Selected Public Engagement-Related Content from Local Comprehensive Plans in Indiana

Compiled by
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Community Justice and Mediation Center (CJAM)
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Selected Public Engagement-Related Content from Local Comprehensive Plans in Indiana

The selected public engagement or public participation information in this document has been pulled from assorted Indiana county and city comprehensive plans. Each of the following excerpts consists of a specific comprehensive plan's cover page, its full table of contents, and the identified public engagement-related language from that plan. The public engagement content identified in each plan may be related to the development of the plan itself or to activities, actions, or other goals called for in the plan.

Comprehensive Plan excerpts included here are from the following Indiana county and city comprehensive plans:

Allen County Comprehensive Plan
City of Bloomington Comprehensive Plan
Howard County Comprehensive Plan
City of Indianapolis Comprehensive Plan
Madison County Comprehensive Plan
Randolph County Comprehensive Plan

A table of contents for this full document follows below on page 2. We have created page numbers for this full document (centered at the bottom of each page) while also maintaining the original page numbers from the specific comprehensive plan pages included. Any highlighting in this document is as found in the comprehensive plans themselves.

These examples of public engagement or public participation related language found in selected individual Indiana county and city comprehensive plans have been compiled by Community Voices for Health in Monroe County (CVHMC) and the Community Justice and Mediation Center (CJAM), assisted by IU O'Neill School of Public and Environmental Affairs graduate students.

For the full *Selected Resources for Municipal Development of Health and Public Engagement-related Plans, Practices, and Policies* compiled by Community Voices for Health in Monroe County (CVHMC) and Community Justice and Mediation Center (CJAM) see:
http://cjamcenter.org/wp-content/uploads/2022/05/CVHMCSelectedResourcesRev2-25.22.pdf

This Selected resources document offers an inventory of resources, through provided links, that can be useful to municipalities interested in developing more effective, inclusive, equitable, and sustaining capacities to bring voices of the public into health and health-related policymaking and other decisions.

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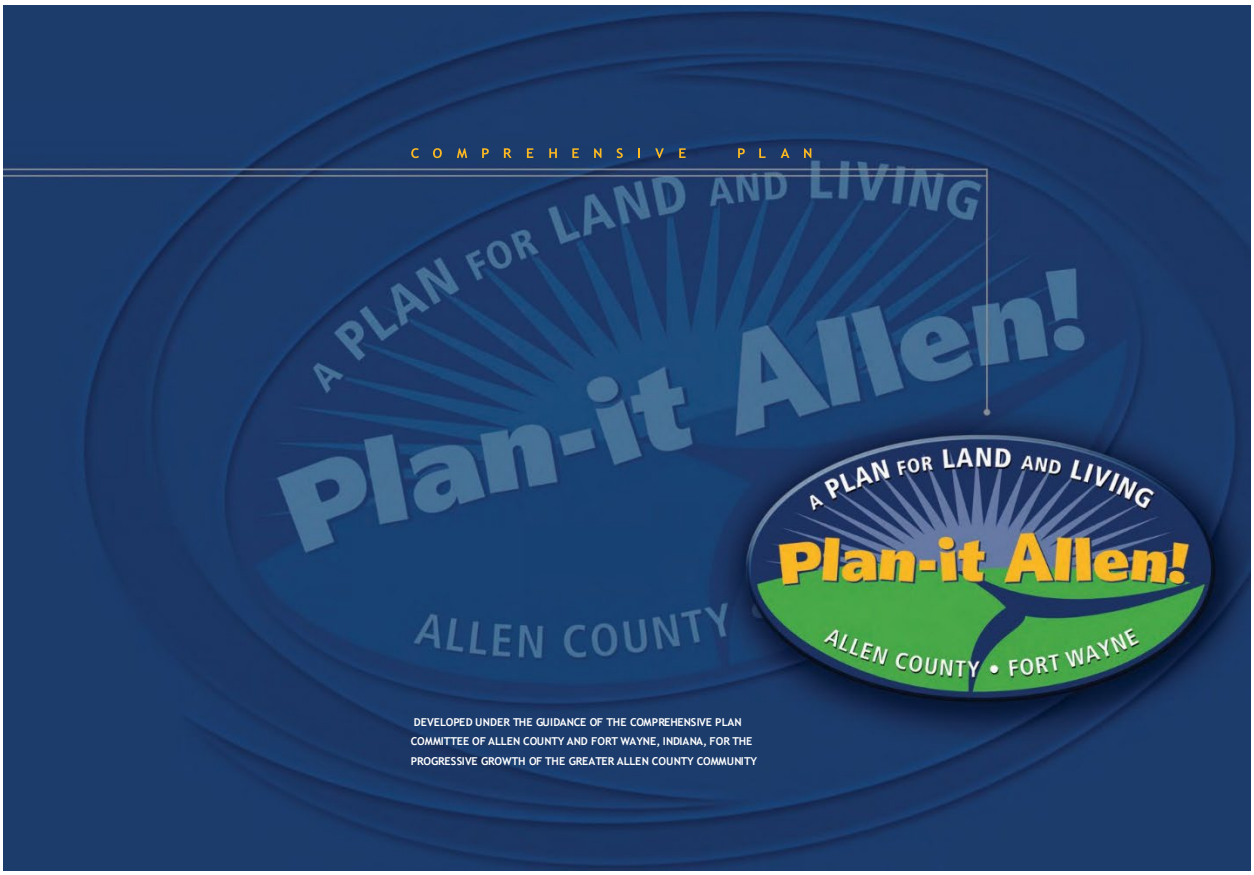

Public Engagement Related Excerpts from Allen County Comprehensive Plan

Compiled by
Community Voices for Health in Monroe County (CVHMC)
Community Justice and Mediation Center (CJAM)

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Allen County Courthouse, constructed in 1904 and re-dedicated in 2004.

A PLAN FOR LAND AND LIVING
Plan-it Allen!
ALLEN COUNTY • FORT WAYNE

Introduction

Plan-it Allen! is our citizen-powered initiative to develop a new Comprehensive Land Use and Development Plan for Allen County and the City of Fort Wayne – the first-ever, joint effort in our community's history. This once-in-a-generation opportunity to shape the future culminates in 2007.

The Comprehensive Plan serves as the official policy document for addressing issues relating to growth and development in Allen County, its cities, towns and communities; and the City of Fort Wayne. The Plan provides a framework for future decision making grounded in extensive community involvement and a solid analysis of major changes to the area's natural, man-made and cultural environments, as well as the demographics of the area.

Comprehensive Plan Mandate and Description

To better understand what a Comprehensive Plan is and why Allen County and the City of Fort Wayne undertook this effort, the formal mandate and description for it are presented:

- A Comprehensive Plan is a land use and development plan. It lays out the "vision" for the future growth and development of the community, what the community will be like and look like in the future. It then serves as a guide for community decision making, and provides policy and program direction to help realize the community's vision.
- A Comprehensive Plan is a document, or series of documents, prepared under the leadership of a Plan Commission or Plan Commissions, with input from citizens and community leaders. The Plan sets forth policies for the future development of the entire community. It is based upon inventory, analysis and evaluation of issues such as land use, population, economy, community facilities, housing, natural resources, utilities and transportation.
- Indiana State law says that the primary goal of a Comprehensive Plan is the "promotion of public health, safety, morals, convenience, order, or the general welfare, and for the sake of efficiency and economy in the process of development," – Indiana Code 36-7-4-501.
- In Indiana, a Comprehensive Plan is required to include three elements: 1) A 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.
- A typical Comprehensive Plan attempts to forecast community needs, define a 20-year community vision and establish policies to achieve our goals. It is not a plan for government consolidation, a program plan, a financial plan or a business plan. It should be reviewed and updated every five years.

The Contents of the Plan

Plan-it Allen! is organized into 10 chapters. Each chapter reflects one of the Plan elements or subject areas: Land Use; Economic Development; Housing and Neighborhoods; Transportation; Environmental Stewardship; Community Identity and Appearance; Community Facilities; Utilities; Grabill, Huntertown, Monroeville and Woodburn; and Implementation. The individual chapters outline topic-related recommendations, and each is organized into the following sections: Policy Foundation of the Plan, Key Findings, Goal, Objectives and Strategies.

A Plan Shaped by Community Involvement

Throughout every step of the process, Plan-it Allen! has been shaped by the people of Allen County, its cities, towns and communities; and Fort Wayne. In hundreds of community meetings, open houses, workshops, speaking engagements, focus groups and surveys; through the Web site, personal conversations

Public Participation

Community Choices Workshop, February 2005. Photos: John McGauley.

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and media coverage; the ideas and insight of the public – you – have been continually gathered and incorporated into this Plan.

Plan-it Allen! has been the culmination of a three-year planning process that included the participation, collaboration and consensus of Allen County, the City of Fort Wayne, local city and town government officials, boards and commissions, and citizens throughout the community.

The process itself has been directed by the 16-member community steering committee known as the Comprehensive Plan Committee. Its members were selected specifically to be representative of Allen County's and Fort Wayne's many unique constituencies and diversity of voices.

Four series of public meetings, nearly 60 in total, have been held countywide over the course of the process to engage residents and to ensure opportunities for full involvement. These meetings generated thousands of comments, ideas and suggestions that, in turn, became the basis for the Plan.

Amplifying participation opportunities, a 150-member Vision Work Group was called together for several sessions to help craft the Plan's vision and goals.

To build the Plan's baseline of in-depth research and statistical analysis, 10 panels of community experts, the Element Work Groups, worked to add specialized knowledge to each of the Plan's chapters both in the existing conditions phase and throughout the writing of the Plan. Upon completion of the draft Plan, nearly 40 meetings with key stakeholder groups took place to refine and align the content.

Throughout the process, the Plan-it Allen! Web site and Speakers' Bureau also have been continually available to make the project accessible to the public at all times. The Web site will remain a key informational tool moving ahead: www.PlanYourCommunity.org.

Why Allen County and Fort Wayne Need a New Plan Now

Allen County's current Plan is nearly 30 years old and the City of Fort Wayne's Plan is well over 20 years old. It is time. Our community has changed dramatically. Our lives are interconnected and interdependent. By working together, we can build a healthy, livable and competitive community as a whole, in all its parts and for all our citizens.

The Purpose of Plan-it Allen!

Plan-it Allen! defines a new vision and an inclusive roadmap for our community's future growth and development. It will give us an up-to-date policy guide for encouraging high-quality development and for preparing our community for the changes the future will bring.

Equally significant, as we change, the Plan will help us preserve our distinct and diverse community character – all the things that make our cities, towns, suburbs and rural areas unique and desirable places to live, work and raise our families. The Plan will be a fundamental tool to realizing our dreams.

What This Plan Means to Us

Plan-it Allen! is about building community one unique and lasting neighborhood at a time. The Plan's purpose is to lay out a path to sustainability, to preserve and enhance our quality of life and natural environment, and to position Allen County and Fort Wayne as regionally strong and competitive in the global economy.

For the first time in our community's proud history, the public and private sectors will be working off the same page – a common Comprehensive Land Use and Development Plan. The Plan's shared vision and policy framework will establish a unified approach to infrastructure expansion, economic development and neighborhood enhancement efforts. It won't alter the character or integrity of our small towns, rural countryside or urban neighborhoods, but it will reduce jurisdictional differences in planning and development that cost time and money. It will also

News Conference, April 2005

Comp Plan Committee Meeting, May 2005.
Photos: John McGauley.

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2018 Comprehensive Plan City of Bloomington

Public Engagement Related Excerpts from Bloomington Comprehensive Plan

Compiled by
Community Voices for Health in Monroe County (CVHMC)
Community Justice and Mediation Center (CJAM)

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Selected public engagement-related content from the City of Bloomington Comprehensive Plan (adopted 2018)

(From Chapter #1: Community Services and Economics)

The policies in this chapter most closely respond to the adopted 2013 Vision Statement objectives to:

1. *Fortify our strong commitment to equality, acceptance, openness, and public engagement local government services and civility*
2. *Deliver efficient, responsive, and forward-thinking local government services*
3. *Meet basic needs and self-sufficiency for all residents*
4. *Fortify our progress toward improving public safety and civility*
5. *Invest in diverse high quality economic development that provides equitable job opportunities to our residents, supports an entrepreneurial small business climate, enhances the community's role as a regional hub, and is responsive towards larger concerns of sustainability*
6. *Enhance the community's role as a regional economic hub*

Goals & Policies (excerpts)

Goal 1.6: Public Engagement: Commit to, and plan for, transparency, open government, and effective, accessible, and inclusive public engagement so that exemplary services are provided to our residents, businesses, nonprofit organizations, and visitors, while also promoting more participatory citizenship. ("*The policies in this chapter most closely respond to the adopted 2013 Vision Statement objectives to…fortify our strong commitment to equality, acceptance, openness, and public engagement")*

Policy 1.6.1: Foster inclusive and representative engagement to steer and direct development processes.

Policy 1.6.2: Develop and operate government services that maximize transparency and public engagement.

Policy 1.6.4: Promote staff public engagement knowledge and competencies; and support City departments to assess and document their public engagement experiences and to share their learning across departments.

Goal 1.3: Partnerships: Engage the community by working with regional partners, schools, businesses, and non-profits to create partnerships that provide community services and programs for all age groups**.**

Policy 1.3.1: Encourage partnerships with nonprofits in Monroe County and adjacent communities to develop solutions to shared problems, provide social services, and leverage State and Federal resources.

Programs: Open Government and Transparency (excerpts)

- Provide all public areas and meeting rooms with accessible Wi-Fi and computer devices to retrieve and transmit information available for use.
- Enhance public involvement through information technologies for public notices, road/trail projects, road closures, street cleaning, and other community announcements
- Create opportunities for additional public access such as online document search, permit application, inspection scheduling, and a development or project online dashboard
- Involve Housing & Neighborhood Development and the Council of Neighborhood Associations in determining how the city can be more responsive to neighborhood participation and public forums
- Assure a knowledgeable, professional, and responsive staff by providing education, training, and skill building for employees.

Programs: Municipal Services (excerpts)

- Survey community health and satisfaction levels regularly, identifying changing needs and quality of local services.
- Implement a recurring quality of life survey to determine our residents' overall quality of life and to ask about needs and concerns that could be addressed by policy initiatives
- Explore opportunities to partner and secure affordable wireless service packages for low-income community members.

Outcomes & Indicators (excerpts)

- Outcome**:** Engagement processes are inclusive and representative.
    I. Percentage of population engaged in public consultation processes (e.g. attendance rates, social media,
    II. Demographic makeup of engagement participants

- Outcome: Community engagement is strong.
    - Number of hours per capita volunteered annually by residents and business employees
    - Percentage of eligible residents voting in local elections
    - Opportunity for community involvement (number of civic, social, religious, political, and business organizations per 10,000 people)

    - Social involvement index (extent to which residents eat dinner with household members, see or hear from friends or family, talk with neighbors, and do favors for neighbors.

