



MONTGOMERY COUNTY INDIANA

COMPREHENSIVE PLAN

NOVEMBER 2018

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EXECUTIVE SUMMARY

OPENING

Comprehensive plans allow the vision of a community to come to life. Montgomery County has deep roots in agriculture and history that drive the character of the community. The welcoming towns that make up Montgomery County are small but full of community spirit and pride. As the county moves forward, acknowledging the past is an important factor in creating a successful future.

A comprehensive plan is a living document for communities to refer to as they make strides for the future. This document will be a roadmap on how to achieve a shared community vision for Montgomery County. Comprehensive plans help underline county resources, issues, assets, and weaknesses. A lack of planning can lead to missed opportunities and undesired consequences in the future. The Montgomery County Comprehensive Plan aims to secure a vibrant, sustainable future for the county.

WHAT IS A COMPREHENSIVE PLAN?

A comprehensive plan is an official policy document, used by community leaders and citizens to articulate the long-term vision for the community and to set goals and strategies to achieve that vision. It addresses a variety of topic areas such as quality of place, economic development, land use, infrastructure and natural resources. While it may identify short-term opportunities, it purposefully looks out 10 to 20 years in the future. This helps ensure that the plan is not a reaction to a single hot-button issue or a particular agenda, but rather a “comprehensive” look at issues facing the community and an accurate reflection of the community’s long-term vision for itself.

A comprehensive plan is important because not having a plan can lead to missed opportunities and undesired consequences in the future. Like most households and businesses, having a plan helps provide strategic focus, guide day to day activities and help allocate limited resources to best accomplish goals. In the case of Montgomery County, the plan can assist in discouraging undesired land uses, creating a community where people want to live and grow their families, growing the local economy and protecting the traditions, character and natural assets that make the county strong today.

PLANNING PROCESS

The focus of this planning effort is the unincorporated areas of Montgomery County. It is recognized that unincorporated areas are heavily influenced by the cities and towns of the county, and vice versa. With that in mind, communities have been directly engaged as part of this process to ensure that the county's plan is informed by the current conditions and future visions of the county's communities.

To help ensure the success of this planning effort, there are four planning factors that helped guide this comprehensive plan's development:

There must be a willingness to move forward with action items.

A plan without a strong implementation strategy tends to be ignored or forgotten over time. The best plans provide easier implementation and greater accountability for plan implementation. Goals and strategies must be realistic, but not necessarily easy to achieve.

Good plans are not just one person's opinion in a vacuum.

Rather, they reflect the will of a broad representation of impacted stakeholders and citizens. Having a good planning process is often more important than the outcome of the plan. Honestly discussing the issues facing the community and working together to design a desired long-term vision has value even beyond the specific outcomes of the plan.

Communities that fail to plan, actually plan to fail.

Good strategic community planning is critical if the benefits of scarce resources are to be maximized in the most productive and efficient way and the community's desires for itself are to be realized.

Planning just for the sake of planning is a mistake.

It is important to not undergo a planning effort just to say that it has been completed. Planning needs to be initiated with the purpose of building community consensus, driving community vision and committing to a roadmap of how to achieve that vision.

MONTGOMERY COUNTY VISION STATEMENT:

Montgomery County will work to provide long-term sustainability by growing our population base to advance the productivity and overall well-being of our community, supporting economic opportunities and being responsible stewards of our rural character and agricultural assets. We will embrace new ideas and diverse opportunities that support the principles of targeted growth, resource management and economic diversity. We will actively work to build a vibrant future while always honoring the best and strongest parts of our heritage.

OUR GUIDING PRINCIPLES

- 1 Plan where development should or should not go to encourage growth in appropriate locations while limiting development where it is less desired.
- 2 Grow the population base of Montgomery County to support long-term sustainability.
- 3 Develop policies that protect the rural landscape in order to help preserve open space, protect natural resources, support the integrity of prime farmland and support opportunities to strengthen farm operations.
- 4 Encourage natural resource protection and conservation by promoting recreational uses and tourist attractions that bring visitor investments into the county and the region.
- 5 Focus investment on critical infrastructure by supporting growth and development in the proper and desired locations.
- 6 Create opportunities by leveraging Montgomery County's key assets and strategic regional advantages.
- 7 Open communication and civil discourse should define public debate of critical issues for the county.
- 8 Understand that simply preserving something may not actually best protect its viability in the future.
- 9 Realize that if you do not drive your brand, someone else will.

MONTGOMERY COUNTY GOALS:

1 COMMUNITY CHARACTER

GOAL 1: Make decisions based on the needs and desires expressed in the comprehensive plan.

GOAL 2: Promote the county's assets to the region and beyond.

GOAL 3: Expand local quality of place assets to serve both existing and future residents of the county.

GOAL 4: Provide greater opportunities for educational collaboration within Montgomery County.

GOAL 5: Work locally and regionally to take advantage of state and federal programming to combat the ongoing drug problems facing Montgomery County.

GOAL 6: Support the future viability of smaller communities within the county by supporting local programming, asset management, development and redevelopment opportunities within the communities.

GOAL 7: Enhance the key gateways into Montgomery County to create the desired first impression and help promote the overall county brand.

GOAL 8: Develop programs and strategies to reduce poverty in Montgomery County.

GOAL 9: Provide a newer and more diverse housing alternatives for existing and potential residents.

2 LAND USE

GOAL 1: Welcome and promote future development in appropriate areas of the county.

GOAL 2: Discourage the development of unwanted land uses in the county

GOAL 3: Encourage re-investment and improvement within exiting cities and towns.

GOAL 4: Ensure future development decisions don't detract from our rural character and agricultural success.

GOAL 5: Develop the appropriate tools necessary to implement the land use vision established as part of the Comprehensive Plan and ensure that these tools are respectful to both property rights as well as property value concerns.

GOAL 6: Actively support development opportunities to provide a diverse mix of newer, modern housing alternatives for Montgomery County.

3 ECONOMIC DEVELOPMENT

GOAL 1: Attract new residents and retain existing residents to support and grow the local workforce.

GOAL 2: Encourage diversity in business and industry throughout the county with new business attraction efforts

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

GOAL 4: Create new programs to encourage the development of new small business startups in Montgomery County.

GOAL 5: Leverage existing assets to support growth of Montgomery County's tourism activities.

4 NATURAL RESOURCES

GOAL 1: Provide a stronger connection to our natural environment.

GOAL 2: Protect and enhance local water-based resources, such as surface water, ground water, and wetlands.

GOAL 3: Protect and enhance the County's land-based natural resources, such as floodplains, wooded areas, riparian areas, and soils.

5 TRANSPORTATION & UTILITIES

GOAL 1: Plan ahead for an efficient and effective roadway system

GOAL 2: Support the development of a more robust alternative transportation network throughout Montgomery County.

GOAL 3: Coordinate with adjacent jurisdictions to identify opportunities for future transportation and expansion of utilities.

GOAL 4: Provide utility infrastructure support and coordination of resources to support targeted growth.



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INTRODUCTION

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INTRODUCTION

A comprehensive plan is an official policy document used by community leaders and citizens to articulate a long-term vision for the community and to set goals and strategies to achieve that vision. It addresses a variety of topic areas such as quality of place, economic development, land use, infrastructure and natural resources. While it may identify short-term opportunities, it purposefully looks out 10 to 20 years in the future. To ensure that the plan is not a reaction to a single hot-button issue or a particular agenda, but rather a “comprehensive” look at issues facing the community and an accurate reflection of the community’s long-term vision.

A comprehensive plan is important, as not having a plan can lead to missed opportunities and undesired consequences in the future. Like most households and businesses, having a plan helps provide strategic focus, guide day-to-day activities and help allocate limited resources to best accomplish goals.

In the case of Montgomery County, the plan can assist in discouraging undesired land uses, creating a community where people want to live and grow families, grow the local economy and protect the traditions, character and natural assets that make the county strong today. Every goal laid out, and every recommendation that follows, is a direct reflection of the values and aspirations the citizens have identified for Montgomery County.

Change is going to happen with or without a comprehensive plan. Comprehensive plans allow communities to better understand the community’s vision for its future and help prepare and manage change to deliver that vision.

PURPOSE OF THE PLAN

The purpose of this plan is to create opportunities for growth and improvement in Montgomery County while preserving and protecting the things residents love most about the county. While this plan sets out to promote Montgomery County's character, identity and values, it also equips the county with the tools to withstand foreseen and unforeseen issues that may arise.

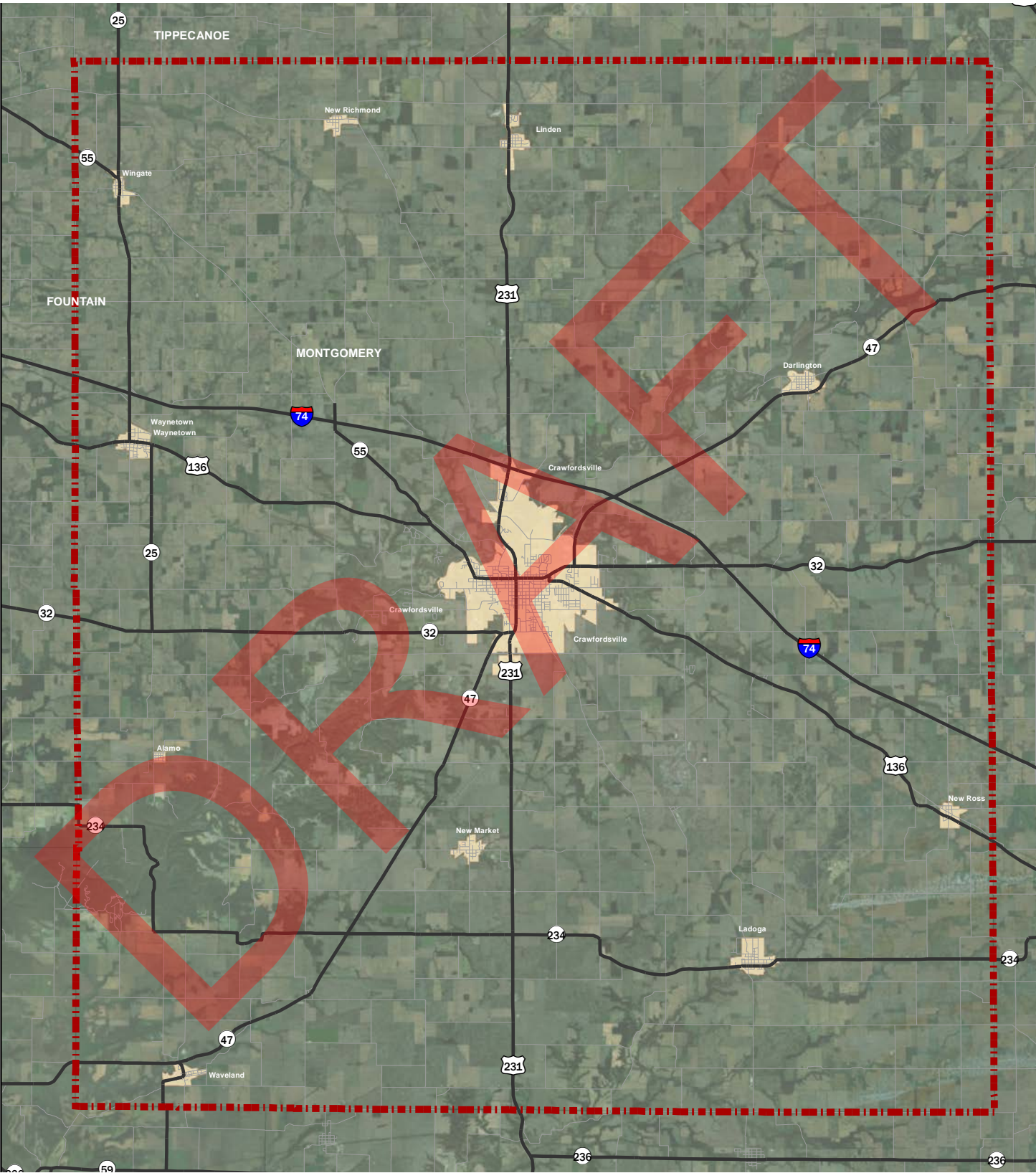
AREA OF FOCUS

The geographic focus of this planning effort is the unincorporated areas of Montgomery County. It is recognized that unincorporated areas are heavily influenced by the cities and towns of the county, and vice versa. With that in mind, communities have been directly engaged as part of this process to ensure that the county's plan is informed by the current conditions and future visions of the county's communities. The coverage area of the plan is identified as the unincorporated areas in Exhibit A.

