing top soil over it) however Robison could not locate any records of an agreement concerning the property.

Council member, Jack Powell, stated, "If Mr. Gibson gave permission for someone to dump there, I don't believe the city would be responsible unless the debris is blocking a drainage ditch." Weeks said she does have standing water and believes a drainage ditch might be blocked.

Mayor Merrill Taylor explained the concrete slabs are too big to be removed by any equipment the city has. "I'm wondering if we don't have the equipment now. I doubt we had that type of equipment then to be the ones who put the concrete slabs there in the first place."

City Attorney Tom Beeman asked Weeks if she had looked at the lots when she purchased them. Weeks said two of the lots are wooded and only a small path was accessible at the time. "I don't see where the city would have any legal obligation since the former owner wanted the debris dumped there," Beeman stated. Weeks said she was told by former Building and Planning Commissioner, Lisa Hobbs and Pat Beeman, Elwood Street Department, that the city was obligated to clean it up. The council agreed to speak with Hobbs citing she may have information they are not aware of.

Kyle D. Bach, president & CEO of MECCA, updated the council on the recent Neighborhood Stabilization Program (NSP). The Elwood Board of Public Works and

bers stating, "Elwood's award of the \$2.2 million in grant monies was about six months behind other city's grant awards. The deadline was three days ago and many cities that originally obtained this grant did not meet the deadline for submission."

The initial ten properties chosen are obligated to meet certain federally mandated stipulations such as locating the lawful owner, property must be environmentally reviewed, checked for any lead based paint, consider if any back-taxes are owed and provided the foreclosed property is available for purchase. "Remember, some of these homes might not look as bad as some other foreclosed homes that were not chosen, but that does not reflect what the interior is like."

MECCA recently worked with the city of Kokomo, who received NSP grant funds. Bach reported the city ended up spending an approximate \$150 a square foot in rehabilitating homes versus an approximate \$8 a square foot that it will cost to demolish and build new. Elwood is only rehabilitating one home. "You will have nice, new homes in order to help revitalize your city's neighborhoods," Bach said. Bach explained when the property is ready for sale it must be sold at the appraised price. The money from the sale goes directly back into the grant fund in order to revitalize additional local properties. At no time does the city of Elwood own any of the properties. Bach said this stimulus grant opportunity was approved by President Obama in order to prevent blight in city neighborhoods caused by the recent increase in foreclosed and abandon properties.

Alan Henderson, Madison County Council of Governments Planner, gained council approval for the City of Elwood's Comprehensive Plan. Two public hearings were held in August to gain public input and the community survey results along with the local focus committee results are being reviewed. Henderson said the concerns of the general public and focus committee are mainly focusing on Elwood's existing assets and improving communication. The plan will be submitted to the Office of Community and Rural Affairs (OCRA) for their approval. Kyle Noone, Elwood City Court judge, and a Focus Group member, thanked Henderson for his patience and guidance during the recent months. "I think the focus committee has come up with a good plan for our city," Noone stated. Henderson thanked the 20 members of the Focus committee for their time and dedication in recent months to help organize an Elwood City Comprehensive Plan. The Focus Group was made up of local business and property own-

APPENDIX D

SURVEY & SURVEY RESULTS



CITY OF ELWOOD
COMPREHENSIVE PLAN SURVEY

Dear Elwood Resident,

The City of Elwood is in the process of developing a Comprehensive Plan. This Plan is an advisory document that analyzes the needs and wishes of Elwood citizens and residents. The Plan will also suggest specific policies and strategies to help direct the City towards a realization of its future goals.

Now we need to hear from YOU! A plan is not meaningful unless it reflects the needs and desires of ALL constituents of the City. Therefore, it is critical that we get as many community members as possible involved in this process. To achieve this goal, we are asking you to please respond to the enclosed survey. Here's how you can help:

1. The survey is available at the Elwood Public Library, the Elwood City Hall [at the Utility Office, Planning Department and the Mayor's office] and on-line at www.mccog.net. Look for the Plan Elwood logo at the bottom of the screen.
2. Please fill out this copy of the survey and return it to the Elwood Public Library, Elwood City Hall or by mail to the Madison County Council of Governments at:
16 E. 9th Street
Anderson, IN 46016
3. If multiple members of your family (any age) would like to respond individually, we strongly encourage them to photocopy the enclosed survey, complete the survey and return as mentioned above.