- Outcome: Quality wired and wireless connectivity available throughout the City

- Outcome: Respond to the Results from Community Survey
    - Identify needed services
    - Prioritize service needs

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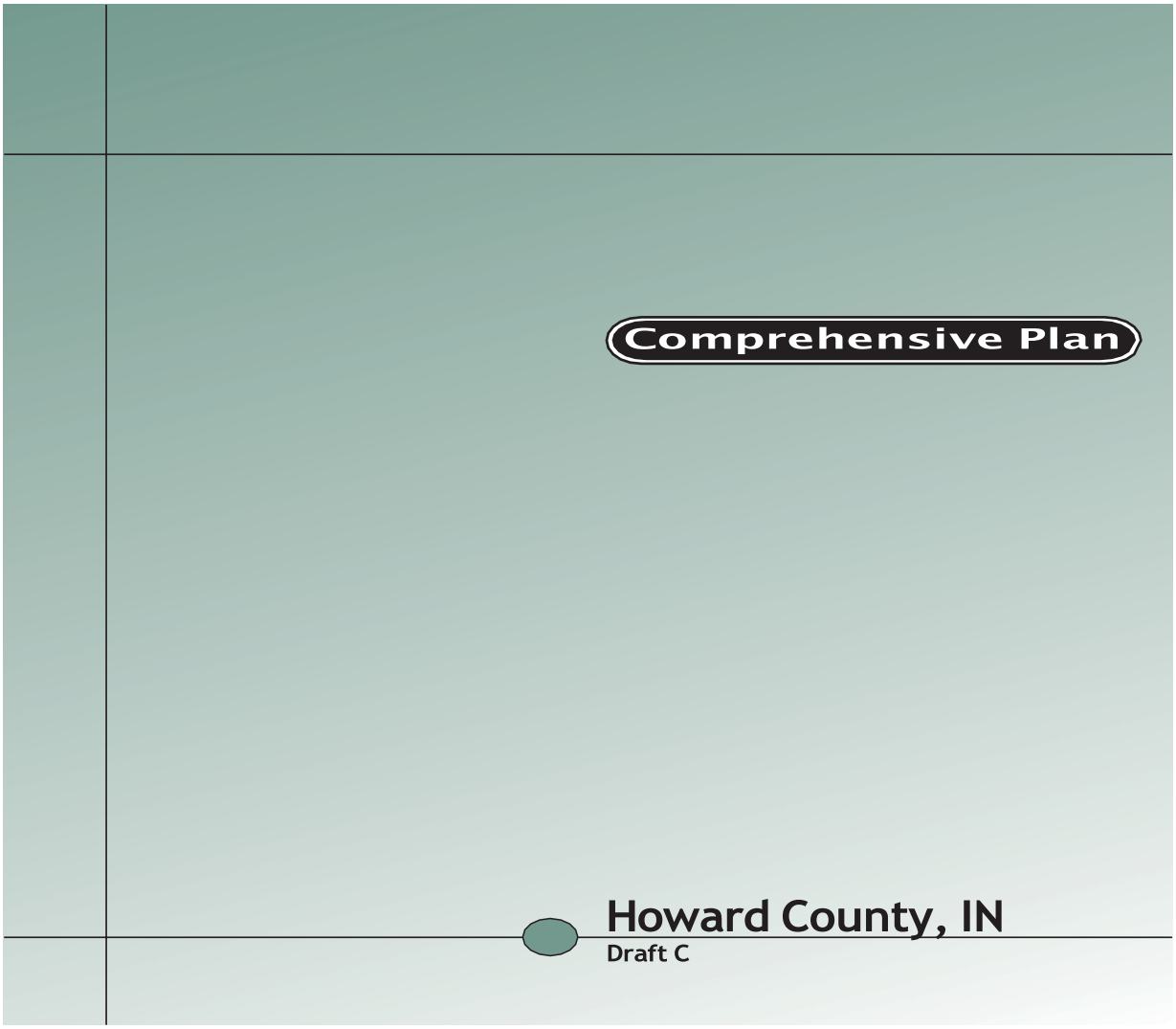

Public Engagement Related Excerpts from Howard County Comprehensive Plan

Compiled by
Community Voices for Health in Monroe County (CVHMC)
Community Justice and Mediation Center (CJAM)

GENERAL THEMES INTRODUCTION

The following two pages list and describe Howard County's broad and overriding themes. These themes are considered essential for successful and meaningful community planning. Because these themes are broad, their essence can also be found interlaced throughout the entire document. In other words, they address community-wide issues and cannot be written into any single topic discussed later in this comprehensive plan.

The General Themes for Howard County are:

HEALTH, SAFETY AND WELFARE

THEME: Protect and improve the health, safety and welfare within Howard County.

The health, safety and welfare theme is the only theme in this chapter that was not directly derived from community input. Health, safety and welfare is the core to which all community planning is based. In fact health, safety and welfare is a part of the enabling legislation (State Code) that allows communities to establish comprehensive plans and zoning. Health, safety and welfare is still considered the primary reason for implementing planning in a community.

Howard County should always strive to protect its residents from potentially hazardous situations and environments. The areas of protection include, but are not limited to the following:

- fire,
- disease,
- flood,
- dilapidated structures,
- terrorism or other man-made threats
- community-wide economic deterioration, and
- hazardous materials.

For community planning to be successful, decisions should be made to benefit the community as a whole and doing so may adversely affect some persons or properties. In addition, increasing property values community-wide should be considered a means to improve health, safety and welfare. Community decisions shall strive to avoid decreasing any district's property values.

QUALITY OF LIFE

THEME: Preserve and enhance the quality of life for the residents of Howard County.

The quality of life in Howard County is influenced by a lot of factors, both tangible and non-tangible. Some of the factors include:

- economic vitality,
- consumer opportunity,
- infrastructure,
- transportation,
- public services,
- health and safety,
- education,
- spirituality/religious opportunity,
- housing,
- land-use and growth management,
- environment,
- recreation,
- arts and culture,
- community character, and
- community life.

Part of the purpose of this Comprehensive Plan was to determine which of the above factors are most likely to improve quality of live. It is clear from the public and interest group input that all of the factors are desirable, but certain categories seem to be more important than others.

Out of the above "quality of life" factors infrastructure, economic vitality, land use and growth management, environment quality and recreation are clearly more important issues to the community. That is not to say the others factors are not important. Rather the others, in many cases already meet or exceed the public's expectations.

The tone of this comprehensive plan emphasizes the need to improve infrastructure, economic vitality, land use and growth management, environmental quality, and recreation. It also buttresses the need to maintain the other quality of life factors as they are in place today.

Public Services

OBJECTIVES

1) Develop and maintain an expansion plan for public services to correspond with county growth.
2) Enhance public facilities and services available for physically disabled, children, young adults and the elderly.
3) Encourage high quality educational facilities and opportunities for citizens of Howard County.
4) Provide public infrastructure within reasonable capital expenditure with a design and distribution plan which ensures adequate service to the community.
5) Provide basic infrastructure such that it supports the other goals and objectives of the community as found in this document.
6) Develop and maintain a funding program to best utilize grants, low interest loans, local resources, bonding capacity and miscellaneous funding sources.
7) Encourage development practices that minimize public capital burden and debt.
8) Develop guidelines to allow facilities to connect to utilities outside corporate limits.
9) Assure that public health, safety and welfare programs are in place, efficient and effective.

STRATEGIES

1) Coordinate with the municipalities in the county to jointly provide public parks and recreation facilities.
2) Encourage the municipalities in the county to prepare annexation plans and utility service area plans to better predict and manage growth.
3) Maintain a five-year priority list of regulated drain improvements necessary to re-establish the original capacity of drains and promote effective drainage of the county.
4) Strongly restrict building in floodplains and strive to purchase homes that are in floodplains and in harms way.

5) Maintain a high quality police, fire, and emergency services for the existing and future community.
6) Ensure that planning and zoning services are maintained and adequately address the needs of the community.
7) Work with the municipalities to identify residential growth areas and to provide adequate public infrastructure.
8) Maintain a public infrastructure plan which supports the future land use goals of the community.
9) Ensure that high quality public services are maintained in order to complement economic development efforts.
10) Increase awareness of health screenings and events within the community.
11) Work with schools and other existing organizations to increase substance abuse counseling and prevention programs.
12) Encourage immunization in the county through education and coordination with clinics.
13) Maintain a public health system that keeps pace with growth.

* The bold strategies listed above are considered higher priorities based on citizen and steering committee input.

Part 3

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Foreword

PLANNING OVERVIEW

Howard County undertook this comprehensive planning initiative as a step toward proactively planning for the community's future. This plan will enable the community to identify and record its future goals and challenges, as well as capitalize on opportunities. The documents' strength stems from a wide range of interest group, citizen and community leader input.

Howard County seeks to address growth, development, economic prosperity, environmental quality, agriculture, government services, and quality-of-life issues; and when conflicts exist, strive to balance the issues in a manner that best serves the community. This comprehensive plan will serve to document the direction and manner in which the county's issues will be addressed.

The Howard County planning initiative began in February of 2003 with the goal of creating a new comprehensive plan for the county. The county did not previously have an adopted comprehensive plan, but was utilizing zoning and subdivision control ordinances to manage growth.

The initial goals and objectives generated by the community in this planning process are intended to be relevant for the next ten years. However, in order for the plan to remain relevant, it must be reviewed and revised every five years. It has been determined that reviewing the plan every five years is the most fiscally responsible method for maintaining a comprehensive plan. Revisions every five years also results in a local culture that supports planning and assures the plan content will never be more then five years old.

BENEFICIARIES

The comprehensive plan is designed to benefit the entire community as a whole, as opposed to a single property owner or single municipality. As a result, from time to time, implementation of this plan may adversely affect a single property owner or a small group of property owners. However difficult or controversial, the greater good of the community will be served through the implementation of this plan. No community has ever successfully improved itself without some controversy, opposition or adverse effects on small numbers of property owners.

The county has committed to implement, to the extent possible, this plan with the greater good of the community in mind. As a check and balance, each project, program, or policy that results from this plan will first be evaluated to confirm the end result will positively move the community forward. Unforeseen conditions and situations must be considered in respect to where the community is at that time.

COMMUNITY PARTICIPATION INTRODUCTION

Community participation is an essential part of the Howard County Comprehensive Plan. This section of the document summarizes the process and outcome of the community participation process.

In the early stages of the project, the planning team conducted three community participation activities. They were:

1) Key interest group interviews,
2) Community leader workshop, and
3) Public input workshops.

These three community input activities, along with demographic information, and community study gave the planners the necessary information to prepare this comprehensive plan.

Key Interest Group Interviews

The key interest group interviews were held on March 25, 2003 and resulted in significant information and insight into the county. Over 150 people were invited either personally or through an open invitation to representatives of specific organizations. The interest groups invited to participate included agriculture, real estate, builders, developers, environment, business, chamber of commerce, industry, and schools. In total 22 persons participated. The results of these interviews can be found on page 82.

Community Leader Workshop

The community leader workshop was held on April 1, 2003 and included 30 individuals. This session resulted in a variety of ideas and opinions, as well as cautions. The summary results can be found on page 87.

Public Input Workshops

Five public input workshops were held throughout the county on April 15 and 17, 2003. These workshops were extensively publicized through articles and announcements in the local newspapers, radio broadcast, and made at various local meetings. Additionally, postcards were sent to a random sample of citizens. The number of and publication of meetings exceeded the requirements for public notification established by the State of Indiana.

In total, only 28 persons participated in the five public workshops. The number of attendees reflected a similarly low number that attended public workshops for the City of Kokomo's comprehensive planning effort just two years earlier.

The summary results from the public input workshops can be found on pages 88.

Appendix A - Key Interest Group Interview Results

KEY INTEREST GROUP INTERVIEWS

Key interest group interviews were held on March 25, 2003 and resulted in significant insight into current conditions in the county. The interest groups invited to participate included agriculture, real estate, builders, developers, environment, business, chamber of commerce, industry, and schools. In total, 22 persons participated in the key interest group interviews.

All of the following information is included in this Appendix is for information purposes and is not a formal part of the Howard County Comprehensive Plan. The following pages list by group the comments recorded during the five interview sessions.

Agricultural Interests

- Less than 2% of population is involved in production
- Agriculture is a strong economic base – farmers are an economic force and should be considered
- Land is poorly drained – water table within 3 ft. of surface on 70% of land
- Shouldn't use prime agricultural land for housing
- Strips of frontage homes are bad (strip development)
- Homes cause drainage issues for others
- Drainage must be considered
- High water table is good for farming
- Septic systems/wells in county compound future problems
- Brookston-Crosby soils are prime
- Good county road system comparatively
- Increased traffic and number of mailboxes causes problems for maneuvering farm equipment
- Size of implements have increased greatly
- Threat to freedom to farm as people move out to the country and do not like the noise, dust and chemicals that come along with living in the "country"
- Gardens are placed too close to farms
- Need to recognize farming as a sophisticated industry just like Delphi
- Few alternative crops grown – some small organic, some tomatoes, some pretty large hog operations, some dairy, a few beef
- Main crops are corn and soybeans
- Large amount of prime agricultural land in Howard County
- Should identify prime agricultural areas and natural resource areas and protect them from development
- Southeast/Taylor Township approximately 90% prime agricultural land
- Legal drains can't handle the drainage from subdivisions
- No one has studied which drains are at capacity
- Five-acre lot in the country is too much because it is too much to mow, not enough to support a horse; one acre is plenty big for a house in the country
- Need to balance farmland preservation and the right to make a profit on your land
- Lots in the country should be designed as a subdivision with community septic systems and retention ponds with one driveway on the county road
- Need to increase the road fee attached to county lots
- People move out to the country for the life-style, property tax advantages, and certain school districts
- Need a plan – now we are "going through water without an oar"
- Major water quality issues
- Government is giving money to provide buffer on waterways
- 90% of farmers are environmentally-conscious but many do not have the resources to follow through
- Silting is the primary agricultural pollution concern

Appendix A - Key Interest Group Interview Results

Realtors/Builders/General Interests

- Want a good plan for Howard County that lays out the vision; don't want a plan that is a rule book for what you can/cannot do
- Mission statement should be growth – challenge is how can we do that responsibly?
- Community that is not growing is dying
- Need to provide a vision and the infrastructure to get there
- To have good housing need to deliver sewers further out
- City isn't interested in extending sewers into the county
- Need to overcome some problems between county/city government
- Good to go through the last planning effort – was a learning experience
- Need to protect private property rights in light of community's best interest
- Encourage commercial growth – jobs = homes
- Strip development can cause traffic problems/safety issues but internal streets can increase development costs
- Don't want to tie the farmers hand to sell but also don't want sprawl
- Growth is best contiguous to the city
- Should consider county sewer districts that are strategically placed to encourage development in areas where growth has already occurred
- Bad perception about septic systems but not backed up by science – with new technology septic systems can be a long-term answer to on-site sewage disposal
- Not one case of septic contributing to ground water contamination in Indian Guidelines to discourage the wholesale spread of homes in prime agricultural land is OK; should allow development but set standards for drainage, road capacity, etc. That would increase the cost of land to limit growth without prohibiting it
- Logical corridors for growth mostly follow streams/topography – to get growth to happen in that direction, extend sewers in that area
- Most people choose to live in communities than in the country
- People live everywhere in Howard County – not really an agricultural community; growth patterns have already occurred
- Give people options – things to overcome but still allow development
- Running out of lots for high end development
- 450 lots on the market – has remained constant over the last 5 years; high for a community this size
- Housing industry will match first quarter 2002 numbers by the end of March
- Concerned about low-income housing – more problematic in the city limits
- 106,000 is the average home price in Howard County
- High vacancy rate in apartment and rental properties
- Condominium market is really strong
- What is quality of life? What is able to be implemented?
- Worried that the community isn't growing
- Don't think the Comprehensive Plan can't start growth but it could stop growth
- Need to be diversified
- People have the incomes but don't want to pay for certain things, will go out of town to buy things available in town
- There is a shortage of high-end lots but not sure the demand is there
- Needs to be an easier way to connect to sewers
- Demand is for $150,000-200,000 but not building that product; building at the ends of the spectrum
- Desire to build in the city limits due to schools/sports
- Don't want the county to be filled with ½ complete subdivisions
- Not growing, trading houses, not demolishing as fast as building

