



MONTGOMERY COUNTY SR 32/I-74 INTERCHANGE STRATEGIC PLAN

**A plan for the economic prosperity for the US 32/ I-74
Interchange in Montgomery County, Indiana**

JANUARY 2019

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ACKNOWLEDGMENTS

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DEFINITIONS

1. LOCAL

Issues or priorities that are specific to individual Montgomery County communities.

Example: Improving infrastructure in a neighborhood.

2. COUNTY-WIDE

Issues or priorities that are common among multiple communities and which span local political boundaries. This plan focuses on county-wide priorities.

Example: Developing a trail network that connects communities.

3. REGIONAL

Issues or priorities that span local, county and/or state boundaries. These issues are shared by a large number of communities across a wide geographical area.

Example: Traffic planning along a roadway that goes through multiple counties.

4. TAX INCREMENT FINANCING (TIF)

A Public financing mechanism for local and county-wide redevelopment, infrastructure and community improvement projects as tools for economic development interest.

5. THOROUGHFARE PLAN

Comprehensive illustration of recommended traffic classifications and network connections throughout Montgomery County.

6. ECONOMIC DEVELOPMENT VISION PLAN

A planning tool for economic development vitality, identifying focused areas.

Example: The 2017 Economic Development Vision Plan for Montgomery County.

7. COMPREHENSIVE PLAN

A community land use planning tool that analyzes and recommends priority projects to enhance the county's quality of life, economic development attraction, transportation and utility improvements while protecting its existing development and natural resources.

Example: 2019 Montgomery County Comprehensive Plan

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BACKGROUND SUMMARY

This analysis includes the properties that are in all four quadrants of the SR 32/I-74 interchange, along SR 32 between the city of Crawfordsville and the I-74 interchange, and south along the Nucor Road corridor. The interchange area is currently undeveloped (except for the fuel station and scrap facility at the interchange). As you travel west along SR 32 toward the City of Crawfordsville, the area becomes more residential, but significant development opportunities still exist. Along Nucor Road, the area is predominantly agricultural except south of US 136 where industrial development has begun and is anchored by Nucor Steel.

The desired land uses at the interchange include a mix of uses including highway oriented commercial, light industrial and residential. Sewer and water utilities are not currently present for most of the area near SR 32, but sewer service is available in the southern areas of the Nucor Road corridor. There is a planned sewer line expansion from the south along Nucor Road that will bring sewer access near the interchange and westward along the SR 32 corridor. This sewer extension is currently planned only for the west side of the interchange, but will be designed to permit easy expansion to the east side of the interchange in the future. Water services are also being extended eastward along SR 32 to provide service to the interchange and south along Nucor Road in the future.

With the sewer and water infrastructure being planned, it is likely that the west side of the interchange will have the earliest development opportunities. This is especially likely in the southwest quadrant of the interchange.

The area south along Nucor Road is unique for a couple of reasons.

1. The area is currently served by the same rail line that services Nucor Steel. This makes the area marketable to end users that require rail access and allows realistic competitive advantages given the relatively limited areas in the region that are serviced both by rail and interstate access.
2. Some of the property in this area has already gone through Duke Energy's Site Readiness Analysis. While this is not the same as the State of Indiana's Site Certified designation, it is a foundation on which such certification can be achieved. Site Certified areas are actively marketed by the State of Indiana and that would put this site at a competitive advantage over other areas within the region.

ACTIVATING THE INTERCHANGE

In order to activate the interchange for development, it will also be necessary to develop some kind of land use management for the area. Options for this are discussed elsewhere in this document, but there is a risk that, with the availability of utilities in the area, certain development might occur that would make it more difficult to achieve the overall vision for the area.

It will also be important that the property owners around the interchange, and along the SR 32 corridor, be engaged as partners in the future economic development plans for the area. These partnerships may be loose discussions of common interest, or they may formalize into development agreements. In any case, having strong relationships with potentially impacted property owners will be very important to support future development activities.

OVERALL ECONOMIC DEVELOPMENT VISION

There is strong local support for Montgomery County to take a progressive approach to economic development moving forward. Steps to ensure success include:

- **Proactive marketing**
- **Support of existing businesses to expand and grow**
- **Attract new quality business opportunities**
- **Developing shovel ready development opportunities**

It is also the community's desire to support a diverse business base that includes primary employment opportunities with good wages and high quality employers. This means that attraction efforts should focus on those businesses that expand on the strengths of the area and can capitalize on the area's economic development assets. These include:

- **Advanced/light manufacturing**
- **Agribusiness**
- **Research and development**
- **Food processing**
- **Manufacturing and logistics**

Additionally, Montgomery County must remain an attractive place for people to live by investing in quality of place assets, capitalizing on the area's friendly, safe and welcoming atmosphere and supporting a diverse mix of housing to support appropriately measured growth within the county. Both residential and non-residential growth are necessary if Montgomery County wants a sustainable economic future.

OVERALL GOALS OF THE PLAN

GOAL 1: Support and grow the local workforce by retaining existing residents and attracting new residents.

GOAL 2: Enhance business attraction efforts by encouraging county wide business and industry diversity.

GOAL 3: Support the retention and expansion of existing businesses within the county.

GOAL 4: Encourage the development of new small business startups in Montgomery County through the creation of new business incentives and support programs.

GOAL 5: Implement the land use vision in this plan through the development of appropriate tools which respect both property rights and property values.

HOW TO USE THIS PLAN

PURPOSE OF THE PLAN

The purpose of this plan is to establish economic development priorities for the SR 32/I-74 Interstate area and Nucor Road corridor within Montgomery County. This document is intended to be a living plan with frequent updates as needs and markets change. Shared priorities and actions are identified within this plan that help attract sustainable and attractive economic development projects for the area.

USING THIS PLAN

SEEKING FUNDING SUPPORT

Funding is the key to implementing the action plan. This strategic plan can be used in funding applications as documentation of the regional value/impact of key projects.

PRIORITIZATION

Prioritization is crucial to regional development. This plan is meant to be used as a tool for prioritizing projects throughout the area for short-term and long-term implementation.

REGIONAL ADVOCACY

This plan serves as a tool and resource to advocate for projects that have economic development priority. It also promotes cooperation and collaboration between local and regional partners. This plan will allow Montgomery County to partner with other entities to support regional economic development success.

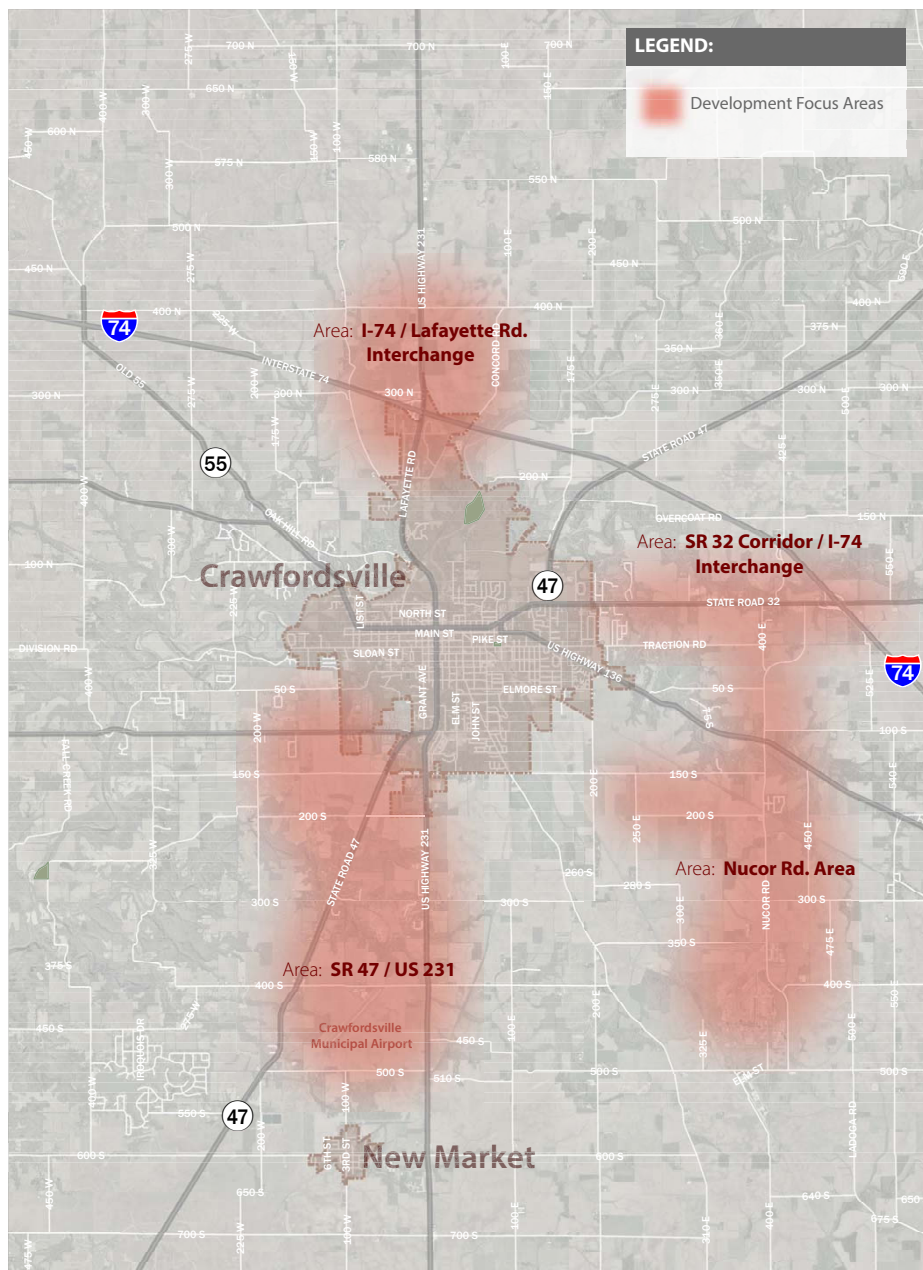
COMMUNICATE GOALS

This plan serves as a summary of the communities key priorities. It should be used as a resource for educating the public and community leaders on key local issues and economic opportunities.

BUILT ON WHAT WE KNOW

In 2017, the Montgomery County Economic Development Vision Plan was adopted. This plan is intended to be a road map to help guide leaders to make decisions and choices that promote long-term economic success. This Economic Development Vision Plan identified four key development focus areas. The SR 32/I-74 focus area was identified as the most likely area for diverse short-term economic development opportunities.

DEVELOPMENT FOCUS AREAS



DEVELOPMENT OPPORTUNITIES

FUTURE LAND USE MAP

The Future Land Use Map (Exhibit E) was created to identify the overall land uses that should currently be promoted in the SR 32/I-74 area. The current lack of planning and land use management in this area is an impediment to the management of future uses in the area. This Future Land Use Map should help guide where development would be best located based on the physical conditions analysis. This map is conceptual and should be updated as time and markets change. It is expected that full build out of the study area to take decades.

Agricultural

The agricultural land use designation is intended to preserve areas of prime farmland and potentially transition those areas over time. These areas in the Future Land Use Map are located at the southwestern corner of the study area as well as the northeastern corner where there are existing forests and creek beds that should be considered for protection.

Industrial

For this plan, industrial uses are likely to compliment the Nucor Steel development along Nucor Road. Light manufacturing is likely, however, with rail service available, some heavier industrial may be appropriate. Some non-retail businesses should be targeted for this area including logistics, research and development and agribusiness opportunities.

Commercial

Highway oriented commercial development is a high likelihood at the SR 32/I-74 interchange. A truck stop and gas station are currently located at this interchange. It is unlikely that extensive retail uses beyond highway oriented retail will locate here as neighborhood retail services and shopping are better suited closer to the population base of Crawfordsville.

Mixed Use

Mixed use, for the purpose of this study, has been defined as transitional areas where residential and commercial may be located. This could include single-family residential or multi-family residential along with office or non-retail commercial in the same area or building.

Residential

Single-family residential is currently located along SR 32 outside of Crawfordsville, and these areas will likely remain residential in the future. Additional land has been identified for single-family residential for sub-divided lots. It is possible single-family residential development will occur ahead of non-residential development along SR 32.

Institutional

Institutional uses are not identified in the future land use map. Institutional uses are those that are generally owned by the county or state. They may include schools, libraries, public safety facilities or parks. To support future development, additional institutional amenities may be required.

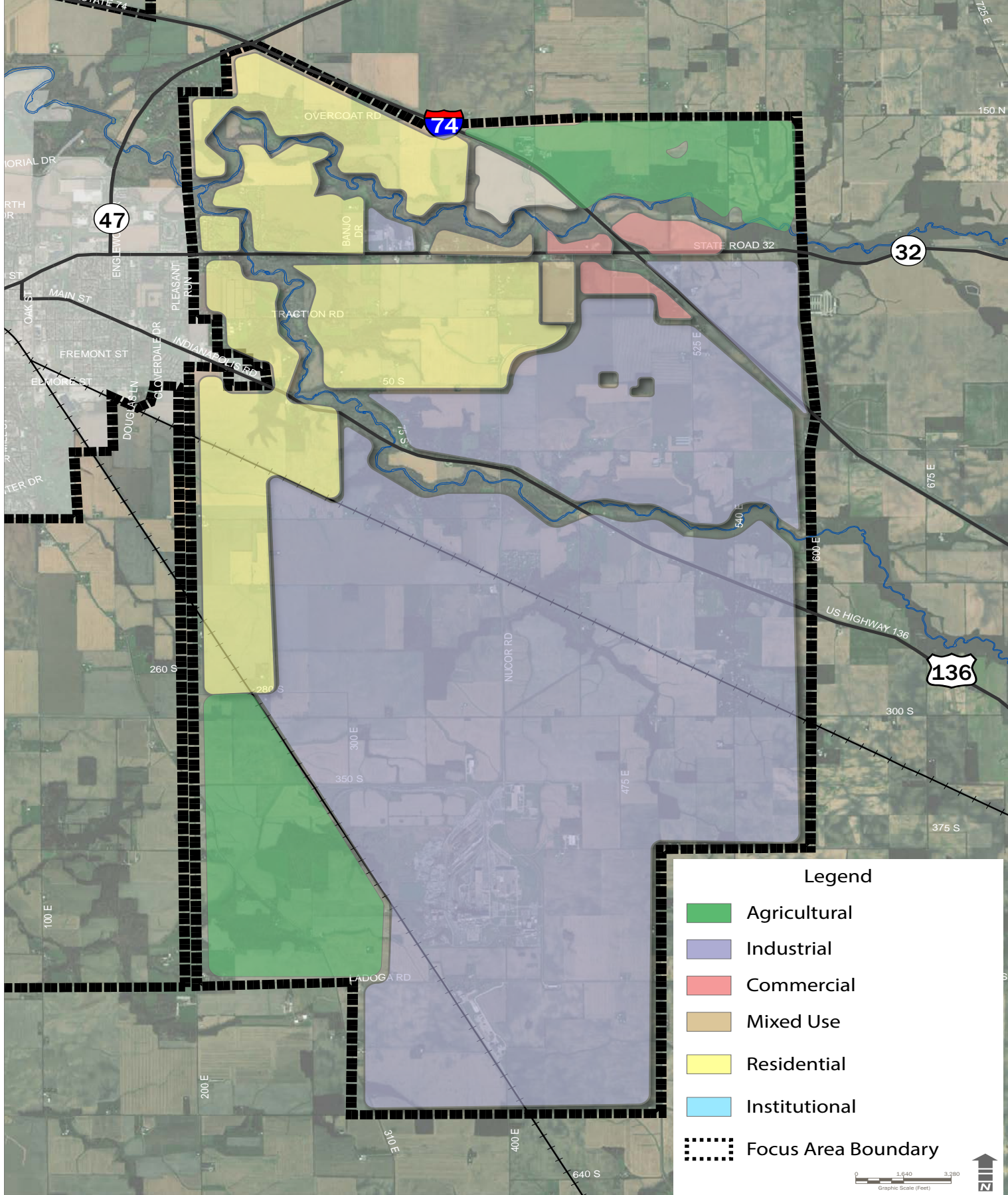


EXHIBIT E: FUTURE LAND USE

FUTURE THOROUGHFARE NETWORK

SR 32 and US 136 are state road corridors that aid in providing adequate east and west access through the study area. Access and visibility to I-74 at the SR 32/I-74 interchange adds to the regional attractiveness of the area for economic development efforts.

Given the nature and volume of truck traffic anticipated in the future for Nucor Road, it is recommended to be classified as a primary arterial in the future. Nucor Road will serve as the major north/south corridor for the study area. Another upgrade to the existing road network is classifying CR 300 S as a major collector. This corridor will be an important east/west connector between US 136, US 231, SR 47 and potentially I-74. Additional upgrades are proposed for Ladoga Road and CR 500 S in the future.

Recommended Thoroughfare Improvements

Segment	Improvement
Nucor Road	Primary Arterial
CR 300 S	Major Collector
CR 150 S	Major Collector
CR 500 S	Secondary Arterial
CR 600 E	Major Collector

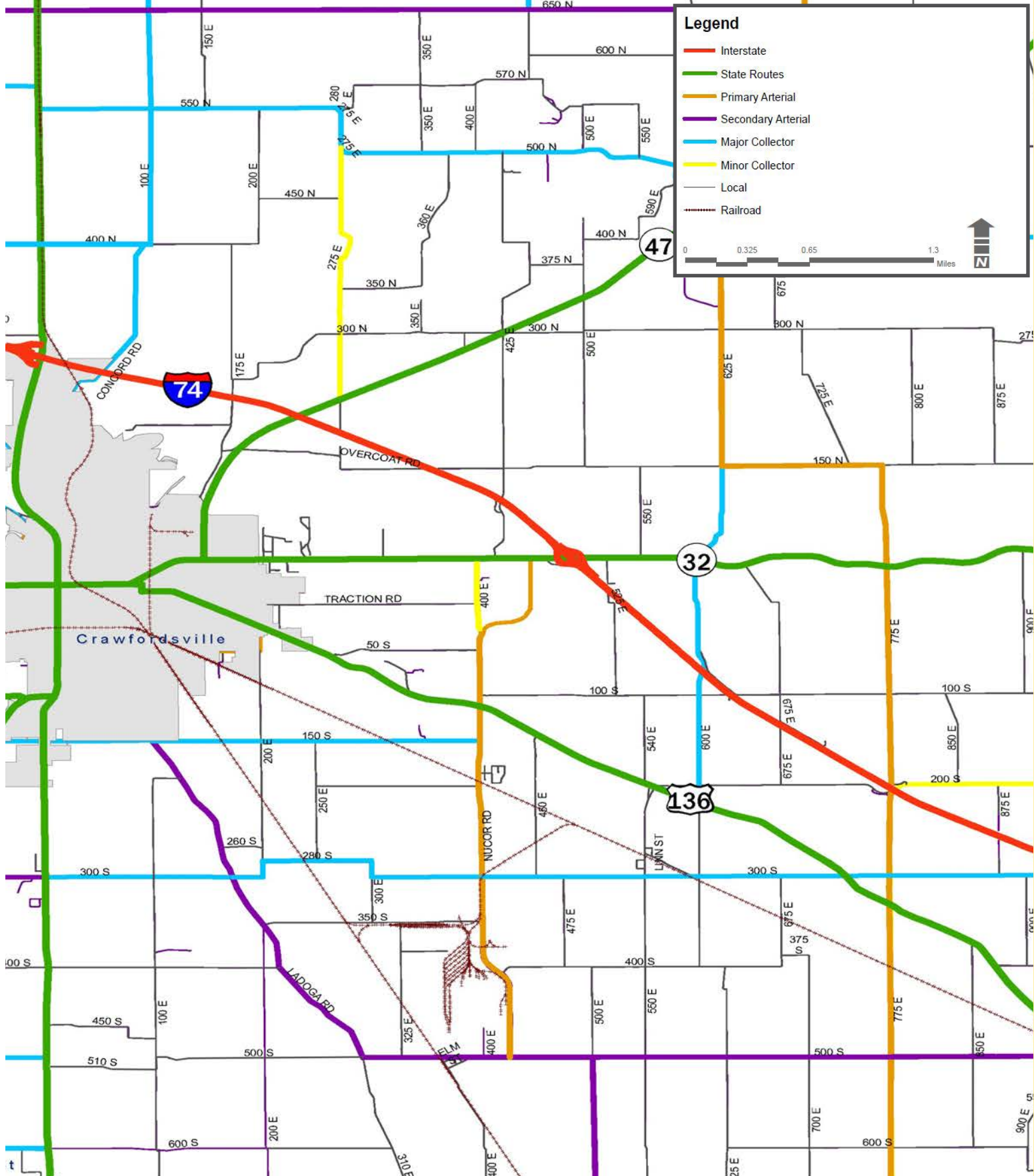


EXHIBIT J: FUTURE THOROUGHFARE PLAN MAP

FUTURE DEVELOPMENT OPPORTUNITIES

The overall study area for this plan includes over 18,500 acres. The total build out of this area may never occur, but significant development may occur throughout the study area over time. With the improvements that are planned for utilities at the interchange, most of the development attention for this plan is focused on the approximately 2,600 acres at and around the interchange. Within that sub area, approximately 400 acres have been targeted for development opportunities within the next 10 years. This does not mean that development will not occur elsewhere within the study area within the next 10 years, especially around Nucor Steel, but this interchange is a draw for short-term development opportunities. The adjacent exhibit identified the areas of short-term development focus.