The best comprehensive plans become an active part of public discussions and an important reference for local decision making. Plans that become a regular part of local decisions tend to have the following qualities:

- Clear reflection of the community's vision for itself
- Broad consensus of community support
- Plan for clear action items and accountability
- Focus on realistic goals to challenging issues

EXHIBIT A: MONTGOMERY COUNTY



PLANNING PROCESS

The most successful planning efforts have key factors that underly the entire process. Several of these factors are noted below:

There must be a willingness to move forward with action items. A plan without a strong implementation strategy tends to be ignored or forgotten over time. The best plans provide easier implementation and greater accountability for plan implementation.

Good plans are not just one person's opinion in a vacuum. Rather, they reflect the will of a broad representation of impacted stakeholders and citizens. Having a good planning process is often more important than the outcome of the plan. Honestly discussing the issues facing the community and working together to design a desired long-term vision has value even beyond the specific outcomes of the plan.

Communities that fail to plan actually plan to fail. Good strategic community planning is critical if the benefits of scarce resources are to be maximized in the most productive and efficient way and the community's desires for itself are to be realized.

Planning just for the sake of planning is a mistake. It is important to not undergo a planning effort just to say that it has been completed. Planning needs to be initiated with the purpose of building community consensus, driving community vision and committing to a roadmap of how to achieve that vision.



Public Input Meeting at Crawfordsville High School
Source: HWC Engineering



Public Input Meeting at North Montgomery High School
Source: HWC Engineering

PUBLIC ENGAGEMENT

With any comprehensive planning process, especially in an area that does not already have a plan in place, public outreach is the most important step in the planning process. Understanding the needs and wants of a community is essential to creating a successful comprehensive planning document. The public input gathered for this plan has formed the foundation of all of the goals and strategies discussed in this plan. Because the county had never successfully completed a comprehensive planning process, an extensive public outreach program was engaged to gather the thoughts, concerns and feelings of the community on the current state of the county, key issues facing the county and community needs and desires for the future.

Steering Committee

The Steering Committee, made up of 26 individuals, met six (6) times throughout the creation of this document. The steering committee members were identified by the Montgomery County Commissioners and represented a diverse population of community stakeholders. Representation from long-time residents, farmers, educational institutions, local businesses, government officials and social service organizations were engaged as committee members.

Public Survey

An online public input survey was created to solicit feedback from the public on topics related to the comprehensive plan. Citizens were asked a series of questions about the existing conditions of the county, what they like and would like to change, what issues and concerns they have and what they would like to community to be in the future. Approximately 450 individuals responded to the survey online. A full overview of the public survey results can be found in the Appendix of this document.

Project Website

Meeting dates, summary documents and the draft plan were posted on the project website in an effort to keep the community informed of the progress of the planning process and solicit their feedback. The project website address was:

www.montgomerycountycompplan.site.

Previous Plan Review

To assist in establishing the background for this plan, existing planning documents for both Montgomery County and the city of Crawfordsville were reviewed. These documents included:

- Montgomery County/Crawfordsville Economic Development Plan - 2012
- City of Crawfordsville Comprehensive Plan- 2025
- Montgomery County Economic Development Strategic Vision Plan - 2017

Stakeholder Meetings

A series of stakeholder conversations were held with individuals and organizations throughout Montgomery County. Conversations included large and small business representatives, entrepreneurs, farm professionals, school superintendents, young leaders, social service organizations, community representatives and other key stakeholders in the community. These individuals were diverse not only in their interests and areas of focus, but also in the geographic areas of the county they represent. The feedback from the stakeholders was included with that of the general public to inform elements of the plan's vision and goals. In total, more than 60 individuals were engaged as stakeholders in this process.

Public Workshops

To accompany the feedback gathered by the public survey, a series of public workshops were held early in the planning process to achieve a full understanding of the county's needs, concerns and desires for the future. A total of three (3) public workshops were held, one at each of the county's high schools over a two-week period. Following a brief presentation about the planning process, the public was invited to participate in an informal open engagement that gathered feedback through a series of facilitated stations. In total, more than 200 people participated in the public workshops. A summary analysis of the comments and comment boards from this meeting can be found in the Appendix of this document.

The draft plan was also presented for review and comment by the public. The plan was posted on the project website for public review and three (3) presentations of the plan were held, one at each of the county's high schools, to gather additional feedback from the public.

PLANNING VS. ZONING

It is important to understand that a comprehensive plan is not zoning. The comprehensive plan is a policy document, but it is not legally binding. It is a tool that is designed to help guide decision making and assist in programming and targeting investment, both of time and financial resources, toward delivering on the community's vision and goals. A comprehensive plan helps decisions be made in context and awareness of other factors and issues rather than on a piecemeal basis. This perspective leads to better overall decision making and accountability.

Zoning is a process to create local development ordinances (such as zoning and subdivision ordinances) to manage and regulate land use and development activities. Zoning is a tool that can be used to assist in the implementation of the community's vision. A community can have a comprehensive plan without zoning, but in the State of Indiana, a community cannot have zoning without a comprehensive plan. The development of local zoning ordinances was not part of the scope or activities of this comprehensive planning effort.

MAINTAINING THE PLAN

It is necessary to recognize that a comprehensive plan is a living document for communities to refer to as they make strides for the future. This document is a roadmap on how to achieve a shared community vision for the county and is based on a consensus of the desires of the community and an understanding of factors influencing the community today. Over time, community desires and factors influencing decision making may change.

For that reason, it is important to regularly review the comprehensive plan to ensure it continues to be an accurate reflection of the desires of the citizens. This should include an annual assessment of the progress of implementing the plan, as well as an overall update of the plan every five (5) to ten (10) years.

PROJECT FUNDING

This comprehensive planning project was partially funded by a Planning Grant from the Indiana Office of Community and Rural Affairs (OCRA). Planning Grants are funded with Federal Community Development Block Grant (CDBG) dollars from the U.S. Department of Housing and Urban Development (HUD). The goal of the program is to encourage communities to plan for long-term community development success.

STATUTORY REQUIREMENTS

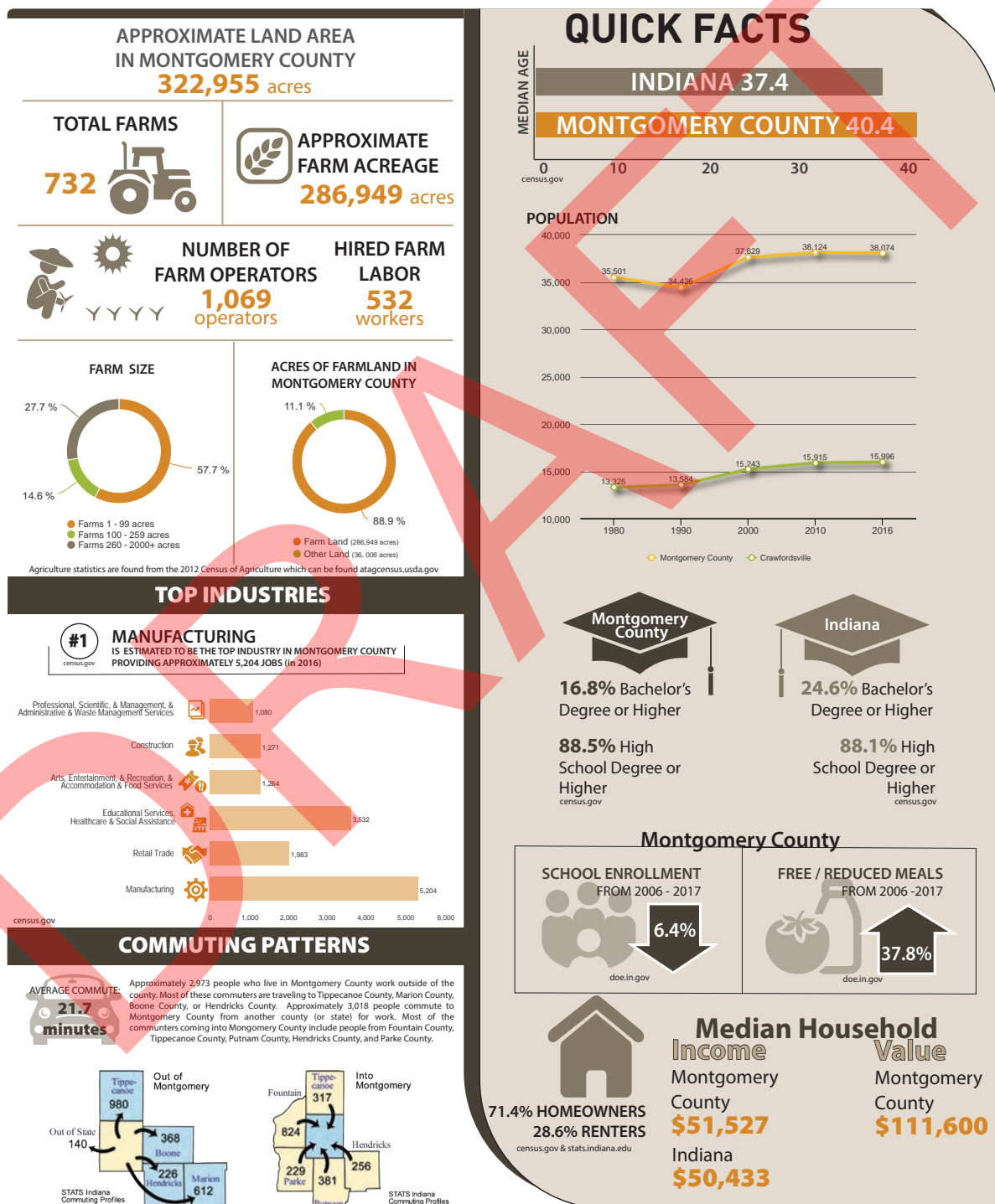
While each community's plan is unique to their specific circumstances, there are some statutory requirements (governed by Indiana Code 36-7-4) that all comprehensive plans in the State of Indiana must possess. They include: a statement of objectives on future development, a statement of policy for land use development, and a statement of policy for the development of public ways, public places, public lands, public structure and public utilities.