- Shouldn't take away farmer's right to sell or develop by protecting farmland
- Do we have more farmland than we need?
- Have to accommodate people who don't want to live in subdivisions
- Is there a boilerplate formula for the number of curb cuts and speed limits that increase traffic accidents
- Sharing services creates need for homeowner associations which can be difficult
- Larger homeowner association works better than small ones
- Should accept forced mains/lift stations rather than needing gravity mains
- Give planning office some discretionary powers
- Silting is the primary agricultural pollution concern
- Not opposed to sidewalks or bikeways if part of the plan

Chamber of Commerce & Economic Development Interests

- Economy/infrastructure are the issues not the plan
- Seen as an easy place to do business
- Economic development people bring together government entities to the table
- Infrastructure/utilities are in place
- Good workforce
- Perception is a major factor
- Can get a great education if you want it – diverse experiences are available
- Worry about restaurant saturation but they all seem to be busy
- Higher end retail is needed – only 2 places in Kokomo to buy a suit
- Housing is not an issue – large range of prices, several higher end areas available
- Economic development focus is 1st on retention/expansion, 2nd on attraction, 3rd on growing our own (incubator concept – using engineering talents in the area, technology focus); 1 and 3 are legit, 2 is not very viable)
- Have not felt the impact of plants downsizing because there have been offsets
- Kokomo has weathered the economy extremely well
- Taxes/state budgets are an issue
- Momentum for US 31 is for it to be built on the east side of Kokomo
- Not having an interstate is like not having a waterway
- 26 from I-65 to I-69 is important and vital for economic development but not on the state's radar beside typical improvement
- Only so much growth potential in the city, so need to be able to grow on the borders
- Greentown wants to be a bedroom community – no industrial growth
- Bypass on east side would help the airport
- The airport is not well used

Appendix A - Key Interest Group Interview Results

Environmental Interests

- Need a well balanced plan that looks to the future and discourages random/haphazard growth
- Housing development is very scattered
- Strip development is a problem
- Developments should be more community focused
- Development in farming areas/wetlands is not sustainable in the long run
- Need a setback from ALL water bodies (50-100', or use the county drain standard of 75') and require maintenance. Should be treated as a minimum building setback; should apply to anything man made but at a minimum structures; mowing and dumping are problems
- Runoff during construction is an issue; should define runoff control in plans.
- Less than 5% of streams are buffered
- There are a number of impaired streams in the county mainly due to E. Coli, PCBs, mercury
- Reactive methods of doing business in the county
- Should use the knowledge about how to manage the environment and be proactive so problems do not need to be fixed later and at a greater expense
- Need to maintain natural systems
- Ideally no filling in the floodplain
- County spends money to tear down flooding but allows haphazard filling in the floodplain which decreases storage capacity and water quality
- Howard County is one of the few community's who drink surface water – need to protect it
- We are moving wetlands like we move furniture
- Wetlands in floodplain and bottomlands can't be replaced
- Need a clear definition of wetlands
- Need timely wetland mitigation
- To be technical ¾ of county is a swamp
- Septic systems shouldn't be allowed in unsuitable soils
- Buffers should be addressed – should be around agriculture to protect farmers to continue their operations, also around the airport and industry
- Identify areas that are better to be built on than others and steer growth in that direction
- Wildcat Creek has aesthetic benefits that should be addressed, outstanding recreation resource that should be recognized, help the state establish public access sites
- Sedimentation and erosion control are issues
- Population density changes the character and needs of an area
- Drainage ditches are different from streams – man made verses natural area/habitat
- Safety issues which rise with sprawl/strip development
- Shouldn't treat (dredge) natural drainage ways like legal drains
- Baby steps are good – rather take small steps than lose out all together
- Need to get people to see the Wildcat Creek and appreciate it
- On any parcel of land should try to have a certain percent of greenspace, impervious surface, and trees to make a difference to the environmental health of the community
- Need definitions of legal drains and streams
- A greenways plan would help define and regulate different areas
- Should seek larger undeveloped park areas for hiking and nature study
- Provide parking access sites to creek where parking is safe and access for fishing or hiking is available
- Create some sort of extended hiking trail along the creek or convert abandoned railroad bed to hiking, biking, rollerblading trail (e.g. railroad track from Kokomo through Russiaville to Frankfort)
- Promote preservation of wildlife habitat of all sizes using education and incentives but especially wooded areas along creeks

Appendix A - Key Interest Group Interview Results

Educational and Library Interests

- Library now has 26 public computers
- More library programming, libraries are becoming community/cultural centers
- Library is asking the arts groups what they could do to help
- Next 5 years – library becoming cultural center, small theatre, art gallery
- Senior citizens using library services greatly
- Northwestern School has an ongoing strategic plan – updated annually; also has a task force working on facility improvements
- Northwestern is wrestling with what to do with a new elementary school – do they consolidate or maintain two schools
- Student population at Northwestern has remained stagnant over the last 10 years
- Western is probably the only growing school district
- Space wise schools are adequate
- Could improve cultural/aesthetics
- A few continued education opportunities but highly coordinated with K-12 like parenting class
- Library has morning computer classes but more special interest quality of life
- Ivy Tech – IU Kokomo have outreach programs that don't require you to be in school
- IU Kokomo library is open to the public
- Educationally/culturally there is a lot available
- Better parks with facilities would be useful – most are dedicated to traditional parks uses, trails would be good, youth activity centers at parks
- County parks system was abandoned in the 80's and given to the trustees
- Trail would be good, a large contingent of bicycle users are in the county
- There are shortcomings with alternative education – dealing with at-risk youth
- Struggle with the size of schools and the classwork being offered
- Kokomo CLEA – provides vocational, special education. This is a mechanism to cooperate between schools, may have to use this mechanism to provide certain content areas
- Many universities are nearby so finding teachers is not an issue
- Staffing issue is due to budget constraints not availability
- Library just completed a feasibility study regarding the main branch – called for 80,000 square foot facility
- Increasing Chinese population
- Growing Hispanic population
- 8 western townships in Howard County are served by the Kokomo-Howard County public library; 3 eastern townships are served by the Greentown library which is combination school/library
- Might be better if one library for the whole county – people served by Greentown do not get the full range of services that others get

Appendix B - Community Leaders Workshop Results

In addition to the key interest group interviews, another input session was conducted to gain the perspective of various government leaders in Howard County. Approximately 30 representatives shared their concerns and hopes for the future of the county.

All of the following information is included in this Appendix is for information purposes and is not a formal part of the Howard County Comprehensive Plan. The information listed below is a summary of the various comments recorded during the course of the discussion.

- The community would benefit from working toward offering the best school system and educated workforce in the state
- City and county governments should collaborate in extending infrastructure, especially storm and sanitary sewers, into the county to promote prosperous growth
- Should create a county sewer district and promote the proper applications of on-site sewer systems to generate cost effective building sites
- Should establish incentives to attract new business such as tax breaks, free utilities for industries and land at low or no cost; what we are currently doing is not working, should be creative and make changes in order to move forward
- The community would benefit from a new spirit of cooperation between city and county governments, there are good examples of the entities working together but could be improved
- Should take the proposed upgrades of US 31 into consideration when preparing the plan
- Tax breaks and other incentives sound good but the county does not always have the resources to offer incentives, the money would have to be provided from within the community. There is a price to pay for this type of growth, should be research and education regarding where the finances would come from
- Kokomo's quality of life is better than most crowded communities. The community is geographically located, having a stone quarry, train terminal, public reservoir and various other amenities. We are strategically located so residents can find a large variety of things to do within an hour's drive or less from Kokomo
- County has done fairly well without a comprehensive plan
- Should identify soil types before deciding which areas are prime farm ground that should be preserved
- Concerned about protecting property owner's rights
- Water quality related to the Wildcat Creek is very important
- Farmers have already implemented buffer strips to filter out pesticides and animal waste to help protect the water quality in streams
- Natural waterways should not be disturbed
- Man doesn't do as good of a job as the natural systems already in place – shouldn't disturb our natural systems, in the long run money would be saved if development locates further away from streams
- The plan should identify land use areas that might encroach upon each other in order to reduce islands of a particular type of use
- The comprehensive plan shouldn't just focus on 20 years, should be an ongoing project and be reviewed every 5 to 7 years
- The plan should be flexible
- Should review the progress of the community in the past 10 years
- The steering committee needs ample time to review the draft of the plan
- The new plan needs to have vision for the community and establish a process to help it grow
- The plan should inspire home ownership, extend infrastructure into the county, offer incentives for business growth, promote superior education, protect natural resources and not contain unreasonable restrictions

Appendix C - Public Workshop Results

A series of workshops were conducted on April 15th and 17th at five locations throughout Howard County. Multiple dates and locations were chosen in order to provide the greatest opportunity for public input across a cross section of the community. The purpose of the workshop was to determine the strengths, weaknesses, needs and dreams of the county.

All of the following information is included in this Appendix is for information purposes and is not a formal part of the Howard County Comprehensive Plan. Listed below are the findings generated from the workshop discussions.

LIABILITIES

Environment & Recreation

- Lack of outdoor recreation opportunities
- No protection of the natural environment
- Too much wetland mitigation & uncoordinated relocation of wetlands
- Not thinking about ditches, wetland, floodplain in regards to water quality
- Environment suffers from development
- Building in the floodplain
- Unsafe water through parks – kids can't play in them
- High mercury in streams
- Lack of activities for kids (especially middle/high school age)
- Parks aren't people, family or user friendly

Land Use/Growth

- Currently developing regardless of overall costs to the community
- Not reusing/rebuilding
- Lack of creative developers
- Easy to develop in county due to lack of regulation
- Spotty growth in rural areas
- Development in airport hazard areas
- Do not have low income, smaller housing (lowest price points)
- Not aesthetically appealing or clean
- More people
- People buy land along roads because they do not have options

Infrastructure

- No sewers in the county; Utilities not moved out to county
- Greentown sewers are over capacity
- Highway through Greentown severs pedestrian traffic – "like a river with no bridge"
- Through traffic needs an alternate route through Greentown
- Increased truck traffic threatens small community character
- Road improvements in city end when they hit the county
- County roads need improvement
- Traffic planning & foresight such as ensuring building setbacks and ROW
- Unclean side ditches
- No utilities or sewer plan
- Failing septic systems with no sewers or plan for them
- Lot size is too small to accommodate septic systems

- Increased traffic/difficult traffic flow
- Greentown on sewer bans
- Increased state regulation regarding septic systems
- No hierarchical thoroughfare plan

Government

- Cities & county do not work well together
- Lack of real planning
- No county administrator – too micro-managed
- Lack of government foresight
- Reactive not proactive government
- Lack of coordination/vision in the county & city governments

Economy

- Loss of jobs and employment opportunities
- Can not exchange money in town
- Not enticing people who grew up here to stay
- County moving backward
- What are major employers doing to promote the community?
- Industrial jobs leaving faster than coming in
- Lack of service oriented businesses

Quality of Life

- Signage
- Aesthetics could be improved
- Gateways not appealing
- Lack of small coffee shops
- No place for kids to congregate or hang out
- Small community
- Lack of cultural events, opportunities and activities
- Lack of diversity
- Known as “factory” or “blue collar” town
- No classy nice restaurant
- Crime rate – north end of Kokomo reputation of drug problems
- High divorce rates
- Unused, damaged buildings are not addressed

Appendix C - Public Workshop Results

ASSETS

The following are the assets as indicated by the public.

Environment/Recreation

- Wildcat Creek
- Highland Park
- Reservoir
- PAL facilities
- Excellent farmland

Economy

- Good high paying jobs
- New business incubator
- Close to family and work – easy to commute to work and get to destinations
- Good industrial layout – central location in Kokomo
- Small communities not pestered by commercialism or industry

Infrastructure

- County road condition and maintenance program; good county road improvement system, especially compared to other counties
- Taylor sewer district
- Not that many failing septic systems
- Russiaville – planning for water and wastewater

Quality-of-Life

- Clean healthy community
- Friendly, warm people; Small town atmosphere and community pride
- Community theatre
- Symphony
- Conveniences yet not a big city; quiet, peaceful small towns
- Small towns to live in close to Kokomo
- IU Kokomo
- Golf courses
- Safe community; Low crime
- Increase in population brings more business
- Sense of your own space – country life-style
- Good schools, especially in the county
- Family roots
- High quality of life
- Affordable, high quality housing
- Johanning Center
- City and county are working better together
- Different size of communities to pick from
- Libraries
- Two hospitals
- Variety of shopping and eating establishments

Appendix C - Public Workshop Results

NEEDS

At the conclusion of each workshop, those attending were given the opportunity to prioritize the needs of Howard County. Each participant was given three stickers for "voting". The individual had the option of placing all three stickers on a single need he or she felt was most important, or placing a single sticker next to three different needs. Listed below are all the needs mentioned at the workshops. They are ranked according to the number of votes each received as indicated by the number in parentheses.