CITY OF ELWOOD COMPREHENSIVE PLAN SURVEY

Please answer the questions to the best of your ability / knowledge. All answers are confidential, anonymous and will only be used for statistical purposes. Thank you for participating in this survey!

1. On a scale of 1-5 (1 being the highest and 5 being the lowest) rate how well the City of Elwood provides for the following aspects of the community.

	Highest				Lowest
History / Culture / Diversity	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5
Economic Stability	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5
Quality of Life	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5
Municipal Services	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5
Streets	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5
Housing	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5
Parks and Recreational Services	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5
Commercial and Retail Services	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5
Other (please specify) _____	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5

2. Please check “Yes” or “No” for the following three statements.

- (a) Elwood’s housing stock provides adequate range of styles, types, and price ranges. ☐ Yes ☐ No
- (b) Elwood has an adequate supply of park and recreational facilities to serve citizens’ needs. ☐ Yes ☐ No
- (c) Elwood has an adequate supply of commercial / retail establishments to serve citizens’ needs. ☐ Yes ☐ No

3. On a scale of 1-5 (1 being the most desirable and 5 being the least desirable) rank which commercial establishments you desire the most in Elwood.

	Most Desirable				Least Desirable
Large National Retailers (Wal-Mart, etc.)	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5
Small National Retailers (Blockbuster, etc.)	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5
Local Retailers (Mom & Pop Shops, etc.)	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5
Professional Office Space	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5
Fast Food Dining	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5
Full-Service Sit-down Dining	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5
Grocery Stores	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5

4. Using the same scale, please rank surrounding parks / recreational facilities.

	Most Desirable				Least Desirable
12th Street - Joe Morris Park	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5
Callaway Park	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5
City Hall Park	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5
Kiwanis Park	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5
City Pool	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5
Skate Park	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5
Washington Park	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5
Willkie Park	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5

CITY OF ELWOOD COMPREHENSIVE PLAN SURVEY

Please answer the questions to the best of your ability / knowledge. All answers are confidential, anonymous and will only be used for statistical purposes. Thank you for participating in this survey!

5. Please indicate, to the best of your ability, what percentage of your spending dollars go to the following locations (Percent total for all 9 locations should add up to 100%).

LOCATION	PERCENT
Elwood	
Alexandria	
Anderson	
Muncie	
Indianapolis	

LOCATION	PERCENT
Tipton	
Noblesville	
Internet	
Other	

6. Please rank the following 3 statements from 1-9 (1=highest, 9=lowest [i.e. 1st, 2nd, 3rd... 9th])

**Please use each number (1-9) only once per statement.*

(a) The most important issue or problem facing Elwood is:

ISSUE	RANK
Growth	
Senior Services	
Revitalizing Downtown	
Schools / Education	
Roads / Highways	
Crime / Drugs	
Employment	
Property Maintenance	
Other_____	

(b) The heritage that is most representative of Elwood is:

HERITAGE	RANK
Railroad	
Red Gold	
Glass Factories	
Glass Festival	
Blue Collar Manufacuring	
Natural Gas	
Wendell Willkie	
James Davis	
Other_____	

(c) The industries that Elwood needs the most are:

INDUSTRY	RANK
Entertainment	
Manufacturing	
Distribution Warehousing	
Travel / Tourism	
Healthcare	
Government	
Telecommunications	
Education	
Other_____	

7. If you were Mayor of Elwood, what are 3 things you would do to help improve the City?

1. _____
2. _____
3. _____

8. Would you be willing to provide any of the following goods, services, or finances to accomplish the things you would do as Mayor? (Please check all that apply.)