PLAN APPROVAL

While OCRA will review the plan for compliance with the state standards, ultimately, any comprehensive plan for Montgomery County must be presented to the County Plan Commission for their review and oversight of a formal public hearing to receive public feedback on the proposed plan. The plan commission will then make a recommendation to the County Commissioners regarding adoption of the plan. Any final decision regarding adoption of the plan is the responsibility of the County Commissioners.

COMMUNITY DEMOGRAPHICS

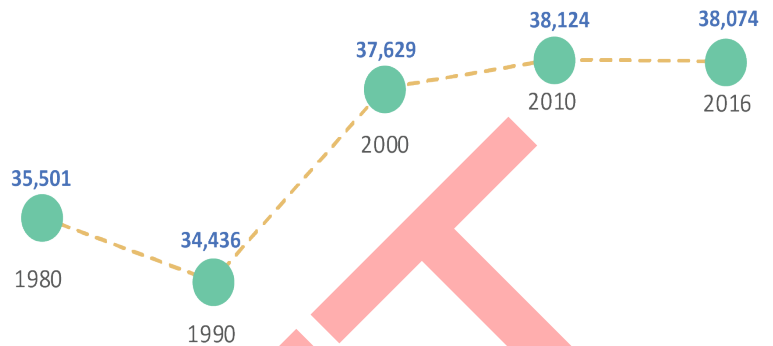
Demographic analysis provides an overall snapshot of a population and is one of the first steps to understanding a community. The snapshot below provides two sets of demographics. The first focuses on the broad demographics of Montgomery County alone and the second uses the Community Vitality Indicators (CVI'S) set by the Indiana Office of Rural Affairs (OCRA) in a county comparison.



DEMOGRAPHIC TRENDS

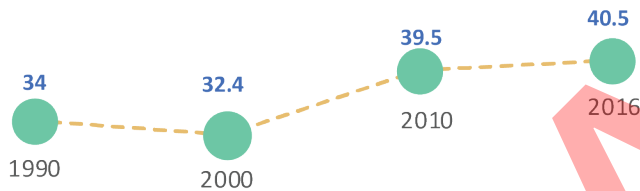
POPULATION CHANGE

Montgomery County experienced a population increase from 1990 to 2010, but the population has essentially remained the same from 2010 to 2016.



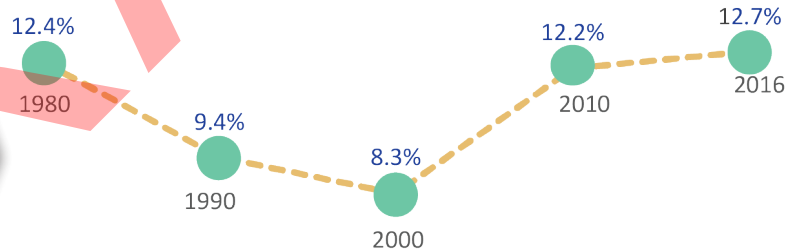
MEDIAN AGE

Montgomery County has seen a significant increase in the median age since 2000 with a 1 year increase between 2010 and 2016.



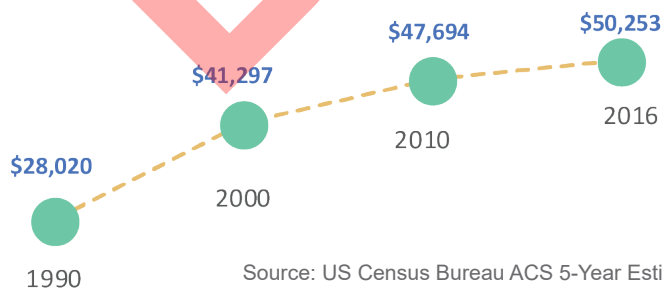
POVERTY

Montgomery County experienced a sharp jump in the overall poverty level between 2000 and 2010. This was in concert with the population increases for the county.



MEDIAN HOUSEHOLD INCOME

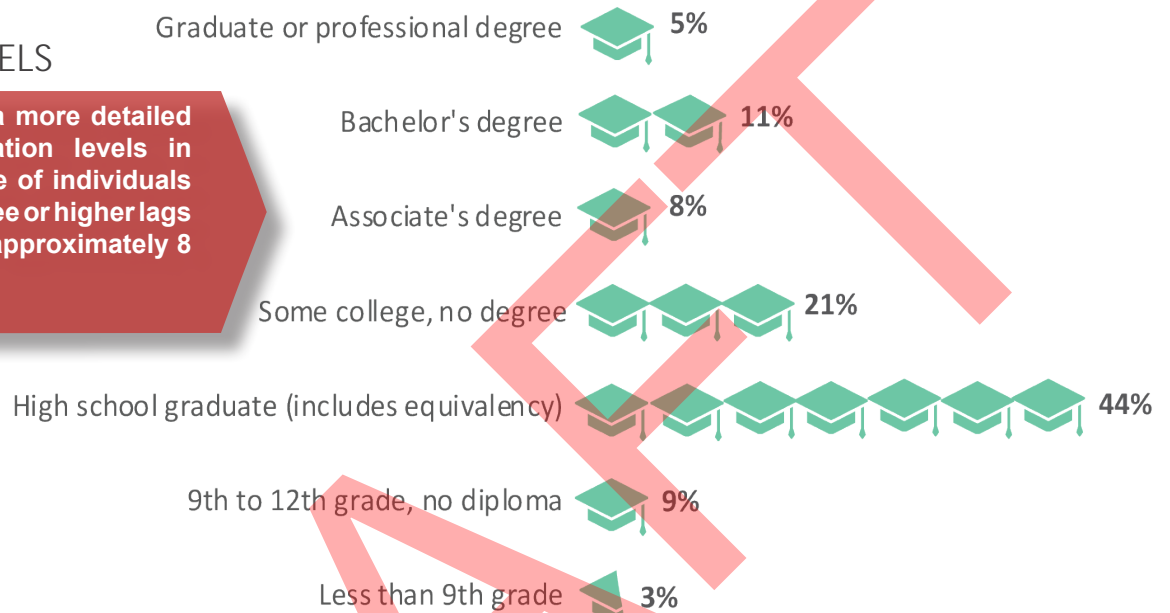
Montgomery County has experienced a consistent increase in median household income since 1990. Increases have flattened somewhat from 2010 to 2016.



Source: US Census Bureau ACS 5-Year Estimates

EDUCATION LEVELS

This chart indicated a more detailed breakdown of education levels in 2016. The percentage of individuals with a Bachelors Degree or higher lags the state average by approximately 8 percent



K-12 SCHOOL ENROLLMENT

Montgomery County's three school corporations student populations are shown. North Montgomery and South Montgomery are relatively close in size, with Crawfordsville schools as the largest corporation.



	South Montgomery School Corporation
	1,691 Students
	North Montgomery School Corporation
	1,896 Students
	Crawfordsville Community Schools
	2,554 Students

Source: US Census Bureau ACS 5-Year Estimates

Housing Demographics

Montgomery County has a sturdy existing housing stock throughout the county. Although aging homes are found in all communities, Montgomery County homes are well maintained. Most of the housing found in the county is single-family residential with very few multi-family housing complexes. Stakeholders involved in the planning effort indicated that young professionals and families are hesitant to move to Montgomery County because of a lack of modern housing available. Fortunately, the county has appropriate land for new residential housing.

Housing Trends

According to ESRI Business Analyst data, the current (2017) number of housing units in the county is 16,887. This is projected to grow to 17,161 by the year 2022. Depending on housing demand, this number may fluctuate to meet the number of people wanting to live in Montgomery County.

Based on data collected in 2017, 1,725 housing structures in Montgomery County are vacant. Vacancies in the County occur primarily in the Southern corners of the county as well as near and in the City of Crawfordsville. In some cases, vacancies can lead to blight in an area. Identifying these vacant locations and remediating them will help enhance community character.

Age of Housing Stock

There is a total of 16,550 housing units currently located in Montgomery County. Of those units, 29.3% were built before 1939. Between the years 1970 and 1979, 12.9% of the housing was built. Only 1.2% of the housing in Montgomery County was built after 2010. Public feedback indicates that there is a market opportunity for newer housing development.

Owners VS Renters

Although there are some renters, the high owner population showcases the commitment residents have to Montgomery County. Young professionals moving to the county may not be ready to buy a home. Having adequate, quality rental properties in the county will be crucial to attracting young professionals to the area. At the same time, the production of modern, single-family housing will also be important to supporting overall population growth.

A VIBRANT COMMUNITY

Healthy communities share certain benchmarks that can be used to gauge their vibrancy. The Indiana Office of Community and Rural Affairs (OCRA) has been providing services to small cities and rural areas for decades. The Community Vitality Indicators (CVIs), adopted by OCRA, are a great tool to quantify the overall health of rural communities. They are also a good benchmark of current conditions. The OCRA Community Vitality Indicators include the following:

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

Per Capita Personal Income: This is the mean income received in the past 12 months computed for every man, woman, and child in a geographic area. It is derived by dividing the total income of all people at least 15 years old in a geographic area by the total population in that area.

Assessed Value (AV): The total dollar value assigned to all real property, improvements, and personal property subject to taxation.

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

Public School Enrollment: This is the total number of children (K-12) enrolled in public schools in a geographic area under the age of 18.

Public High School Graduation Rate: This is the percentage of students who graduate in four years with a regular high school diploma.

COMMUNITY VITALITY INDICATOR COUNTY COMPARISON

Comparing the information gathered on Montgomery County to other similar counties makes the perspective of the data easier to understand. Five comparable counties were chosen based on the size of their population, the mix of their business base and in some cases, geographic location. Most of these counties all have a mid-sized main city and potentially higher education facilities. In all of these counties, agriculture is the predominant land use. These similarities help create a baseline comparison of the relative status of the county.

Table 1: Community Vitality Indicators Comparison- Cohort Counties- 2016

	Total Population	Per Capita Personal Income	Public High School Graduation Rate	Associates Degree or Higher	Public School Enrollment	Gross Assessed Value Per Capita
Montgomery	38,074	\$39,783.00	96.90%	24.20%	69.10%	\$84,663
Clinton	32,457	\$36,302.00	94.70%	22.10%	73.60%	\$74,620
Cass	37,946	\$36,690.00	94.20%	22.60%	71%	\$53,380
Carroll	20,088	\$40,266.00	91.60%	26%	57.80%	\$84,725
Putnam	37,436	\$34,742.00	94.30%	23.60%	79.20%	\$68,777
Greene	32,441	\$36,560.00	93.40%	25.20%	71.20%	\$51,454
Indiana	6,483,802	\$26,117.00	88.10%	33.00%	N/A	N/A

Source: 2016 Purdue University / Indiana Office of Community & Rural Affairs (OCRA)-Community Vitality Indicators

SUMMARY OF COMMUNITY VITALITY INDICATORS

TOTAL POPULATION

Montgomery County has the largest population when compared to Clinton, Cass, Carroll, Putnam, and Greene County. However, it is projected to have minimal growth over the next few years, and potentially decrease in population moving forward.