- Extend sewers to the county or develop rural sewer districts **(10)**
- Protect natural areas such as the Wildcat Creek for public access and outdoor recreational uses **(5)**
- Planned growth to minimize urban sprawl (a guide not a set of restrictions) **(5)**
- Better coordination between the cities, towns and county **(5)**
- County administrator **(5)**
- Encourage reuse, rehabilitation and historic preservation **(4)**
- Infrastructure **(4)**
- County sewage treatment facility **(4)**
- Partnerships between government entities, utilities, and businesses to draw new businesses and provide support for start up or small businesses **(4)**
- Better promotion of Howard County, sell the community better **(3)**
- Orderly change that uses tax dollars effectively **(3)**
- Better planning and protection of the environment **(3)**
- Improved aesthetics and cleanliness **(3)**
- Diversification of industry **(3)**
- Balance environmental quality and development **(3)**
- Community/social center/YMCA for kids to hang out, possibly a joint venture with the private sector **(3)**
- Establish/increase cultural amenities **(3)**
- More parks and recreation/Improve safety and usability of parks/county parks board **(2)**
- Keep younger generations in the community – give them reasons to come back **(1)**
- Protect prime farmland **(1)**
- Look for additional funding mechanisms **(1)**
- Houses set back more from road **(1)**
- Activities in parks for kids **(1)**
- Commercial park and incentive package for small and start up businesses **(1)**
- Improve perceptions or perceived value of the community so that more people choose to live here **(1)**
- More community involvement from major employers **(1)**
- Quality low-income housing
- Mass transportation
- Small retail (food and goods)
- Capturing commuters to live in the county
- Utilize airport and develop appropriately around it
- Restaurants on the west side of town
- Encourage better site work and details such as landscaping
- Keep Wildcat Creek clean
- Attract services/convenience activities and facilities
- Upscale, nice restaurant(s)
- Better use of the Johanning Center
- Increase white collar verses blue collar jobs
- Shopping mixed use villages

Appendix C - Public Workshop Results

DREAMS

- Cultural center – arts, small performances and lectures
- Move people away from Wildcat Creek – make it all park land
- Give monetary awards for property owners to set aside greenspace – to establish greenspace corridors
- Greenspace in downtown (trees, fountains, green) or business districts
- Public restroom downtown
- Public mushroom parks
- Control water runoff and water quality
- Series of villages with a mix of uses
- Buy reservoir and land around it
- County infrastructure plan to be cohesive with the city
- Casino on the reservoir
- Good road system/bypass loop around Kokomo (Center Road/Alto/Morgan Street/E-W artery)
- Restaurants on the west side
- Like Columbus, Indiana – landscaping, parks, hide industrial areas
- Wilderness recreation opportunity (i.e. like a state park)
- Improve housing, infrastructure on the north side of Kokomo
- Nice industrial park for new businesses – trails/daycare
- Build a major theater for performances in a park
- County leaders working together on the same plan
- Opportunities for kids, safe parks/activities, children's museum
- Dinner theater
- Community would diversify – not reliant on two businesses
- Updated sewer/storm system so you can fish in Wildcat Creek
- Cohesive, intelligent land use plan

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Public Engagement Related Excerpts from the City of Indianapolis Bicentennial Agenda Comprehensive Plan

Compiled by
Community Voices for Health in Monroe County (CVHMC)
Community Justice and Mediation Center (CJAM)

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About Plan 2020

Plan 2020, the partnership between city government and community partners, is purposefully different. It redefines the community planning process. The vision comes from the community, as does the ownership and responsibility for getting things done.

An underlying purpose of Plan 2020 was and is to stitch as many existing plans, ideas and initiatives together into a broader, cohesive storyline. Plan 2020 acknowledges city government as a critical player in shaping the future of Marion County, but it further acknowledges that Marion County's full planning capacity reaches well beyond city government. Plan 2020 aims to leverage the full capacity of Marion County's diverse array of leaders, institutions, organizations, enterprises and movements. Plan 2020 established a framework for an unprecedented degree of coordination and collaboration required to realize the community's collective vision.

Through Plan 2020, the entire Indianapolis community is better able to achieve the community's collective vision, which starts with the update or creation of seven planning documents. For the first time, the city is planning for significant coordination and reinforcement between these seven key documents, which include:

The **Bicentennial Plan,** which serves to inspire systemic changes throughout local government, businesses and not-for-profits and move partners throughout the community to action. View the plan at plan2020.com

The **Marion County Land Use Plan,** an element of the Comprehensive Plan for Indianapolis and Marion County, establishes local policies regarding the use, preservation, development and redevelopment of all land in Marion County.

The **Marion County Thoroughfare Plan,** an element of the Comprehensive Plan for Indianapolis and Marion County, establishes policies regarding the development of a multi-modal transportation network for all major streets and corridors in Marion County.

The **Marion County Parks, Recreation and Open Space Plan,** an element of the Comprehensive Plan for Indianapolis and Marion County, guides the development of the community's park system.

The **Indianapolis Regional Center Plan,** an element of the Comprehensive Plan for Indianapolis and Marion County, promotes the sustained growth of Indiana's economic engine, the Downtown central business district.

The **Indianapolis HUD Consolidated Plan** outlines community development strategies that promote prosperous neighborhoods and lays out how city government will invest the community development funds it receives from the federal government.

The **Central Indiana Comprehensive Economic Development Strategy,** led by the Indy Chamber, is a road map to diversify and strengthen the Central Indiana economy. It is a guide for establishing regional economic development goals and objectives, developing and implementing a regional plan of action, and identifying investment priorities and funding sources to enhance economic growth.

This Bicentennial Agenda focuses on the Indianapolis community's collective ability to make life better for residents and business owners today and in the future. It describes what Indianapolis-Marion County can become. This Agenda educates anyone who is interested in Indianapolis becoming a better place – why cities, like Indianapolis, work the way they do. Not only is it intended to inspire execution of the remaining elements of GIPC's Bicentennial Plan and technical city planning documents that fall under the larger Plan 2020 umbrella, it answers the question, "Why should we implement the Plan 2020 initiative?"

People from across Marion County have joined forces to stitch together numerous activities, plans, ideas and initiatives for the purpose of focusing on the nuts and bolts of what makes Indianapolis a great city. In most instances, this has meant focusing on changes to existing systems and structures rather than applying already limited resources to entirely new ideas or large (built) projects.

Plan 2020 mobilized nearly 200 volunteers and engaged over 104,000 people from across Marion County to assist with the development of the Bicentennial Plan. But first, the Plan 2020 team reached out to the community to create, vet, and then ultimately agree upon an engagement strategy designed to ensure that we would have multiple ways to:

- Raise awareness of challenges and growth opportunities for Marion County
- Inform and educate target audiences about Plan 2020's mission to create an actionable vision for the city's future
- Promote the unique planning process of Plan 2020
- Engage the public in and excite the public about the planning and implementation of Plan 2020

The result was a public engagement process deeply committed to guaranteeing that the Bicentennial Plan's development and final recommendations remain accessible to anyone who lives, works and visits Marion County. Plan 2020 actively sought out numerous perspectives so as not to exclude insights from any individual or group of individuals. The team returned to the drawing board repeatedly, trying to reach out to groups and individuals with unique needs and circumstances, including substantial populations within our community that are historically under-represented in planning processes such as this.

How We Got Here

The Bicentennial Plan and all of its component parts are the result of a planning process led by four respected, volunteer community leaders, who were further supported by the leadership of the Greater Indianapolis Progress Committee and the City of Indianapolis.

While aspirational in nature, the identified action steps of the Bicentennial Plan are not simply aspirations. This level of commitment requires a different type and increased level of community engagement. For real time information about the various action steps that make up the Bicentennial Plan, go to Plan2020.com.

This Bicentennial Agenda is comprised of input from four primary sources:

1. Foundational elements, including past ideas, plans, initiatives and programs already being implemented in the Indianapolis community.

2. Proof points from research, data, studies and surveys.

3. Community input, including that from nearly 200 volunteer community leaders serving on six Bicentennial Plan committees or task forces, and thousands more who contributed through events, online feedback or via a host of other engagement vehicles.

4. Key stakeholders who provided expertise and strategic direction.

More than a dozen engagement vehicles were used in the development of the Bicentennial Plan. It was determined early on that the most efficient steps to take to reach a stated goal would require engaging community stakeholders, topical experts, research and, in the end, an implementing partner. This approach allowed us to incorporate, rather than repeat, dozens of other recent and ongoing planning processes and city planning and community development initiatives. We remain committed to leveraging the tens of thousands of hours that the Indianapolis community invested in engagement with this and other planning initiatives. Past engagement efforts and outcomes have informed each component of the Plan 2020 initiative.

The Plan 2020 initiative relied on a number of public engagement methods, including:

Mass media
Plan 2020 has and will continue to work with mass media and secondary media outlets, such as blogs, to illustrate the impact that Plan 2020 is expected to have on Indianapolis – Marion County. Using strategic outreach methods, Plan 2020 seized opportunities to write op-eds and bylined articles and blogs that highlighted and supported the Plan 2020 mission. Targeting specific media outlets allowed

Plan 2020 to broadcast overarching messages and themes to stay relevant in the minds of Indianapolis-Marion County residents and guests. The team occasionally issued press releases, participated in interviews, and targeted other media opportunities to keep the public aware of Plan 2020.

E-newsletters

Thanks in large part to an incredibly generous contribution from our partners at Salesforce (formerly Exact Target), Plan 2020 used a targeted email system to send information and updates about Plan 2020 to numerous audiences, including hundreds of neighborhood organizations registered with the city of Indianapolis. Subscribers received monthly e-newsletters and special editions designed to keep subscribers up-to-date on the planning process and on important partnership projects, and to offer opportunities to join the conversation. The communications team analyzed and reported on open rates, click-through rates, bounces, opt-outs and clicks for the purposes of refining our content and ensuring that readers received significant and relevant updates for the duration of the Plan 2020 planning process. Throughout the two-year planning phase, Plan 2020 developed and maintained a highly engaged audience. Plan 2020 sustained an open rate of over 40%, well above the industry average of 20%. At the time of the publication of this document, the Plan 2020 newsletter had over 1,500 subscribers.

Social media

Plan 2020 has and will continue to use social media channels, such as Facebook, Twitter and YouTube, to raise awareness about Plan 2020's mission, highlight events, provide plan updates, promote thought leadership and share newsworthy items related to Plan 2020 and partnering efforts. The Plan 2020 communications team regularly records and documents traffic and audience patterns to better understand how to appeal to and engage various audiences. The team uses Sprout Social to decipher demographic data about Plan 2020's social media audience. This information helps inform the communication team on the type of people who follow Plan 2020 and The Hall. At the time of publication of this document, the Plan 2020 and The Hall Facebook pages had over 500 likes, the Plan 2020 Twitter account had nearly 2,000 followers, the Plan 2020 YouTube channel had over 1,600 views, and The Hall Instagram page had over 228 followers. Plan 2020's social media presence gave rise to the #LoveIndy movement. #LoveIndy sees 200 new posts per day, which is an increase from 400 posts in February 2014 to more than 40,000 posts by November 2015.

Plan2020.com

During the planning phase, Plan2020.com was the primary engagement vehicle to offer complete access to and transparency for the processes and deliverables being produced by the Plan 2020 project team. All of Plan 2020's collateral materials, meeting minutes, agendas, maps, discussion topics, and other information were posted to the Plan 2020 website. The Plan 2020 website provided anyone with access to the Internet the opportunity to learn more about the plan: its genesis, process, findings, leadership and partner organizations. Users could find meeting dates and event times, connect through social media, sign up for the e-newsletter, learn about volunteer opportunities, link to MindMixer and MySidewalk, participate in online surveys, and more. The Plan 2020 website also served as a clearinghouse for videos and content on community planning initiatives that were shared during the Friday Forum series. Going forward, Plan 2020.com will primarily serve to house the Bicentennial Plan and electronic copies of the technical city plans. At the time of publication of this document, plan2020.com had received nearly 19,000 (unique) visits.

Facebook.com/IndyPlan

@indyplan, @TheHall_Indy, @GIPC_Indy, #loveindy

plan2020.com/youtube

The Hall

From February 2014 through November 2015, Old City Hall served as the planning hub for Plan 2020. It is where people, armed with their ideas, came to connect. The Hall hosted exhibitions, public meetings, forums, events, and activities to spur innovative thinking about the future of Indianapolis. The Hall provided meeting and gathering spaces for the public and a gallery of community-based initiatives as a way to highlight current projects and happenings throughout Indianapolis. The Hall included a planning studio where members of the project team worked to stitch together disparate pieces of Indianapolis-Marion County.

FRIDAY FORUMS

Between June 2014 and November 2014, the Friday noon hour meant a presentation at the Hall highlighting community projects and initiatives taking place around Indianapolis. Friday Forums were an opportunity for Plan 2020 to reinforce and elevate what other plans and initiatives have already studied and recommended. Topics featured included: 16 Tech, the library's Strategic Plan and an update on the city's Consolidated Plan. Each of the Friday Forum presentations was added to the Plan 2020 YouTube channel and most were also broadcast on local government Channel 16.

EVENTS

Between June 2014 and July 2015, the Hall hosted community events and activities that increased Plan 2020 awareness and sparked organic discussions on the initiative. Such events included: the 2014 5x5 Arts and Innovation Competition; a Hip Hop Panel on violence, race, and music; a Historic Bar Crawl; the launch of the 2015 Civic Hackathon; a local film festival; and public meetings for the Indy Rezone initiative.

5x5 Arts and Innovation Competition

JUNE 27, 2014

The Hall swelled to life as more than 180 people gathered to watch Indy's top five finalists compete in the "5x5: Re:Purpose." The event (organized by People for Urban Progress) challenged finalists to incorporate principles of re-purposing and creative reuse.

Hip Hop Panel on Violence, Race & Music

AUGUST 13, 2014

Over 100 Indy residents of various racial, cultural, and ethnic backgrounds joined Plan 2020's Malina Simone and Live Life Entertainment for the opportunity to hear from club promoters, radio personalities, and DJs on the intersection between race, violence, and music in an effort to be proactive after recent tensions in Broad Ripple.

Creative Mornings: Indy

MAY 19, 2015

The Hall doors opened with the sun to welcome nearly 170 Indy early birds seeking to learn more from a familiar face; our 2014 CityCorps Fellow, Justin Garrett Moore, was the guest speaker, presenting the work he accomplished through his fellowship and how he had expanded it since.

Civic Hackathon Launch

MAY 19, 2015

77 of Indianapolis-Marion County's most influential and innovative tech gurus lined the Mezzanine to hear Indy Chamber release teasers for the six Hackathon challenges. Each challenge was designed to address a technological gap limiting Indianapolis and its agencies from social, educational, and economic growth. Before the launch, a review of the alignment between Plan 2020 initiatives and Hackathon challenges was conducted; four of the six challenges were considered to be strongly to mostly correlated.

Surveys
Plan 2020 conducted a survey to inform the planning process, and it was specifically used in the development of the City of Indianapolis' Consolidated Plan, which stipulates how community development investments are made. The survey contained 10 questions and took less than seven minutes to complete. The survey was available in both hardcopy and electronic format at all road show destinations during the time period. All paper surveys were entered into online platform QuestionPro so that the information provided could be aggregated and analyzed with the online submissions. In addition to the survey being available online and at different events and presentations, the survey was also distributed to the Marion County jury pool during the same period.

Plan 2020 Roadshow
Plan 2020 team members and volunteers often took Plan 2020 out into the community. There were Plan 2020 exhibits, one-on-one briefings with interested parties, and numerous presentations.

PLAN 2020 EXHIBIT
The Plan 2020 Exhibit was displayed at a number of major events and public gatherings. The exhibit consisted of a two-sided display. One side had a map of Indianapolis that asked participants to place stickers on the map indicating where they live, where they work, and the specific places they love. The other side of the exhibit asked participants "What do you value?" and "What do you wish Indy valued?" The responses to all of the values questions were compared against all working draft documents to ensure that Plan 2020 continued to accurately capture and articulate the values of the Indianapolis community.

ONE-ON-ONE BRIEFINGS
The Plan 2020 Team reached out to over 100 organizations to offer one-on-one briefings with executives, staff members and boards. At the time of publication, the team had completed over 220 one-on-one sessions throughout the community.

PRESENTATIONS
Representatives of Plan 2020's Leadership Team presented Plan 2020 during area events and gatherings, tailoring the presentation to fit with the mission or purpose of the group or gathering who invited the Plan 2020 team to speak. This option was provided on a case-by-case basis, and every request that was received was honored! Over 40 .presentations were given, with over 500 attendees.