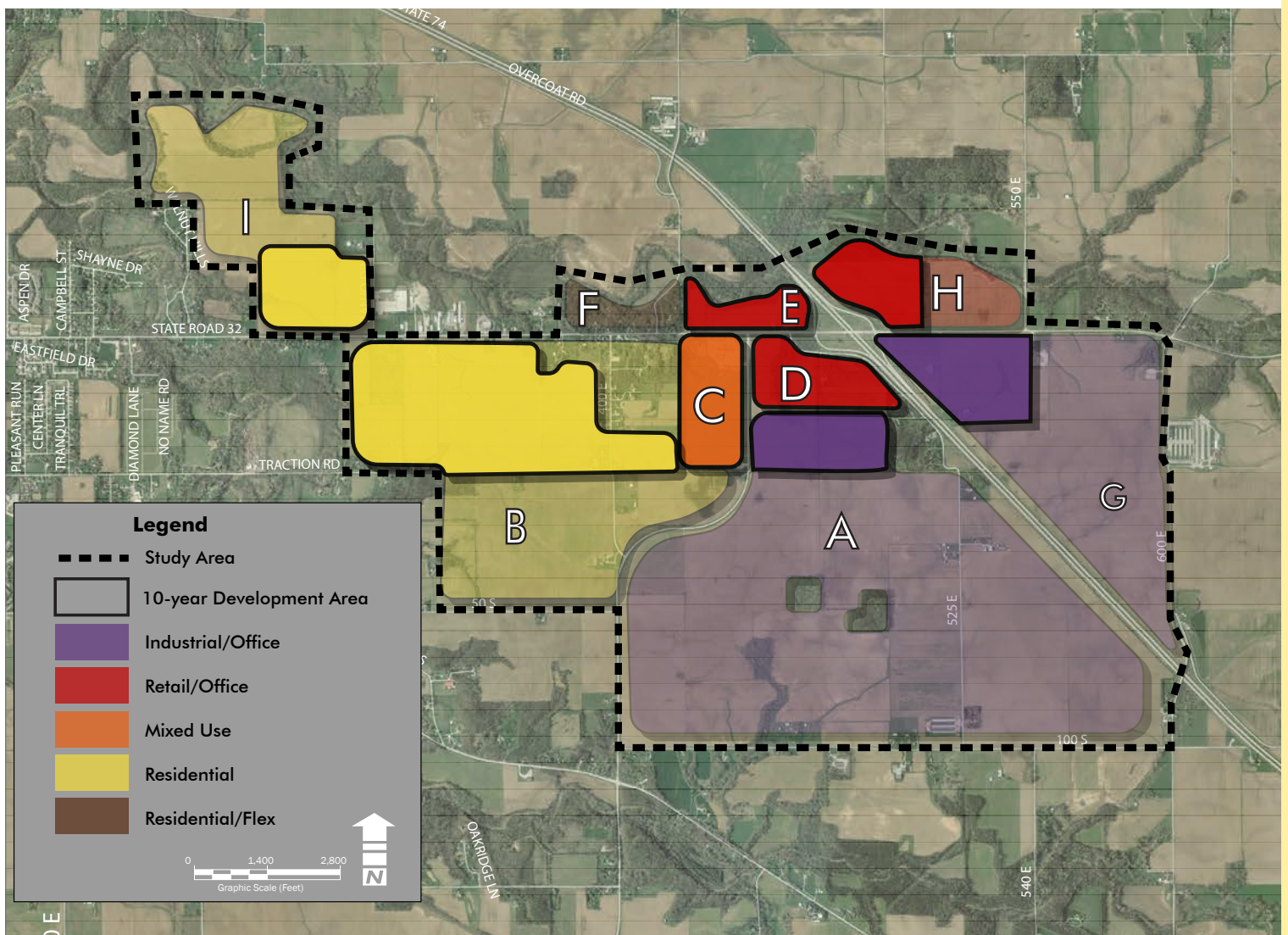


EXHIBIT G: 10-YEAR CONCEPTUAL POTENTIAL DEVELOPMENT

IMPLEMENTATION STEPS

Key steps to success:

01	02	03	04
CONTINUE TO BUILD THE INFRASTRUCTURE TO SUPPORT THE DEVELOPMENT OF SHOVEL READY SITES	BUILD RELATIONSHIPS WITH KEY PROPERTY OWNERS IN THE AREA TO SUPPORT BUSINESS ATTRACTION EFFORTS	DEVELOPMENT LAND USE MANAGEMENT PRACTICES FOR THE STUDY AREA	EXPAND THE TIF AREA TO MATCH THE BOUNDARIES OF THE STUDY AREA
<ul style="list-style-type: none"> • IMPLEMENT THE SEWER AND WATER PROJECTS THAT ARE CURRENTLY UNDER DESIGN • SEEK PARTNERSHIPS WITH BROADBAND SERVICE PROVIDERS • FIND OPPORTUNITIES FOR STATE AND FEDERAL FUNDING FOR ROAD PROJECTS 	<ul style="list-style-type: none"> • REACH OUT TO KEY PROPERTY OWNERS WITHIN THE STUDY AREA AND HOLD LISTENING SESSIONS • WHEN POSSIBLE, NEGOTIATE PURCHASE OPTION AGREEMENTS FOR KEY PROPERTIES TO LIMIT IMPACTS TO SURROUNDING PROPERTIES. 	<ul style="list-style-type: none"> • SELECT PREFERRED METHOD FOR LAND USE MANAGEMENT UPON ADOPTION OF THE COMPREHENSIVE PLAN. • SEEK ADDITIONAL PUBLIC INPUT TO SHAPE AND IMPLEMENT LAND USE MANAGEMENT POLICIES 	<ul style="list-style-type: none"> • WORK WITH LEGAL COUNCIL TO AMEND THE TIF DOCUMENTS TO INCORPORATE ADDITIONAL PARCELS OVER TIME
RESPONSIBLE PARTIES:	RESPONSIBLE PARTIES:	RESPONSIBLE PARTIES:	RESPONSIBLE PARTIES:

05

CREATE A TARGETED MARKETING CAMPAIGN TO PROMOTE DEVELOPMENT WITHIN THE STUDY AREA

- ENGAGE OUTSIDE CONSULTANT TO DEVELOP TIERED MARKETING OUTREACH PROGRAM
- IMPLEMENT MARKETING PROGRAM INCLUDING SIGNIFICANT ONLINE PRESENCE

RESPONSIBLE PARTIES:

06

REVIEW INTERNAL PERMITTING AND PROJECT APPROVAL PROCESSES

- ENCOURAGE PLANNED UNIT DEVELOPMENT PROCESSES AT KEY DEVELOPMENT LOCATIONS
- DEVELOP FAST TRACK APPROVAL PROCESSES FOR INCENTIVES AND PERMITTING
- BE CLEAR, CONSISTENT, AND PREDICTABLE IN POLICY IMPLEMENTATION AND DECISION MAKING

RESPONSIBLE PARTIES:

07

CONTINUE TO WORK WITH REGIONAL, STATE AND FEDERAL AGENCIES TO SUPPORT LOCAL ECONOMIC DEVELOPMENT

- TAKE ADVANTAGE OF STATE AND FEDERAL FUNDING OPPORTUNITIES (USDA, OCRA AND EDA GRANTS)
- ENGAGE IEDC ABOUT PROGRAM OPPORTUNITIES
- CONTINUE TO ENGAGE INDOT REGARDING POTENTIAL FUNDING OPPORTUNITIES
- CONTINUE TO ENGAGE WITH WABASH HEARTLAND INNOVATION NETWORK ON REGIONAL COLLABORATION

RESPONSIBLE PARTIES:

08

ENHANCE LOCAL COLLABORATION EFFORTS TO DEVELOP KEY DEVELOPMENT PARTNERS FOR THE STUDY AREA.

- ENGAGE IN REGULAR DISCUSSIONS WITH LOCAL COMMUNITIES ABOUT ECONOMIC DEVELOPMENT OPPORTUNITIES
- LOOK FOR OPPORTUNITIES TO SHARE RESOURCES TO DRIVE OVERALL COUNTY VISION

RESPONSIBLE PARTIES:

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02

EXISTING CONDITIONS



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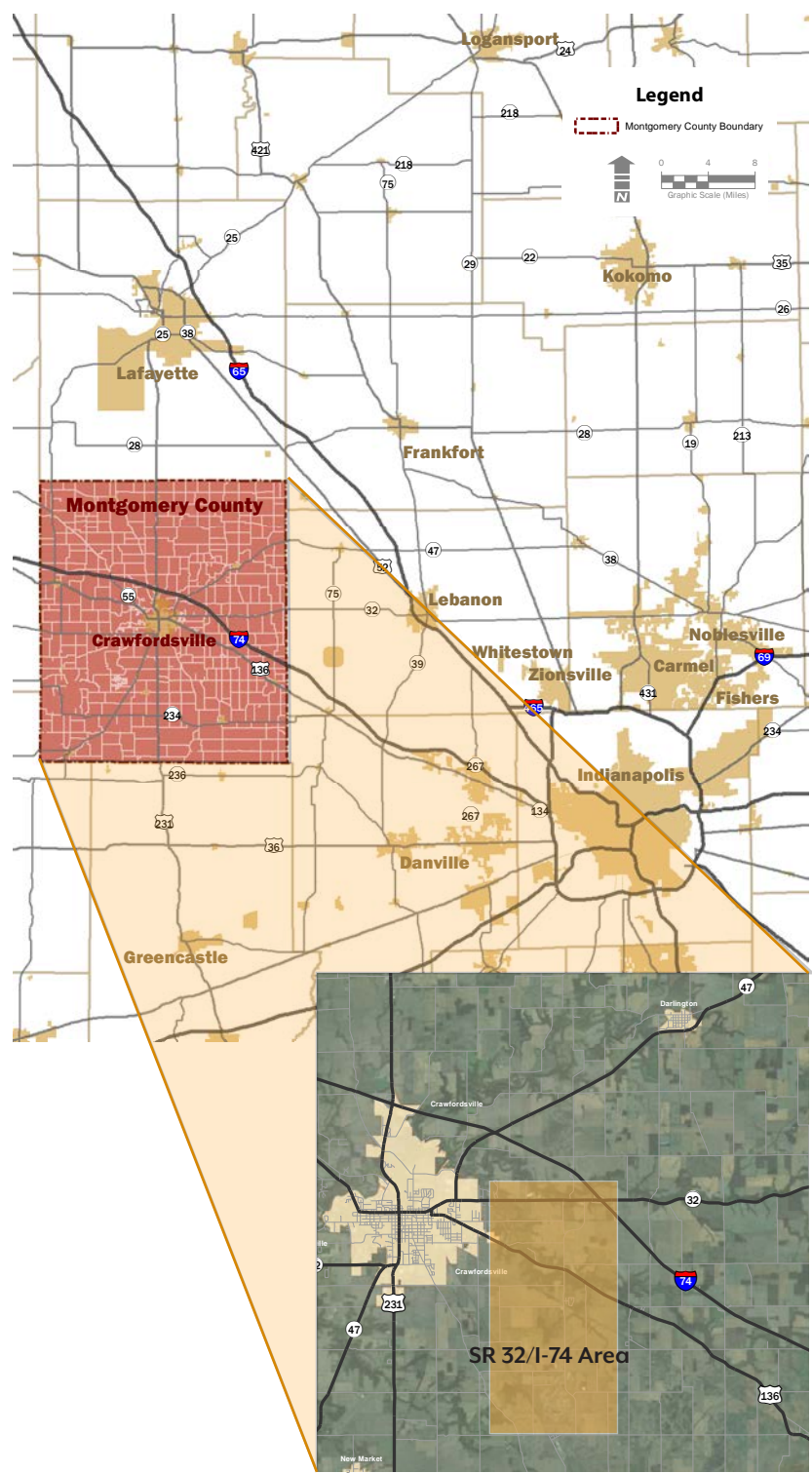
EXISTING ASSETS

Each of the four development focus areas identified in the Economic Development Vision Plan are unique to each other and serve different needs for the surrounding area. With this in mind, it is important to understand the nature of the entire county to dive deeper into the details of how the SR 32/I-74 focus area can serve not only the surrounding area, but benefit the entire county and the region. For a full demographic report, reference the 2017 Economic Development Vision Plan.

INTRODUCTION

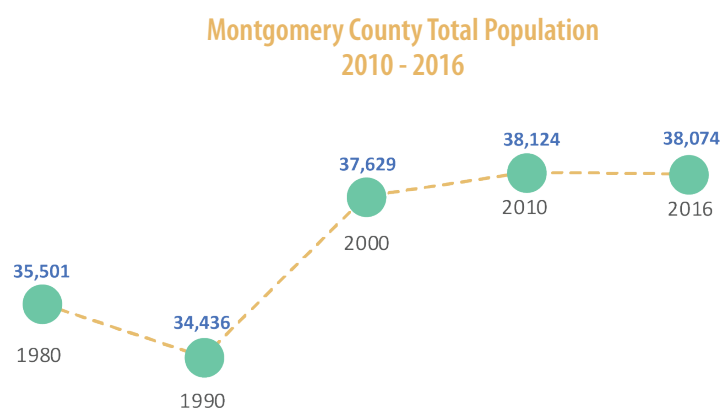
Montgomery County is located northwest of one of the fastest growing counties in the state, Boone County. As growth continues to outside of Indianapolis into the surrounding counties, Montgomery County is likely to see an increase in business attraction and residential development. The study area of this plan is east of Crawfordsville, the county center and seat. This focus area is unique because of its location in relation to the interstate, state roads and the nature of existing development. This study area is the top priority of the 2017 Economic Development Vision Plan as it has the highest potential to drive economic development for the county in the short-term and long-term.

This area is currently primarily agricultural with some residential along SR 32. Nucor Road is the north/south roadway that runs from SR 32 to CR 500 S. Along this corridor, Nucor Steel is located along the existing railroad line. This rail line, like I-74, runs north to Tippecanoe County and south east to Boone County. Access to these developing counties is an asset that Montgomery County should build on.



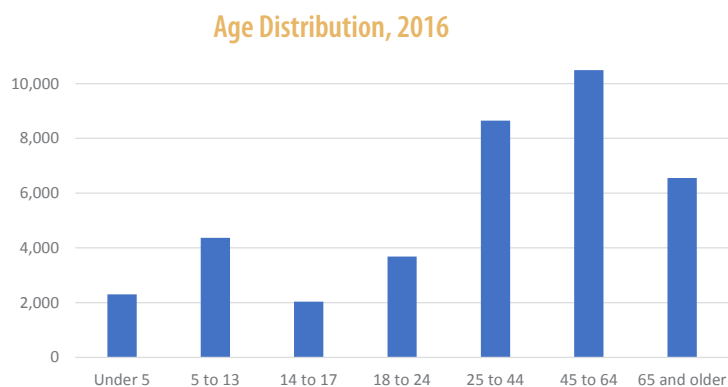
POPULATION

The total population of Montgomery County has remained relatively flat since 2005 when the county hit its peak population of 38,105. Crawfordsville has a large influence on the overall population of Montgomery County with approximately half of the county's total population. Montgomery County's population has been fairly static for the last 5 years and is expected to slightly increase over the next several years based on ESRI data.



Source: U.S. Census Population Estimates Program

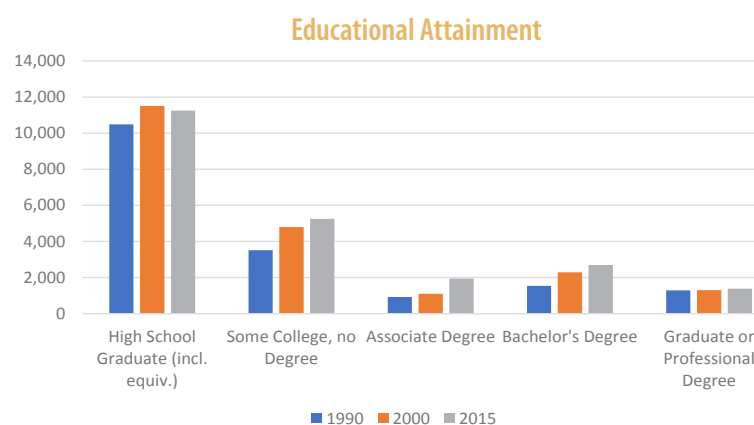
According to the US Census Bureau, older adults (ages 45-64) make up majority of the population, followed by young adults of the ages between 25 and 44 years. This is representative of the statewide population aging. Communities nationwide are seeing a change of needs from their residents, ranging from the need for senior housing and accessibility to key destinations such as grocery stores, retail and medical facilities.



Source: U.S. Census Population Estimates Program

DEMOGRAPHICS

The majority (52%) of the county population is comprised of either married couples without children or non-family households. Approximately 23 percent of households in the county are considered families with children.



Source: STATS Indiana.edu

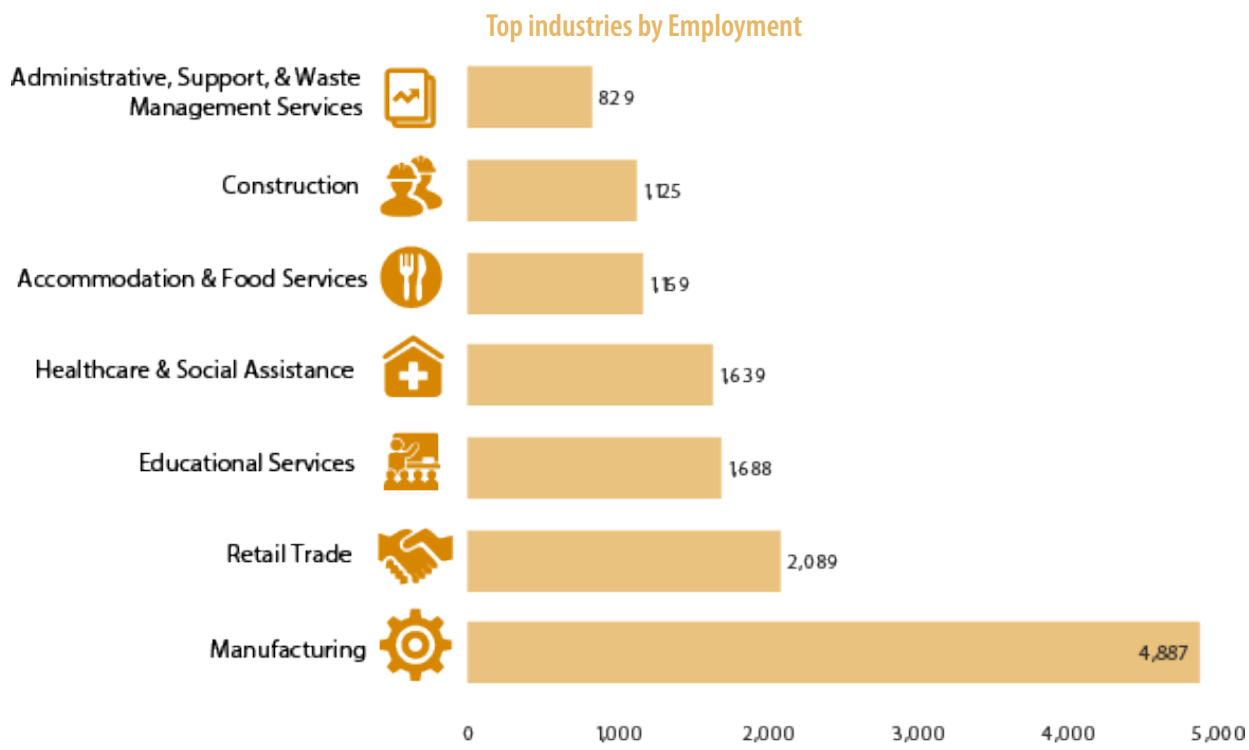
Historically the enrollment of students within K-12 schools has been declining due, in large part, to the stagnant population growth, there recently has been an increase of residents of the county with a college degree or college experience. According to the Indiana Department of Education, nearly 84 percent of high school graduates in Montgomery County intend to continue to higher education including a four-year or two year institution.

EMPLOYMENT AND THE WORKFORCE

Manufacturing makes up the largest employment industry in Montgomery County. Retail trade is the second largest, followed by educational services as illustrated below.

The majority of businesses in the county are small, having fewer than 10 employees. This may be a result of the large agricultural presence in Montgomery County. Family farms and agricultural production tend to employ fewer people than larger industries. Only 2 percent of industries in Montgomery County currently employ more than 100 employees, according to STATS Indiana.