- ☐ Volunteer time - If checked, how much time? _____ hours / per _____.
- ☐ Donate money
- ☐ Tax Increase - If checked, what would be acceptable? _____
- ☐ Other - Please elaborate. _____

CITY OF ELWOOD COMPREHENSIVE PLAN SURVEY

Please answer the questions to the best of your ability / knowledge. All answers are confidential, anonymous and will only be used for statistical purposes. Thank you for participating in this survey!

9. For the following statements, please indicate whether you strongly disagree, disagree, agree, or strongly agree.

	Strongly disagree	Disagree	Agree	Strongly agree
(a) Elwood should be a quiet retirement City	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
(b) Elwood should be a thriving commercial center	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
(c) Elwood's rural character should be preserved	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
(d) Protecting environmental quality and natural resources in Elwood is important	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
(e) Elwood has an adequate supply of well-maintained sidewalks	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
(f) Elwood has an adequate number of parks	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
(g) Elwood is headed in the right direction	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
(h) Elwood spends enough resources on infrastructure	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
(i) Population growth is good for the community	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
(j) Elwood has a clear, organized plan for future growth	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
(k) Rising healthcare costs have a significant impact on my lifestyle	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
(l) I have access to quality healthcare	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
(m) Elwood's water supply is adequate	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
(n) Elwood needs more biking and walking trails	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
(o) Elwood has a shortage of quality dining	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
(p) Elwood has a shortage of of quality retail business	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
(q) Murals (paintings) on the side of select downtown buildings will make Elwood more attractive	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
(r) Most of my healthcare needs are served in Elwood	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
(s) I would support new locally-owned retail business with my shopping dollars	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
(t) Civic involvement and charitable contributions are a significant part of the City's fabric	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
(u) Elwood has become a better place to live over the past ten years	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
(v) I am optimistic about the City's future	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
(w) Elwood has adequate leisure and recreational options	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
(x) There are good employment options in Elwood	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

CITY OF ELWOOD COMPREHENSIVE PLAN SURVEY

Please answer the questions to the best of your ability / knowledge. All answers are confidential, anonymous and will only be used for statistical purposes. Thank you for participating in this survey!

10. Elwood should implement / continue to implement the following economic development tools:

	YES	NO
Incentives to attract new business		
Incentives for local industry to expand		
Funding for workforce training		
Promotion for tourism attractions		

For question 11, please read the following definitions (if needed) and then answer the question.

Definitions:

- *Single family homes: homes lived in by one family or single party of people (not apartments, condos, etc.)*
- *Multi-family: Apartments, condos, townhomes, etc.*
- *Mixed-use: A building with residential apartments / condos on the upper floor(s) and commercial / retail on the 1st floor*
- *Mixed residential: A mix of two or more housing types listed above*

11. Please check which new development(s) you would like to see in the following areas...

(a) near existing residential areas...

DEVELOPMENT	
Single family homes	
Multi-family	
Mixed-use	
Mixed Residential	
none	

(b) in the downtown district...

DEVELOPMENT	
Single family homes	
Multi-family	
Mixed-use	
Mixed Residential	
none	

(c) in open agricultural areas...

DEVELOPMENT	
Single family homes	
Multi-family	
Mixed-use	
Mixed Residential	
none	

12. I live in Elwood rather than another city because... (please check all that apply)

I was raised here	
I go / went to school here	
A job brought me here	
Affordable housing	
It is a great place for seniors	
The close access to good recreation	
Little traffic congestion	
Quality of life	
Close to family	
Other_____	

CITY OF ELWOOD COMPREHENSIVE PLAN SURVEY

Please answer the questions to the best of your ability / knowledge. All answers are confidential, anonymous and will only be used for statistical purposes. Thank you for participating in this survey!

Please circle your responses for questions 11 - 16.