STREET TEAMS
The Plan 2020 Street Teams, formed in September 2014, consisted of a small group of volunteers invested in Indianapolis' longevity as an authentic, thriving city. They sought out a variety of locations to reach residents within the Indianapolis community who might not have access to the Internet or the ability to attend a Plan 2020 event. Street teams fanned out to neighborhoods, near businesses and social places, to engage people passing by in discussions about the future of the Circle City. This engagement strategy had three objectives: 1) raise awareness of Plan 2020's overarching goals; 2) solicit responses to questions like, "What underserved needs do you see in your community?"; and 3) connect people to Plan 2020 via e-newsletter and social media. The team operated on a rotating, non-linear schedule in order to reach the greatest diversity of people, thus ensuring opportunity for more voices to have a say in the plan. Plan 2020's street teams solicited feedback at IndyGo bus stops, at homeless and halfway shelters, and in cultural districts. They went to libraries and gathering spaces throughout the county and appeared at several city events.

MindMixer + MySidewalk
In October 2014, the Plan 2020 communication team launched the online engagement platform MindMixer. MindMixer was originally developed as a tool for generating and vetting ideas, and it provided Plan 2020 with a platform to solicit public feedback on the vision and values within the Bicentennial Agenda. A combination of open-ended questions, polls and multiple-choice options regarding many aspects of Indianapolis-Marion County's future livability and sustainability were posed. Of the 13 questions posted, approximately 5,500 people viewed each discussion, of which nearly 300 chose to interact with the team. In March 2015, MindMixer evolved into mySidewalk, which expanded engagement by permitting users to pose their own questions. This transition sparked an additional nine questions, drawing in over 25,000 viewers and over 250 active participants.

In an era dominated by public opinion, Plan 2020 used MindMixer/mySidewalk to gauge the city's values previously identified in focus groups, assess public opinion on potential implementing strategies, and adjust each corresponding facet accordingly. Though this engagement platform primarily acted as one of the planning initiative's barometer of relevance, MindMixer/mySidewalk also served as an effective communication tool. Indianapolis-Marion County residents and community members could and did openly converse with Plan 2020 team leaders and project managers about their questions, concerns and ideas. This allowed for a much more transparent and accessible exchange for the public to consider as well as more candid insights for the Plan 2020 team.

Fellowships
The Plan 2020 team sought to extend its reach and become more dynamic by introducing the CityCorps Fellowship Program in June 2014. The program infused the planning process with ideas, insights and action through research, technical support and creativity. A request for proposals was designed to generate new ideas around Plan 2020's already defined themes — Choose, Connect, Love, Serve and Work. The Plan 2020 Leadership Team selected 10 of the 59 applications submitted. In 2015, the fellowship program was tasked with setting the stage for implementing the vision and strategy identified in this document and corresponding city plans. Of the 37 applications submitted, the Plan 2020 team narrowed it down to an additional 10 fellows.

Focus Groups and Interviews
The Plan 2020 team convened over 100 people organized into 12 focus groups. Participants were first introduced to Plan 2020 and then asked to concentrate on the one aspect of their identity that unified them within each group. This request allowed participants to focus on each question through that specific community lens. The questions were values-based and the discussion framed in terms of alignment or opposition to the Bicentennial Agenda's draft value propositions and preliminary recommendations. This exercise helped Plan 2020 identify gaps and critical flaws within the draft and provided an opportunity to clarify any planning jargon. Each session lasted about 45 minutes and concluded with a call to action for participants to stay involved in the plan and continue to contribute to the conversation on its other engagement vehicles, such as the e-newsletter.

Focus Groups
Led by professional facilitators with Gentleman McCarty, over 100 people participating in 12 focus groups organized by the following entities:

Immigrant Welcome Center
Immigrants and Refugees

CICOA
Elderly

ICND
Neighborhoods

Business Ownership Initiative
Small Business

IMPD
Public Safety

Ten Point Coalition
Faith-based

Indianapolis Housing Agency
Affordable Housing

Marion County Re-entry Coalition
Ex-offenders

Wayne Township Schools
Youth

IUPUI Student Government
Young Adults

United Way of Central Indiana
Continuum of Care

Latino Affairs
Latino Population

Committees
Plan 2020 was guided by five topical committees: Choose, Connect, Love, Serve and Work Indy, and one task force: Thrive Indy. Each committee was led by a veteran community leader and an emerging community leader, served by a lead resource organization, and staffed with a full-time, paid project manager. The Plan 2020 committees and task force were made up of a very diverse group of committed thought leaders. The membership of each was largely determined by the Plan 2020 Leadership Team, project managers, and committee co-chairs; however, a public call for nominations also took place in late June/early July 2014. The Plan 2020 committees identified the value propositions, strategies and potential action steps that became the basis for Bicentennial Agenda.

And it all started with a look back at how Indianapolis got where it is today.

A Look Back

When Indianapolis celebrated its Centennial in 1921, more than half of the population of Central Indiana lived within five miles of Monument Circle. As the region grew and population dispersed, Center Township's share of the population dropped to under 20 percent by the late 1960s. In Indianapolis, and across the country, manufacturing was beginning to decentralize and globalize, stripping city centers of their economic power and taking away the core purpose of many traditional, factory-oriented neighborhoods. Federal subsidies for new interstate highways, coupled with subsidies for suburban housing, facilitated growth in undeveloped areas.

By 1970, more than 70 percent of the regional population lived within Marion County, but Center Township's population was on the decline. In response, Indianapolis leaders did what few other regions in the nation could. They consolidated city and county governments to capture the booming growth in the suburban townships that surrounded what was then the City of Indianapolis (essentially Center Township). Growth in Marion County's suburban townships provided revenue to fuel reinvestment Downtown at a time when most cities were struggling to remain solvent. The city had found a way to reverse its declining population and falling tax base.

Fast forward a little and one can see that the local economy and its related industries continue to change dramatically. Marion County has continued to de-industrialize. Between 2000 and 2010, Marion County lost more than 19,000 manufacturing jobs. Many residents built entire careers out of factory work, and the families that were once able to accumulate wealth without formal post-secondary education have suffered. As a result, neighborhoods dependent on factories for jobs have declined; people are moving elsewhere. Many of Indianapolis' former industrial sites are hard to redevelop because there is either a real or a perceived threat that the site is contaminated. These sites linger and detract from the quality of the neighborhoods where they are located.

The very interstate highways that make Indianapolis the Crossroads of America didn't come without a cost. They destroyed homes and cut off entire neighborhoods, greatly impacting the families that were displaced. Today they continue to facilitate much of the growth in surrounding counties at an increasingly fast pace. These exurban communities are attracting both residents and businesses from Marion County, and Indianapolis has taken notice.

Residents give neighborhoods the spark they need to remain stable, and they also provide businesses with the means to survive. With a thriving population, governments are more effective in providing basic services and desirable amenities. More people living in Marion County means more income tax dollars generated, which increase the city's capacity to create and maintain high-quality community features, services and schools. These factors will continue to affect our ability to attract and keep high-quality employment opportunities so that families can build wealth and neighborhoods can thrive.

Exurban are distant suburban communities. While it is commonplace to refer to exurban communities simply as suburbs, it is important to remember that because of city-county consolidation, there are suburbs inside and part of Indianapolis-Marion County. To reach communities similar in distance to Fishers, Carmel, or Greenwood in other metropolitan areas, one would drive through one or two other independent suburbs before reaching them. One does not have to look only in the surrounding counties to find residential subdivisions made up of primarily single-family detached homes on larger lots.

A Healthier City

The environments in which people live, work, learn and play have a tremendous impact on their health. The quality of the local environment, meaning the condition of our land, air and water, is paramount to the health of Marion County's residents. Increases in air quality-related illnesses, health care costs or environmental degradation that future generations will pay for down the road only exacerbate some of the problems that exist today. And while the health of our natural resources, air and water are crucial to our region's resiliency, nothing is more vital to the long-term prosperity of our city and the security of its people than the physical and mental health of our population.

Human health stretches far beyond what medical service providers can offer. Human health is determined by a number of societal factors. Social determinants of health are the economic and social conditions – and their distribution among the population – that influence individual and group differences in health status. They are conditions outside of our genetics and medical care that influence our health. Housing, transportation, education,

employment and criminal justice systems – the policies that they create and uphold – impact one's health more than the health care industry. Making Indianapolis a more healthy community will require that we collectively address these social determinants by incorporating health as a consideration in all policy decisions. A healthy city is one that equitably meets the needs and recognizes the human rights of all its residents.

We must build a city that promotes access to nutritious food and active living. We must embrace a new attitude and accompanying policies that value the health and well-being of our residents and invests accordingly. We must decrease the burden of chronic disease, increase the number of children and adults at healthy weights, and improve the overall health of Marion County's residents.

The Bicentennial Plan joins efforts to make Indianapolis a healthier community. The Bicentennial Plan seeks to lay the foundation for additional work, locally and regionally, to answer the following questions:

NEIGHBORHOODS
How do we begin to reconnect work and public health with neighborhood and community development?

DISPARITIES
What policy and structural changes are needed to eliminate disparities in health, education, employment, income, housing, and the justice system?

FOOD SECURITY
What does it take to ensure that every resident has reliable access to a sufficient quantity of affordable, nutritious food and beverages, if and when the (for profit) market is not able or no longer able to make the math work in a particular neighborhood?

SAFETY
How does a healthier community contribute to a safer community?

NATURAL RESOURCES
How can we better protect, enhance and leverage our natural resources to support clean air, water and soil, which dramatically contribute to the health of our community?

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FORWARD MADISON COUNTY Comprehensive Plan

04/09/ 20

Public Engagement Related Excerpts from Madison County Comprehensive Plan

Compiled by
Community Voices for Health in Monroe County (CVHMC)
Community Justice and Mediation Center (CJAM)

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Section
II

PUBLIC ENGAGEMENT

Public Engagement

Comprehensive plans are the most effective when county residents are heavily involved in the process and their input is heard. People can usually determine what is best for themselves and will tell their leaders what is wrong; however, these leaders must demonstrate that they are willing to listen. The public engagement portion of drafting a comprehensive plan strives to provide a venue for the public to share their ideas and be heard so that they may help improve their community. The goals of all public engagement activities include the following:

- Increase awareness of the planning process.
- Gather public input and ideas.
- Increase public involvement with the plan and in local/county decision-making.

During the *Forward Madison County 2035 Comprehensive Plan* public engagement process, there were several different opportunities offered to the public and community leaders in various formats. Meetings were held in eight communities across the county to gather a wide range of public input. In addition, there were opportunities at countywide events, private club meetings, and online engagements in coordination with each series of public meetings.

Forward Madison County Website

A public website was developed to serve as the central clearinghouse for public information about and primary online engagement platform for the comprehensive planning process (http://www.forwardmadisoncounty.com). MCCOG was responsible for managing and updating the content of this website.

Forward Madison County 2035
www.forwardmadisoncounty.com

Initial Engagement

A series of thirteen **public meetings** took place between December 4th of 2018 and February 14th of 2019 and featured facilitated discussions along with informal surveys. These initial engagement meetings focused on establishing the *Forward Madison County 2035 Comprehensive Plan*'s public engagement process and collecting initial public input. During these meetings, each attendee was asked to indicate on a map the general location of where they live, up to three locations that they would take a visiting relative, and up to three locations that they would avoid taking a visiting relative. Attendees were also asked the following questions:

"What do you like about Madison County?"

"What do you dislike about Madison County?"

"What are a few amenities or opportunities you think Madison County should take advantage of or build upon?"

"In terms of growth and development, what do you believe will be the greatest threat or challenge facing Madison County in the future?"

Facilitated Discussions

Facilitated discussions were broken into three topics:

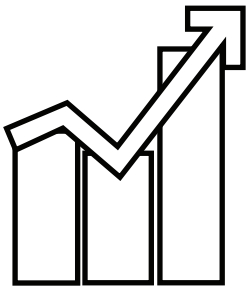
- Desired future
- Undesired future
- General discussion

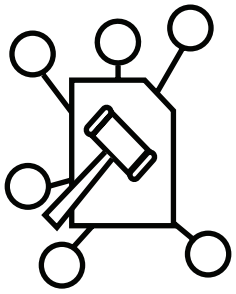
These discussions were led by MCCOG staff and Steering Committee members. All comments were written down and then transcribed digitally. Over 350 people in total attended these preliminary meetings, and over 700 unique comments were recorded **(See Figure 3)**. The responses to the informal surveys and the notes gathered from the meeting discussions were compiled by MCCOG staff. General topics and subtopics emerged from this data. Two weeks after the initial public engagements, a set of follow-up meetings occurred. During this round of follow-up meetings, attendees were asked to vote on the importance of these topics. Each person was given three tokens for each topic area to anonymously cast their vote for any of the subtopics that emerged from the first set of meetings.

Open discussions were also held at these meetings regarding absent or underrepresented topics from the previous round of meetings. 57 people in total participated in follow-up meetings.

Quality of Life
167 Votes

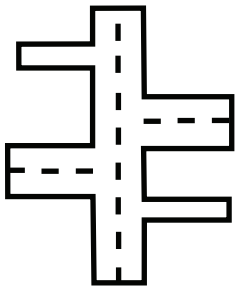
Growth &
Redevelopment
164 Votes

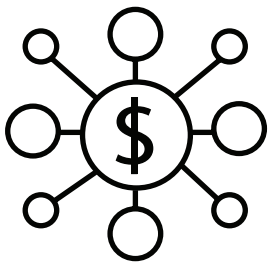




Regional Coordination
160 Votes

Infrastructure &
Transportation
158 Votes





Economy & Jobs
155 Votes

Figure 3

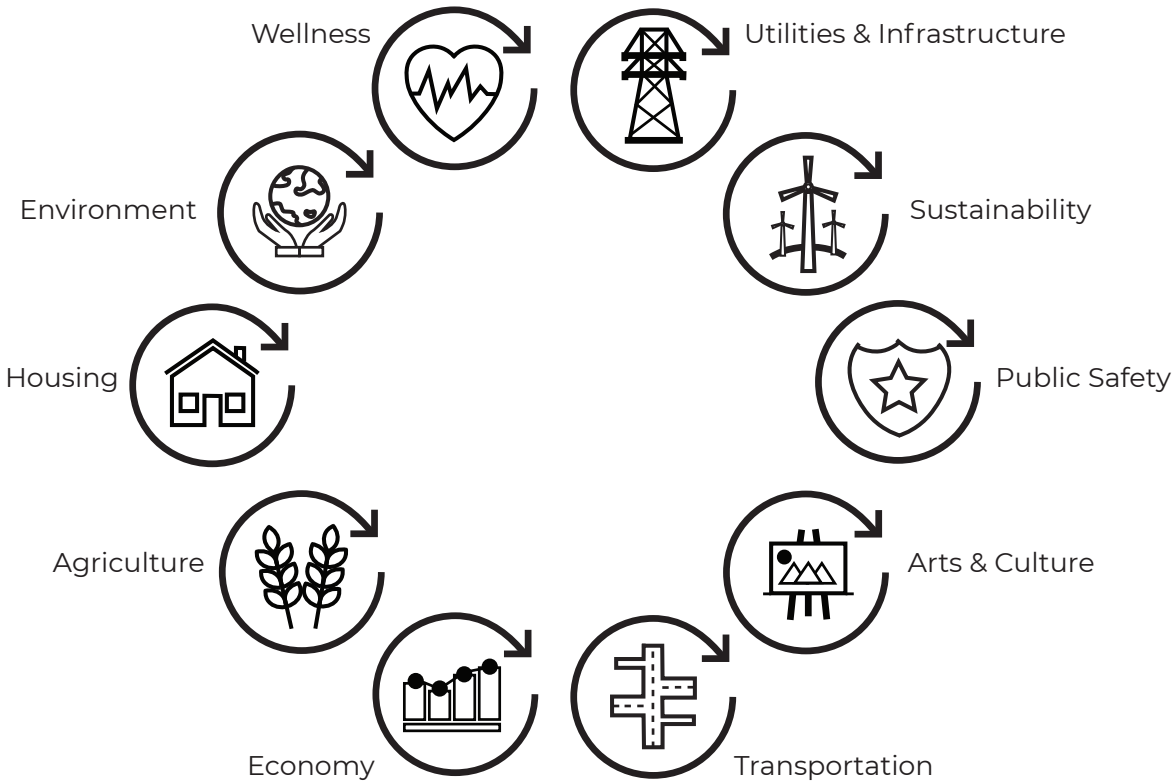
Focus Group Meetings

To gain a more in-depth understanding of the complex issues facing Madison County, ten unique focus groups were created to facilitate discussions about specific topics **(See Figure 4)**. These small groups were organized to allow each of the following topics to be addressed in detail and in a candid discussion format.