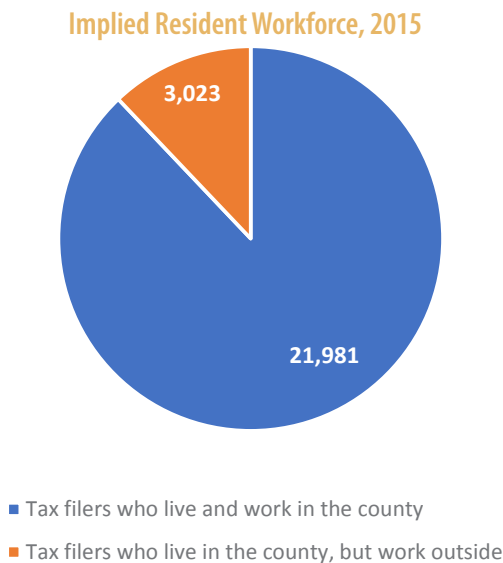
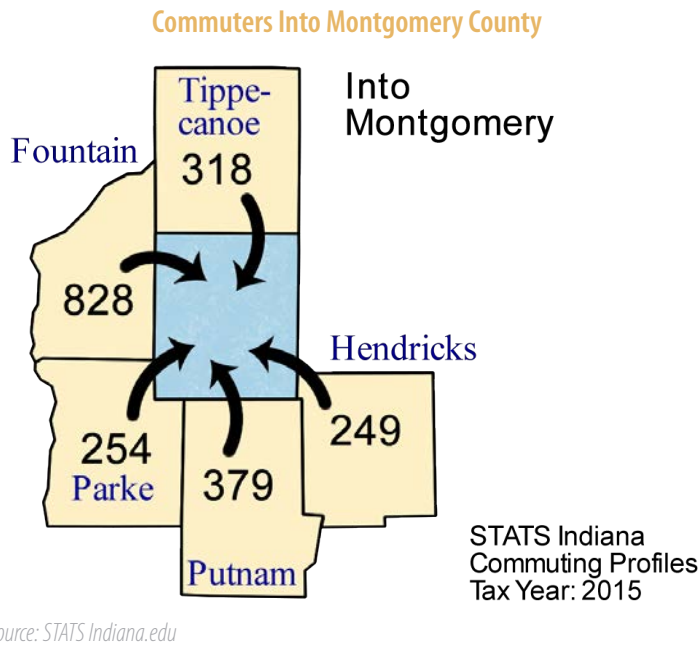
The annual unemployment rate in 2016 was less than the State of Indiana at 4.4 percent. This can be a sign of a local workforce shortage and can lead to problems for business attraction efforts in the future. It is important for Montgomery County to grow its population in order to expand the workforce and keep unemployment numbers at a stable rate. The top industries of Montgomery County are displayed in the graph below.



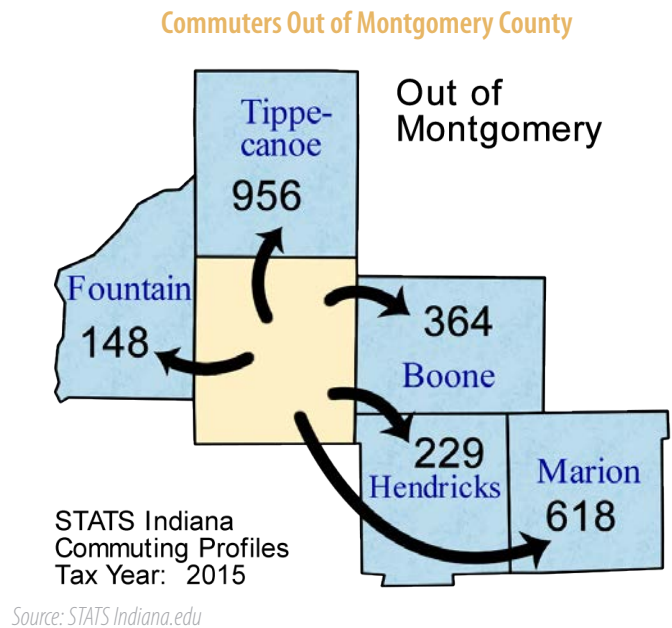
COMMUTING TRENDS

A majority of the workers who commute into the county each day are residents of Fountain County. Putnam County and Tippecanoe County are among the other counties that make a majority of the workers who commute into Montgomery County to work. Workers who leave Montgomery County every day to work in other counties are mainly going to Tippecanoe County and Marion County, with Boone County coming in third.

The number of commuters leaving the county each day is nearly the same as the number of commuters coming into the county, with the vast majority of the Montgomery County workforce living and working in the county.



Most of the local workforce lives and works inside the county with about 88 percent of the county workforce both living and working within Montgomery County.



EXISTING PROPERTY OWNERSHIP BY PARCEL

Rarely does successful economic development occur where there is not a combination of both public and private investment. This type of public/private partnership can take many forms, but is ultimately an effort of successfully implementing a common vision in a more efficient and cost-effective manner than may exist without such coordination. This is done while also attempting, as best as possible, to limit the risk to each party.

These partnerships may result in, among other things, the construction of needed infrastructure, vertical construction of buildings for sale or lease, development of public amenities such as parks and open spaces, or in some cases, cross marketing and competitive incentivization of targeted business types.

One of the key partnerships must be between public entities and the private property owners within the study area. Any economic development transaction requires both a willing buyer and a willing seller. While public entities play an important role in offering incentives and access to infrastructure, property owners that are bought into the vision and willing to support that vision are essential.

Key property owners should be engaged by local economic development officials to understand their expectations and the county's vision. This will allow for the customization of strategic business attraction efforts, economic development marketing and a greater likelihood of securing leads for projects once they are generated. What follows is a map of the properties within the study area. A complete list of property ownership can be found in the Appendix.

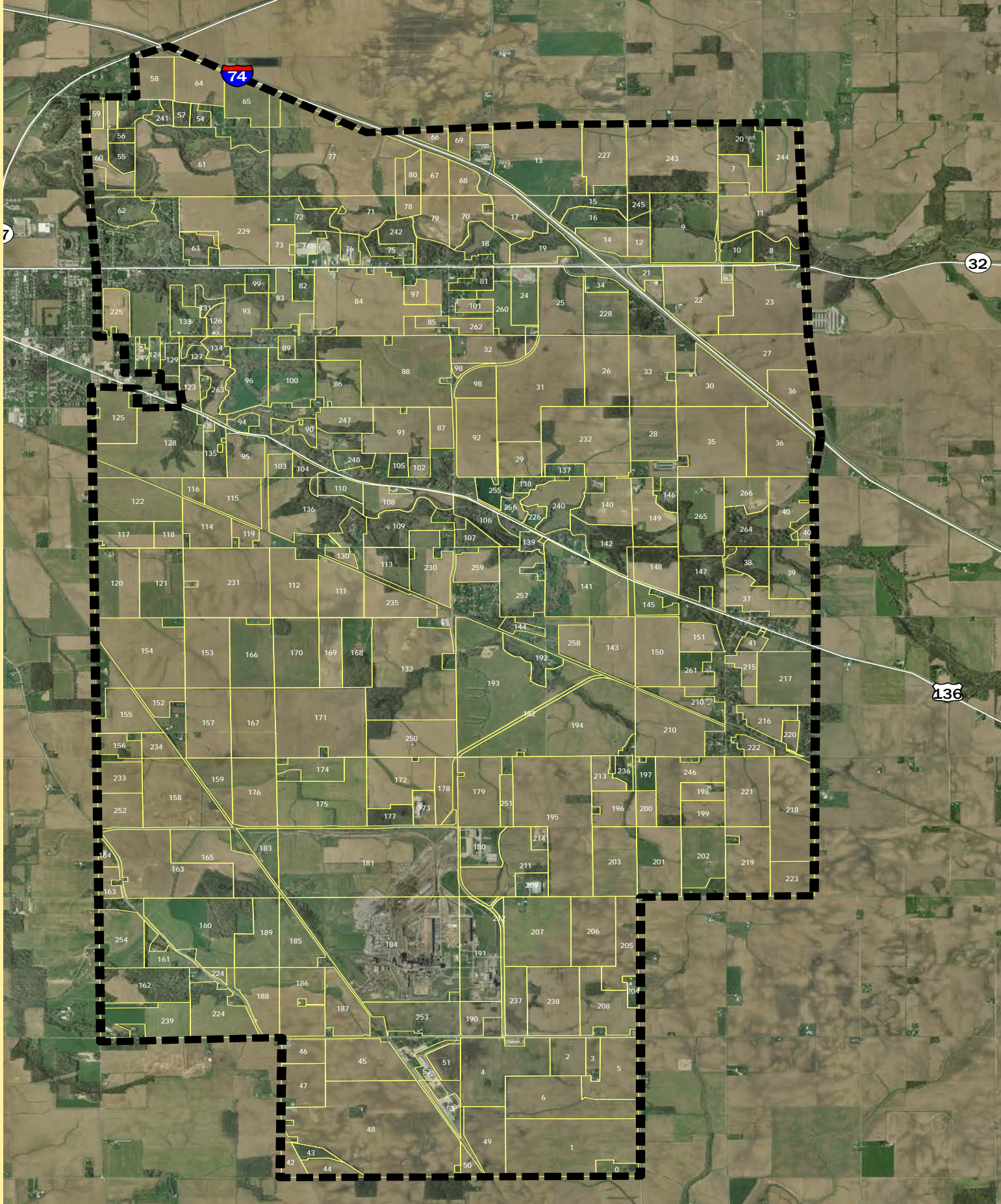


EXHIBIT A: **PROPERTY OWNERSHIP**



DEVELOPABILITY FACTORS

PHYSICAL CONDITIONS

When determining the suitability of an area for development, it is important to understand the existing conditions of the land. While many factors weigh into the development capacity of a specific property, three main areas are evaluated at this level to determine general land suitability for development.

These areas of analysis include:

- 1. Hydrological constraints, including wetlands, creeks, streams and protected areas.**
- 2. Soil type and developability.**
- 3. Topographical constraints including areas of steep slopes.**

Hydrological Challenges

With Sugar Creek running through Montgomery County, the fringe areas and riparian corridors around the creek should be protected from development. Floodways and flood fringe areas are places where development should not be considered as suitable since Sugar Creek is widely known as a natural asset for the county. Wetlands and protected areas should also be considered off limits for future development. A full version of this map is located in the Appendix.

Soil Suitability

The soil types within Montgomery County create marginal suitability challenges in some areas. The areas along Sugar Creek are mostly areas where development should be discouraged while the remainder of the land within the SR 32/I-74 area is prime for development. These areas are currently being used for farming or as residential. A full version of this map is located in the Appendix.

Topographical Challenges

The topography of the area can also affect the suitability of development. The areas around Sugar Creek have been identified as areas to avoid for development not only from a soil or floodplain perspective, but also because of steep slopes around these areas that can be challenging for development. Other areas with steep slopes are along US 136 and in the northeastern portion of the SR 32/I-74 study area. A full version of this map is located in the Appendix.

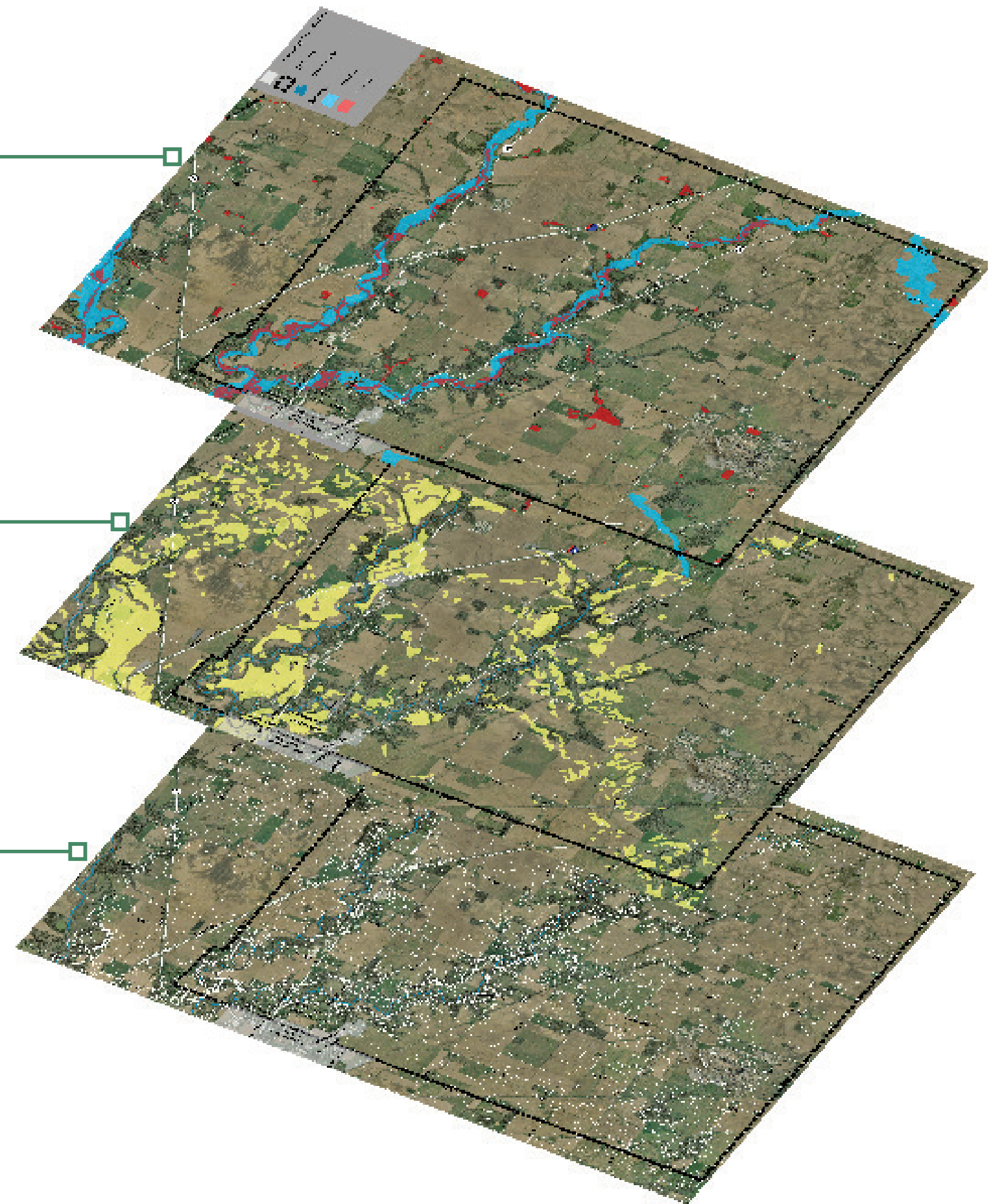


EXHIBIT B: **PHYSICAL CONDITIONS**

FAVORABLE DEVELOPMENT AREAS

As a result of the development constraints analysis illustrated in Exhibit B, the Favorable Development Area Map has been created to identify the areas where development is best suited within the study area. Removing all portions where hydrological, soil, and topography challenges may impact the suitability for development, the area remaining should be where efforts are focused on attracting development interest.

Exhibit C indicates that the largest areas of constraint exist around the creeks that run through the study area. These especially constrain development potential along the north side of SR 32, yet there are still areas that could support development in that area. There is significant development potential at the I-74 interchange south of SR 32.

There is also a significant amount of property in the study that is already developed and those have been taken into consideration in this map. The primary areas of existing development are along SR 32 and south of US 136 along Nucor Road.

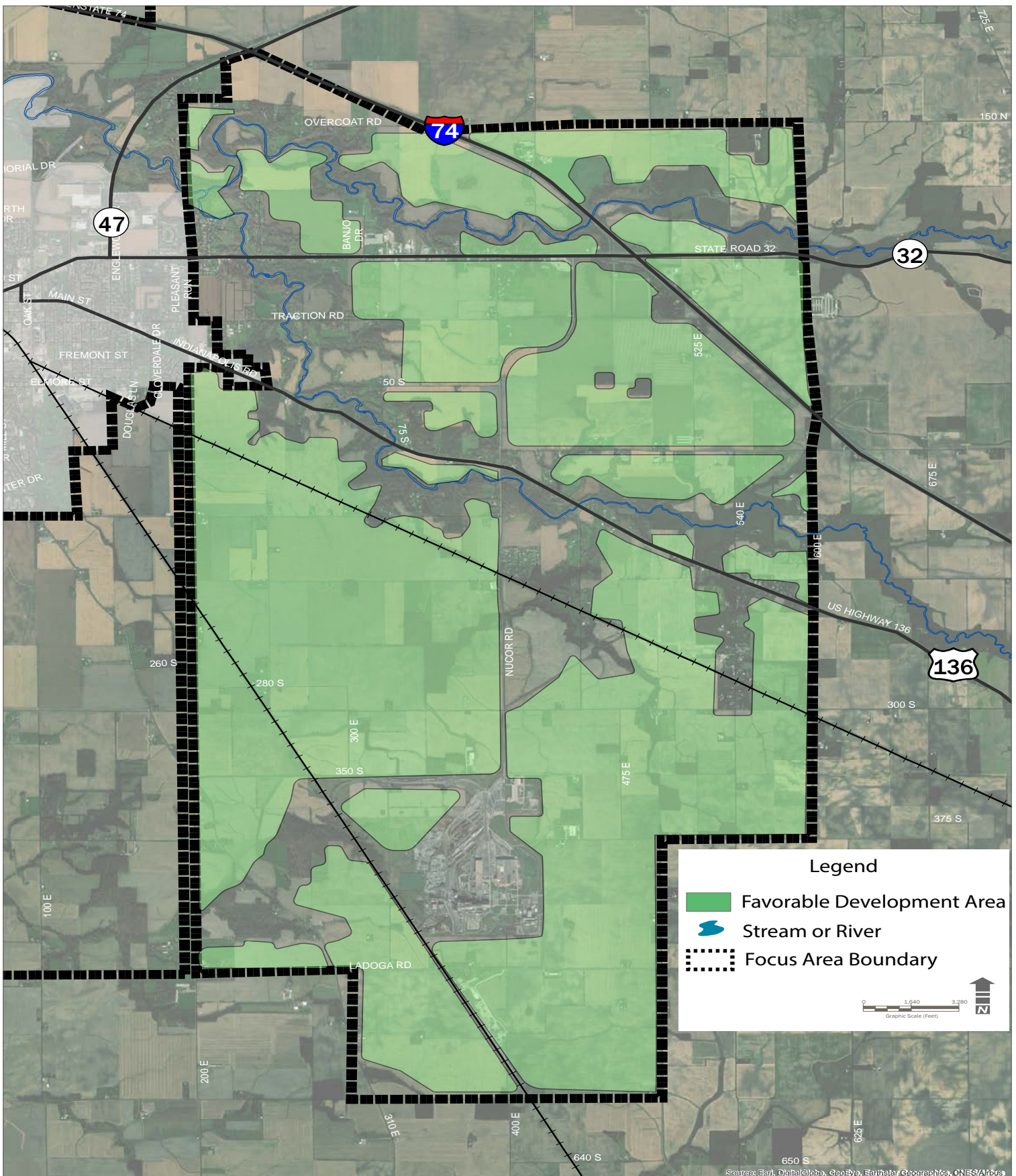


EXHIBIT C: FAVORABLE DEVELOPMENT AREAS

TIF AREAS

There are four designated tax increment finance (TIF) areas within the county. There is only one located outside of the city of Crawfordsville and it is within SR 32/I-74 study area (see Exhibit D). The Nucor TIF extends north of SR 32, south to CR 600 S, from CR 200 E on the west to CR 600 E on the east. The importance of this TIF is that it provides funding for infrastructure and development incentive within the study area. This area has limited infrastructure service today, but that is changing. The TIF provides a tool to significantly expand infrastructure capacities and capabilities to make the overall study area more attractive with additional ready-to-build sites.

It is important to understand that TIF money can be used for a variety of purposes, but the primary focus should be on improving infrastructure to support economic development efforts. Using the money to bolster and attract development to eventually create additional tax revenue is how TIF districts optimally work.

STRATEGIC INVESTMENT

Local investment should be implemented strategically to drive the overall community vision and adopted economic development goals. Investing in infrastructure to get ahead of demand will be important as waiting to invest may result in lost opportunities.

The current SR 32/I-74 Interchange Strategic Plan study boundaries go beyond the current boundaries of the Nucor Road TIF district. To fully benefit from TIF district advantages, and to take advantage of the full economic potential of the area, it is recommended that the existing TIF area be expanded over time to match the boundary of the study area. Because the study area includes a variety of uses including single-family residential, commercial and industry, expanding this TIF district would benefit not only the Nucor Corridor, but the interchange, the SR 32 corridor and areas around Crawfordsville.

These expansions, conceptually identified in Exhibit D1, should occur as needed over time. They should be related to development interest and tied to assisting drive economic development projects in those areas. With proper phasing of these expansions in the future, the maximum long-term value can be achieved from the overall TIF district.