PER CAPITA PERSONAL INCOME

Montgomery County has the second highest per capita income when compared to Clinton, Cass, Carroll, Greene, and Putnam Counties. The county with the highest per capita income is Carroll county.

PUBLIC HIGH SCHOOL GRADUATION RATES

Graduation rates not only provide insight on how well the county's school systems are doing, but also provides insight to other issues that can affect drop-out rates such as poverty and crime. Montgomery County has the highest graduation rate at 97% with Carroll at the lowest with 92%.

EDUCATIONAL ATTAINMENT: ASSOCIATES DEGREE OR HIGHER

The educational attainment category is based on the percentage of individuals in each county with an associates degree or higher. Montgomery County falls in the middle of the comparison with 24%. The county with the highest educational attainment is Carroll with 26% and the county with the lowest is Clinton with 22%. These all lag behind the state average.

PUBLIC SCHOOL ENROLLMENT

School enrollment of the population under 18 years of age is important as schools are seen as a growth metric for families within the county. This number may vary based on the number of school aged children within the county and those who are enrolled in school.

GROSS ASSESSED VALUE PER CAPITA

Of the cohort counties selected for this analysis, Montgomery county is second, coming in only slightly behind Carrol County. Montgomery significantly outpaced the others in this category.

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VISION

VISION

Montgomery County, like many rural counties in the State of Indiana, is at a crossroads. Rural counties are facing many challenges such as a decline in overall population and a decline in local funding resources that no longer keep pace with the cost of maintaining community services. In some cases, these challenges are a result of local decisions and actions. In many cases, however, these challenges are a result of forces beyond local control. Based on recent trends and data, some have gone so far as to predict the further decline, and potentially ultimate demise, of rural communities in the state and throughout the country.

Of all of the challenges Montgomery County faces, however, the greatest challenge may be the difficult decision that it must make about its future. On one side, the county could choose to accept that its fate is set and decline is inevitable. On the other, the county could choose that, while the pathway may not be easy to navigate, Montgomery County's best days lie ahead of it. What is certain is that change is inevitable for Montgomery County. Whether that change will be positive or negative depends upon, in large part, the will of the citizens of Montgomery County.

HOW DOES MONTGOMERY COUNTY WANT TO BE DESCRIBED 20 YEARS FROM NOW?

- Safe
- Friendly
- Vibrant
- A place for families
- Diverse business base
- Prosperous
- Welcoming
- Rural
- Drug free
- Thriving
- Great natural resource amenities
- Forward thinking
- Respect for heritage

As part of this comprehensive planning effort, the citizens of the county have spoken and sent the clear message that they choose to pursue a bright and prosperous future for Montgomery County. They have also stated clearly that the majority of them are committed to doing what is necessary to deliver that vision.

This is not to say that there are not issues where honest disagreement exists amongst Montgomery county citizens. These disagreements are deserving of a serious, but civil, public debate. While these few topics tend to dominate the local press coverage, public feedback has proven that there is much more that the citizens agree upon than disagree. They are more a common front than a divided one.

Montgomery County is an area that has the assets to deliver long-term sustainability. However, achieving this long-term success will not be easy or without challenges. This is why the development of a comprehensive plan is so important. Any successful journey includes three important components: a starting point, a destination and a map of how to navigate between the two. A comprehensive plan helps the community understand all three components.

This comprehensive plan started by gathering data and public feedback to achieve a thorough understanding of the existing conditions of the county. Using public feedback as the base, the plan articulates the community's vision for its own future using the words and conversations of the citizen's themselves. Finally, the plan identifies the key goals and strategies that provide definition and accountability to the activation and implementation of the community's vision.

TOP PLAN PRIORITIES

- Activate areas for economic development opportunities
- Grow the population and workforce base of the county
- Develop land use management policies to discourage unwanted land uses
- Protect and promote critical natural resource assets
- Protect property values and property rights

WHAT THE PEOPLE SAID...

What do people like about Montgomery County?

- Low Cost of Living
- Peaceful Atmosphere
- Rural Agricultural Nature
- Safe Communities
- Open Areas
- Outdoor Recreation
- Friendly People
- Geographic Proximity to regional/
Amenities/Urban Centers
- Beautiful Landscapes
- Family Focused



WHAT KIND OF DEVELOPMENT IS DESIRED:

- Manufacturing with good wages
- Local and national retail stores
- Places to eat
- Entertainment/outdoor recreation
- Single-family residential
- Small businesses
- Professional businesses/white collar jobs
- Agribusiness
- Agri-tourism
- Mixed-use development
- "Clean Energy" that is not windmills

WHAT KIND OF DEVELOPMENT IS UNDESIRED:

- Industrial windmills/wind farms
- Commercial confined animal feeding operations (CAFO's)
- Landfills
- Junkyards/salvage yards
- Section 8 housing
- Hazardous waste management facilities
- Adult oriented businesses
- Heavy polluting industrial
- Waste transfer stations

THINGS TO IMPROVE IN MONTGOMERY COUNTY:

- Mitigate drug problem
- Communication between public and government
- Promote and engage Sugar Creek
- Add more family oriented recreational opportunities
- Add local amenities such as shopping, retail and entertainment
- Implement countywide public transportation
- Diversify housing options with newer product
- Improve community gateways
- Expand county trail network
- Grow the skilled workforce
- Lower the local tax burden
- The civility of debate of local issues
- Improve cell phone and internet connectivity
- Attract more high paying jobs
- Overcome complacency with the status quo
- Expand access to licensed day care facilities
- Need to protect key natural resources

MONTGOMERY COUNTY VISION STATEMENT:

Montgomery County will work to provide long-term sustainability by growing our population base to advance the productivity and overall well-being of our community, supporting economic opportunities and being responsible stewards of our rural character and agricultural assets. We will embrace new ideas and diverse opportunities that support the principles of targeted growth, resource management and economic diversity. We will actively work to build a vibrant future while always honoring the best and strongest parts of our heritage.

OUR GUIDING PRINCIPLES

- 1 Plan where development should or should not go to encourage growth in appropriate locations while limiting development where it is less desired.
- 2 Grow the population base of Montgomery County to support long-term sustainability.
- 3 Develop policies that protect the rural landscape in order to help preserve open space, protect natural resources, support the integrity of prime farmland and support opportunities to strengthen farm operations.
- 4 Encourage natural resource protection and conservation by promoting recreational uses and tourist attractions that bring visitor investments into the county and the region.
- 5 Focus investment on critical infrastructure by supporting growth and development in the proper and desired locations.
- 6 Create opportunities by leveraging Montgomery County's key assets and strategic regional advantages.
- 7 Open communication and civil discourse should define public debate of critical issues for the county.
- 8 Understand that simply preserving something may not actually best protect its viability in the future.
- 9 Realize that if you do not drive your brand, someone else will.

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4

COMMUNITY CHARACTER

DRAFT 12-5-2018

COMMUNITY CHARACTER

Montgomery County's character has been identified by residents as one of its most important assets. Blending a strong agricultural heritage with both rural and urban amenities makes Montgomery County an attractive place for businesses and residents.

Based on feedback from the public, residents of Montgomery County have indicated that the following are key reasons people choose to live here:



Safety

Small-town feel

Personal freedom

Natural resources such as lakes, wildlife, parks and star filled night skies

Because these aspects are so important to existing residents, it is important to strike the correct balance between preservation of the rural community character and the desire for growth in a strategic way. Growth opportunities exist in Montgomery County but any new development must be sensitive to the existing properties and overall character of the county. Maintaining the rural character that makes Montgomery County strong, while at the same time expanding the amenities and assets necessary to serve the current and future population, will be the most important, and challenging, responsibility of the county leadership moving forward.

COMMUNITY RESOURCES

Montgomery County has numerous community assets and resources available to the public. Some community resources are utilized more than others. The county's resources include educational, cultural, health and safety and recreational facilities and some key resources are illustrated in Exhibit B and Table 2.

Because of Montgomery County's rich history, assets are spread throughout the county. Of all these community resources, natural resources and recreation facilities tend to draw the most visitors. Resources like Sugar Creek and a variety of parks throughout the county provide natural entertainment options for families and visitors. With the popularity of these assets, Montgomery County could benefit by additional marketing of these assets as part of ongoing tourism planning efforts.

There are also significant public safety facilities throughout the county. It was mentioned by many citizens that there is an overall feeling of safety and security in Montgomery County.

Montgomery County also has unique resources such as Crawfordsville Municipal Airport and Ironman Raceway that add to the overall quality of place and attractiveness of the county.



Montgomery County Rotary Jail Marker
Source: waymarking.com



Annual Strawberry Festival in Crawfordsville
Source: crawfordsvillestrawberryfestival.com