Attendees from the first round of public meetings were invited to participate in a specific focus group depending on their interests. MCCOG staff included experts in the target discussions for each meeting from agencies such as the Federal Highway Administration (FHWA), Indiana Department of Transportation (INDOT), Metropolitan Indianapolis Board of Realtors (MIBOR), and Municipal Separate Storm Sewer System (MS4). Steering Committee members were asked to contact additional people and encourage them to attend. Steering Committee members were also asked to lend their expertise by attending these meetings whenever possible.

Focus Groups

Figure 4



Focus Group Meetings Cont.

In preparation for the focus group meetings, MCCOG staff coordinated with the Steering Committee to develop a series of eight questions that would encourage the broadest possible conversations. During each meeting, focus group members answered these prepared questions, improved each question where necessary, and in some cases eliminated questions that were not specific to their topic area. As a result, valuable input on specific topics was collected, and a comprehensive list of questions was developed then made available to the public. These questions were asked to the Steering Committee at large, and then the general public was asked to select questions through our website and social media platforms.

Some examples of the final questions resulting from these meetings include:

> "Do you believe that schools and school properties in your community are safe? If not, what can be done to improve their safety?" (Public Safety)

> "What steps should Madison County undertake to better preserve and maintain existing infrastructure within the county?" (Utilities & Infrastructure)

> "If you could change one thing about the types of buildings in residential neighborhoods, what would it be and why?" (Housing)

The comments and information gathered from previous public engagement events allowed MCCOG staff to develop a set of draft goals. These draft goal statements were assessed and edited by each focus group during the next set of meetings between March 26th and June 27th of 2019.

Meetings were also available via conference call through the GoToMeeting application. 101 people in total participated in 20 focus group meetings. Many showed interest in participating, but could not physically attend due to personal schedule conflicts. The questions developed were also offered through social media and online public engagement platforms, which provided further engagement opportunities to focus group members beyond traditional meetings.

The wellness focus group was the least attended. To better collect feedback about the wellness-related issues facing Madison County, two pop-up engagements were held at the major hospitals' cafeterias. For more information, see the **Pop-up Engagements** (p. 47) subsection of this chapter.

4-H County Fair

The 4-H Fair is a collaborative community event that showcases and promotes the achievements and talents of youth as they work towards building their futures. The fair is sponsored by the Alexandria Kiwanis Club. The event is held every year at Beulah Park in Alexandria during the third week of July, and on average 15,000 people attend. The *Forward Madison County 2035 Comprehensive Plan's* staff maintained a venue in the vendors' barn to engage with fair attendees between July 21st and July 27th. Fairgoers who stopped at the booth were asked to complete a brief Visual Preference Survey about residential development patterns. 282 residents in total stopped and engaged with planning staff at this event. A sample Visual Preference Survey can be found in Appendix 3 (p. 349).

Vision Conversations

In the first set of these meetings, participants were presented with the lists of goals and objectives developed by the focus groups. Participants were also asked to take a brief 11-question Visual Preference Survey. A sample of this survey is in **Appendix 3** (p. 347). Members of MCCOG staff and the Steering Committee were present to listen to public feedback. The goals were further refined as a result of gathering public comments.

Growth & Development Discussions

The second round of public meetings took place in the eight major cities and towns across the county, including the small villages of Frankton, Markleville, and Summitville between August and September of 2019. These meetings covered two different discussions about goals and objectives to achieve by the year 2035 and future land uses.

Future Land Use Meetings

For this set of public meetings, maps and drawing media were provided to attendees so they could respond to the following land use-related questions:

"What areas do you think agricultural land should be preserved?"

"What areas do you think single-family homes should be constructed?"

"What areas do you think multi-family homes should be constructed?"

"What areas do you think mixed-use (residential/commercial) should be developed?"

"What areas do you think future commercial growth should occur?"

"What areas do you think future industrial growth should occur?"

"Where should the county expand its trail network?"

"Where should the county expand its public transportation options?"

"What areas should recreational/open space development occur?"

MCCOG staff and members of the Steering Committee invited and led attendees to sit in groups around large-format maps with trace paper and markers to indicate their answers to the above questions. All input was then scanned into a digital format and used for Geographic Information System (GIS) mapping. In total, over 40 people attended this set of public meetings. The responses to the informal surveys and the notes gathered from the meeting discussions were compiled by MCCOG staff. Then, a future transportation and land use map was developed. MCCOG staff also completed additional analysis that compared existing land uses to the proposed future land uses identified during the public meetings. Policy and ordinance changes were then recommended and presented to the Steering Committee for review.

Draft Plan Refinement Sessions

A set of ten public meetings were held between the months of September and October of 2019 to present the comprehensive plan draft in its totality to the general public. The document was summarized by poster boards displaying the general content for each primary chapter. Members of MCCOG staff and the Steering Committee were present at these meetings and noted any public comments regarding the content of the draft document presented. Over 20 people in total attended the draft plan refinement sessions. All public comments and critiques gathered at these meetings were transcribed digitally and given due consideration before the development of a final draft document was presented to the Steering Committee for approval.

Survey

The information gathered from preliminary public meetings was used to develop a public survey. The survey's goal was to collect responses from between 3% and 5% of a sample representative of the household population in Madison County (between 1,556 to 2,594 responses from 51,899 households) **(See Figure 9)**. The primary purpose of the public survey was to gather information about the population's level of agreement on topics identified during the initial public engagements. The public survey was conducted as a non-probability sample survey to draw samples from the population.

Non-probability samples, sometimes called convenience samples, are used when it is not possible to account for non-responses from the sampled population. Non-probability samples are often used to study large populations because they are cost-effective and convenient to administer. While participants can choose not to participate in the survey ("opt-out"), rigorous surveys seek to minimize the number of people who decide not to participate (i.e. nonresponse).

Bias is possible in any survey regardless of the collection method, but the bias can be much greater in non-probability surveys. It is likely that those who participate in convenience surveys are not representative of the general population. Furthermore, convenience surveys often have no way to assess the potential magnitude of the bias, because there is generally no information about those who choose not to participate. The amount of bias can be **mitigated** by comparing the sample collected to the observable characteristics of the study area's total population. Efforts should be made to target underrepresented demographics in the total sample where discrepancies have been identified.

Non-probability sample surveys can be used reliably in the early stages of research for developing hypotheses that identify issues, defining ranges of alternatives, or collecting other sorts of non-inferential data. Data collected from non-probability samples should not be used to infer statistics about the unobserved population. See **Reference 21** in **Appendix 6** (p. 354) for a detailed discussion on the application of various types of the non-probability based sampling method to qualitative research.

The survey became available online in May of 2019. Links to the survey were included in all incorporated areas' utility bills for the months of May and June of 2019. Surveys were mailed to all households in unincorporated areas in June of 2019. Hard copies were also distributed to every town hall and public library in Madison County for respondents to take and submit in person. MCCOG offered a chance for respondents to win one of two $300 gift cards to incentivize survey responses. See **Appendix 3** (p. 347) for an example survey.

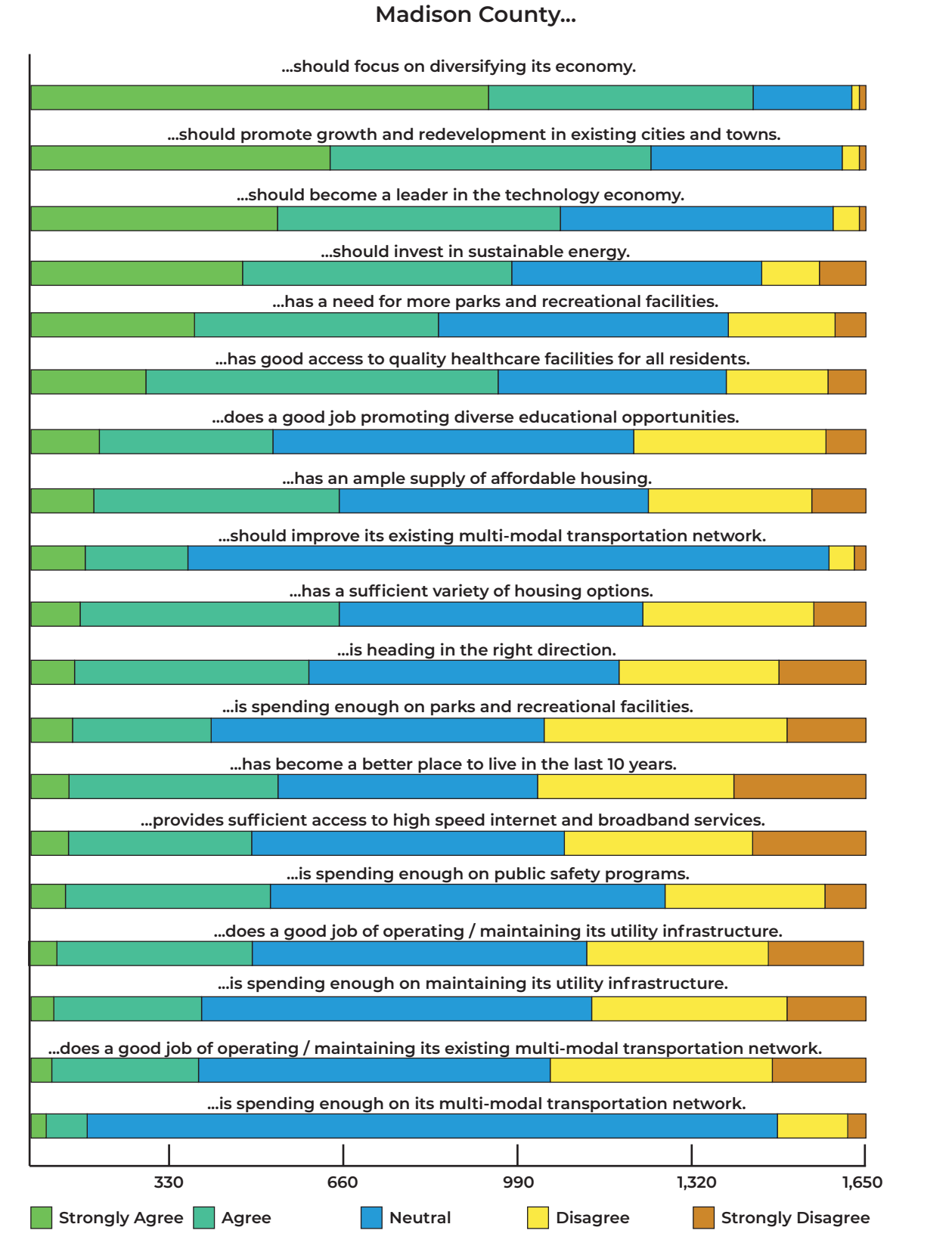
In total, 1,650 responses were collected for a response rate of 3.17% of the total households in Madison County. The following infographic shows the breakdown of survey respondents by source. **(See Figures 5 and 6).**

Survey Representative Response

Figures 7 and 8 compare the recorded response rate to the optional demographic questions included in the public survey. Since the demographic questions were optional for respondents, the percentage represented in red answered the survey but chose to not respond to one or more questions. These responses were compared to data from the most recent American Community Survey (ACS). Due to how information is collected for the ACS, this information is provided with a Margin of Error (MOE).