The Montgomery County Redevelopment commission recently evaluated the status of the tax increment financing (TIF) district along Nucor Road with regards to understanding the TIF's capacity to support planned and needed infrastructure improvements around the interchange. By refinancing outstanding bonds for the TIF, additional funding capacity of approximately \$10,000,000 was made available. Later in this plan, some of the activities that are currently underway to enhance the shovel ready status of the areas within the study area will be discussed.

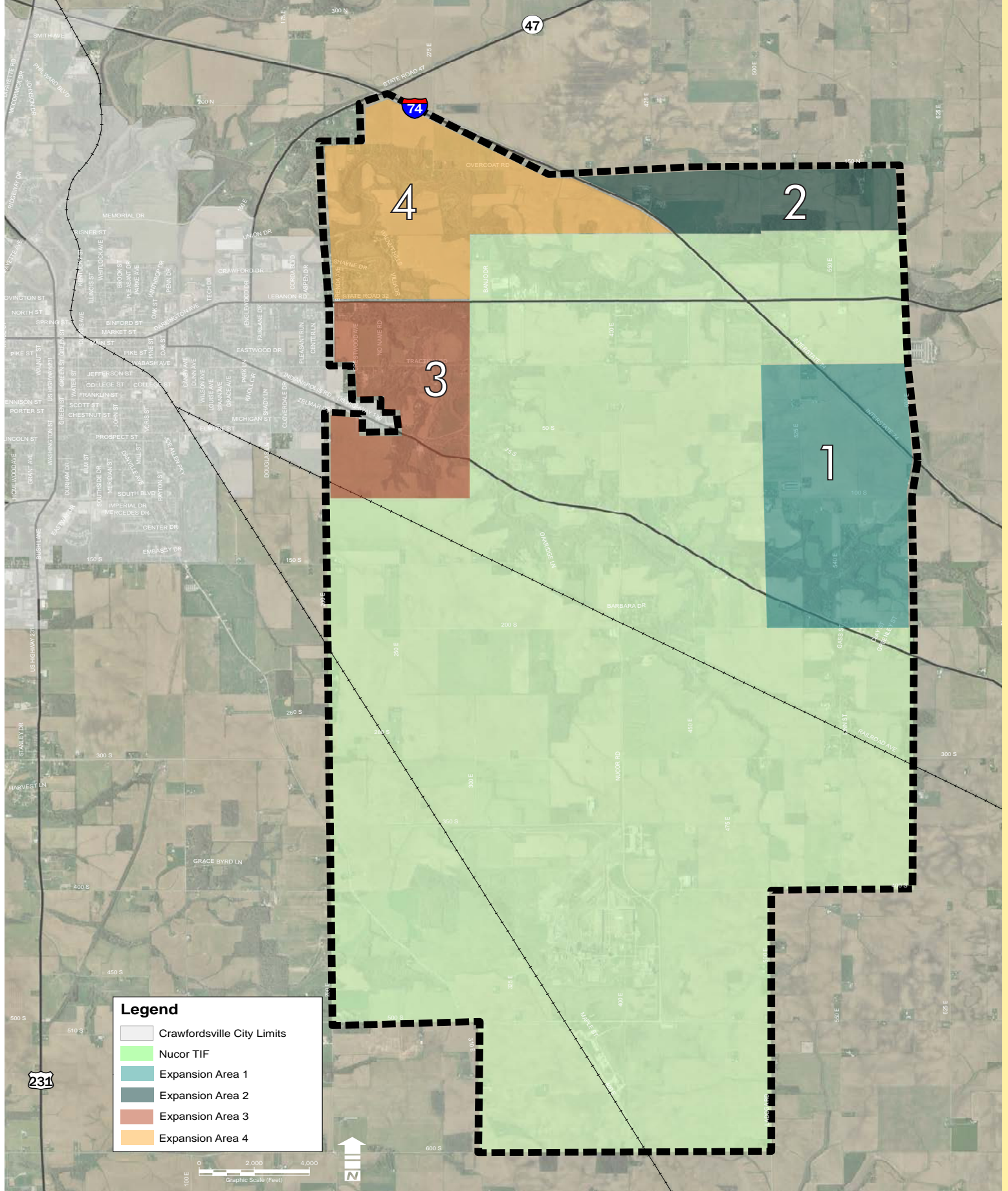


EXHIBIT D1: EXISTING TIF AREAS

FUTURE LAND USE

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Mixed Use

Mixed use, for the purpose of this study, has been defined as transitional areas where residential and commercial may be located. This could include single-family residential or multi-family residential along with office or non-retail commercial in the same area or building.

Residential

Single-family residential is currently located along SR 32 outside of Crawfordsville, and these areas will likely remain residential in the future. Additional land has been identified for single-family residential for sub-divided lots. It is possible single-family residential development will occur ahead of non-residential development along SR 32.

Institutional

Institutional uses are not identified in the future land use map. Institutional uses are those that are generally owned by the county or state. They may include schools, libraries, public safety facilities or parks. To support future development, additional institutional amenities may be required.

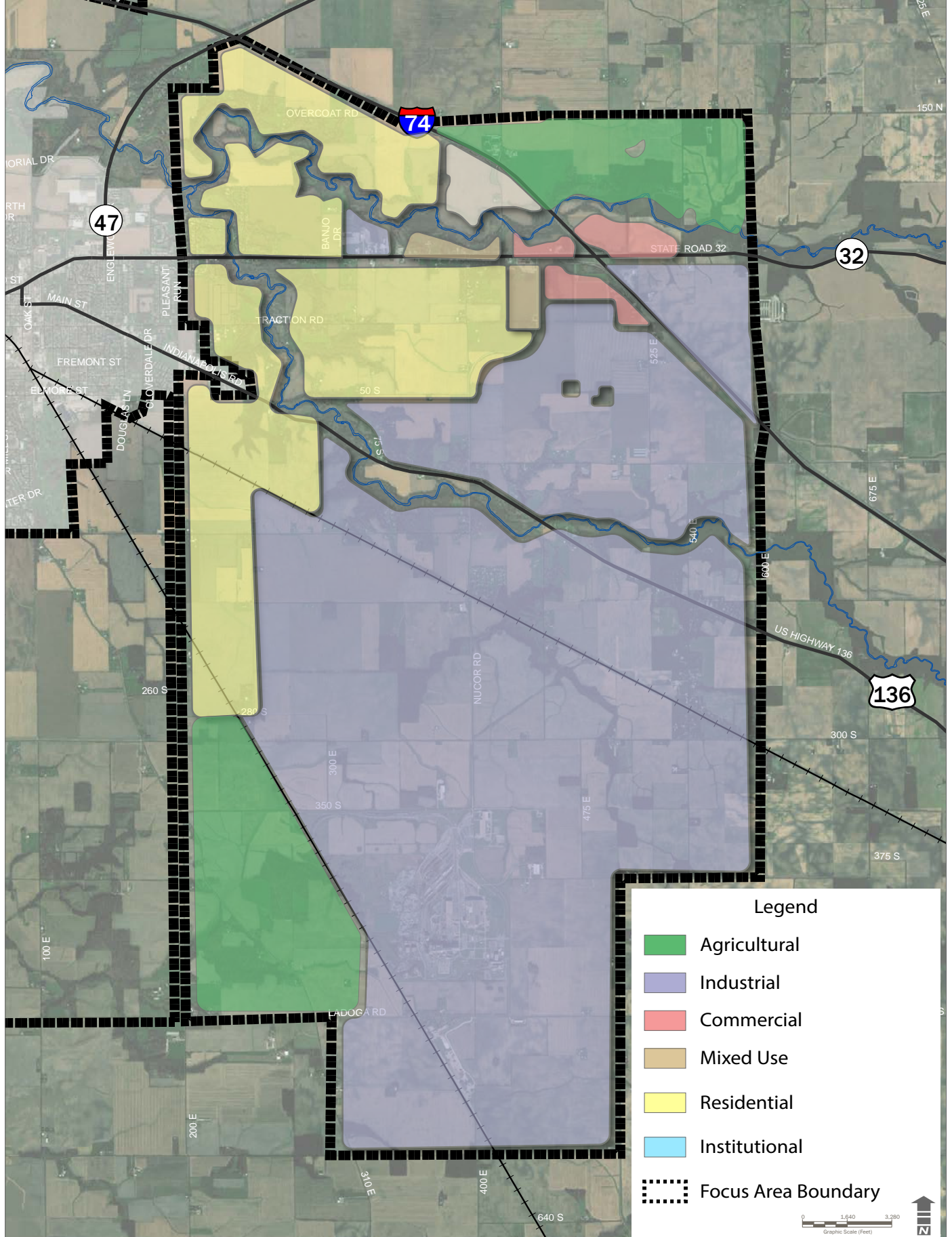


EXHIBIT E: FUTURE LAND USE

STRATEGIC FOCUS AREAS

The overall study area for this plan includes over 18,500 acres. The total build out of this area may never occur, but significant development may occur throughout the study area over time. With the improvements that are planned for utilities at the interchange, most of the development attention for this plan is focused on the approximately 2,600 acres at and around the interchange.

Within that sub area, approximately 400 acres have been targeted for development opportunities within the next 10 years. This does not mean that development will not occur elsewhere within the study area within the next 10 years, especially around Nucor Steel, but this interchange is a draw for short-term development opportunities. The adjacent exhibit identified the areas of short-term development focus.

Area A

Making up most of the acreage of the overall focus area, this area is prime for industrial and manufacturing uses as it has access and frontage to I-74 as well as potential utility infrastructure along Nucor Road from Nucor Steel to the south. Industrial users seeking rail access or airport access will also find areas further south along Nucor Road attractive.

Area B

With existing residential along SR 32 and Traction Road, it is important that these uses be considered and supported with additional single-family residential development within this sub area.

Area C

Identified as mixed use, this area acts as a buffer between the industrial and residential uses south of SR 32. It will likely include a mix of commercial and potentially higher density residential options.

Area D

This area at the interchange of SR 32 and I-74 is essential in providing an attractive and useful gateway. This area would be best used as commercial and highway oriented retail uses.

Area E

This area mirrors Area D and is shown as highway oriented retail uses. Given the size constraints of this area, it may be slower to develop than Area D.

Area F

This residential/flex area is intended to be a transition between the commercial in Area E and the adjacent residential.

Area G

This area east of I-74 is intended to reflect the uses in Area A. Given current and planned utilities, this area may develop more slowly than Area A.

Area H

This area at the interchange of SR 32 and I-74 is essential in providing an attractive and useful gateway. This area would be best used as commercial and highway oriented retail uses. Like Area G, this area may be slower to develop than its counterpart Area D.

Area I

Located closest to Crawfordsville and influenced by the existing residential development in the area, this area is considered best used as additional single-family residential.

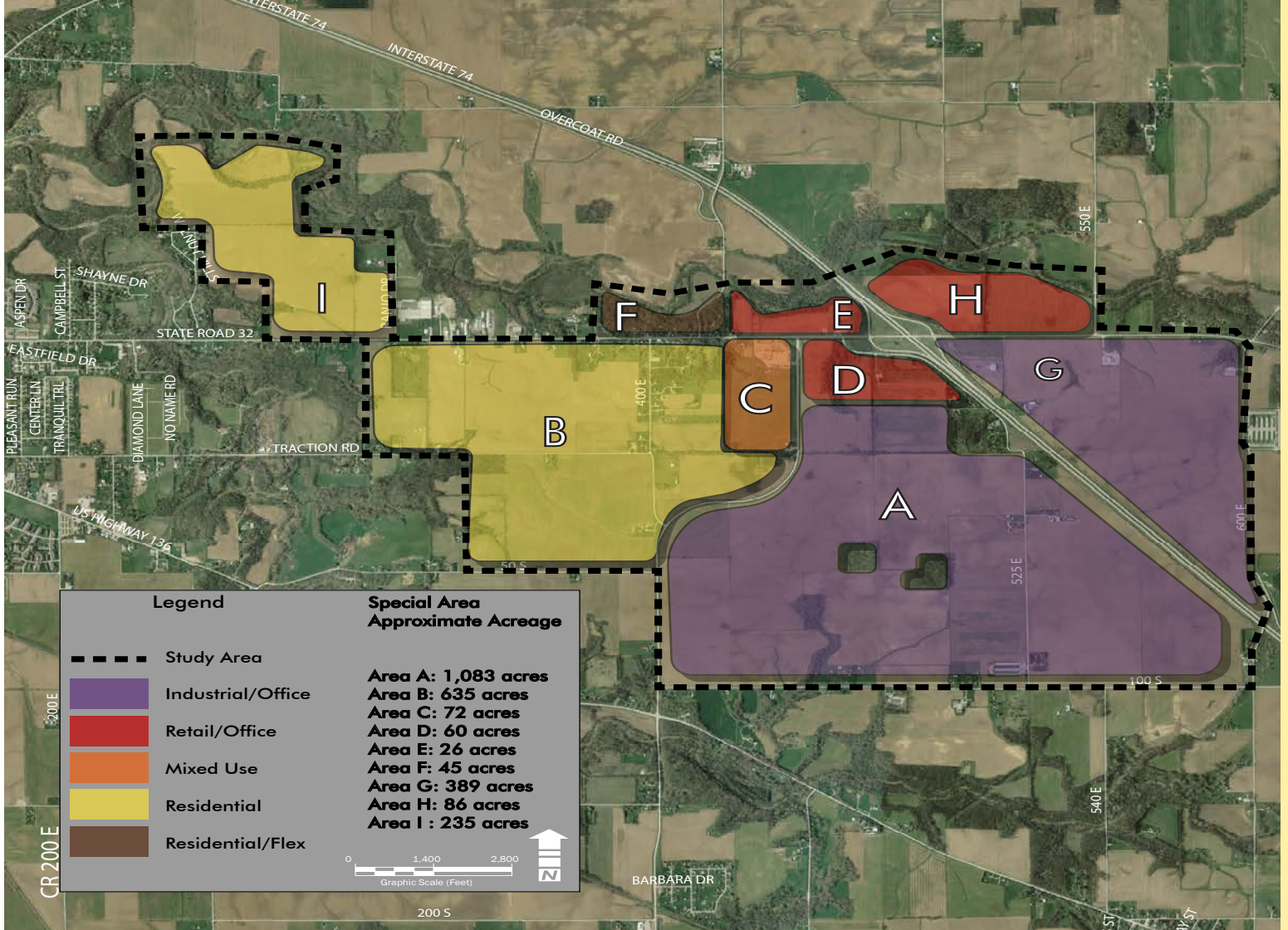


EXHIBIT F: STRATEGIC FOCUS AREA

DEVELOPMENT PHASING

Development activity within the study area will likely phase in over time. Exhibit G illustrates areas which may develop within the next 10 years. With the proper utility services in place, it is reasonable to assume that short-term development will seek to take advantage of the access to the SR32/I-74 interchange. Of the approximately 2,600 acres within the subarea, approximately 450 acres are targeted for potential development over the next 10 years.

These projections are based on a variety of data, market analysis elements and assumptions. These are estimates and may not actually reflect the development timing or target locations for future development patterns. These projections are for illustrative purposes only to achieve a better understanding of the capacity and development layout of the subarea as well as to project broad, long-term infrastructure capacity needs.

Future micro and macro market conditions, the availability of infrastructure, land use management policies, local economic development policies and property owner interest are just a few of the variables that will impact the actual rate of development for this area.

Area	Overall Subarea Approximate Acreage	10-Year Development Horizon Approximate Acreage
A	1,100	70 - 120
B	630	100 - 220
C	70	20 - 60
D	60	10-20
E	25	-
F	45	-
G	400	40-80
H	85	10-20
I	250	20-50

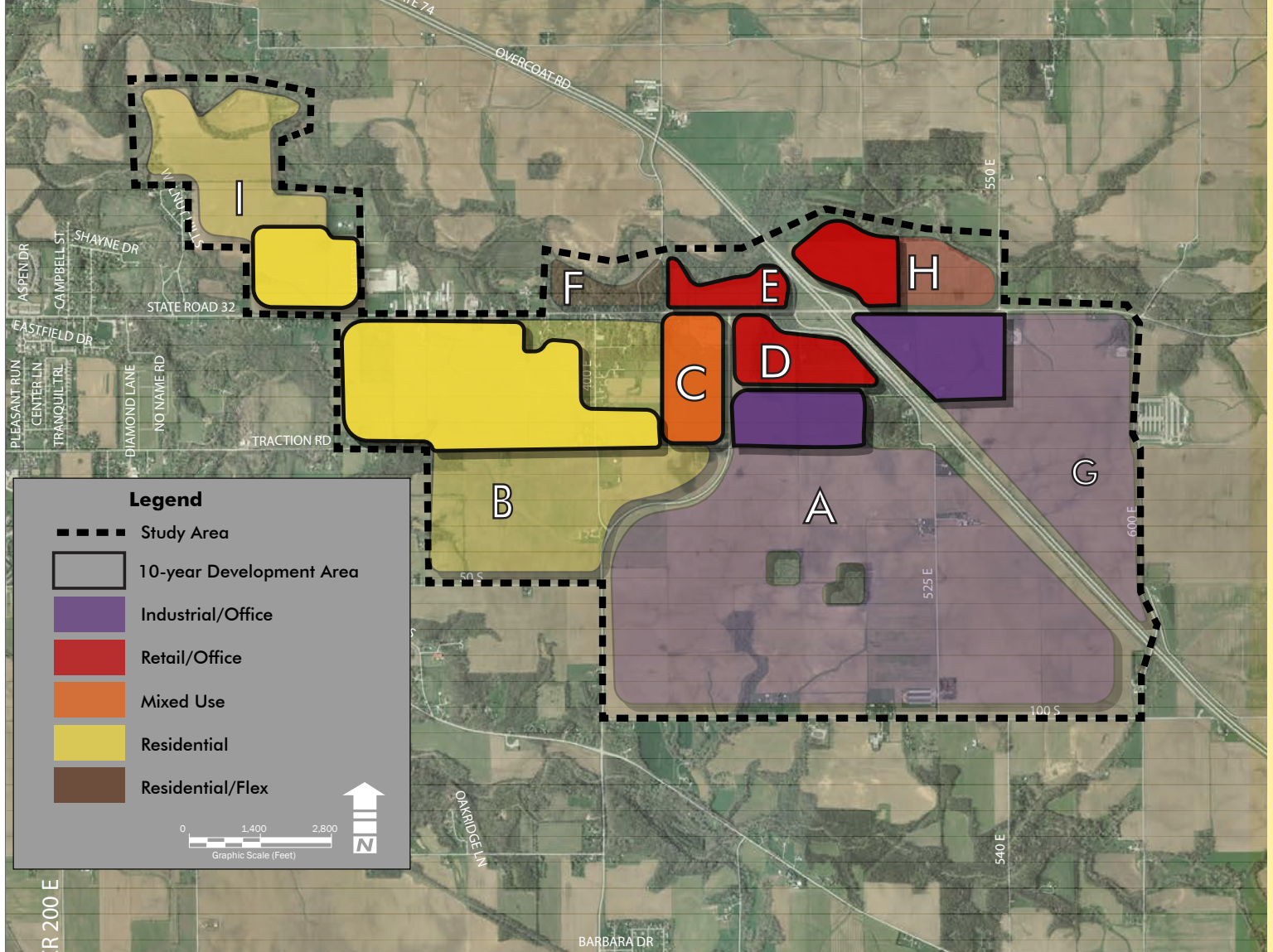


EXHIBIT G: 10-YEAR CONCEPTUAL POTENTIAL DEVELOPMENT

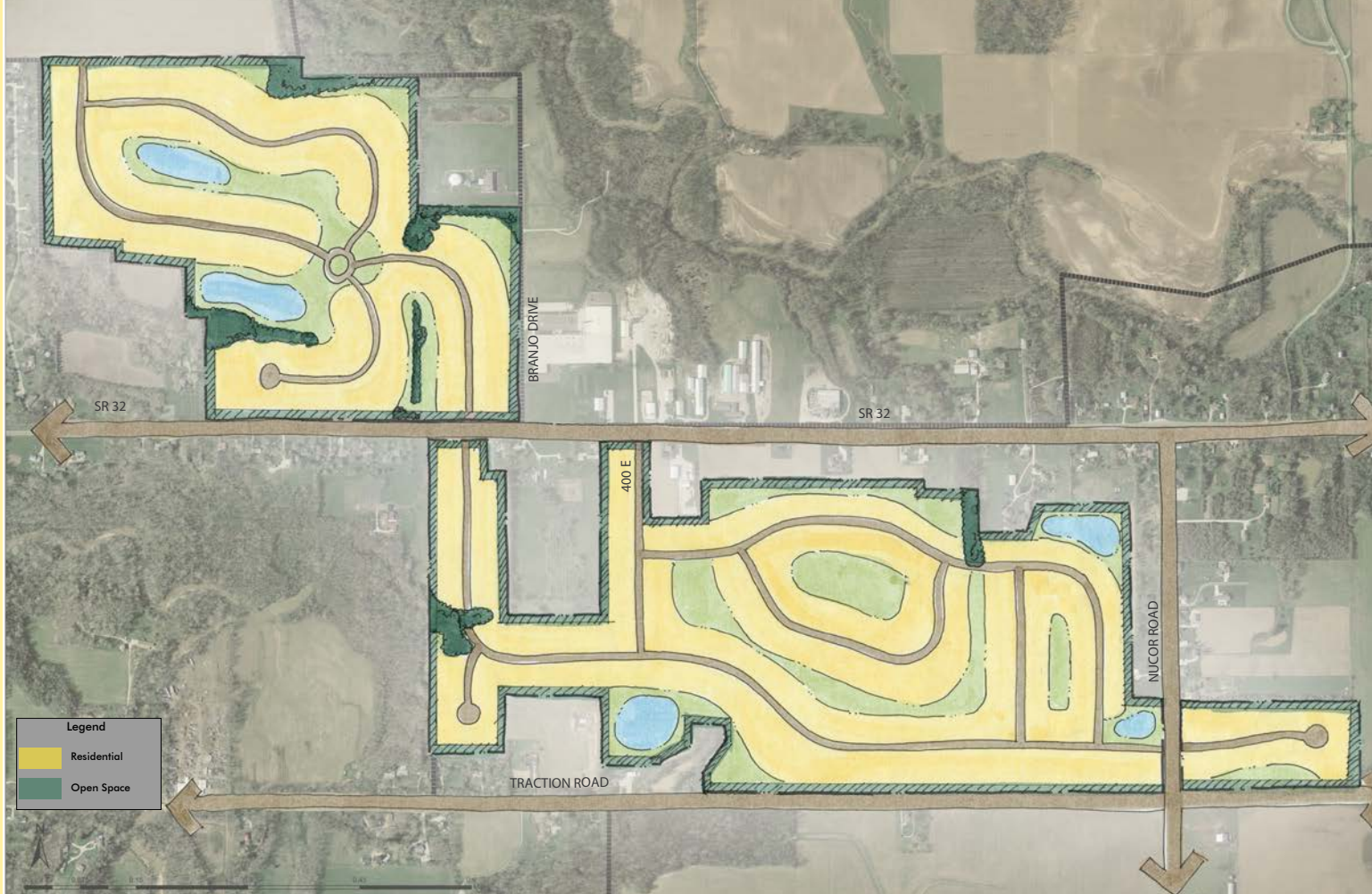


EXHIBIT H: CONCEPTUAL RESIDENTIAL DEVELOPMENT

The conceptual development illustration above has laid out the potential development capacity for the 10-year subarea for Area B and Area I. This is conceptual only and is based on an assumption of 2 to 2.5 homes/acre.