13. How old are you?	14. Where do you work?	15. What is your approximate annual household income?	16. Do you own or rent?
20 or under	Elwood	Under \$15,000	Own
21 - 40	Anderson	\$15,000 - \$30,000	Rent
41 - 60	Muncie	\$31,000 - \$50,000	
61 - 80	Indianapolis	\$51,000 - \$100,000	
Over 80	Other _____	Over \$100,000	
	Not Employed		
	Retired		

17. How many adults (21 or older) live in your household, including you? 1 2 3 4

18. How many individuals (under 21) live in your household? 0 1 2 3 4

19. How many years have you lived in Elwood? _____ years

Use the maps on the right for the following five questions.

20. In which area of Elwood do you live?

1 2 3 4 5 none

21. In which area(s) do you believe future business growth should occur?

1 2 3 4 5 none

22. In which area(s) should more single family residential homes be constructed?

1 2 3 4 5 none

23. In which area(s) should more multi-family residential homes be constructed?

1 2 3 4 5 none

24. A new playground park should be constructed in which area(s) of the City?

1 2 3 4 5 none



Question 1: On a Scale of 1-5 (1 being the highest and 5 being the lowest), rate how well the City of Elwood provides for the following aspects of the community				
	5	4	2	1
History/Culture/Diversity	15.46	29.90	16.49	3.09
Economic Stability	46.39	30.93	4.12	1.03
Quality of Life	13.40	23.71	18.56	3.09
Municipal Services	8.25	17.53	19.59	6.19
Streets	22.68	29.90	18.56	1.03
Housing	14.43	28.87	11.34	4.12
Parks and Recreational Services	6.19	13.40	32.99	19.59
Commercial and Retail Services	29.90	30.93	11.34	2.06
Other	4.12	2.06	0.00	1.03
Question 2: Please Check "Yes" or "No" For the Following Statements				
Elwood's housing stock provides an adequate range of styles, types, and price ranges	55	43		
Elwood has an adequate supply of park and recreational facilities to serve citizens' needs	76	25		
Elwood has an adequate supply of commercial/retail establishments to serve citizens' needs	20	81		
Question 3: On a scale of 1-5 (1 being the most desirable and 5 being the least desirable), rank which commercial establishments you desire the most in Elwood				
	5	4	2	1
Large Retailers (Wal-Mart, etc.)	9.09	5.05	11.11	60.61
Small National Retailers (Blockbuster, etc.)	11.22	7.14	20.41	29.59
Local Retailers (Mom & Pop shops)	1.98	9.90	26.73	38.61
Professional Office Space	19.19	24.24	17.17	12.12
Fast Food Dining	16.16	18.18	18.18	17.17
Full-Service Sit-down Dining	6.06	8.08	27.27	40.40
Grocery Stores	5.05	10.10	24.24	46.46
Question 4: On a scale of 1-5 (1 being the most desirable and 5 being the least desirable), rank surrounding parks and recreational facilities				
	5	4	2	1
12th Street - Joe Morris Park	23.53	22.35	12.94	5.88
Callaway Park	1.98	0.99	13.86	73.27
City Hall Park	16.67	12.22	23.33	21.11
Kiwanis Park	12.64	11.49	14.94	10.34
City Pool	45.26	7.37	4.21	33.68
Skate Park	16.48	17.58	17.58	17.58
Washington Park	14.44	22.22	16.67	14.44
Willkie Park	11.58	16.84	21.05	17.89
Question 5: Please indicate, to the best of your ability, what percentage of your spending dollars go to the following locations				
	Responses	Average Y's		
Elwood	97	95.1%		
Alexandria	15	14.7%		
Anderson	65	63.7%		
Muncie	38	37.3%		
Indianapolis	39	38.2%		
Tipton	29	28.4%		
Noblesville	66	64.7%		
Internet	14	13.7%		
Other	23	22.5%		