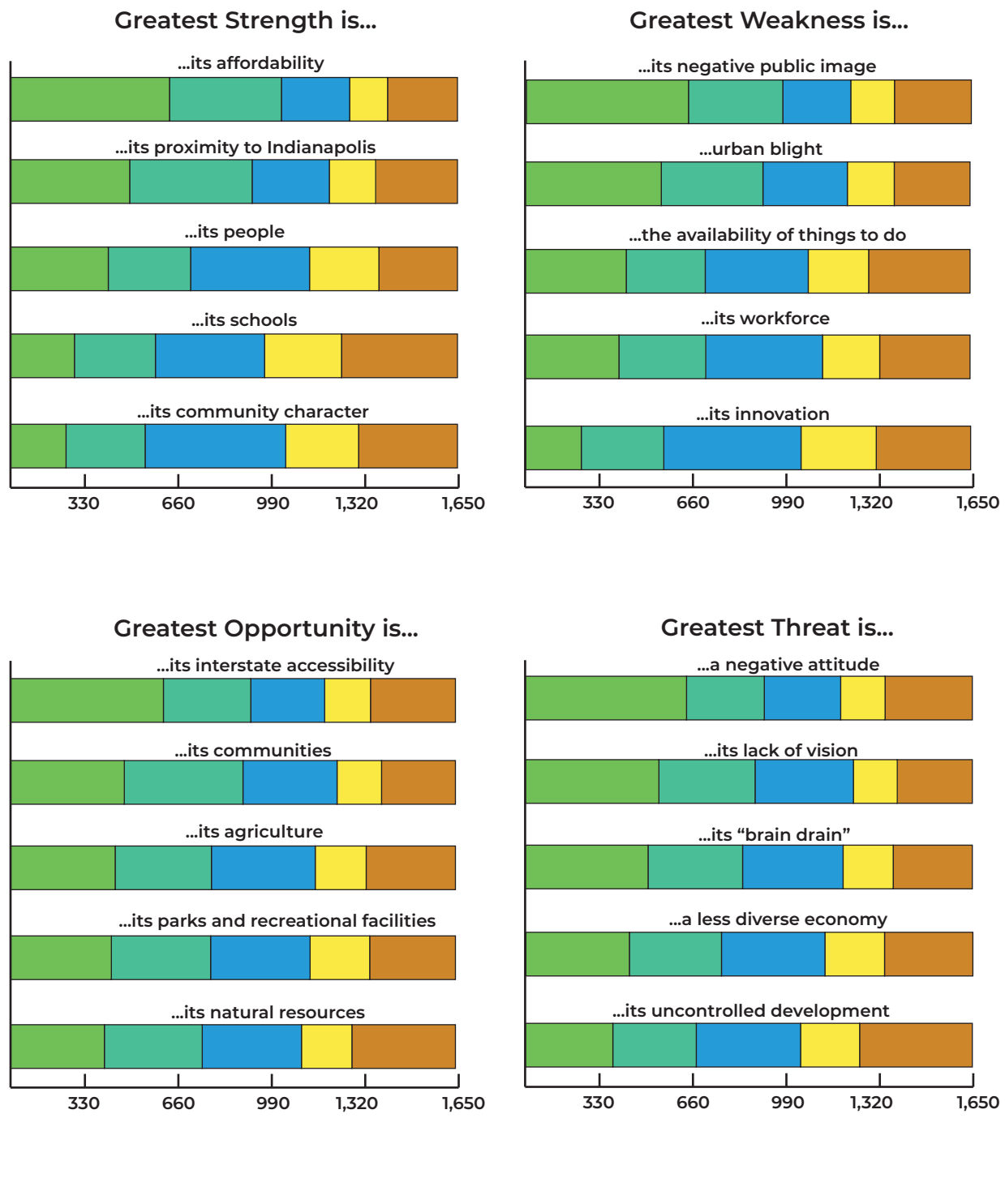
Statement Questions

Figure 5



SWOT Questions

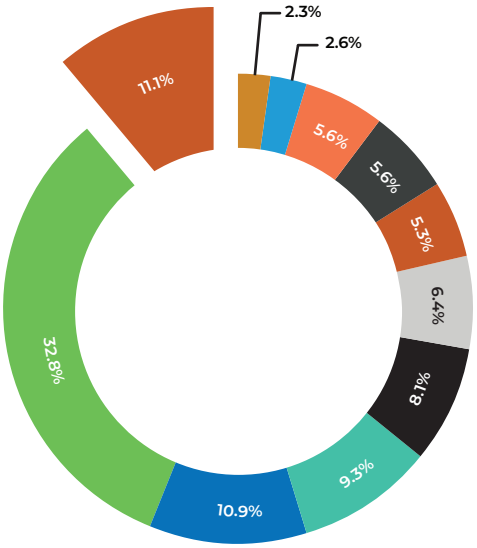
Figure 6



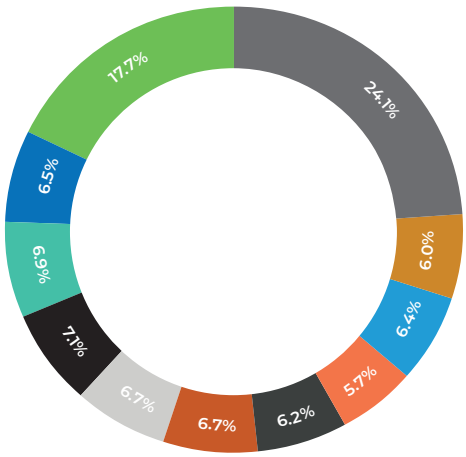
Survey Representative Response

Figure 7

Age



Recorded Responses

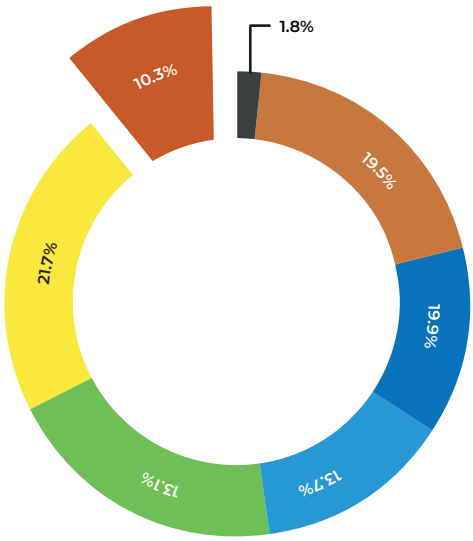


Expected Response Rate

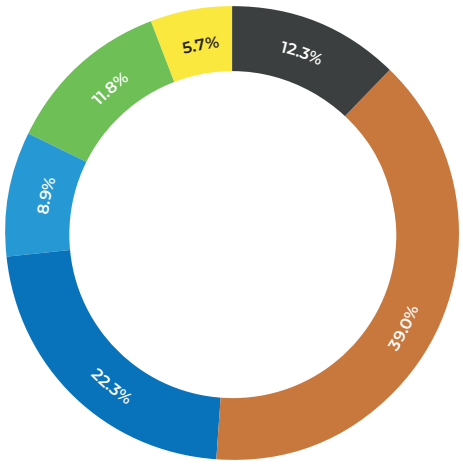
= 20-and-under
= 20 - 24
= 25 - 29
= 30 - 34
= 35 - 39
= 40 - 44
= 45 - 49
= 50 - 54
= 55 - 59
= 60 - 64
= 65-and-Older
= Refused Question

* 2017 American Community Survey 5-year estimates MOE+-0.1%

Educational Attainment



Recorded Responses



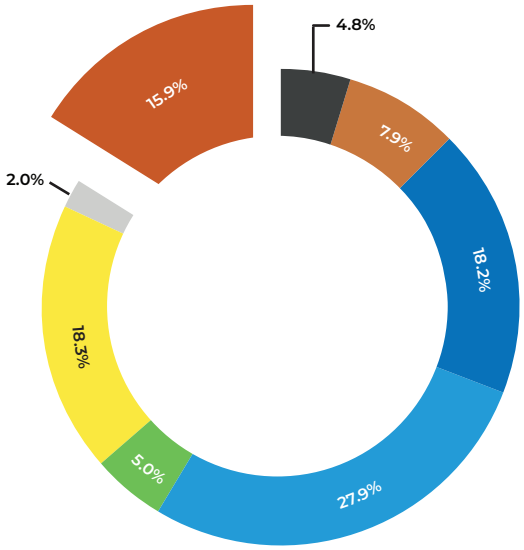
Expected Response Rate

= Less than High School
= High School Diploma or GED
= Some College
= Associate's Degree
= Bachelor's Degree
= Graduate or Professional Degree
= Refused Question

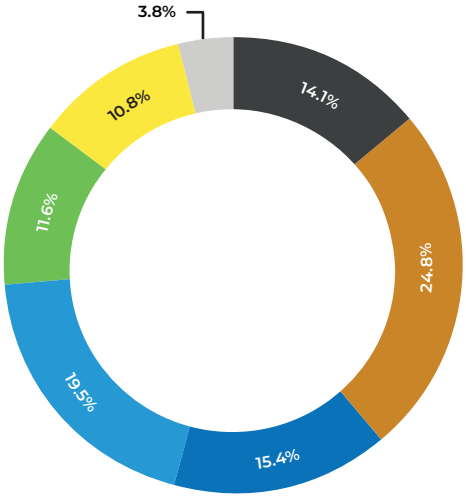
* 2017 American Community Survey 5-year estimates MOE+-0.5%

Survey Representative Response Cont. *Figure 8*

Income



Recorded Responses

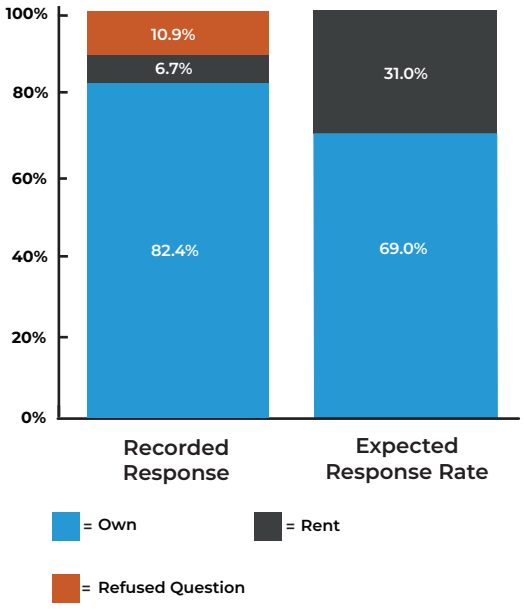


Expected Response Rate

= Under $15,000
= Between $15,000 and $24,999
= Between $30,000 and $49,999
= Between $50,000 and $74,999
= Between $75,000 and $99,999
= Between $100,000 and $150,000
= Over $150,000
= Refused Question

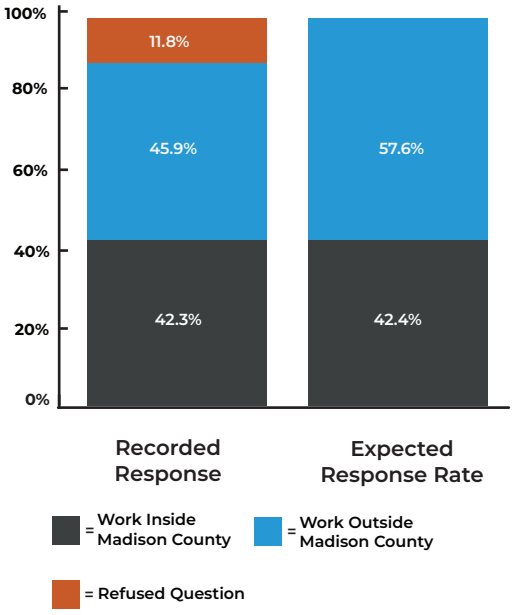
*2017 American Community Survey 5-year estimates MOE+-1.3%

Rent/Own



*2017 American Community Survey 5-year estimates MOE+-1.3%

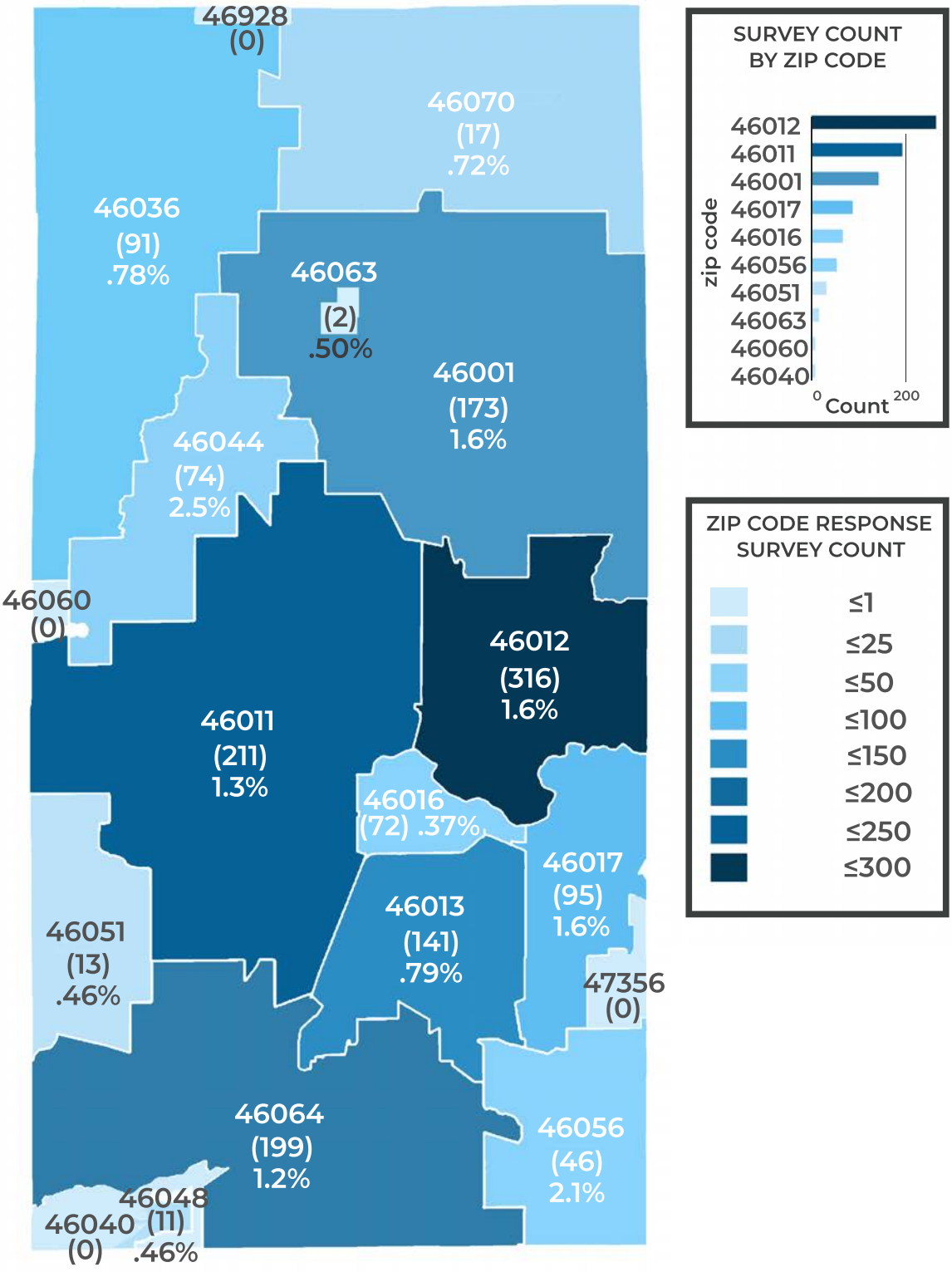
Place of Work



*2017 American Community Survey 5-year estimates MOE+-1.3%

Survey Response by Zip Code

Figure 9



Demographics collected by the public survey revealed the following response biases:

- The survey undersampled a third as many residents 29 and younger as represented in the ACS.
- The survey oversampled twice as many residents 65 and older as represented in the ACS.
- The survey undersampled a twelfth as many residents who have less than a high school degree than represented in the ACS.
- The survey undersampled half as many residents who only have a high school diploma or GED as represented in the ACS.
- The survey oversampled three-and-a-half times as many residents who have a master's degree or higher as represented in the ACS.
- The survey undersampled a third as many residents who earn less than $15,000 a year as represented in the ACS.
- The survey undersampled a third as many residents who earn between $15,000 and $25,000 a year as represented in the ACS.
- The survey undersampled a third as many residents who rent a home as represented in the ACS.

The demographics collected from the public survey indicated that older, well-educated, and wealthy residents of Madison County were over-represented; however, younger, less-educated residents were underrepresented. This trend also mirrored the public participation at every *Forward Madison County 2035 Comprehensive Plan*'s public engagement event, so these shortcomings were remediated by interacting with young Madison County residents in targeted pop-up engagements.

Public Meeting Exit Questionnaires

In addition to the public survey, planning staff issued an exit questionnaire at every public meeting and engagement event. These exit questionnaires were optional and included questions about how meeting attendees heard about the public event as well as general demographic questions. The results from the public meeting exit questionnaire showed similar demographic results to the public survey. An example of the public meeting and pop-up engagement questionnaires can be found in **Appendix 3** (p. 348).