Common space areas are also shown and include greenspaces where subdivision amenities may be located, including park space, playground equipment or walking paths. Retention has also been illustrated in this concept as future development should not be permitted to significantly impact overall regional drainage.

With new development comes a need for road connections and associated infrastructure. With Nucor Road currently underway with utility infrastructure improvements, extensions to the interchange are essential for development success. Conceptual roadway access is being shown along SR 32 as well as utilizing Traction Road as an additional connection to the subdivision and access to existing lots.

It must be stressed that these drawings are conceptual only and do not reflect an current planning for developments in the area. They are only intended to represent one snapshot of what direction and scale future development may take.

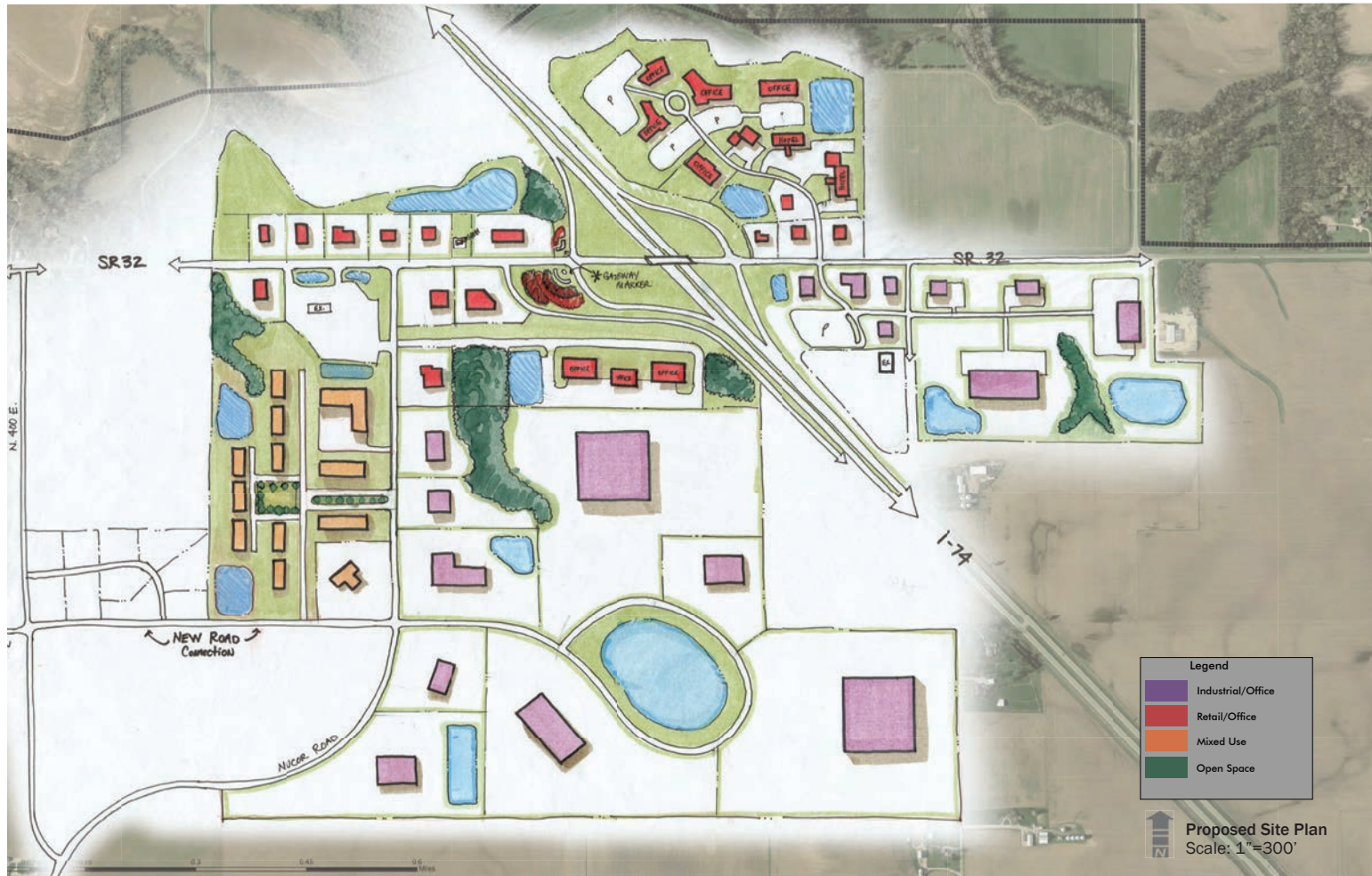


EXHIBIT I: CONCEPTUAL NON-RESIDENTIAL DEVELOPMENT

The conceptual development illustration above provides one look at how non-residential development may look in the 10-year development sub area for areas around the I-74 interchange. As stated previously, these are conceptual only.

Office buildings have been placed at the northeast corner of the interchange where office, restaurant and potential hotels and associated parking is possible. Smaller commercial lots are proposed along SR 32 where typical convenience restaurants might locate. Having interstate accessibility and visibility is important for many commercial businesses and just as important for industrial users.

Manufacturing, logistics, research and distribution services are possible in this area as well and may be the dominant future land use in this area. What is shown is a mix of small and large lots. Small lots may range from 1.5 to 2 acres with 15,000 square foot buildings and the average large lot may range from 10 to 15 acres to hold a 100,000 square foot building or larger.

With residential nearby, it is important that there be a transitional area, or a buffer between the industrial and single-family residential uses. The mixed use area, Area C, may include apartments, town homes and mixed use commercial buildings to accommodate the area, such as medical offices or a child care facility. The illustration shows a potential gateway monument that welcomes visitors to Montgomery County.

POTENTIAL DEVELOPMENT IMPACT

This economic analysis is based on data collected from the ESRI Business Analyst projections for Montgomery County the following findings have been identified:

1.

Between 2017 and 2022, there are estimated to be 123 Owner Occupied Housing Units added to Montgomery County outside of Crawfordsville (or approximately 25 per year). This is based on historical trending but is a higher rate of increase than was estimated between 2010 and 2017.

This estimate will be significantly influenced by the timing of sewer and water services to the area which might allow larger and more dense subdivision development. It will also be greatly impacted by the implementation of land use management policies in the area.

Utility improvements alone may help consolidate growth in key areas. They could also have some marginal increase in the potential growth rate for residential uses because of development efficiency and density increases. Implementing land use management policies, however, could have a significant impact on the rate of development by creating an environment in which tract subdivision developers may begin to look at Montgomery County as a viable development alternative.

2.

ESRI also indicates there is “leakage” in some retail sectors in Montgomery County even when you factor Crawfordsville into the equation. Leakage is the gap between market supply and market demand that indicates residents are shopping outside the community because they do not have access to what they are seeking locally.

That said, significant retail development at the interchange, without a corresponding growth in population base/disposable income, may adversely impact other retail areas within the county unless that retail is targeted toward certain retail segments such as highway oriented retail.

3.

The greatest opportunity at the interchange is likely related to potential industrial development in the area. The Nucor Road corridor is already a successful industrial corridor. Opening up access to the interstate should only enhance that success. Every acre that develops industrially should generate approximately 17,500 to 20,000 square feet of building on average (factoring in detention, drives, parking and loading, setbacks, etc.).

Based on historical activity, it is not unreasonable to think that the area will remain attractive for industrial development in the future. If over the next 10 years only 30 acres of industrial property develops, that could result in an additional 525,000 square feet of industrial buildings. Obviously, there are countless variables that will influence the market potential and capacity for the area, including, but not limited to, aggressiveness of local economic development efforts, public private partnerships, macro-economic conditions, local development policies, regional competition, etc. With that in mind, however, if one or two significant users locate in the area, then the number of acres developed could be much larger over the 10-year period.

4.

Employment for these types of industrial facilities varies wildly based on the nature of the actual uses within the buildings. The National Association of Industrial and Office Parks posted a study in 2013 estimating that, in 2006, general manufacturing uses generated approximately one employee for every 892 square feet of building.

As industrial development has become more efficient, that number has trended toward higher square footages per employee. In fact, the same study indicated about a 20% increase in relative square footage per employee between 1998 and 2006. While this is not an exact science, if we factor an additional 20% increase between 2006 and today, then 525,000 square feet of industrial could generate approximately 500 jobs. This requires significant assumptions and, as stated previously, could vary wildly based on the actual end users that occupy the space.

These conclusions are based on a set of assumptions, historical trends and varying data sources. There is no reason to believe that these benchmarks cannot be achieved, however, it will take a strong local commitment and the removal of certain impediments to development to make it happen.

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INFRASTRUCTURE IMPROVEMENTS

Infrastructure is a critical component of successful economic development within a community. Increasingly, companies are looking for the sites that are most immediately available for construction. The best case is to have truly shovel ready sites with infrastructure in place that only requires permit approval to begin development. The next best scenario, if infrastructure cannot already be in place, is to ensure that capacity exists for future development and a plan is in place to bring infrastructure to the property within a short time span.

Being ready for development opportunities is a critical part of being successful. While site selection decisions used to be made over several months, they are now made in a few weeks. This means that communities that have not invested in critical infrastructure to open sites for development or are not prepared to do so as part of a public/private partnership, are often left without sites to market and lose the deals before they are ever really considered.

Developers will be looking for guarantees on the timeline by which infrastructure can be made available and it is essential that Montgomery County be in a position to deliver on its promises. In some ways, infrastructure is a distinct advantage for Montgomery County as steps are already underway to make improvements to expand service for water and wastewater to serve future uses within the study area. Additional expansion of service lines to key areas will be required, however, if the community is to maximize its long-term economic development potential.

The interchange at SR 32 and I-74 is in a good location based on its relative proximity to Indianapolis and accessibility from Boone County. Overall, this interchange represents perhaps the greatest underutilized asset and greatest economic development opportunity for the county.

ROAD INFRASTRUCTURE

FUTURE THOROUGHFARE NETWORK

The Key Corridors Map (Exhibit J) included in the county's Comprehensive Plan was created by analyzing the existing road conditions, Crawfordsville's future thoroughfare networks as well as understanding the potential future land uses along these corridors.

The thoroughfare map utilizes the Federal Highway Administration (FHWA) definitions of functional classification designations for the roadway networks. Streets are designed to either connect to destinations or carry through-traffic. Other important factors related to the functional classification designations include access control, speed limit, traffic volume, spacing of routes, number of travel lanes and regional significance.

Interstates, such as Interstate 70, are the highest classification of roadway. They prioritize mobility and have extremely limited access. Interstates are high speed, high volume and have statewide or national significance. They are planned and maintained by state authorities with federal oversight.

Other Freeways & Expressways look very similar to interstates, but without the interstate designation. These have regional or statewide significance.

Primary Arterials carry high volumes of regional traffic. They serve major cities from multiple directions and provide connectivity between cities in rural areas. Arterials provide direct access to adjacent land, but may limit the number of intersections and driveway to give generally higher priority to through-traffic. Primary arterials are spaced at two to three miles in suburban areas and farther apart in rural areas.

Minor Arterials are similar to primary arterials, but are spaced more frequently and serve trips of moderate length. Spacing of minor arterials is one to three miles in suburban areas and further apart in rural areas. Minor arterials connect most cities and larger towns and provide connectivity between principal arterials.

Major Collectors gather traffic from the local roads and connect them to the arterial network. They provide a balance between access to land and corridor mobility. Major collectors provide connectivity to traffic generators not already on the arterial system, such as schools, parks and major employers.

Minor Collectors are similar to major collectors, but are used for shorter trips. They provide traffic circulation in lower-density developed areas and connect rural areas to higher-class roadways.

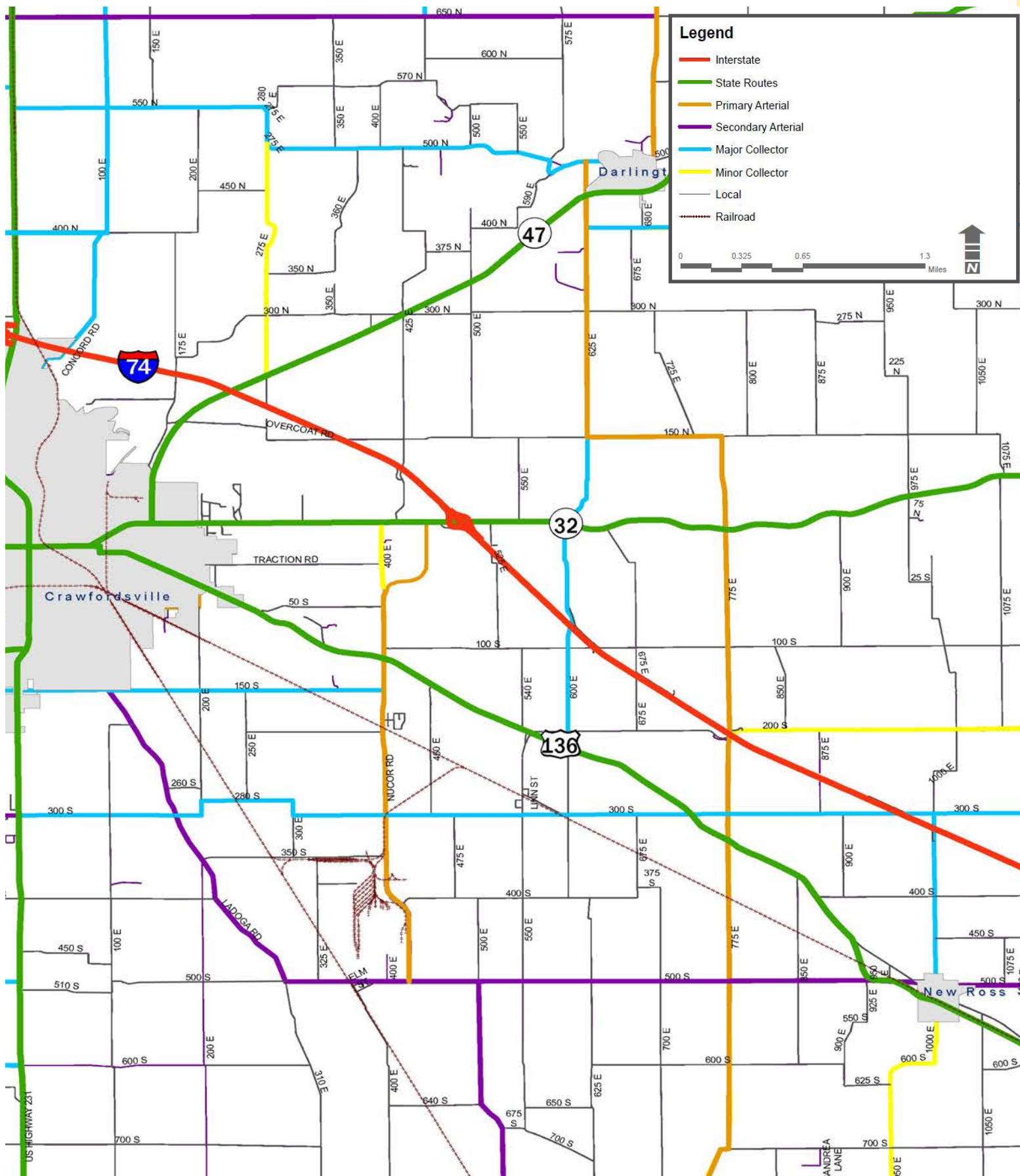


EXHIBIT J: KEY CORRIDORS MAP

STRATEGIC ROAD NETWORK

There is a reasonably strong road network of east/west and north/south corridors throughout Montgomery County. Some of these are I-74 and state roads and U.S. highways. The county has no jurisdiction over these road networks. Exhibit K, however, identifies some local roads that will have a significant impact on future economic development opportunities within the county.

It should be noted that some of these routes are located within the city limits of Crawfordsville and are not within the jurisdiction of Montgomery County. Because these roads have a direct impact on potential road improvements within the county's jurisdiction, they have been included for reference. Details for the proposed improvements of these roads are included later in this chapter.

Potential future road improvements within the SR32/I-74 strategic plan study area include the following:

UPGRADE CR 300 S

To accommodate east/west transportation, CR 300 S should be upgraded to a major collector.

UPGRADE LADOGA ROAD

This section of Ladoga Road should be upgraded to a secondary arterial as it improves traffic into and from the City of Crawfordsville

UPGRADE CR 500 S

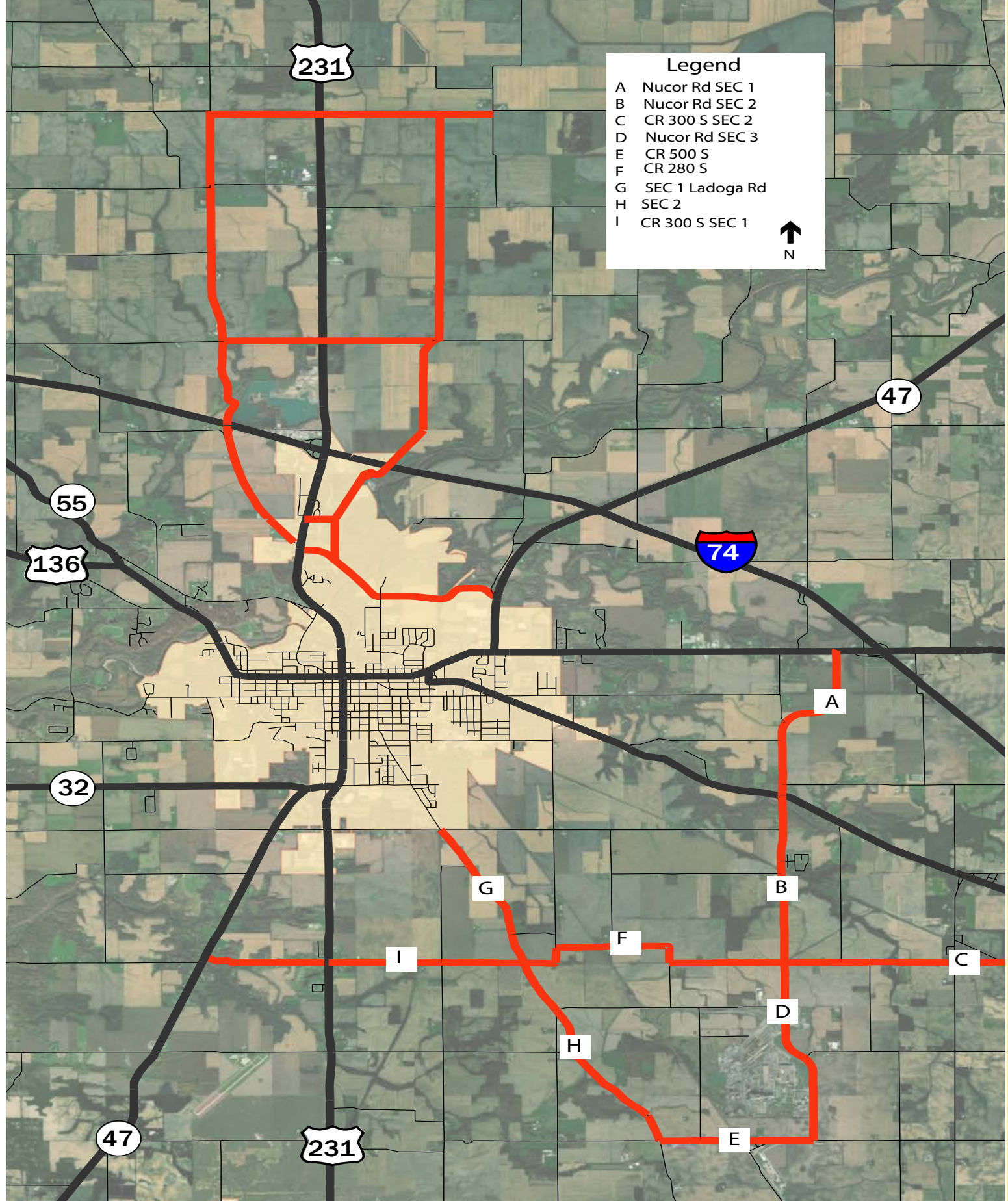
Sections of this roadway should be upgraded to connect Nucor Road to a secondary arterial east/west connector.