Question 6: Please rank the following statements from 1-9 (1 = highest, 9 = lowest). Please use each number (1-9) only once per statement.		
The most important issue/problem facing Elwood is:	Average	Place
Growth	4.29	4
Senior Services	6.96	8
Revitalizing Downton	5.15	6
Schools/Education	3.59	2
Roads/Highways	5.20	7
Crime/Drugs	4.07	3
Employment	2.33	1
Property Maintenance	4.66	5
Other		
The heritage most representative of Elwood is:	Average	Place
Railroad	6.06	7
Red Gold	2.94	2
Glass Factories	2.69	1
Glass Festival	3.44	4
Blue Collar Manufacturing	4.63	5
Natural Gas	5.19	6
Wendell Willkie	3.28	3
James Davis	7.40	8
Other		
The industries that Elwood needs the most are:	Average	Place
Entertainment	3.24	3
Manufacturing	2.09	1
Distribution Warehousing	2.99	2
Travel/Tourism	6.41	8
Healthcare	4.35	5
Government	5.97	7
Telecommunications	5.65	6
Education	3.48	4
Other		
Question 7: If you were mayor of Elwood, what are 3 things you would do to help improve the city?		
Comments	# of Times	
Attract Business/Industry/White Collar/Manufacturing/Economic Growth	50	
Fix Abandoned Homes/Instead of Building New Ones	23	
Fix Roads	16	
More Entertainment/For Kids	15	
Fix Image/Refurbish Downtown	15	
Fix Crime/Drug Problem	14	
More School Funding/Schools/Open Oakland	13	
Enforce Codes/Trash, Junk on Property/Littering	12	
Open Pool	11	
Need Supermarket/Wal-Mart/Retail Stores	11	
Balance/Live Within the Budget	8	
Get Rid of HUD/More Inspections on HUD Homes	7	
Harsher Sentences For Criminals	5	
New Police/Young Cops Out of Hand/Police Harassing Innocent	5	
We Would Move, But Can't Sell Home	5	
Mayor Needs Better Leadership Skills/More One-on-One Interaction	5	
More Volunteers/Fundraisers/Community Get-Togethers	4	
Keep Mom 'n Pop Businesses	4	
Stop Playing Favorites/People Who Milk The System	4	
Apply For More Federal/State Grants	3	
Enforce Curfew	3	
Annex More Land	3	
Fix Sidewalks	2	
Improve Water Supply	2	
Park Equipment In Bad Shape/Fix Up Parks	2	
Set Up Volunteer Corps For Adults/More Volunteering	2	
Divide Into Neighborhood Groups, Select Leaders	2	
Clean House	2	
Reduce/Stabilize Taxes	2	
Improve Hospital	1	
Fix Storm Drains	1	
New Housing	1	
More Surveys/Community Input	1	
Senior Activities	1	
Improve Wastewater	1	
Need New Restaurant	1	
Neighborhood Crime Watch	1	
Reduce Welfare	1	
Improve Relationship With City Council	1	
Better (no kill) Animal Shelter	1	
Reduce Infrastructure Bills	1	
Pay Cuts Needed	1	
Curbside Recycling	1	