Exhibit B: Community Resources Map

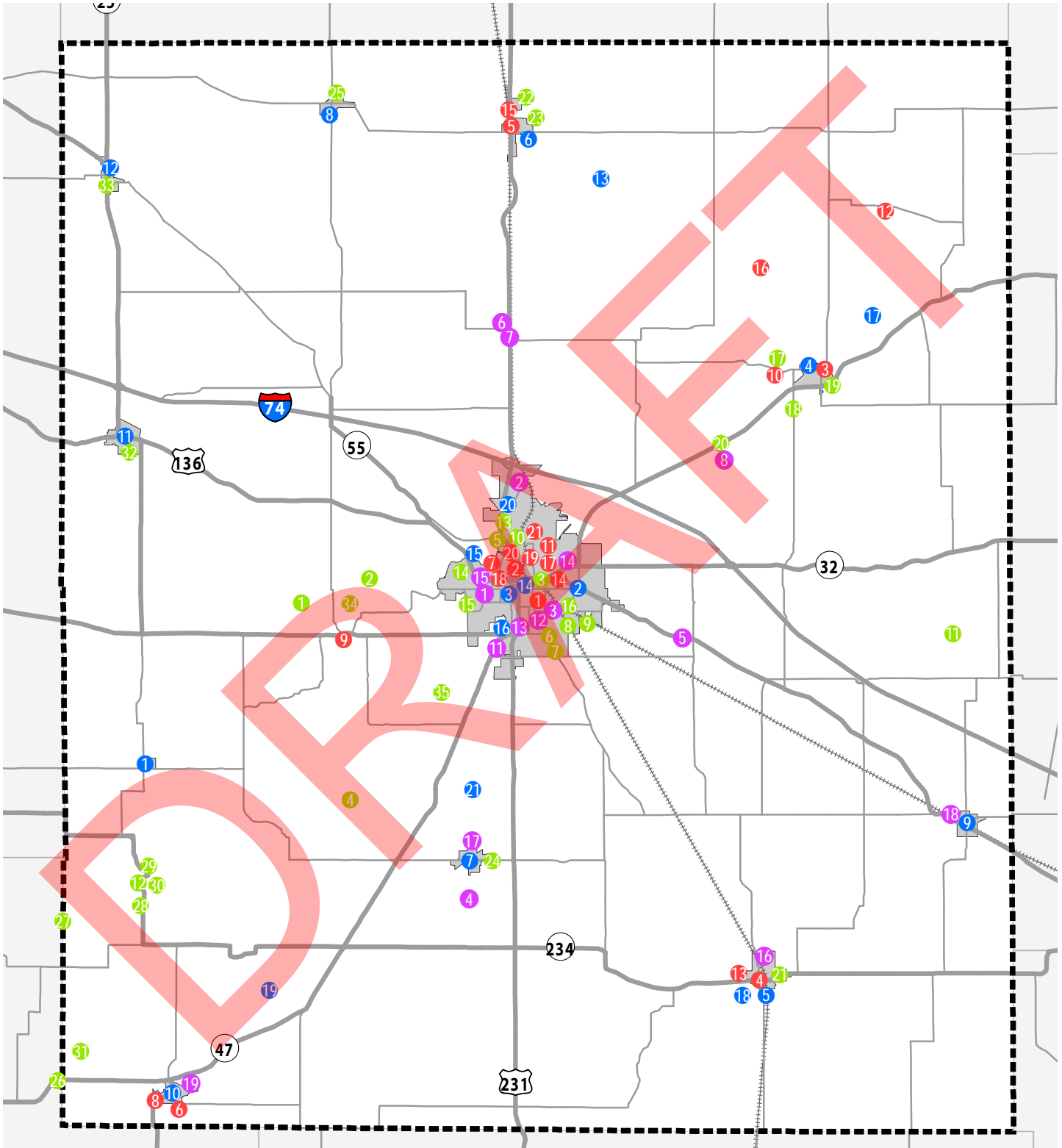


Table 2: Community Resources List

CULTURAL

- 1 General Lew Wallace Study and Museum
- 2 Crawfordsville District Public Library
- 3 Darlington Public Library
- 4 Ladoga-Clark Township Public Library
- 5 Linden Carnegie Public Library
- 6 Waveland-Brown Township Public Library
- 7 McClelland-Layne House
- 8 Steele, T.C., Boyhood Home
- 9 Yount's Woolen Mill and Boarding House
- 10 Darlington Covered Bridge
- 11 Culver Union Hospital
- 12 Fisher, William, Polygonal Barn
- 13 Normal Hall
- 14 Saint John's Episcopal Church
- 15 Linden Depot
- 16 Montgomery County Bridge #49
- 17 Wallace, Gen. Lew, Study
- 18 Lane, Henry S., House
- 19 Bethel A.M.E. Church of Crawfordsville
- 20 Montgomery County Jail and Sheriff's Residence
- 21 Montgomery County Historical Society

EDUCATIONAL

- 1 Wabash College
- 2 Ivy Tech Community College
- 3 Willson - Even Start
- 4 Pleasant Hill Elementary School
- 5 Lester B Sommer Elementary School
- 6 Northridge Middle School
- 7 North Montgomery High School
- 8 Sugar Creek Elementary School
- 9 Southmont SR High School
- 10 Southmont JR High School
- 11 Crawfordsville High School
- 12 Crawfordsville Middle School
- 13 Mollie B Hoover Elementary School
- 14 Laura Hose Elementary School
- 15 Merideth Nicholson Elementary School
- 16 Lodoga Elementary School
- 17 New Market Elementary School
- 18 Walnut Elementary School
- 19 Waveland Elementary School

HEALTH & SAFETY

- 1 Ripley Township Volunteer Fire Department
- 2 Crawfordsville Fire Department Station 2
- 3 Crawfordsville Fire Department Station 1
- 4 Darlington Fire Department Incorporated
- 5 Ladoga Volunteer Fire Department
- 6 Madison Township Volunteer Fire Department
- 7 New Market Volunteer Fire Department

HEALTH & SAFETY (CONTINUED)

- 8 Coal Creek Township Volunteer Fire Department Station 2
- 9 Walnut Township Fire Department
- 10 Waveland Volunteer Fire Department Incorporated
- 11 Waynetown Volunteer Fire And Rescue
- 12 Coal Creek Township Volunteer Fire Department Station 1
- 13 Madison Township Fire Dept Vol
- 14 Crawfordsville Police Dept
- 15 Montgomery County Sheriff
- 16 Indiana State Police
- 17 Police Darlington
- 18 Police Ladoga
- 19 Police Russellville
- 20 Saint Clare Medical Center
- 21 Crawfordsville Municipal Airport

RECREATION FACILITIES

- 1 Spring Creek Seeps Nature Preserve
- 2 Sugar Creek Trail
- 3 Montgomery Co. Fairgrounds
- 4 Lake Holiday Park #19
- 5 Elston Park
- 6 Milligan Park & Pool
- 7 Crawfordsville Municipal Golf Course
- 8 Nibble Park
- 9 Fishero Ball Park
- 10 Sugar Creek Nature Park
- 11 Calvert & Porter Woods Nature Preserve and Managed Area
- 12 Woods Canyon Campground Resort
- 13 Crawfordsville KOA
- 14 Sugar Creek Campground and Canoe Rentals
- 15 Frances Wooden Northside Park
- 16 Lincoln Park
- 17 Covered Bridge Park
- 18 Rocky Ridge Golf Club
- 19 Darlington Old School Park
- 20 Crawfordsville Gun Club Inc.
- 21 Ladoga City Park
- 22 Jane M. Stoddard Park
- 23 Linden Ballfield
- 24 New Market Community Park
- 25 New Richmond Public Park
- 26 Turkey Run Golf Club
- 27 Shades State Park
- 28 Pine Hills Nature Preserve
- 29 Deers Mill Public Access Site
- 30 Clements Canoe Rental
- 31 Lake Waveland Park
- 32 Tremaine Park & Municipal Pool & Waynetown Park
- 33 Wingate City Park
- 34 Crawfordsville County Club
- 35 Ironman Race Track

Character Focus Areas

Along with the community assets/resources, the public also identified several specific areas that they felt helped define, or significantly influence, the character of the community today. The following is an outline of identified key character aspects.

Agricultural Heritage

Besides cities and towns, Montgomery County's lifestyle has traditionally been based on large tracts of land due to an abundance of generational family farms. Many of the small towns in the county provide services and retail amenities for the agricultural community. With the desire to grow the business and population of the county in strategic areas, it is important that future development have in place measures to buffer agriculture areas from impacts created by non-agricultural development. If land use management ordinances to be considered, it should include "right-to-farm" language that will enable farmers and agricultural operators to manage and operate their farms in the future.



Illustration of agricultural industry in Montgomery County

Local Schools

Montgomery County is fortunate to have strong local resources and educational facilities. Three successful K-12 school corporations serve the county, and residents have expressed strong support for the educational and community services they provide. Wabash College and Ivy Tech both have significant local impacts, and Purdue University is in Montgomery County's backyard.

Community Gateways

Key entry points into the community set the first impression that visitors will have of Montgomery County. These "gateways" are also, in many cases, strategically located in areas that will attract development interest in the future. Areas such as US 231 in Linden, the interchanges on I-74, SR 47 near Waveland and Darlington, and SR 25 near Wingate, all offer visual points of entry to the county and need to be treated as such. Signage, aesthetic controls, and thematic landscaping are just some of the tools that can be used to identify arrival in Montgomery County, and also set the tone and expectation for what it means to live and do business here.

Jurisdictional Cooperation

There are certain issues that are too complex or too costly to be resolved by any single government entity or organization. Natural resource protection, regional traffic management, drainage oversight and battling drug addiction are just some of the issues that require the collaboration of multiple entities. The impacts of these and other issues expand beyond the borders of a single political jurisdiction. Successful economic development efforts are becoming increasingly regional as well.

If Montgomery County is to realize its full potential, it will require ongoing discussion of issues and solutions amongst a variety of local partners including, but not limited to, Montgomery County, cities and towns within Montgomery County, other regional counties and municipalities, as well as regional and state agencies.



Montgomery County Courthouse located in the City of Crawfordsville

Freedom and Property Rights

Many individuals expressed strong feelings about the need to protect property rights and property values as the county moves forward. Many concerned respondents were less concerned about the impact that the Comprehensive Plan, would have on these issues. Their main concern was that, if land use management ordinances were to follow the Comprehensive Plan, process, they would potentially pose a threat to property rights and values within the county.

The majority respondents who expressed feelings about this issue supported developing tools to implement the vision and strategies of the Comprehensive Plan. None-the-less, if ordinances are to follow the Comprehensive Plan they should be developed with significant additional public engagement and a great deal of sensitivity to their ultimate impact on property rights and property values within the county.

There are many examples where land use regulations, when developed thoughtfully and with strong input from key constituents, have served to enhance property values and ensure property rights in the communities are implemented. If any ordinances in Montgomery county are pursued, they ultimately must be tailored needs and concerns of the county, limited to the scope desired by the community, designed to advance the goals of the Comprehensive Plan and respectful of citizen concerns.

Partnerships & Coordination

Beyond the governmental partnership mentioned previously, local solutions will also require coordination and collaboration between government entities and private and not-for-profit organizations. Economic development efforts will require public/private partnerships with businesses and property owners to help secure projects in areas such as the SR 32/I-74 interchange and along Nucor Road.

Finding a solution to the need for public transportation will require partnerships with many organizations within the county. Adding community amenities such as new restaurants, retail, and licensed day care facilities will require both government and private sector support to drive local attraction initiatives. Bringing the right stakeholders together early on to discuss the shared issues that need to be addressed, as well as the investment and resources that will be required to activate solutions, will help Montgomery County attract the jobs and population growth the citizens have indicated they desire.

One important consideration moving forward is the development of regular round table conversations to discuss ongoing issues and opportunities within the county. These groups may meet semi-annually or quarterly and should include representatives from key community stakeholders like the schools, communities, hospital, chamber, townships, etc.

Public Health and Safety

In general, the citizens that participated in this process expressed strong satisfaction with the overall level of public safety in the community. The one exception, which was overwhelmingly identified as a problem, was the local drug and opioid situation.

Though this issue is not exclusive to Montgomery county, its impacts are certainly felt locally on the demand for social services, overall public safety and, to a broader extent, the quality of the local and regional workforce. There are national and state initiatives that Montgomery County should participate in, but local focus should also be given to this issue.

Some entities are already meeting locally to develop local strategies to attack this problem. These discussions need to expand to involve other local leaders and stakeholders. While this issue cannot likely be solved exclusively with local initiatives, the impact of local leadership and resources will be an essential ingredient to any ultimate solution.

Regarding local health care, several respondents noted the need to expand mental health resources as a key issue for Montgomery County. They also noted that the lack of maternity services at Franciscan Health's Crawfordsville Hospital forces families to leave the county for critical health care services.