Pop-up Engagements

During the comprehensive planning process, several public events were held, public questionnaires were issued, and an extensive public survey was conducted. Optional demographic questions were included in every questionnaire, the public survey, and exit questionnaires that public event attendees were asked to fill out. See **Appendix 3** (p. 348) for examples. The demographic information gathered was then used to identify underrepresented segments of the population during the public engagement process. Pop-up engagements were planned and held across the county at the following locations:

Hospitals-

- Community Hospital Anderson
- Ascension St. Vincent

Universities-

- Purdue Polytechnic Institute

High Schools-

- Alexandria High School
- Anderson High School
- Frankton High School
- Lapel High School

Nonprofit Events-

- United Way
- Rotary Club

Regional Workshop

MCCOG hosted a regional planning workshop to allow members of the public, elected officials, and planning professionals to learn about new zoning practices called “form-based code” as part of the public engagement process. The Form-Based Code Institute (a subsidiary of Smart Growth America) was invited to give an intensive one-day class titled "The ABCs of Form-Based Codes." Participants learned how form-based codes are different from conventional land use regulations and how they have evolved to solve many problems created by conventional Euclidian Zoning. The course provided an overview of how form-based codes are created. The process for creating form-based codes entails moving from an initial place-based community vision to an adopted code and beyond. Two instructors conducted lectures, classroom discussions, and a hands-on exercise about observing community-built form and shaping public space. Participants also learned about the common misconceptions of form-based codes and the legal basis of form-based codes. This workshop was held on October 7th, 2019 and October 28th, 2019. 32 people in total attended.

Plan Adoption

The plan was presented to the Madison County Plan Commission by the *Forward Madison County 2035 Comprehensive Plan* Steering Committee on January 16th, 2020. The plan commission formally recommended the document for adoption by the Board of County Commissioners (BCC) on _____. During its meeting on _____, the BCC formally adopted *Forward Madison County 2035 Comprehensive* by resolution number _____.

Launch Celebrations

During the month of _____, MCCOG staff hosted two final public meetings to showcase the final adopted plan. These meetings were intended to solidify ownership of the plan by the public and community leaders, to place a capstone on the 18 months of the comprehensive planning process, to provide information regarding next steps, and to discuss long-term plans for regular updates that will maintain the document's relevancy over time.

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RANDOLPH COUNTY

COMPREHENSIVE PLAN

3212018DRAFT

Public Engagement Related Excerpts from Randolph County Comprehensive Plan

Compiled by
Community Voices for Health in Monroe County (CVHMC)
Community Justice and Mediation Center (CJAM)

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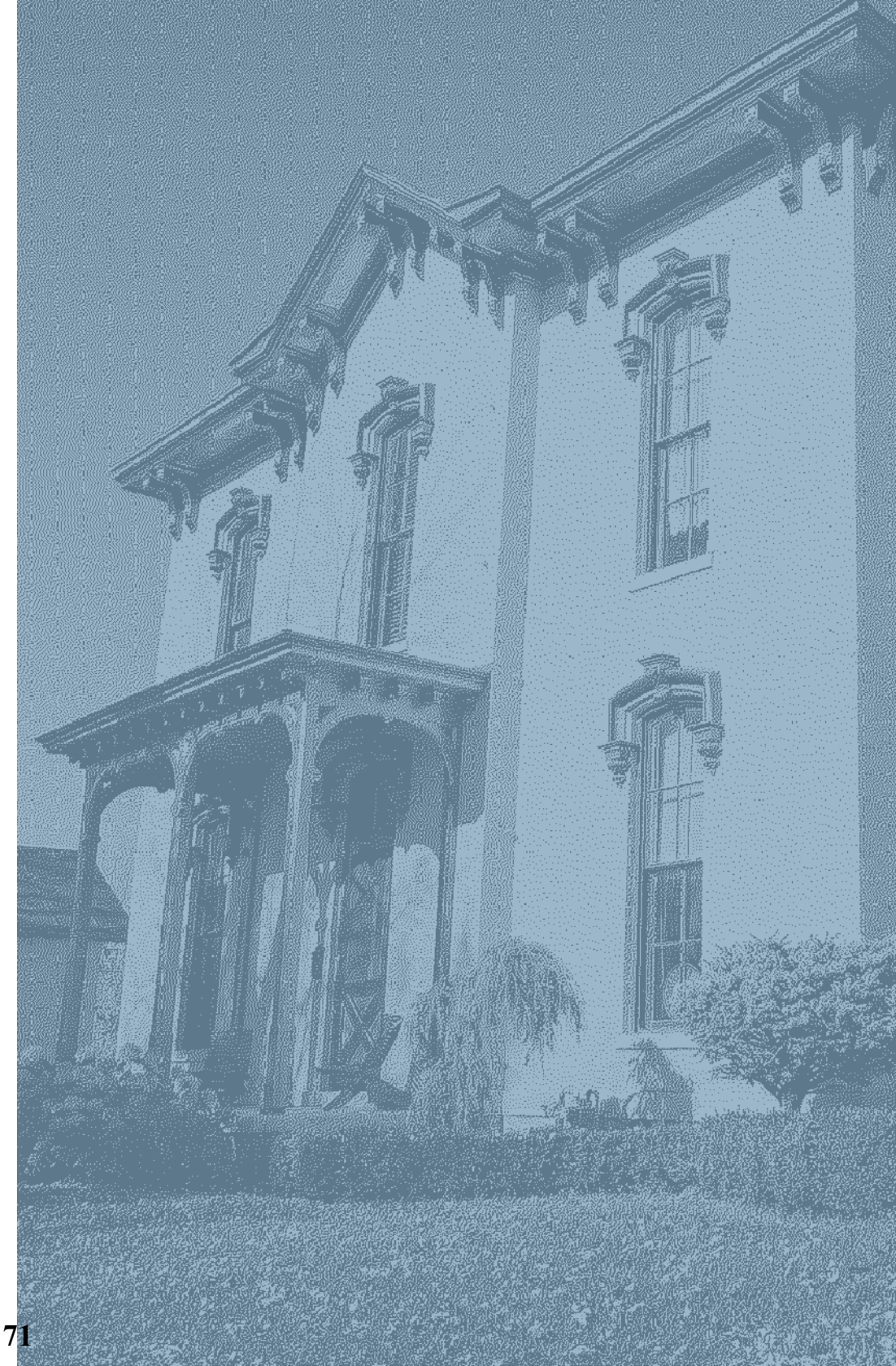
PLAN SUMMARY

The key takeaways from the planning process and resulting plan are:

- Randolph County offers a welcoming and hospitable environment for future growth and development.
- Randolph County is a people-centric community, meaning that everyone from elected and appointed officials to business owner and residents strives to improve the physical, environmental, economic, and social systems that exist throughout the county for the benefit of the entire community.
- Three key themes including aging in place, workforce and economic development, and rural renewal were consistently heard throughout the planning process from the steering committee, key stakeholders, and the general public when describing the threats and opportunities of the county's future.

The community's collective approach to planning and economic development is growth-based. What that means is that local decision makers are committed to:

- Maintaining a clear and concise vision for future growth and development;
- Proactively pursuing ways in which to increase the number and type of public, private and philanthropic investments;
- Accommodating most land uses and types of development at the most appropriate locations within the county;
- Improving upon existing conditions and increasing the number of assets available throughout the community;
- Remaining focused on the future;
- Seeking solutions that improve the quality of life that Randolph County currently offers.



VISION & VALUES

AS THE NAME SUGGESTS, THIS SECTION HOUSES THE COMMUNITY-DERIVED VISION AND LARGELY HELD VALUES OF THE RANDOLPH COUNTY COMMUNITY, AS DETERMINED BY THE RANDOLPH COUNTY COMMUNITY. THE CONTENTS OF THIS SECTION ARE SIGNIFICANT IN THAT THIS IS ONE AREA WHERE PEOPLE CAN SEEK TO FIND COMMON GROUND ON A LOCAL ISSUE OR OPPORTUNITY.

Community Partners

The community outreach and engagement process began in March 2017 and included the formation of a project steering committee, key stakeholder focus groups, and the general public. A combination of all of the community input received throughout the planning process ultimately led to the recommendations of this plan.

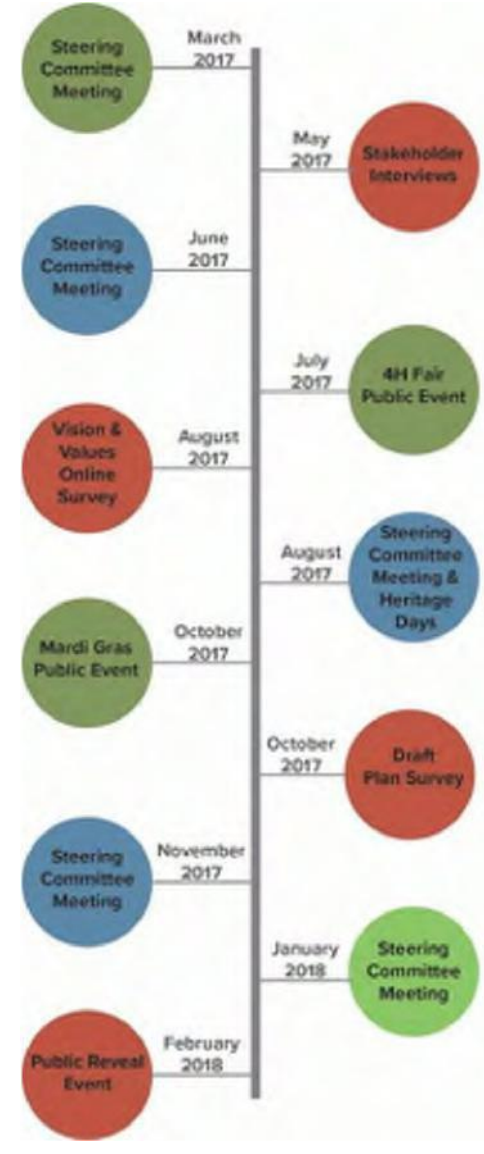
Steering Committee

The project steering committee was instrumental in guiding the consulting team in terms of the overall planning process and the recommendations of the final plan. The committee was comprised of 20 local leaders representing different geographical areas and economic industries within the county. During the process, the committee helped identify the county's strengths, weaknesses, threats, opportunities, future vision, and community values. Throughout the next 10 months, the committee met on a regular basis to discuss key benchmarks and review draft materials. During the process, the group challenged assumptions, ideas, and public outreach results in order to create the best plan possible for Randolph County.

Focus Groups

In early summer 2017, the consulting team met with 8 key focus groups that included 24 community stakeholders with a direct connection to tourism, economic development, education, workforce development, parks, recreation, environment, housing, real estate, transportation, utilities, public safety, government policies, elected officials, and agriculture. During the meetings, the consultant team and stakeholders were able to dig deeper into these important community topic areas. The detailed information provided during these meetings were instrumental in developing the initial thoughts and ideas of how best to improve local conditions. The results of these focus group meetings were then presented back to the steering committee and used to craft the structure for the next phase of community engagement – the public.

ILLUSTRATIVE TIMELINE



The Public

With guidance from the steering committee, the project team engaged the public in-person and online, to reach several key milestones in the overall planning process. Building on the feedback and insight from the project steering committee and focus groups, the public was enlisted to: refine the community vision and values, gain insight on a preliminary set of recommendations for the draft plan, and affirm the findings and recommendations of the final plan during the formal adoption proceedings. The primary methods of engagement have been summarized as follows:

IN-PERSON EVENTS

Project team members attended the 4-H Fair and offered several opportunities for passersby to not only learn about the comprehensive planning process, but to also shape the vision and values of the final plan by completing a short survey in-person or online. The vision and values survey was used to gain a better understanding of the perceived strengths and weaknesses pertaining to future growth and development, as well as which types of land uses and development are most desirable. To build a greater awareness around the planning process while at the event, the project team handed out inflated balloons bearing the project logo and URL for the project website. This event resulted in the submission of over 90 hard copy surveys in addition to the additional surveys submitted online. The results of this survey helped the project team better understand the future vision and values for Randolph County as seen through the public's eyes. More information about the vision and values survey is included on the following pages.

With a preliminary set of recommendations in hand, the project team attended the Winchester Square Mardi Gras Festival. Again, representatives from the project team engaged with attendees, to explain the comprehensive planning process and encourage people to provide their feedback on some of the earlier recommendations. By distributing over 150 flyers and inflated balloons, the project team increased awareness about the planning process, and generated even more survey responses. The results of the draft recommendations survey helped the project team better understand the public's critical priorities for the goals and objectives found in this plan. More information about the preliminary recommendations survey is included below.

ONLINE COMMUNITY ENGAGEMENT

The primary methods in which the public could offer their thoughts and concerns online was through the completion of electronic surveys and quick polls, both of which were accessible through the Randolph County Comprehensive Plan project website.

Launched in May 2017, the project website served as a clearing house of information, including information about comprehensive plans, the comprehensive plan planning process, the project team, and upcoming events. A summary of each project meeting was posted to the project website, as were interim deliverables and a list of frequently asked questions. Visitors could gain access to various quick polls and electronic surveys, as well as a general contact form and contact information to reach the project consultants directly. Between May and January of 2017, there were over 250 web sessions, by 169 (unique) users, and 492 page views. There were also 78 responses to a number of quick poll questions on the project website's homepage.

As previously mentioned, the Vision and Values Survey intended to better understand the strengths, weaknesses, vision, and values of Randolph County. With over 100 in-person and online submissions received, this survey offered respondents to provide open ended responses to describe the things they like, dislike, would like to fix, or would like to add to Randolph County. The results from this survey were instrumental in helping the project team understand the future desires of the community.

The Draft Recommendations Survey intended to obtain feedback on the preliminary set of recommendations in order to better refine them for the plan. With over 80 draft recommendations presented for the comprehensive plan, this 10 page survey offered respondents the ability to either agree or disagree with the policy objective statements for Randolph County. The 62 submitted results from this survey helped the project team understand the perceived priorities and better refine the draft recommendations. Once published, the majority of respondents indicated that they were in agreement with the preliminary recommendations of the plan. The preliminary recommendations that received the greatest support were those pertaining to social services, specifically those that address the needs of the county's aging population, promote placemaking, and dealing with vacant and abandoned properties.

Online polls on the project website were used throughout the process. These polls were intended to ask viewers quick questions that could provide snapshots of what the demographics and values of the people using the project website.

The project team partnered with local organizations to produce a 9 month long social media campaign; building awareness about the planning process and the various policies that were being considered. Each social media campaign contained a list of upcoming events, and recommended dates and draft copy for status updates on both Facebook and Twitter. A very special thank you to the following organizations for participating in the planning process:

- Winchester Main Street
- Randolph Central School Corporation
- Ohio Valley Gas
- Randolph County Economic Development Corporation
- Randolph County Tourism
- Randolph County Girl Scouts
- Randolph County YMCA
- Randolph County Solid Waste and Recycling

KEY TAKEAWAYS

Key takeaways of the public engagement process can been summarized as follows:

- A large number of participants of this planning process are lifelong residents, they grew up in Randolph County, and have called Randolph County home for 25 years or longer.
- To most, "people" are considered to be the County's single greatest community asset.
- While most people view Randolph County's low cost of living as a strength, some believe the opposite to be true; these people consider the community's low cost of living to be a threat to the county's continued (economic) health and vitality.
- The vast majority of people welcome growth and development to the county.
- Most people favor development of any kind; however, there is a stronger preference for more commercial retail, educational institutions, community service providers, healthcare providers, and more single-family residential housing.
- Recognizing that to increase the number and types of shopping, dining and entertainment options in the county, Randolph County could benefit from efforts to increase housing options – both in terms of price and type of house – as one way to retain and attract more residents.
- Most of the needs and opportunities expressed by participants of the planning process stem from the need to increase the number, types, and average annual wage of the jobs in Randolph County.

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