Existing road conditions include drainage swales and available right-of-way along SR32



Existing road conditions include wide shoulders and available right-of-way along SR 32



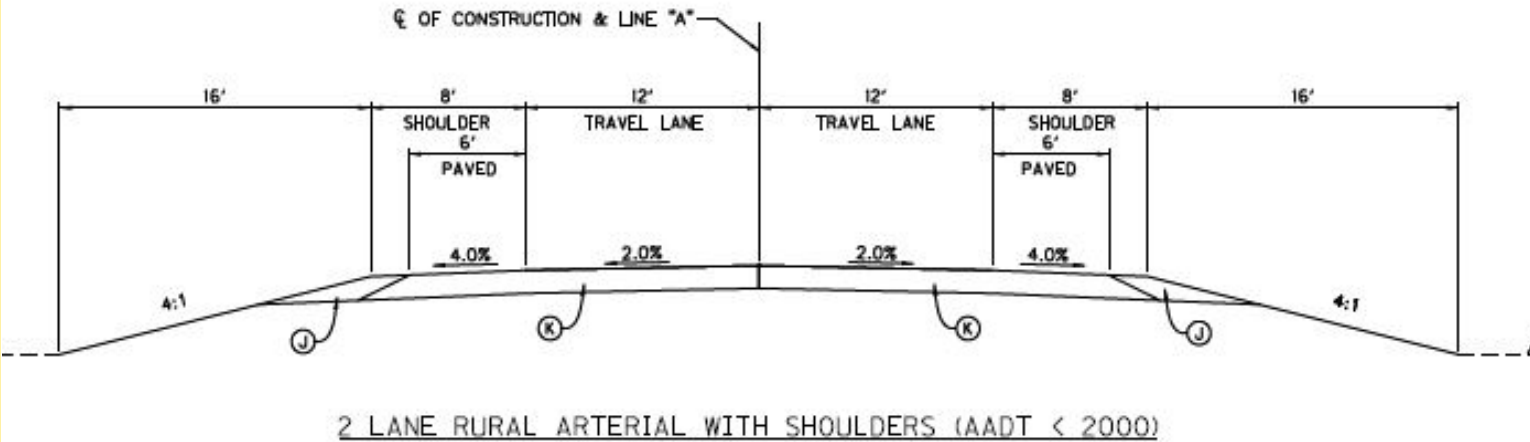
TYPICAL STREET SECTIONS

The current condition for most of the roads within the study area will require upgrades to accommodate the traffic flows that are anticipated as a result of future development within the study area. While the ultimate design configuration of the roads will need to be determined as part of details engineering analysis for each proposed road project, some typical road cross-sections have been included in this analysis for reference.

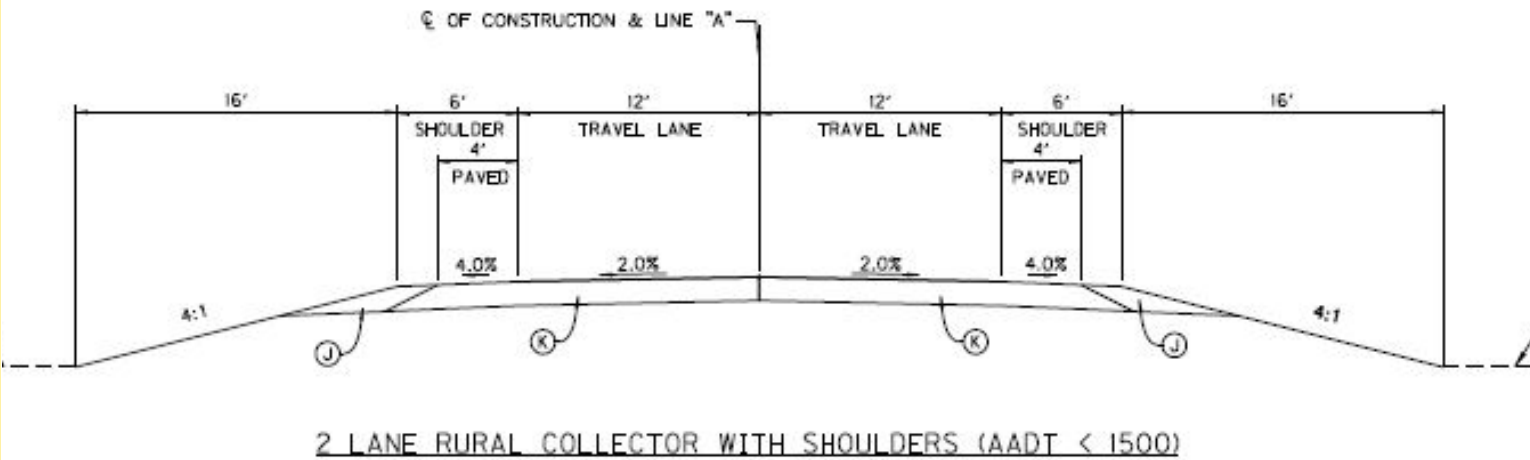
The rural arterial, accommodating between 5,000 ADT and 12,000 ADT, is recommended to include two 12' travel lanes with 6' paved shoulders. It is generally recommended to have a 80' to 100' right-of-way.

The rural collector, accommodating between 2,000 ADT and 10,000 ADT, is recommended to include two 12' travel lanes with a 4' paved shoulder. It is generally recommended to have a 50' to 80' right-of-way.

RURAL ARTERIAL



RURAL COLLECTOR



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UTILITY INFRASTRUCTURE

BROADBAND SERVICES

In today's business climate, access to high speed internet is as critical to business attraction efforts as the availability of sewer and water infrastructure. Crawfordsville has outstanding access to some of the fastest broadband services in the State of Indiana. Outside of Crawfordsville, however, the access and quality of service drops significantly (See Exhibit L). The areas in blue are where at least minimal coverage exists.

It has been reported by many citizens that in the northern and southwestern part of the county that getting basic broadband and cell phone service is very difficult. Access to broadband service is not only critical to economic development efforts, but is essential to support the residential growth desired within the county. A lack of adequate service is also a challenge for existing residents and for local student learning as schools continue to expand the utilization of digital computing for lessons, testing and other learning services. Many students in parts of the county do not have adequate access to service at home to utilize digital learning outside of the schools.

Montgomery County has opportunities to expand broadband services through partnerships with internet utility providers, regional energy providers and accessing new state and federal funding opportunities. Creating a dark fiber backbone within the area gives this county the unique opportunity to use broadband connectivity as a strategic advantage and differentiator within the region.

Given the comprehensive and complex nature of issues involving broadband service expansion, a local working group of key stakeholders should be established to develop a cohesive strategy for broadband connectivity in Montgomery County. This group should include representatives of key local broadband users, community leaders and local service providers to develop the appropriate strategy moving forward.

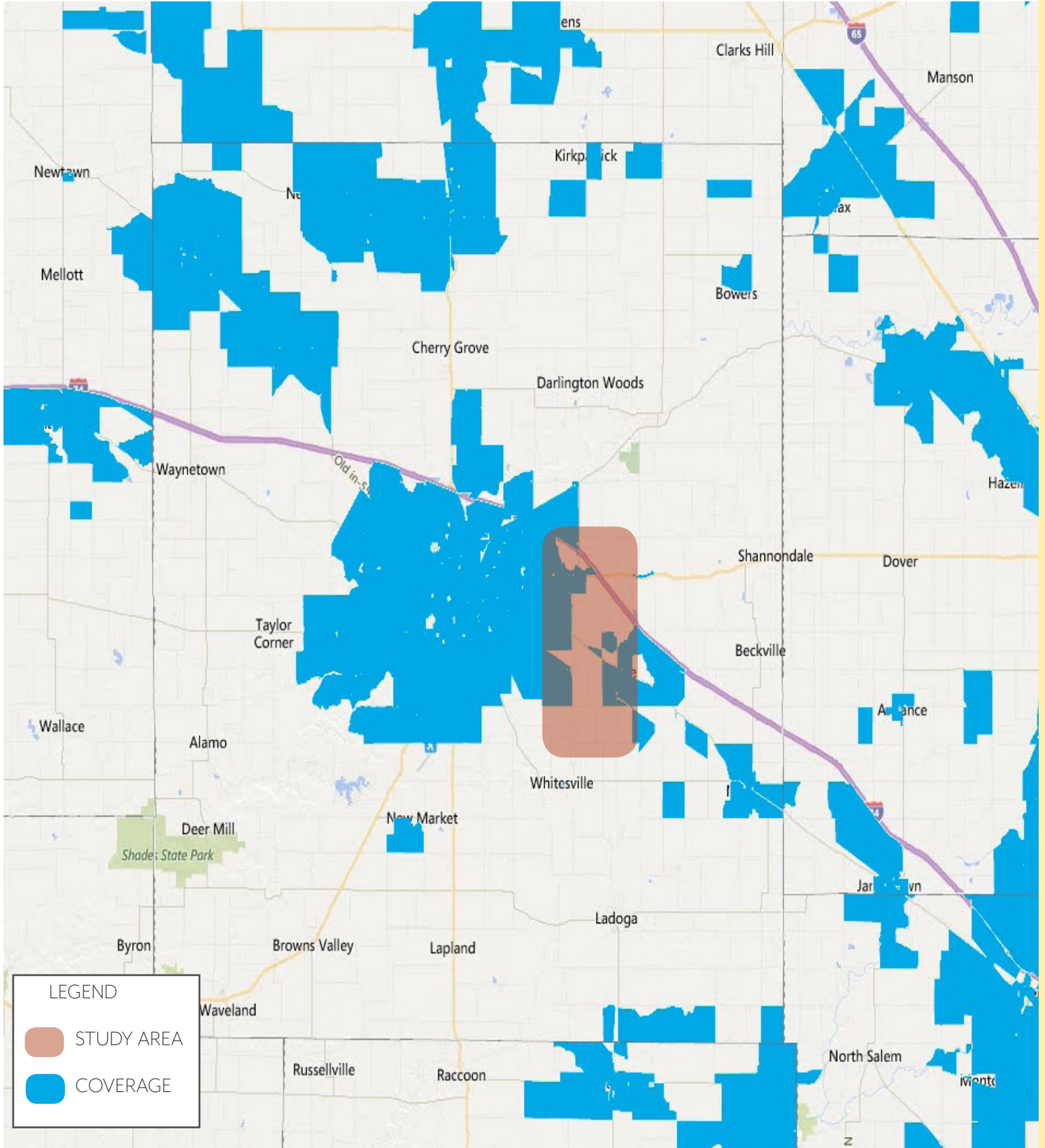


EXHIBIT L: **EXISTING BROADBAND COVERAGE**

EXISTING WATER INFRASTRUCTURE

While there is not existing water infrastructure within this study area, water utilities are close enough to extend to the interstate along SR 32. Indiana American Water currently has a water treatment facility and storage tank located north of SR 32 at Banjo Drive as illustrated in Exhibit M. A water main runs westward along SR 32 toward Crawfordsville.

WATER INFRASTRUCTURE IMPROVEMENTS

A portion of the study area was evaluated in 2017 as a part of the Montgomery Water Main Extension Study. Indiana American Water Company offers the nearest potable water supply for this area of the county, as it operates a water treatment plant located immediately north of SR-32 on Banjo Drive. Connection to these treated water mains offers the best supply for extension of potable water to the desired service areas. Water mains are proposed to extend along State Road 32 to Nucor Road. The main will then split, extending south along Nucor Road to County Road E 100 S; and extend east across Interstate 74.

Along State Road 32, easements will be needed in order to construct the proposed project. Work within INDOT's right of way is not allowed, per Indiana American's requirement. Instead, Indiana American requires an exclusive easement for work in this area. Existing right of way, and utility easements will be sufficient for the work in the remainder of the project area. A separate project in the area, consisting of the installation of sanitary sewer, will secure the required utility easements for the water project.

All alternatives for the water main extension as illustrated in Exhibit N will require some form of regulatory permitting. A Notice of Intent to Construct Water Main Extension (NOI) filed with IDEM will be required for any water main extension, along with coordination with Indiana-American Water.

PHASE 1

Phase 1 of the proposed water extension includes a 20 inch water main to be extended from Indiana American Water's treatment facility at Banjo Drive along SR 32 to just past Nucor Road. It is proposed to run along the north side on SR 32 toward CR 400 until it eventually shifts to the south side of SR 32. Phase 1 is anticipated to be completed in 2019.

PHASE 2

Phase 2 of the proposed water extension includes a 16 inch water main south along Nucor Road.

PHASE 3

Phase 3 includes a 12 inch water main from SR 32 south along CR 400 E connecting into the proposed water main along Nucor Road.

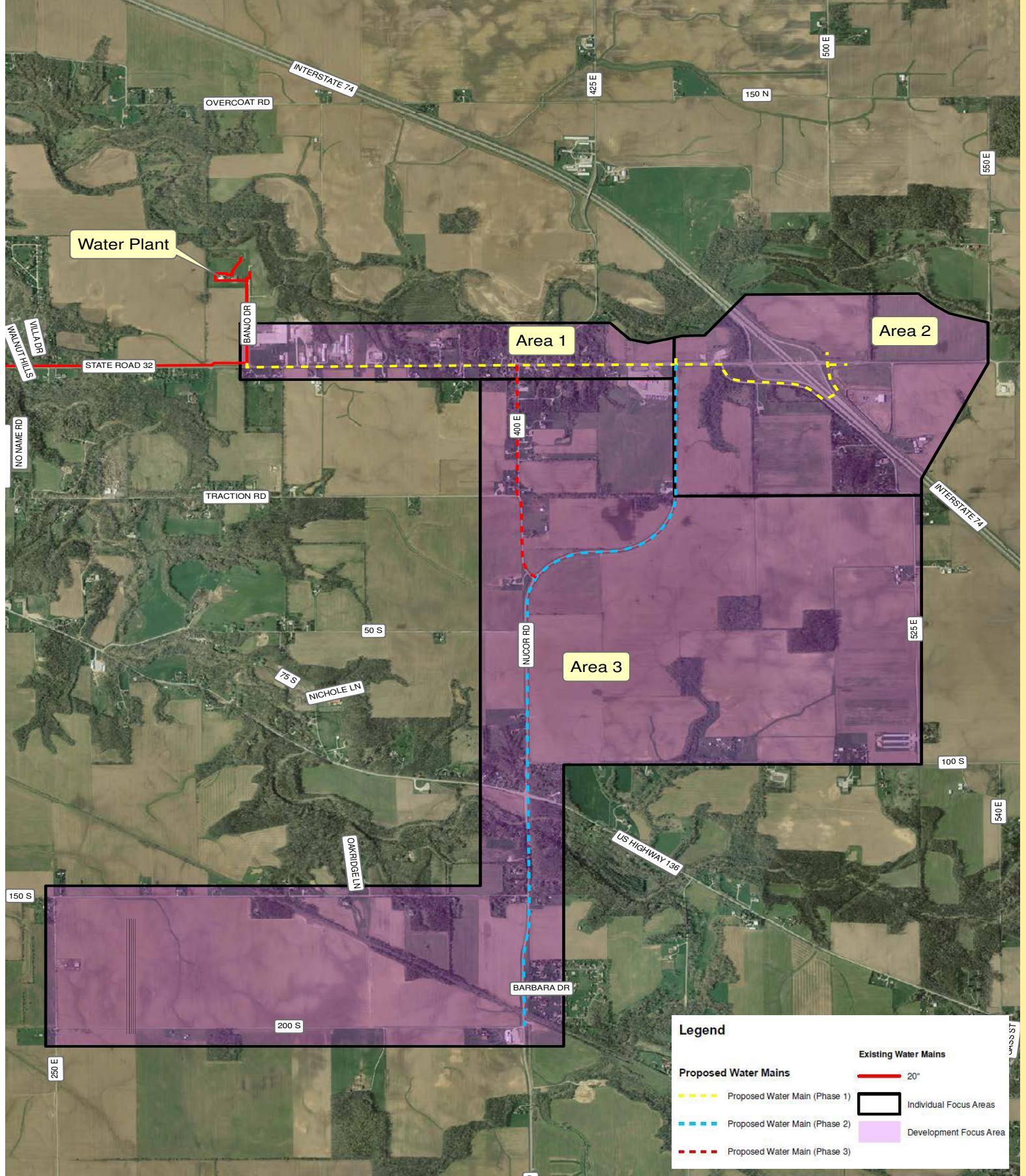


EXHIBIT N: FUTURE WATER IMPROVEMENTS

EXISTING SEWER INFRASTRUCTURE

Currently, the City of Crawfordsville (IN0032964) operates a WWTP on Sugar Creek. The plant is rated at 4.7 MGD, with a peak hourly flow of 6.0 MGD. At the present time, the plant experiences average daily flows near half of its capacity, around 2.3-2.4 MGD. Sewer infrastructure is making its way east into the study area from the city of Crawfordsville where they currently sit on US 136.

There is also existing sanitary sewer service south on Nucor Road owned by, and operated through, a service contract by the Montgomery County Sewer Board. The plant is currently rated for 1 MGD with the potential to mirror the plant for an additional capacity of 1 MGD. This plant currently services Nucor Steel.