Lastly, many pointed out that Montgomery County has a poverty issue that has gone unaddressed. Steps should be taken to develop local collaborative programming to help people escape the cycle of poverty.

Small Towns

Each small community within Montgomery County plays an important role in its overall success. While not the focus of this plan, the health and success of these communities is a critical part of the future success of Montgomery County. While each community is unique, they do possess similar traits such as an aging, but reasonably well-kept housing stock, a post office, some kind of an activated downtown, a bank, multiple churches and a grain elevator serve their part of the county.

The County's Economic Development Vision Plan listed several actions that can help secure the long-term sustainability of the county's smaller communities. These will be included for reference in the appendix of this plan, but they generally include:

1. Ensure that communities around Montgomery County continue to support the rural landscape, and provide infrastructure and amenities to support the agricultural base within the communities.

2. Continue to invest in the existing infrastructure to maintain assets and investments that support the quality of place and economic vitality of the communities.

3. Support smaller communities as great residential and rural regional commercial alternatives for current and future residents of Montgomery County.

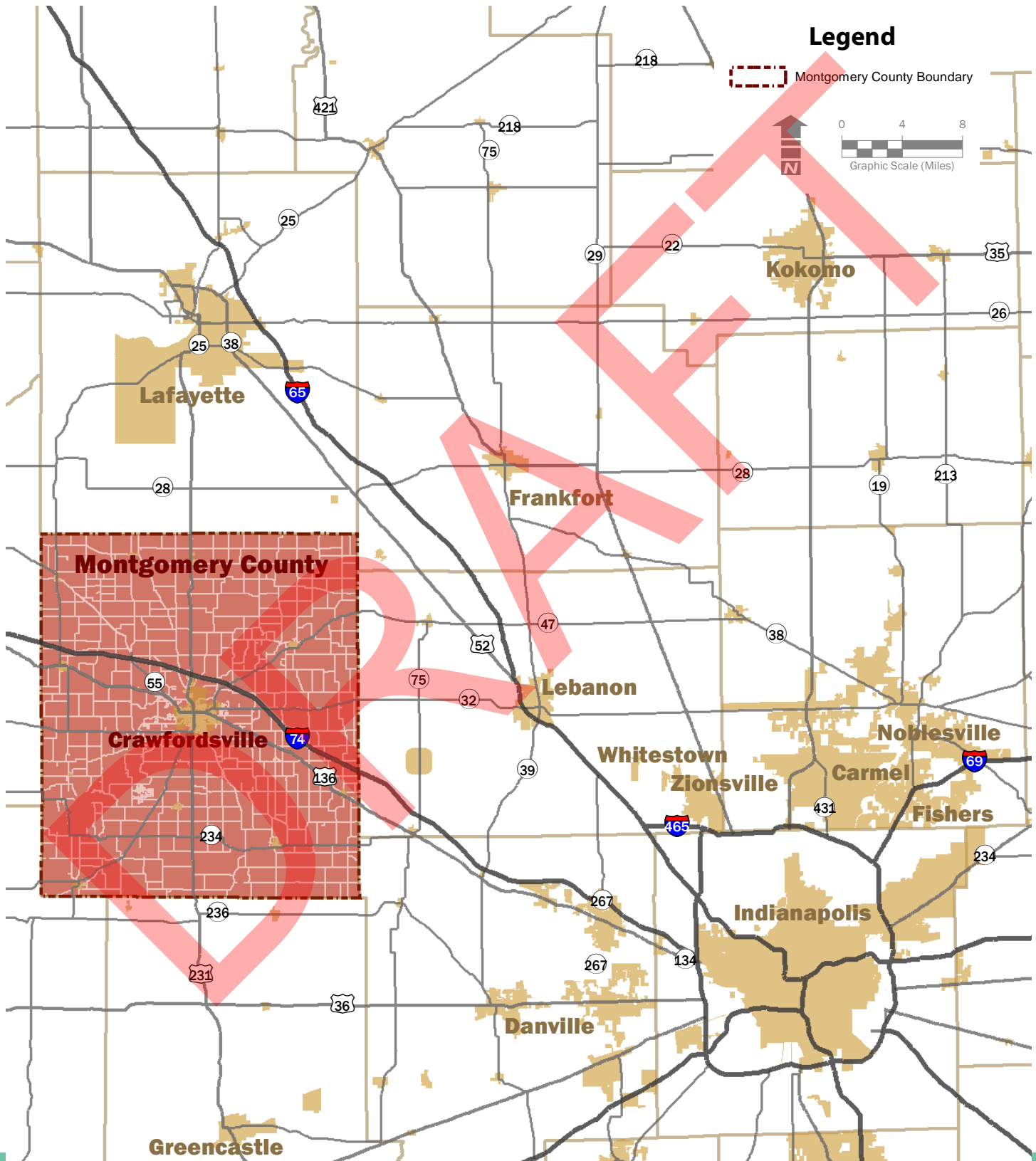
4. Engage local policies that are designed to preserve and protect the assets currently located within the communities.

Geographic Position

Montgomery County's geographic position in the region is a big part of its character. Montgomery County is located close to both the City of Indianapolis and City of Lafayette, as well the rapidly growing areas of Boone and Hendricks Counties (see Exhibit C).

This gives the county access to both an expanded regional workforce as well as regional urban amenities. It also allows the county to be close enough to the assets that are attractive to those looking for a more urban lifestyle while still maintaining its small-town, rural charm.

Exhibit C: Geographic Context Map



COMMUNITY CHARACTER GOALS

1 Make decisions based on the needs and desires expressed in the comprehensive plan.

Action 1

Regularly review the comprehensive plan to ensure political leaders, key decision makers and residents understand the plan's key elements and are following the community's vision.

Action 2

Plan ahead for important future projects to ensure that future impacts and opportunities are thoroughly understood prior to beginning.

Action 3

Utilize our residents and businesses as a continual source of ideas and inspiration for our future needs.

2 Promote the county's assets to the region and beyond

Action 1

Develop a clear message around the community's vision and direction that defines the desired community identity/brand.

Action 2

Market the community identity/brand to local, regional and national audiences to set the appropriate perception of Montgomery County.

3 Expand local quality of place assets to serve both existing and future residents of the county

Action 1

Develop policies and programs to help expand local retail, dining and entertainment options for current and future generations.

Action 2

Work to develop a sustainable and affordable public transportation system which may include both public and private service alternatives.

Action 3

Include attracting licensed day care facilities as an important part of overall workforce and economic development strategies.

Action 4

Work with local healthcare providers to expand services – including the possibility of future full-service hospital.

Action 5

Consider supporting key festivals and celebrations in communities around the county.

4 Provide greater opportunities for educational collaboration within Montgomery County

Action 1

Continue to work to enhance K-12 and higher education collaboration and programming with regard to STEM focus areas.

Action 2

Work with Ivy Tech and local K-12 CTE Programs to expand programming to enhance employment readiness for high school students.

Action 3

Work with local employers and higher education institutions to provide ongoing skills training and continuing education for currently employed and unemployed workers.

5

Work locally and regionally to take advantage of state and federal programming to combat the ongoing drug problems facing Montgomery County.

Action 1

Expand local recovery support services that are already in place through some local churches.

Action 2

Take advantage of funding and programming alternatives at the state and federal level.

Action 2

Formalize a local task force of local community leaders, some of which are already involved in addressing this problem, to help coordinate and focus local efforts.

6

Support the future viability of smaller communities within the county by supporting local programming, asset management, and development and redevelopment opportunities within the communities

Action 1

Work with individual communities to update their community plans if they are out of date.

Action 2

Facilitate quarterly discussions with leaders from each incorporated community in the county to discuss needs and activities.

Action 3

Work with communities within the county to develop a countywide asset management and strategic investment plan.

7 Enhance the key gateways into Montgomery County to create the desired first impression and help promote the overall county brand

Action 1

Develop a set of preferred design criteria that establish the character and look for the main gateways to the county.

Action 2

Work with local private sector and local not-for-profit partners to develop partnerships to assist in the implementation of gateway plans.

Action 3

Include public art elements into the gateways as well as other key locations within the county.

8 Develop programs and strategies to reduce poverty in Montgomery County.

Action 1

Develop/promote program resources to assist local unemployed and under-employed individuals in receiving training and certifications to advance their skills and advance the overall community workforce.

Action 2

Develop a leadership team of local social service providers to help coordinate the direction of services to best help people develop the work and life skills necessary to break the local cycle of poverty.

9 Provide newer and more diverse housing alternatives for existing and potential residents

Action 1

Work with local and regional builders to build newer single-family detached homes in the county.

Action 2

Encourage mixed density residential projects in areas closer to the City of Crawfordsville.

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5

LAND USE

LAND USE

One of the specific items that the State of Indiana requires that all comprehensive plans contain is a discussion of desired land uses within the area. No single topic addressed as part of this planning effort solicited greater public feedback than the issue of land use in Montgomery County. There were many aspects that individuals raised as part of the discussion topic including, but not limited to:

- People want to protect and grow property values in the county.
- People want to protect property rights and preserve the freedom to make decisions about their property.
- People want to limit the ability for certain land uses within the county.
- People want to encourage appropriate development at appropriate locations within the county.

To some in the community, it might appear on the surface that these interests are diametrically opposed to one another. A deeper look at the feedback received from the public who participated in the public engagement process, shows that the majority believes that these land use goals can be achieved with proper planning. Most participants agreed that providing opportunities for strategic community growth, newer and diverse housing opportunities, long-term economic sustainability and protections of natural resource integrity are appropriate goals for the county. The key is to find the balance between encouraging the county to grow, providing the protections that people desire and maintaining the ability to allow property owners control over choosing what may happen around them.

BACKGROUND

The citizens of Montgomery Community made it clear they appreciate their natural resources and rural lifestyle. In the same regard, residents have a strong appreciation for personal property rights, which makes protecting personal property rights and the values of individual properties a priority in this plan.

Citizens also made it clear that they support strategic development in key locations so long as that development is respectful of existing land uses, prime farm land, and natural resources. While not everyone who participated agreed, there was broad consensus from the public on certain uses they do not want to see in Montgomery County. Among these uses are:

- Industrial wind farms
- Large confined animal feeding operations (CAFOs)
- Landfills
- Adult oriented businesses
- Junk yards/salvage yards
- Additional subsidized housing
- Waste transfer stations
- Heavy pollution industrial uses
- Hazardous waste facilities

Although the population and business base of Montgomery County may grow incrementally in the future, the county must prepare for where that potential development should be targeted for the best managed and sustainable growth. Future development should not significantly disrupt the current balance or character of the county, but rather it should build on existing assets and help support the future character of the county.