Spread The Gospel	1
Better Medical Care	1
Keep Citizens Informed On What's Being Done	1
Question 8: Would you be willing to provide any of the following goods, services, or finances to accomplish the things you would do as Mayor? Please check all that apply.	
	Responses
Volunteer Time	60
Donate Money	25
Tax Increases	4 (\$), 9 (%), 10 (Y)
Other	5
	Percent
	58.8%
	24.5%
	22.5%
	4.9%
	Average of Specified
	8.8
	0
	\$92.50/year, 3.6%
	0
Question 9: For the following statements, please indicate whether you strongly disagree, disagree, agree, or strongly agree	
	Strongly Agree
	Agree
	Strongly Disagree
Elwood should be a quiet retirement city	4.08
Elwood should be a thriving commercial center	16.49
Elwood's rural character should be preserved	10.53
Protecting environmental quality and natural resources in Elwood is important	37.00
Elwood has an adequate supply of well-maintained sidewalks	4.04
Elwood has an adequate number of parks	32.00
Elwood is headed in the right direction	1.05
Elwood spends enough resources on adequate infrastructure	4.40
Population growth is good for the community	38.78
Elwood has a clear, organized plan for future growth	3.16
Rising healthcare costs have a significant impact on my lifestyle	38.00
I have access to quality healthcare	20.20
Elwood's water supply is adequate	6.25
Elwood needs more biking and walking trails	23.47
Elwood has a shortage of quality dining	23.23
Elwood has a shortage of quality retail business	49.48
Murals on the side of downtown buildings will make Elwood more attractive	20.20
Most of my healthcare needs are served in Elwood	9.00
I would support new locally-owned retail business with my shopping dollars	41.00
Civic involvement and charitable contributions are a significant part of the City's fabric	18.28
Elwood has become a better place to live over the past 10 years	3.09
I am optimistic about the City's future	13.40
Elwood has adequate leisure and recreational options	6.38
There are good employment options in Elwood	5.05
Question 8: Should Elwood implement/continue to implement the following economic development tools?	
Question 10	Y
	N
Incentives to attract new business	93
Incentives for local industry to expand	92
Funding for workforce training	81
Promotion for tourism attractions	49
Question 9: Please check which new developments you would like to see in the following areas:	
Near existing residential areas	√
	Percent
Single Family Homes	64
Multi-Family Homes	26
Mixed-Use	9
Mixed Residential	18
None	10
In the downtown district	√
	Percent
Single Family Homes	14
Multi-Family Homes	23
Mixed-Use	39
Mixed Residential	16
None	22
In open agricultural areas	√
	Percent
Single Family Homes	45
Multi-Family Homes	19
Mixed-Use	12
Mixed Residential	16
None	25
Question 10: I live in Elwood rather than another city because... (Please check all that apply)	
	√
	Percent
I was raised here	54
I go/went to school here	43
A job brought me here	17
Affordable housing	35
It is a great place for seniors	6
The close access to good recreation	6
Little traffic congestion	37
Quality of life	28
Close to family	60

Other	19	18.6%
Question 11: How old are you?		
	√	Percent
<20	1	1.0%
21-40	35	34.3%
41-60	37	36.3%
61-80	22	21.6%
80+	3	2.9%
Question 12: Where do you work?		
	√	Percent
Elwood	31	30.4%
Anderson	4	3.9%
Muncie	3	2.9%
Indy	6	5.9%
Other	19	18.6%
Not Employed	10	9.8%
Retired	28	27.5%
"Other" Areas of Employment Specified		
Jurisdiction	Number	Percent
Noblesville	7	6.9%
Tipton	4	3.9%
Unspecified	2	2.0%
Alexandria	1	1.0%
Carmel	1	1.0%
Daleville	1	1.0%
Fishers	1	1.0%
Kokomo	1	1.0%
Marion	1	1.0%
Question 13: What is your approximate annual household income?		
	√	Percent
<\$15,000	20	19.6%
\$15-30,000	21	20.6%
\$31-50,000	24	23.5%
\$51-100,000	21	20.6%
\$100,000+	2	2.0%
Question 14: Do you own or rent?		
	√	Percent
Own	75	73.5%
Rent	20	19.6%
Question 15: How many adults (21 or older) live in your household, including you?		
Quantity	Number	
1	29	
2	58	
3	8	
4	3	
5 or more	1	Average
Adults 21+ in Household	186	1.82
Question 16: How many individuals (under 21) live in your household?		
Quantity	Number	
1	11	
2	20	
3	10	
4	3	
5 or more	1	Average
Individuals Under 21 in Household	98	0.96
Question 17: How many years have you lived in Elwood?		
Years	Number	Percent
Less Than 5	7	6.9%
5-10	10	9.8%
11-20	17	16.7%
21-30	19	18.6%
31-40	19	18.6%
41-50	11	10.8%
51+	19	18.6%
No Response	6	5.9%
Total	108	
Years Lived in Elwood (Average)	3021	29.6
Question 18: In which area do you live?		
Area	Number	Percent
1	22	21.6%
2	15	14.7%
3	19	18.6%
4	4	3.9%
5	40	39.2%
No Response	6	5.9%
Question 19: In which area do you believe future business growth should occur?		
Area	Number	Percent