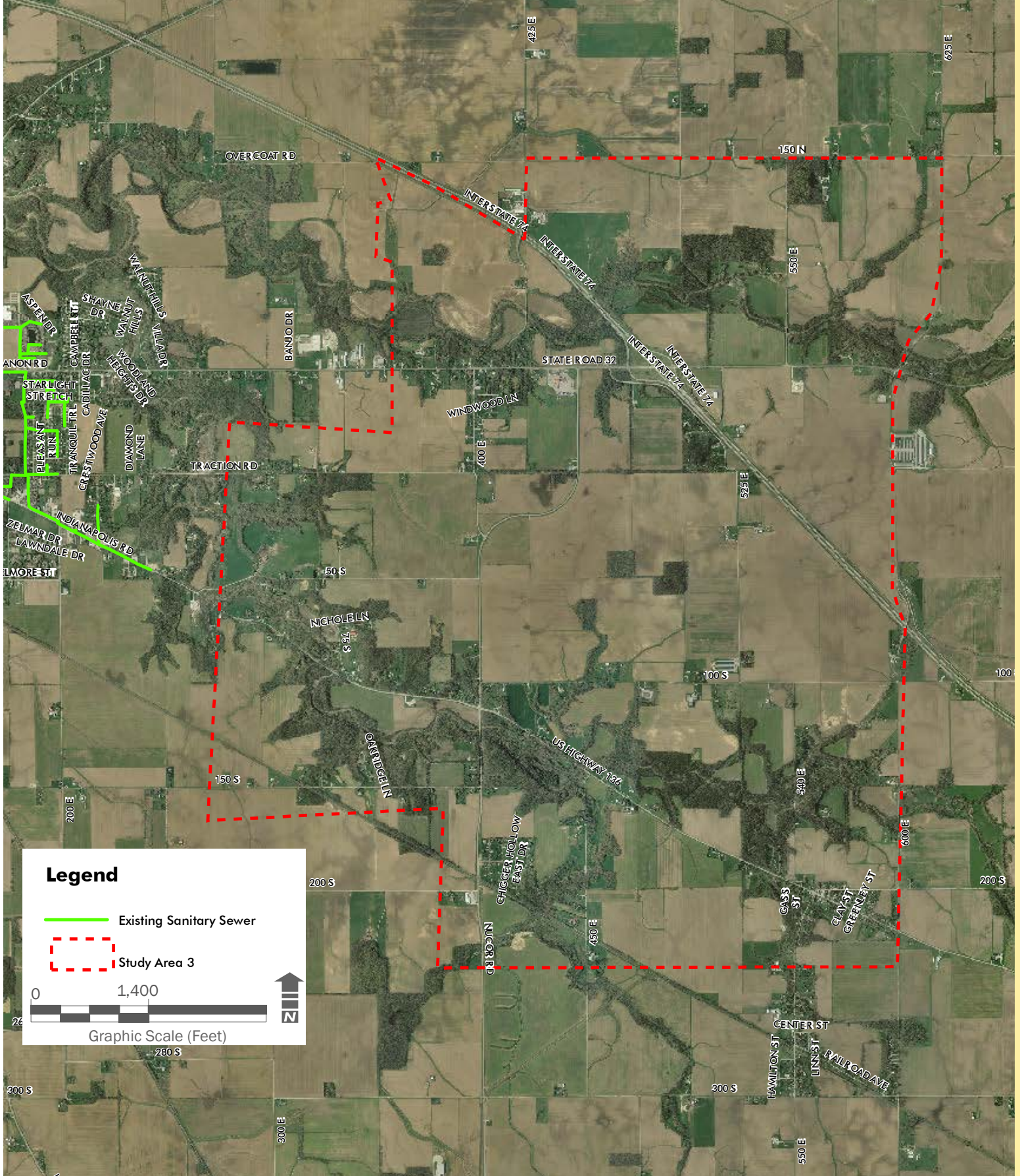


EXHIBIT O: EXISTING SEWER INFRASTRUCTURE

SEWER INFRASTRUCTURE IMPROVEMENTS

In Exhibit P, study areas 1, 2, and 3 all lie outside of the City of Crawfordsville's Corporate Limits, and are therefore not served by the City's utility.

The Montgomery County Regional Sewer District is in the process of developing a sewer extension project to service customers within the study area along SR-32 west of the I-74 interchange, and along Nucor Road. A 6" force main is planned to run from the railroad tracks on Nucor Road, north to the intersection with 400 E, where it transitions to a 3" low pressure line running north along 400 E. 2" and 2- ½" lines connect, servicing the other areas as shown in the adjacent Exhibit P.

Along SR 32, there are two lift stations proposed along with a combination of 12" gravity lines, 4" force mains and 3" low pressure increasing in capacity as it gets closer to I-74. The sizing has been designed to accommodate the eventual extension of sewer service to the east side of I-74. The construction of these new lines is anticipated to be completed in 2019.

Utility installations occurring within the SR-32 or I-74 ROW, whether adjacent to or crossing the roadways, will require permitting from the Indiana Department of Transportation (INDOT). Any alternatives that involve a railroad crossing will require a permit from the respective railroad. Local and county permits may also be required for both sanitary sewer and water utility extensions.

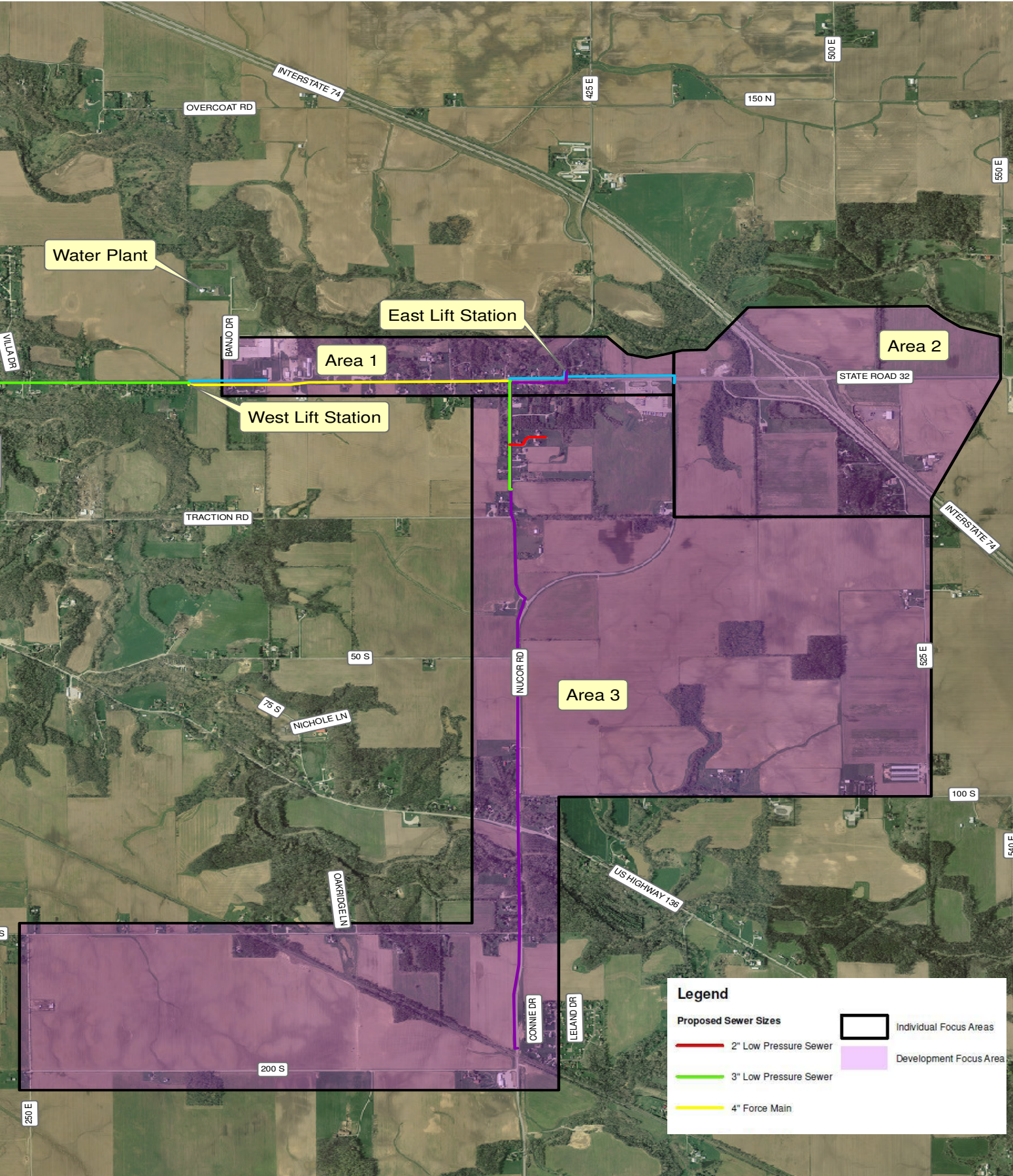


EXHIBIT P: FUTURE SEWER IMPROVEMENTS

SEWER INFRASTRUCTURE IMPROVEMENTS

While build out of sewer infrastructure throughout the entire area would take many years, planning ahead to provide adequate infrastructure can start now. With a full build out, a series of pump stations will be required to accommodate the area. Force mains and feeder gravity sewer extensions will be able to move throughout the focus area to the Nucor wastewater treatment facility along Nucor Road. This potential future system is identified in Exhibit Q.

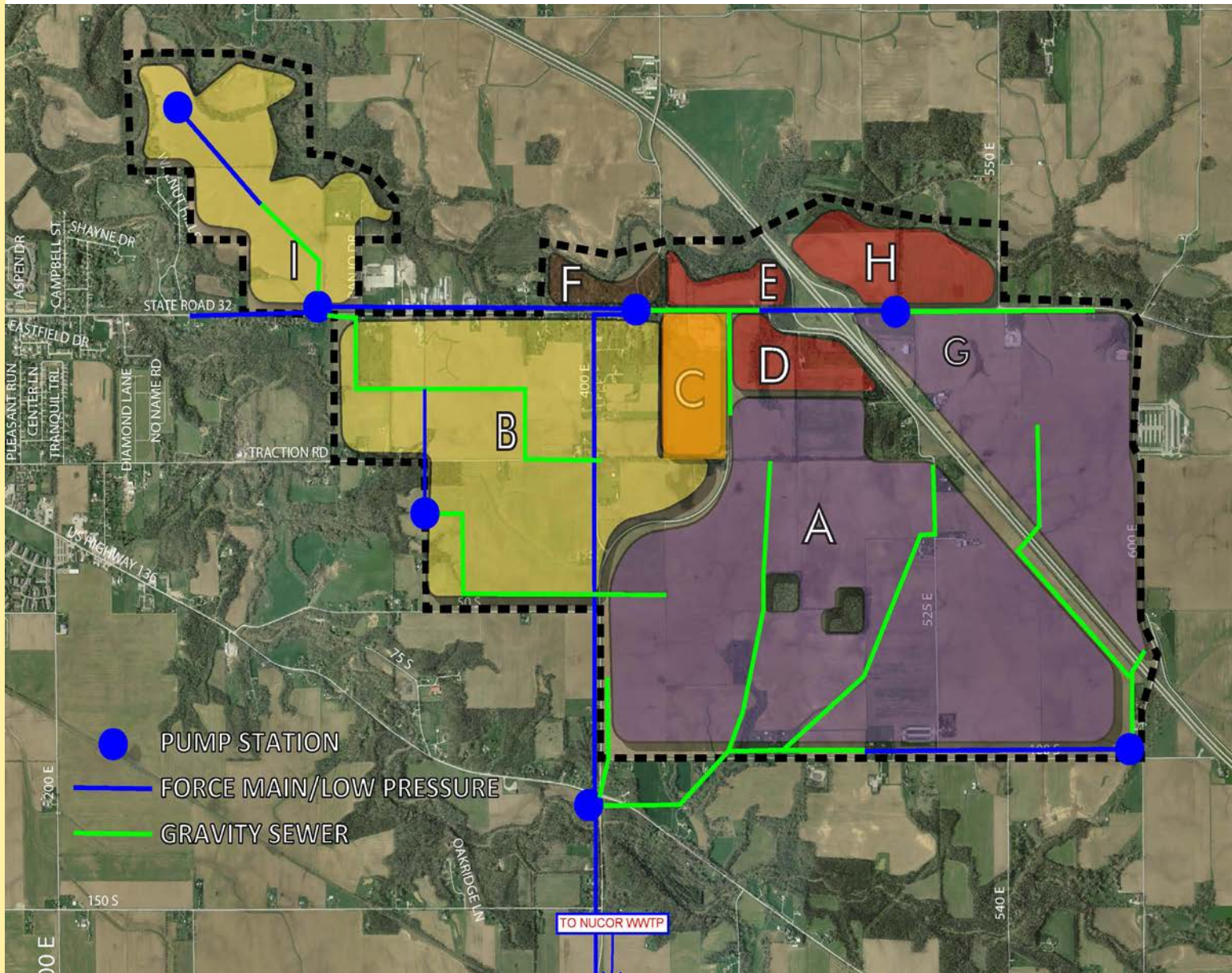


EXHIBIT Q: FUTURE SEWER IMPROVEMENTS

INFRASTRUCTURE COST ESTIMATES

Below are a set of cost estimates for the infrastructure improvements discussed in this chapter. These are just estimates and any actual costs for financing and construction will need to be confirmed through detailed engineering estimates completed as part of design activities. These estimates were created to inform this plan and allow for broad infrastructure asset management in the future.

Future Water Improvement Estimates

Extension		Estimates
Phase 1 Construction	Provide service along SR 32 from Banjo Drive to Nucor Road	\$2,100,000

Future Sanitary Sewer Improvement Estimates

Extension		Estimates
Construction and Inspection	Provide service Nucor Road, CR 400 E and SR 32	\$5,000,000

Future Road Improvement Estimates

Road	Segment	Indirect Cost Subtotal *	Roadway Construction Subtotal	Estimate Total
LADOGA ROAD	CR 150 S to CR 300 S	\$2,300,000	\$7,000,000	\$9,300,000
Improvement Desc.	Construct 2- 12' lanes & 6' shoulders			
LADOGA ROAD	CR 300 S to CR 500 S	\$3,600,000	\$10,800,000	\$14,400,000
Improvement Desc.	Construct 2- 12' lanes & 6' shoulders			
CR 500	Ladoga Road to Nucor Road	\$2,200,000	\$6,500,000	\$8,700,000
Improvement Desc.	Construct 2- 12' lanes & 6' shoulders			
CR 300	Ladoga Road to Nucor Road	\$3,600,000	\$11,000,000	\$14,600,000
Improvement Desc.	Construct 2- 12' lanes & 6' shoulders			
CR 300	Nucor road to US 136	\$4,500,000	\$13,600,000	\$18,100,000
Improvement Desc.	Construct 2- 12' lanes & 6' shoulders			

*Some improvements may be required in the future to Nucor Road but it has been previously constructed to accommodate the current industrial traffic in the area.

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ECONOMIC DEVELOPMENT POLICY CONSIDERATIONS

Some economic development principles relevant to this plan are listed below:

LOCAL COLLABORATION AMONGST LEADERSHIP IS ESSENTIAL

Being able to demonstrate that local entities work together and are interested in common outcomes is one of the first things that site selectors look for in communities. Building a reputation as a trusted and reliable partner will set Montgomery County apart from its competition.

ACCESS TO RAIL SERVICE

The heart of the study area is currently served by rail service. While not every site selection project requires rail access, the combination of rail and interstate access will create an opportunity to compete for projects with only a few other areas.

HIGH SPEED INTERNET AND BROADBAND

Access to high speed internet is as critical to business attraction efforts as the availability of sewer and water infrastructure. Montgomery County has opportunities to expand these services through partnerships with internet utility providers and regional energy providers.

SUPPORT RESIDENTIAL DEVELOPMENT

Long-term economic success for Montgomery County will require not just maintaining the current population base, but growing it at a reasonable rate to support growth in the workforce base and to add additional disposable income to support local businesses.

ALLOW PLANNING TO BE FLEXIBLE FOR THE FUTURE

Flexibility is essential to ensuring that good decisions are made throughout the life of the plan. This flexibility must be tempered, however, by establishing the correct vision and strategies to provide a decision-making framework that can evaluate future opportunities and ensure the best decisions are made.

DECISIONS MUST BE MADE FOR THE SHORT-TERM AND THE LONG-TERM

Short-term success is key to successful plan implementation, but truly sustainable economic success is a long-term proposition often taking years to see the complete implementation of strategies identified in the plan. Early opportunities may not be in the best long-term interest of the community and in these cases it is critical for communities to say no.

IMPLEMENTATION STEPS

Key steps to success:

01	02	03	04
CONTINUE TO BUILD THE INFRASTRUCTURE TO SUPPORT THE DEVELOPMENT OF SHOVEL READY SITES	BUILD RELATIONSHIPS WITH KEY PROPERTY OWNERS IN THE AREA TO SUPPORT BUSINESS ATTRACTION EFFORTS	DEVELOPMENT LAND USE MANAGEMENT PRACTICES FOR THE STUDY AREA	EXPAND THE TIF AREA TO MATCH THE BOUNDARIES OF THE STUDY AREA
<ul style="list-style-type: none"> • IMPLEMENT THE SEWER AND WATER PROJECTS THAT ARE CURRENTLY UNDER DESIGN • SEEK PARTNERSHIPS WITH BROADBAND SERVICE PROVIDERS • FIND OPPORTUNITIES FOR STATE AND FEDERAL FUNDING FOR ROAD PROJECTS 	<ul style="list-style-type: none"> • REACH OUT TO KEY PROPERTY OWNERS WITHIN THE STUDY AREA AND HOLD LISTENING SESSIONS • WHEN POSSIBLE, NEGOTIATE PURCHASE OPTION AGREEMENTS FOR KEY PROPERTIES TO LIMIT IMPACTS TO SURROUNDING PROPERTIES 	<ul style="list-style-type: none"> • SELECT PREFERRED METHOD FOR LAND USE MANAGEMENT UPON ADOPTION OF THE COMPREHENSIVE PLAN. • SEEK ADDITIONAL PUBLIC INPUT TO SHAPE AND IMPLEMENT LAND USE MANAGEMENT POLICIES 	<ul style="list-style-type: none"> • WORK WITH LEGAL COUNCIL TO AMEND THE TIF DOCUMENTS TO INCORPORATE ADDITIONAL PARCELS OVER TIME
RESPONSIBLE PARTIES:	RESPONSIBLE PARTIES:	RESPONSIBLE PARTIES:	RESPONSIBLE PARTIES:

05

CREATE A TARGETED MARKETING CAMPAIGN TO PROMOTE DEVELOPMENT WITHIN THE STUDY AREA

- ENGAGE OUTSIDE CONSULTANT TO DEVELOP TIERED MARKETING OUTREACH PROGRAM
- IMPLEMENT MARKETING PROGRAM INCLUDING SIGNIFICANT ONLINE PRESENCE

RESPONSIBLE PARTIES:

06

REVIEW INTERNAL PERMITTING AND PROJECT APPROVAL PROCESSES

- ENCOURAGE PLANNED UNIT DEVELOPMENT PROCESSES AT KEY DEVELOPMENT LOCATIONS
- DEVELOP FAST TRACK APPROVAL PROCESSES FOR INCENTIVES AND PERMITTING
- BE CLEAR, CONSISTENT, AND PREDICTABLE IN POLICY IMPLEMENTATION AND DECISION MAKING

RESPONSIBLE PARTIES:

07

CONTINUE TO WORK WITH REGIONAL, STATE AND FEDERAL AGENCIES TO SUPPORT LOCAL ECONOMIC DEVELOPMENT

- TAKE ADVANTAGE OF STATE AND FEDERAL FUNDING OPPORTUNITIES: USDA, OCRA AND EDA GRANTS
- ENGAGE IEDC ABOUT PROGRAM OPPORTUNITIES
- CONTINUE TO ENGAGE INDOT REGARDING POTENTIAL FUNDING OPPORTUNITIES
- CONTINUE TO ENGAGE WITH WABASH HEARTLAND INNOVATION NETWORK ON REGIONAL COLLABORATION

RESPONSIBLE PARTIES:

08

ENHANCE LOCAL COLLABORATION EFFORTS TO DEVELOP KEY DEVELOPMENT PARTNERS FOR THE STUDY AREA.