CURRENT LAND USE

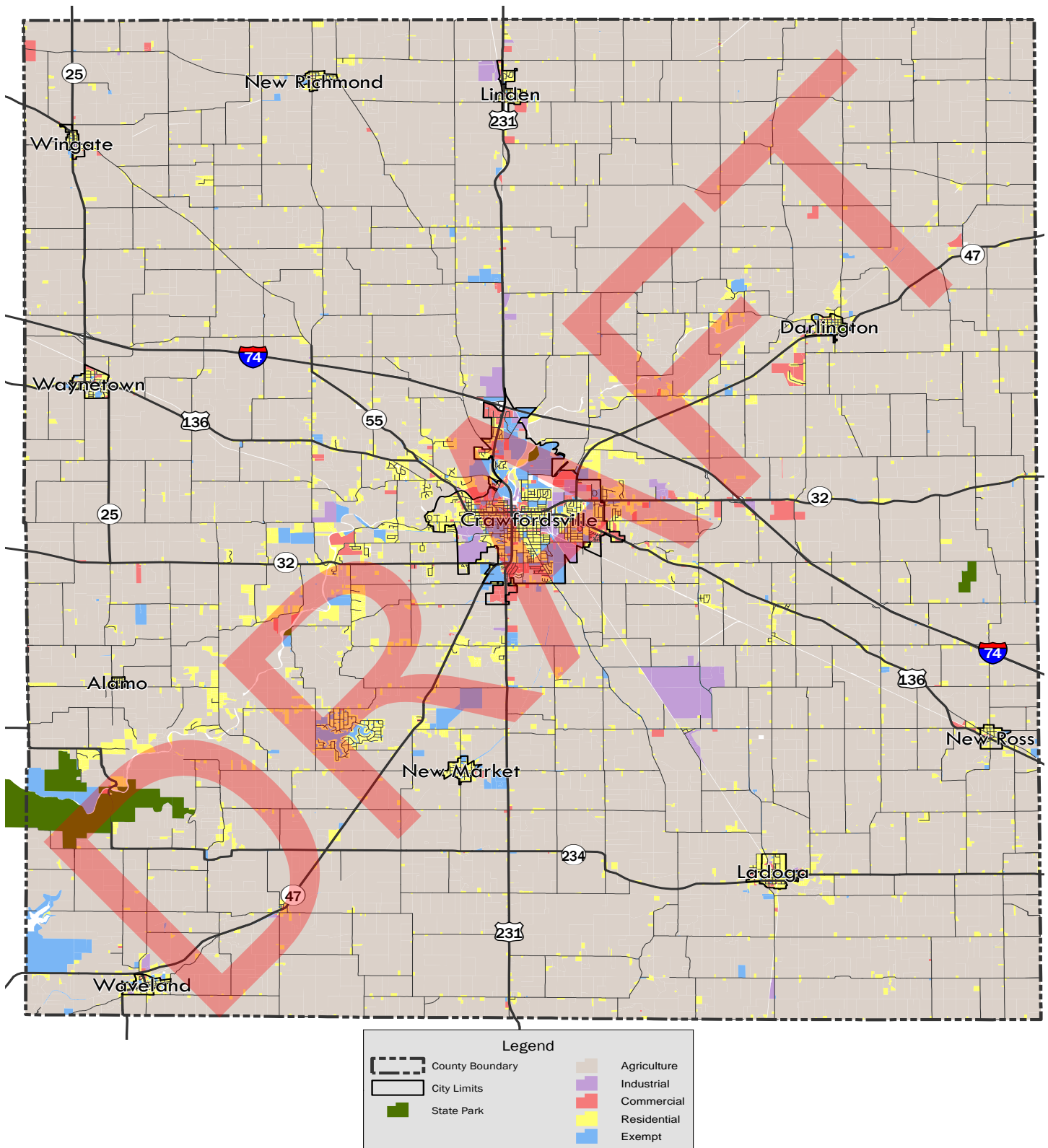
Any discussion of future land uses must begin with an understanding of the current land uses within the county. Exhibit D displays the current land uses in Montgomery County. This is not the zoning of a property, as there is not zoning in the majority of the unincorporated areas of the county. This map is a reflection on how the current property is being incorporated based on county assessor data. Cultivated crops, hay and pasture, low intensity, and deciduous forest make up most of the land uses in Montgomery County today outside of the existing cities and towns. These uses are expected to continue to make up majority of the county land use over the next twenty years.

Montgomery County is also full of natural resources that are a great draw to the county. Shades State park, Sugar Creek and Lake Waveland, among other assets, need to be protected and promoted. The agricultural sector is still very prominent in Montgomery County and protecting key farm ground and agricultural uses is essential to the long-term success of the county.

Industrial assets are also found around the county, particularly along Nucor Road. Growing the existing industrial area around the Nucor corridor, and at the SR 32/I-74 interchange, will allow for future growth and employment opportunities for the county.

Most of the commercial areas found in the county are in and around the City of Crawfordsville. There are small areas of standalone pockets of residential homes in the unincorporated areas of the county, as well as homes connected to agricultural uses.

EXHIBIT D: CURRENT LAND USE



FUTURE LAND USE

One critical tool to protect assets in an area and create a more desirable county to live and work is the development of consensus around the proper location of land uses within the county. Strategic land use planning can be used to help protect and preserve farm ground, property values and agricultural resources throughout the county. Exhibit E, the future land use map of Montgomery County, was created using feedback provided from the public and analysis of key future development opportunities.

Future land uses were also evaluated based on factors such as:

- ||||| Suitability with surrounding land uses
- ||||| Constraints to the developability of properties
- ||||| Availability of public and private services.
- ||||| Consideration of current and future market demands
- ||||| Protection of prime agricultural properties and natural resources
- ||||| Discourage incompatibility of conflicting land uses

There are some key themes that underline the proposed orientation of land uses. These include:

1. The public engagement process concluded that new development should be encouraged in Montgomery County. It was desired that this development includes both new residential development as well as non-residential development to support new retail and primary employment opportunities. It was noted, however, that this development was only desired in certain targeted areas. One area was in close proximity to one of the existing cities and towns in the county. The other was along the Nucor Road Corridor and at the SR 32/I-74 interchange.

2. A desire for additional commercial development, especially new restaurants, retail and entertainment uses, was one of the key issues identified by citizens. While some highway-oriented retail is possible at the SR 32/I-74 interchange, the majority of traditional retail growth in the county is anticipated along the US 231 corridor both north and south of Crawfordsville. Attracting additional retail uses to the county's smaller towns may prove difficult without significant increases in their current populations.

3. As identified in the 2017 Montgomery County Economic Development Vision Plan, industrial uses are desired along the Nucor Road Corridor, at the SR 32/I-74 interchange and at the US 231/I-74 interchange.

4. Residential land use is identified around the City of Crawfordsville with higher density development possible closer to the existing city limits and lower density single-family development more likely further away from the city.









5. Development is encouraged in the areas identified on the land use map, however, it is anticipated that the majority of the county will remain much like it currently is from a land use perspective. This is not to say that limited development may not seek opportunities outside of these areas, but it is unlikely that significant development would be sought outside of these areas.

6. No development will occur without an agreement between a willing property owner and a willing buyer. A lack of an agreement is a virtually insurmountable barrier to development of an individual property. This ensures that the future of an individual's property is primarily controlled by the individual property owner.

7. The lack of any land use management program in most of the unincorporated areas of the county makes it difficult to ensure future development surrounding a specific property will follow any of the recommendations of this comprehensive plan.

EXHIBIT E: FUTURE LAND USE



- | | | |
|--|---|--|
|  Agricultural |  Institutional |  City/Town Limits |
|  Commercial |  Mixed Use |  Montgomery County Boundary |
|  Industrial |  Residential | |

Future Land Use Descriptions

AGRICULTURAL

This district is intended for rural areas where crop production and other agricultural purposes including small scale livestock housing and processing, pasturing, farm buildings and farm houses are mixed with estate residences, rural home sites, stables, etc. The primary land use is still crop producing agricultural operations, but may also include wetlands, floodplains, riparian corridors and large wooded areas. It is anticipated that much of this area will be comprised of large tracts of land that are separated from significant development of other land uses.

COMMERCIAL

The purpose of this land use category is to provide a full range of commercial, retail, office, entertainment, lodging, restaurants and other service uses for residents, businesses, and visitors. This applies to commercial activities with direct customer contact ranging from neighborhood convenience stores to regionally oriented specialty stores.

MIXED USE

This designation is applied to land that has a combination of commercial and residential uses. It is possible that different uses may remain separate or be combined within the same structure.

INSTITUTIONAL

The purpose of this category is to provide land for buildings for government or private institutional use such as schools, churches, libraries, fire stations, cemeteries, hospitals, airports, museums and other similar uses. While these uses tend to be public properties, they may also be publicly or privately owned or operated.

RESIDENTIAL

This district is intended for a mix of residential building types and densities; however, the predominant building type is anticipated to be single-family detached residential housing with low to medium densities. For the purposes of this plan, it is anticipated that higher density residential development, if permitted, would be more appropriate closer to existing cities and towns. These uses may include multi-family apartments, townhomes, condos, duplex and quad unit buildings, nursing homes and assisted living facilities. Traditional single-family detached housing is also appropriate in close proximity to existing cities and towns. The relative density of residential development further away from existing cities and towns is anticipated to decrease, and will likely include single-family detached housing.

INDUSTRIAL

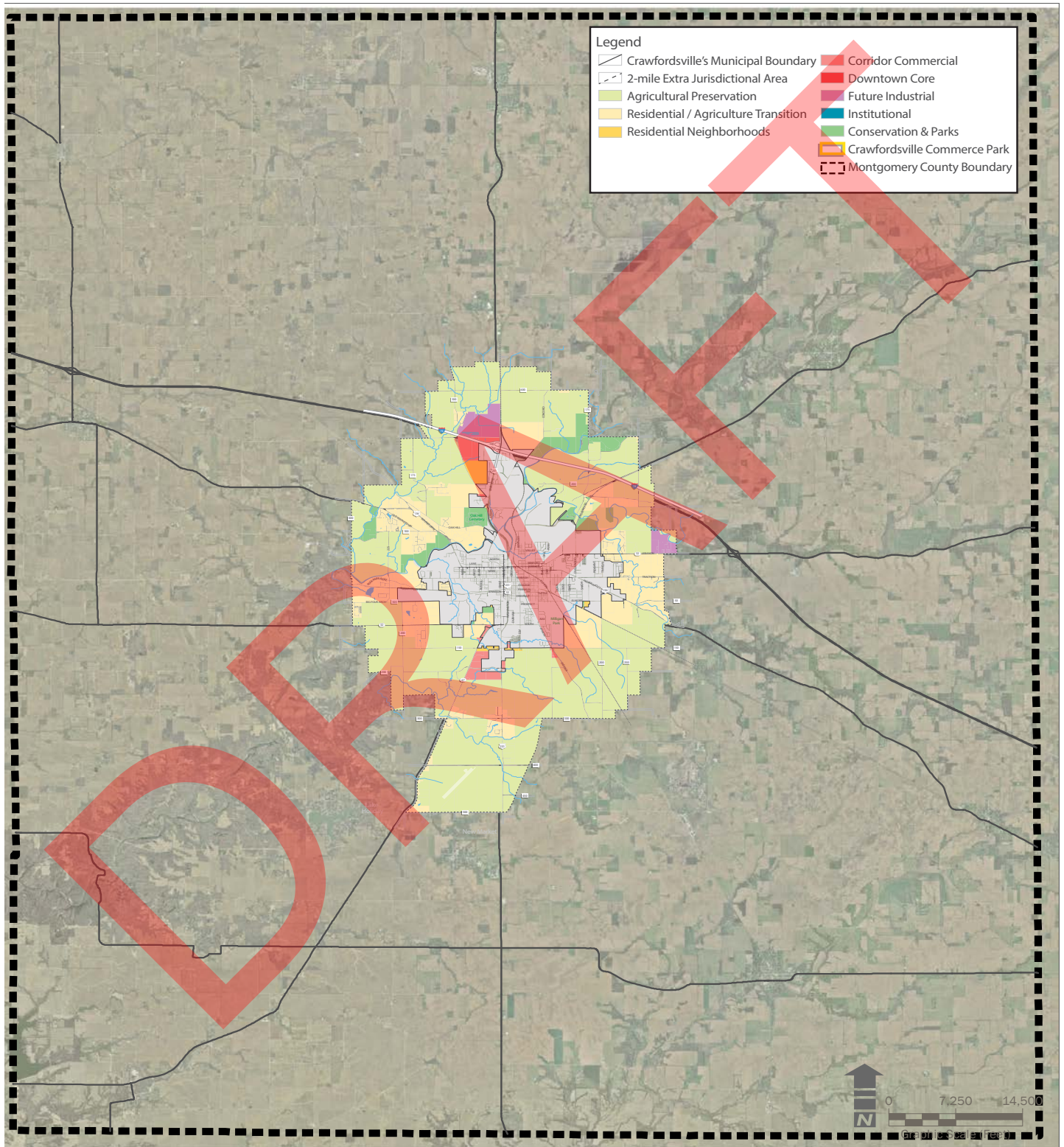
The purpose of this category is to allow for the changing face of industrial development. This category is intended for a variety of small to large industrial uses, such as warehousing, wholesaling, distribution, assembly, processing of raw goods, research and development, advanced manufacturing, general manufacturing, processing, and storage and similar operations. Emission of fumes, noise, smoke or other pollutants should be discouraged.