1	26	13.3%
2	41	21.0%
3	23	11.8%
4	41	21.0%
5	54	27.7%
No Response	10	5.1%
Question 20: In which area(s) should more single family residential homes be constructed?		
Area	Number	Percent
None	17	9.6%
1	30	16.9%
2	52	29.4%
3	38	21.5%
4	6	3.4%
5	17	9.6%
No Response	17	9.6%
Question 21: In which area(s) should more multi-family residential homes be constructed?		
Area	Number	Percent
None	25	18.9%
1	20	15.2%
2	23	17.4%
3	20	15.2%
4	12	9.1%
5	14	10.6%
No Response	18	13.6%
Question 22: A new playground park should be constructed in which area(s) of the City?		
Area	Number	Percent
None	46	39.7%
1	11	9.5%
2	7	6.0%
3	20	17.2%
4	6	5.2%
5	13	11.2%
No Response	13	11.2%

APPENDIX E

RESOLUTION ADOPTING COMPREHENSIVE PLAN

RESOLUTION No. 2010-02

RESOLUTION AUTHORIZING APPROVAL OF THE COMPREHENSIVE PLAN COMPLETED WITH FUNDING THROUGH THE INDIANA OFFICE OF COMMUNITY AND RURAL AFFAIRS.

WHEREAS, the Common Council of the City of Elwood, Indiana had identified adequate reason to analyze the need for development of a Comprehensive Plan, and

WHEREAS, the Common Council of the City of Elwood, Indiana has hired the Madison County Council of Governments to define and describe the issues, advise us of our options, and make recommendations to address development issues in the near future, and

WHEREAS, the Common Council of the City of Elwood, Indiana has received federal Community Development Block Grant dollars from the Indiana Office of Community and Rural Affairs to fund this study and has contributed \$4,000.00 as local match for this project, and

WHEREAS, the Common Council of the City of Elwood, Indiana has reviewed the process and completed study thoroughly and is satisfied with the services performed, information contained therein, and methodology applied;

WHEREAS, the Common Council of the City of Elwood has received fifteen (15) copies of this document for our records and will keep them on file in the city offices for future reference, and

NOW THEREFORE, BE IT RESOLVED by the Common Council of the City of Elwood, Indiana that:

1. The final document is hereby approved, contingent upon comments and approval received from the Indiana Office of Community and Rural Affairs.
2. The City will fully consider all comments and feedback received from the Indiana Office of Community and Rural Affairs and will direct its consultant to provide amended copies of this plan reflecting all said comments.

This resolution takes effect upon passage.

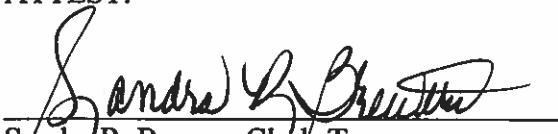
13th PASSED AND ADOPTED by the Common Council of the City of Elwood, Indiana, this day of September, 2010 at 7:00 p.m.

COMMON COUNCIL
CITY OF ELWOOD, INDIANA

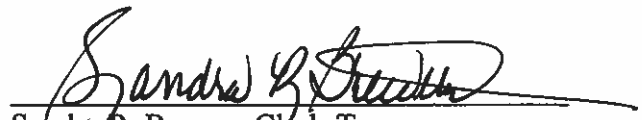
By:



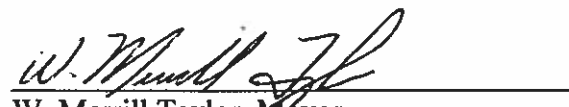
ATTEST:


Sandra R. Brewer, Clerk-Treasurer

Presented by me as Clerk-Treasurer to the Mayor of said City of Elwood this 13th day of September, 2010.


Sandra R. Brewer, Clerk-Treasurer

APPROVED and signed by me this 13th day of September, 2010.


W. Merrill Taylor, Mayor