- ENGAGE IN REGULAR DISCUSSIONS WITH LOCAL COMMUNITIES ABOUT ECONOMIC DEVELOPMENT OPPORTUNITIES
- LOOK FOR OPPORTUNITIES TO SHARE RESOURCES TO DRIVE OVERALL COUNTY VISION

RESPONSIBLE PARTIES:

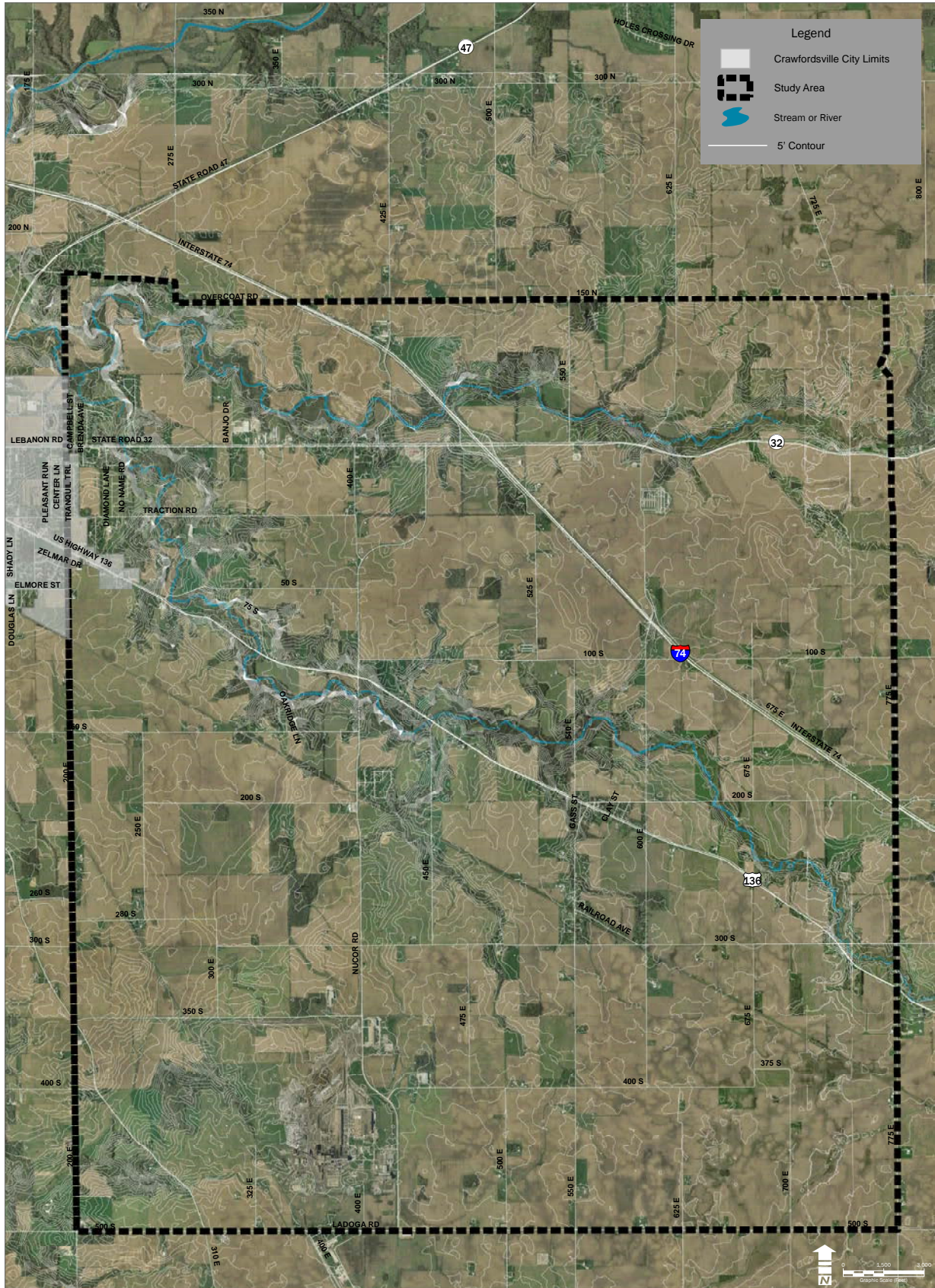
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PROPERTY OWNERSHIP KEY

KEY	OWNER	AC.	KEY	OWNER	AC.	KEY	OWNER	AC.
0	WHITE LARRY D & JHNET S	15.4	46	DAVIDSON MARILYN J	27.4	62	ORWIG E GERALDINE LIFE & TAMARA TAYLOR & J	27.4
1	MOULTON JAMES G	182.8	47	DAVIDSON MARILYN J UNDIV 1/2 INT & J	40.3	63	BEAM RALPH F	40.3
2	KESSLER MARK W (TOD) KESSLER MARK W LIVING TRUST	35	48	DAVIDSON WARNER H & LOIS NE	321.7	64	DOUGLAS TOD E & AMANDA LI	321.7
3	FIRMANIS JAYCE O (FF) & NFI L FR MITZ ANN M	15.3	49	MOULTON JAMES G & REYNOLDS F	187.7	65	NFI SCHENBERG WALTER & ROBERT J	187.7
4	FIRMANIS JAYCE O (FF) & NFI L FR MITZ ANN M	118.9	50	DAVIDSON WARNER H & LOIS NE	11.2	66	MELVIN MAX & MARTI	11.2
5	SHELTON SAMUEL R & KATHRYN L	69.9	51	NUCOR CORPORATION	24.2	67	DOUGLAS OLIVER JASON	24.2
6	MOULTON JAMES G & REYNOLDS F	112.2	52	CERES SOLUTIONS LLP	35	68	BCL FARMS LLC	35
7	MENMEN HOBERT A JR & JOQUELINE W HW	31.3	53	WHITESVILLE CROP NUTRIENTS LLC	19.1	69	ELKS LODGE NO 483 (TRUSTEES OF)	19.1
8	GROTE DANIEL J & HILARY D	24.9	54	BENNETT ROBERT J & CAROL LI	10.1	70	MELVIN MAX & MARTI	10.1
9	SMITH JOHN RICHARD	118.9	55	HOCKERSMITH TERRY L & CAROL WI	16.7	71	DOUGLAS CHARLES E REVOCABLE TRUST	16.7
10	SMITH JOHN RICHARD	30.8	56	HOCKERSMITH TERRY L & CAROL WI	10.7	72	TRUAX MARK A & CAROLYN J	10.7
11	MENMEN HOBERT A JR & JOQUELINE W HW	16.2	57	IRVIN JOHN C & CHRISTINA LI	10.8	73	SCHWIDER STEPHEN D & KAY LI	10.8
12	RAY GENE & PATRICIA	16.9	58	BELL PAUL RED & JR BELL 1/2 BEN	42.6	74	GRANT RUTH	42.6
13	FREY CHARLES E ETAL	162.2	59	DURNIL JACKIE RAY & PATRICIA F	10.6	75	TRUAX MARK & CAROLYN	10.6
14	RAY GENE & PATRICIA	26.3	60	WILSON WINSTON E & GLENDA J	36	76	COFFING CARROLL E & DENORAH D	36
15	FREY JOSEPH A & SARAH J	26.1	61	BINFORD DAVID L ETAL	219.8	77	CHEZEM REV RICHARD J & DONNA K J	219.8
16	FREY JOSEPH A & SARAH J	31.3	62	WALNUT FORK CREEK INC	41	78	DICKMAN FRANCIS WAYNE 1/2 & DICKMAN STEVEN	41
17	FREY CHARLES E ETAL	42.4	63	WINSTON VIRGINIA W (TSA LIFE) & J	22.5	79	SCHWIDER STEPHEN D & KAY LI	22.5
18	AKERS CHARLES R & SHIRLEY D	36.8	64	MANN ROBERT A	51.8	80	DICKMAN FRANCIS WAYNE 1/2 & DICKMAN STEVEN	51.8
19	AKERS CHARLES R & SHIRLEY D	43.2	65	MOORE FAMILY TREE FARM LLC	46.3	81	WILEY CONNELL LLC	46.3
20	ROONEY FREDERICK M JR & LAM LYNDIE	39	66	FREY MARY L AS TRUSTEE I	14.8	82	WILEY CONNELL LLC	14.8
21	MERVIS INDUSTRIES INC	14.6	67	TRIPLE F LAND LLC	29.8	83	MILLER JAMES E JR	29.8
22	MENMEN FAMILY IRREVOCABLE TRUST	101.1	68	TRIPLE F LAND LLC	22.8	84	NELSON HENRY W & BONNIE J	22.8
23	POHLMANN KLAUS	134.9	69	FREY MARY L AS TRUSTEE I	10.6	85	NELSON HENRY W & BONNIE J	10.6
24	PILOT TRAVEL CENTERS LLC	41	70	TRIPLE F LAND LLC	38.3	86	BCL FARMS LLC	38.3
25	GRAY LA DONNA B 1/2 INT & PRYOR MARILYN G 1/2 INT	76.5	71	GREENWOOD FARM INC	64.8	87	BORDEN RANDY A & MICHELE LI	64.8
26	FOURRAY GREGORY C & ROBIN J	81.1	72	INDIANA AMERICAN WATER CO	43.3	88	BORDEN RANDY ALAN & MICHELE LI	43.3
27	MENMEN FAMILY IRREVOCABLE TRUST	91.1	73	BANCO CORPORATION	25.2	89	MILLER JAMES E	25.2
28	MENMEN FAMILY IRREVOCABLE TRUST	65	74	TERRA PRODUCTS INC OR BANCO CORP	17.6	90	BORDEN RANDY ALAN & MICHELE LI	17.6
29	PICKETT RONALD R REVOCABLE LIVING TRUST	38	75	HASE TRACY & JAMES	21.4	91	BROCK BOB L & WAHNE LI	21.4
30	MENMEN HOBERT A JR & JOQUELINE	81.2	76	CONICE LLC	14.2	92	BCL FARMS LLC	14.2
31	GRAY LA DONNA B 1/2 INT & PRYOR MARILYN G 1/2 INT	179	77	GREENWOOD FARM INC	253.8	93	LEAMING RUTH A LIVING TRUST	253.8
32	GRAY LA DONNA B 1/2 INT & PRYOR MARILYN G 1/2 INT	52.1	78	FREY JOSEPH A & SARAH J	13.8	94	MYERS VICKI	13.8
33	FOURRAY GREGORY C & ROBIN J	62.7	79	TRIPLE F LAND LLC	37.6	95	BCL FARMS LLC	37.6
34	ROUND HILL PROPERTIES LLC	13.8	80	FREY JOSEPH A & SARAH J	18.7	96	TRACTION AUTO PARTS INC	18.7
35	MENMEN HOBERT A JR & JOQUELINE	122.2	81	NICE D MATTHEW & GLENDA G	16.4	97	LEAMING RUTH A LIVING TRUST	16.4
36	CARTER JOE & DEBBIE TRUST	192.8	82	CASS HENRY PAUL & MARIAN LI	16.7	98	BCL FARMS LLC	16.7
37	PICKETT LARRY L & BEVERLY A REVOCABLE LIVING TRUST	53.8	83	BEAM RALPH F	41.2	99	LEAMING RUTH A LIVING TRUST	41.2
38	LAWHORN DANIEL R & BARBARA	31.9	84	BCL FARMS LLC	158.3	100	SCHWIDER STEVE & KAY	158.3
39	NORMAN JOHN D & CAROLE F	60.3	85	MILES BETTY II	10.1	101	CONWAY STEVEN A	10.1
40	CARTER JOE & DEBBIE TRUST	59.7	86	PRODGE ALAN LI	51.9	102	PICKETT RONALD R REVOCABLE LIVING TRUST	51.9
41	EDWARDS PHILIP M REVOCABLE LIVING TRUST	12.3	87	ORWIG E GERALDINE LIFE & TAMARA TAYLOR & J	24.6	103	FLETCHER DAVID S & JANIS F	24.6
42	DAVIDSON WARNER H & LOIS NE	17.2	88	BCL FARMS LLC	150.7	104	GOLLADAY RICHARD LEE & JANET E	150.7
43	PERRY DAVID K & BETH A	11.6	89	GOLLADAY TIMOTHY J	10.2	105	BOOTH RICHARD L & CAROLYN S FAMILY TRUST	10.2
44	TERRY TIM C & ROWE A 1/2 & J	22.5	90	RANDOLPH MARGARET A	18.8	106	SCHWIDER STEPHEN D & KAY LOUISE I	18.8
45	DAVIDSON MARILYN J	81.9	91	BCL FARMS LLC	74.2	107	PETERSON ALAN W & CANDICE A HW	74.2

AC	KEY	OWNER	AC	KEY	OWNER	AC	KEY	OWNER
27.4	92	ORWING E SERRAVALLE LIFE & TAMARA THYLOR & J	61.6	136	GABEL TRACY LEE & PATRICIA SUE DENHANI	11.7	164	NUCOR CORP
40.3	93	BEAN RAULPH F	48.8	139	NORRIS RUSSELL & MARIE	10.8	166	TURNER RICHARD E & BEVERLY JOO TRUSTEES I
321.7	94	DOUGLAS TODD E & AMANDA LI	10.9	140	PICKETT RONALD R REVOCABLE LIVING TRUST I	53.6	169	REEVES HAROLD D & ETHEL M (LIFE)
107.7	95	MELSON HENRY W III TPR & BONNIE J	41.8	141	FRY JAMES R & NANCY F AS TIC IN I	170.4	167	TURNER RICHARD F & HELEN J JOO TRUSTEES I
11.2	96	MELVIN MAX & MARY	84	142	RICHARDSON DAVID T & JEAN AL	63.3	168	REEVES HAROLD D & ETHEL M (LIFE)
24.2	97	DOUGLAS OLIVER JASON	12.7	143	BUCK ARTHUR R REVOCABLE LIVING TRUST I	70.2	169	TURNER RICHARD E & BEVERLY JOO TRUSTEES I
15	98	BCL FARMS LLC	34.6	144	HUTSON GREGORY W & JULIE AL	11	190	NUCOR CORP
19.1	99	ELKS LODGE NO 483 (TRUSTEES OFF)	11.1	145	FRY JAMES R & NANCY F AS TIC IN I	22.4	191	NUCOR CORP
10.1	100	MELVIN MAX & MARY	57.9	146	DOSSETT PHILLIP R & LAURA BE	18.8	192	CONRAD CHRISTOPHER M
18.7	101	QUIGG CHARLES E REVOCABLE TRUST I	12.6	147	REYNOLDS HELEN MAE	46.6	193	BROWN KATHRYN W REVOCABLE TRUST I
10.7	102	TRUAX MARK A & CAROLYN J	11	148	REYNOLDS ILEEN MAE	47.7	194	DOWN KATI ERYN W REVOCABLE TRUST I
10.8	103	SOWDER STEPHEN D & KAY LI	14.9	149	PICKETT RONALD R REVOCABLE LIVING TRUST I	61.9	195	HIPES DON L & DEBORAH K UNDIV 1/2 INT & I
42.6	104	GRANT RUTH	12.3	150	BUCK ARTHUR R REVOCABLE LIVING TRUST I	79.4	196	BUCK BRIAN & TIFFANY (H&W)
10.6	105	TRUAX MARK & CAROLYN	11.8	151	FLAKE RANDALL DI	30.5	197	SOUTHERN RICHARD L & CAROL J
36	106	COFFING CARROLL E & DEBORAH DI	56.7	152	KESSLER WAYNE E 1/2 INT & I	24.6	198	HEMBACH MARGARET J & EDWARD H
219.8	107	CHEZEM REV RICHARD J & DONNA K I	18.5	153	PROVOST CHARLES	81.3	199	MELVIN MAX & MARY
41	108	DICKMAN FRANCIS WAYNE 1/2 & DICKMAN STEVEN	45	154	KESSLER WAYNE E & MARI ANN TRUSTEES I	130.5	200	BUCK BRIAN & TIFFANY (H&W)
22.5	109	SOWDER STEPHEN D & KAY LI	81.1	155	KESSLER MARK W (TOD) KESSLER MARK W LIVING TRUST I	91.4	201	BUCK NANCY JEAN REVOC TRUST I
51.8	110	DICKMAN FRANCIS WAYNE 1/2 & DICKMAN STEVEN	21.2	156	ROINK SLAS L & DELORES E	24	202	FRY JAMES R & NANCY F AS TIC IN I
46.3	111	WILEY CONNELL LLC	62.2	157	MOON MARIANNE WHITE REVOCABLE TRUST 2008	80.8	203	BUCK ARTHUR R TRUSTEE
14.8	112	WILEY CONNELL LLC	70.7	158	CLINE ALLEN L & TERESA ANN 1/2 INT & I	115.8	204	TURNER DAVID W
28.8	113	MILLER JAMES E JR	38.8	159	BULLERICK VELMA UNDIV 1/2 INT & I	38.4	205	TURNER BEVERLEY J REVOCABLE TRUST I
22.8	114	NELSON HENRY W & BONNIE J	48.1	160	KESSLER MARK W (TOD) KESSLER MARK W LIVING TRUST I	140.1	206	TURNER BEVERLEY J REVOCABLE TRUST I
18.6	115	NELSON HENRY W & BONNIE J	58.6	161	WHITT TERRI AL	25.8	207	TURNER BEVERLEY J REVOCABLE TRUST I
39.3	116	BCL FARMS LLC	12.8	162	DAVIDSON MARILYN & WARNER	80.3	208	KESSLER MARK W (TOD) KESSLER MARK W LIVING TRUST I
64.8	117	BORDEN RANDY A & MICHELE LI	40	163	SULLMAN KATHY ROXANNE	186.2	209	DUBOSE MANUFACTURING INC
40.3	118	BORDEN RANDY ALAN & MICHELE LI	19.9	164	WHITESVILLE CHRISTIAN CHURCH	10.1	210	BUCK ARTHUR R REVOCABLE LIVING TRUST I
28.2	119	MILLER JAMES E	13.8	165	HOUSTON DAVID E	91.3	211	MURDO STEEL LLC
17.6	120	BORDEN RANDY ALAN & MICHELE LI	80.7	166	SHELTON SAMUEL R & KATHRYN LI	75	212	MONTGOMERY COUNTY
21.4	121	BROOK BOB L & NAIRNE LI	79.3	167	MCLAMROCH REVOCABLE TRUST I	79.9	213	BUCK BRIAN & TIFFANY
14.2	122	BCL FARMS LLC	88.3	168	LOWELL LARRY D & JULIA AL	53.5	214	MONTGOMERY COUNTY REGIONAL SEMER DISTRICT
253.8	123	LEAMING RUTH A LIVING TRUST I	21.8	169	PICKETT LARRY L & BEVERLY A REVOCABLE LIVING TRUST I	41	215	STANLEY WAYNE & ELEANOR A REVOC
13.8	124	MYERS MICHI	10.3	170	SHELTON SAMUEL R & KATHRYN LI	81.8	216	PICKETT LARRY L & BEVERLY A REVOCABLE LIVING TRUST I
37.6	125	BCL FARMS LLC	56.8	171	PROVOST DEBRA ANN	150.4	217	MANGES MEREDITH L REVOCABLE
18.7	126	TRAXION AUTO PARTS INC	14	172	DOUBET MARIAN J REVOC TRUST I	78.5	218	DICE WILLIAM E REVOC LIVING TRUST I
16.4	127	LEAMING RUTH A LIVING TRUST I	15.4	173	PERFORMANCE MASTER LLC	20	219	SHELTON SAMUEL R & KATHRYN LI
18.7	128	BCL FARMS LLC	142.3	174	PICKETT LARRY L & BEVERLY A REVOCABLE LIVING TRUST I	33	220	ANDERSON DONALD H & MARLYN J
41.2	129	LEAMING RUTH A LIVING TRUST I	13.9	175	HUTCHISON PROPERTIES LLC	117.1	221	HEMSACH STEPHEN & I
158.3	130	SOWDER STEVE & KAY	10.1	176	BULLERICK VELMA 1/2 INT & LARRY D & I	78.2	222	BEACH ANTHONY P & HALEY AL
10.1	131	CONWAY STEVEN AL	10.5	177	MORGANBROOK LLC	22.4	223	MC MULLEN DWAIN D AND ALUMINE M HW
51.9	132	PICKETT RONALD R REVOCABLE LIVING TRUST I	208.3	178	TERRY TIMOTHY C & ROWE A HW	28.3	224	MORRISON FAMILY TRUST I
24.6	133	FLETCHER DAVID S & JAVIS FI	32.9	179	NUCOR CORPORATION	78.1	225	SILLERY ROY L REVOCABLE LIVING TRUST I IN INT & I
190.7	134	GOLLADAY RICHARD LEE & JANET E	13.4	180	STEEL TECHNOLOGIES LLC	41.5	226	MELVIN MAX & MARY
10.2	135	BOOTH RICHARD L & CAROLYN S FAMILY TRUST I	27.9	181	NUCOR CORPORATION	301.9	227	FREY CHARLES E AS TRUSTEE I
18.8	136	SOWDER STEPHEN D & KAY LOUISE I	101.8	182	CSA TRANSPORTATION INC	12.5	228	MENNER FAMILY REVOCABLE TRUST I
74.2	137	PETERSON ALAN W & CANDICE A HW	12.8	183	NUCOR CORP	32	229	H & K ENTERPRISES LLC



Legend

- Crawfordsville City Limits
- Study Area
- Stream or River

Soils Suitability

- Not rated
- Somewhat limited
- Very limited (Remaining Study Area)

Map Labels:

- SHADY LN
- DOUGLAS LN
- ELMORE ST
- PLEASANT RUN CENTER LN
- TRANQUIL TRL
- CAMPBELL ST
- BRENDAN AVE
- DIAMOND LANE
- NO NAME RD
- TRACTION RD
- STATE ROAD 32
- OVERCOAT RD
- STATE ROAD 47
- INTERSTATE 74
- US HIGHWAY 136
- ZELMAR DR
- 50 S
- 75 S
- 200 S
- 250 S
- 260 S
- 300 S
- 350 S
- 400 S
- 475 E
- 500 E
- 550 E
- 600 E
- 625 E
- 675 E
- 700 E
- 775 E
- 100 S
- 200 S
- 300 S
- 375 S
- 500 S
- ADOGARD
- NUCOR RD
- GRASS ST
- QUART ST
- AVENUE
- 675 E
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- 14600 E
- 14650 E
- 14

Legend

- Crawfordsville City Limits 2014
- Study Area
- Stream or River

Hydrology

- Floodplain
- Wetland

Map Labels:

- 350 N, 300 N, 200 N, 150 N, 100 S, 200 S, 300 S, 400 S, 500 S
- 275 E, 350 E, 425 E, 500 E, 550 E, 625 E, 700 E, 775 E
- STATE ROAD 47, INTERSTATE 74, OVERCOAT RD, STATE ROAD 32, BANJO DR, TRACTION RD, US HIGHWAY 136, ZELMAR DR, ELMORE ST, DOUGLAS LN, SHADY LN, PLEASANT RUN, CENTER LN, TRANQUIL TRL, DIAMOND LANE, NO NAME RD, GEORGE LN, CASS ST, CLAY ST, RAILROAD AVE, ADAMS RD, LADOGA RD
- 47, 32, 74, 136
- MOLES CROSSING DR

Scale: 0, 1,500, 3,000
Graphic Scale (Feet)

North Arrow: N