CRAWFORDSVILLE LAND USE PLAN

It should be noted that much of the area that has been identified for land uses other than agriculture is currently within the 2-mile extra territorial planning jurisdiction of the City of Crawfordsville (see Exhibit F). This means that not only is there currently a comprehensive plan for these areas, but they are also currently governed by Crawfordsville's zoning and subdivision regulations.

While there are slight differences between the future land use map included in this comprehensive plan and that which currently exists for the City of Crawfordsville. The intent of the areas is very similar and the land uses themselves are mostly the same with a few exceptions. The future of the 2-mile jurisdictional area is unclear at this time and any decisions in the future regarding the area will be the result of collaboration between the City of Crawfordsville and Montgomery County.

Exhibit F: Crawfordsville Zoning Map



LAND USE GOALS

1 Welcome and promote future development in appropriate areas of the county.

Action 1

Balance development patterns and character with available transportation and utility resources.

Action 2

Encourage more rooftops, more recreational venues, more industrial growth and retail in areas which will benefit currently populated portions of the county.

Action 3

Identify and promote areas where we want building to happen for all major land use types.

Action 3

Actively recruit private investment interest in key locations and, when necessary, seek public/private partnerships to facilitate desired developments.

2 Discourage the development of unwanted land uses in the county.

Uses

- Industrial Wind farms
- Large CAFOs
- Landfills
- Adult oriented businesses
- Junk yard/salvage yard
- Additional federally subsidized housing
- Waste transfer stations
- Heavy pollution industrial uses
- Hazardous waste facilities

3 Encourage re-investment and improvement within exiting cities and towns.

Action 1

Promote active reuse of existing buildings.

4 Develop the appropriate tools necessary to implement the land use vision established as part of the Comprehensive Plan and ensure that these tools are respectful to both property rights as well as property value concerns.

Action 1

Develop an asset management plan to help guide future county investments.

Action 2

Through an open public process, develop land use management policies and ordinances to implement the objectives of the Comprehensive Plan.

5 Ensure future development decisions don't detract from our rural character and agricultural success.

Action 1

Identify and protect prime farm land.

Action 2

Make sure that development decisions take consideration the impacts to surrounding property owners.

Action 3

Create a regional watershed plan to ensure runoff and other potential development impacts don't cause problems with nearby farms.

Action 4

Ensure that transitional issues such as appropriate buffering and screening are considered where new development is proposed.

6 Actively support development opportunities to provide a diverse mix of newer, modern housing alternatives for Montgomery County.

Action 1

Initiate a countywide housing study to identify the market segments to target for future development opportunities.

Action 2

Work with property owners to identify properties that are available and appropriate for residential development opportunities.

Action 3

Engage local and regional developers to market residential development opportunities within the county and better understand constraints to development.

Action 4

Develop a package of investments and incentives to help speed the delivery of new housing products to the county.



6

ECONOMIC DEVELOPMENT

DRAFT 12-5-2018

ECONOMIC DEVELOPMENT

As noted in the 2017 Montgomery County Economic Development Vision Plan, Montgomery County is an area that has the assets to deliver long-term economic development sustainability. However, achieving this long-term success will not be easy and is not without challenges. Based on market information gathered from a variety of sources, there is ongoing economic development interest in certain areas in the county.

Economic development is a double edged sword. One side is working to build wealth in a community by creating high wage jobs, building infrastructure to support assessed valuation growth (and therefore tax base) and finding ways to provide support and incentive to local business within the community to contribute to this growth was the primary focus. The other side is focused on developing the quality of place assets to attract and retain a talented workforce and vibrant population base.

The citizens of the county outlined, during both this comprehensive planning process as well as the 2017 Montgomery County Economic Development Vision Plan process, several key objectives on which they hope local economic development efforts will focus.

Key Economic Development Objectives

1. Growing the local population base to support the local workforce
2. Attracting new, high wage jobs that will give young people an opportunity to stay in the county
3. Do a better job of marketing the county and “telling its story”
4. The county should take advantage of its geographic position
5. Continue to attract manufacturing users to the county but also attempt to diversify the county’s business base
6. Support the growth and development of small businesses
7. Build infrastructure to support economic development efforts
8. Support the growth and expansion of businesses that are already in the county
9. Include quality of place businesses, such as restaurants, retail and entertainment uses in the scope of ongoing business attraction efforts
10. Expand the marketing efforts of our critical natural resource assets to grow tourism opportunities within the county

Key Development Areas

The 2017 Montgomery County Economic Development Vision Plan (“Vision Plan”) identified key Development Focus Areas that have the greatest short-term and long-term economic development opportunities for the county. Those areas are outlined in Exhibit G. Specifically, the focus areas include:

Area 1: SR 32/I-74 Interchange

Area 2: Nucor Road

Area 3: SR 47/US 231

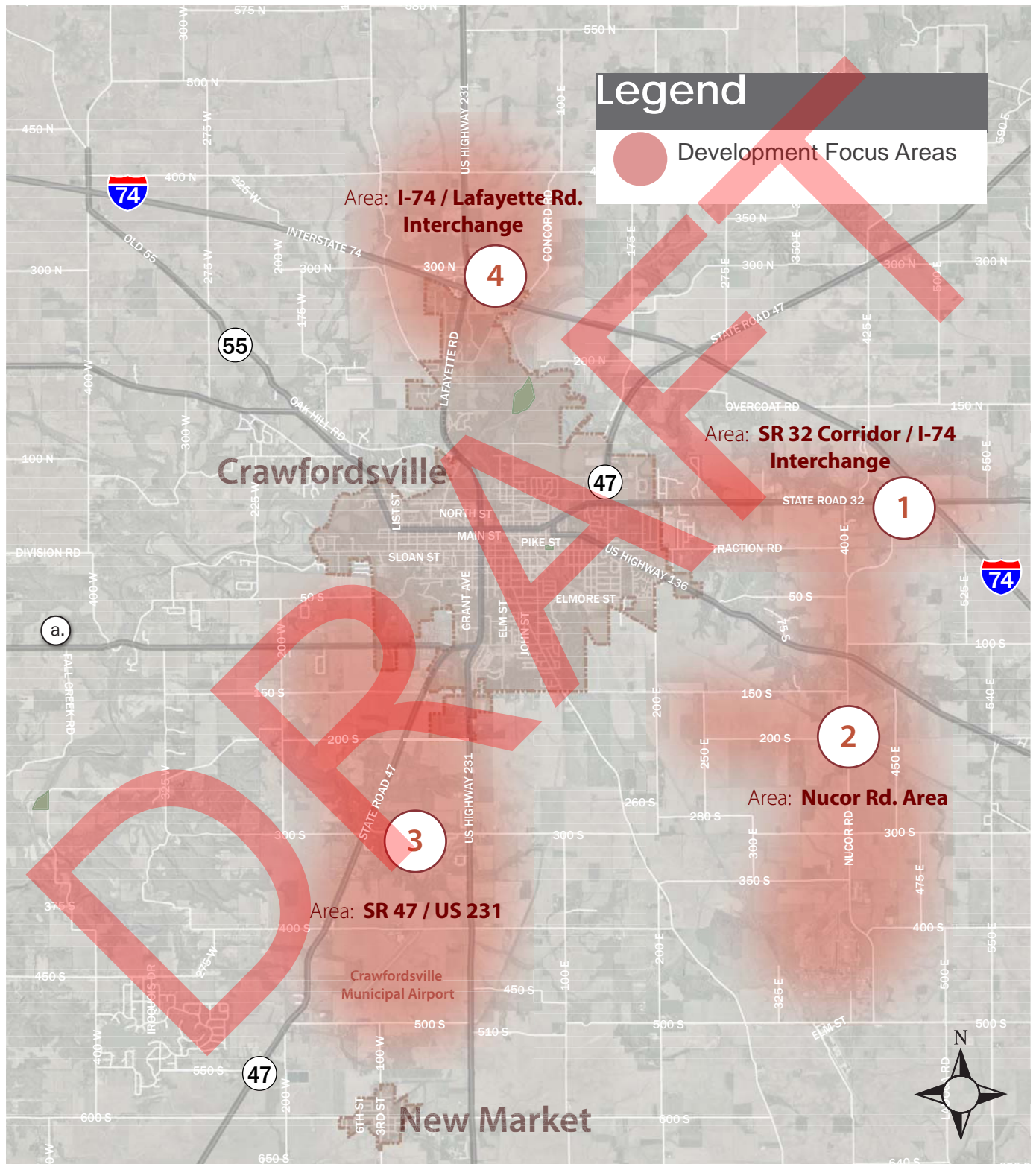
Area 4: I-74/Lafayette Road Interchange.

There is significant acreage inside of these potential development areas to support long-term economic development opportunities even though, in total, they represent only a small fraction of the overall county. Most of the Development Focus Areas that were identified by the Vision Plan are in close proximity to City of Crawfordsville and would likely seek utility access from the city. The area furthest from the city, along Nucor Road and the SR 32/I-74 interchange, will likely be served with utilities by the county. For these areas to be successful, they will require access to utilities, need good access and visibility to primary thoroughfares such as US 231, SR 32 and I-74, and have access to other assets such as the municipal airport, rail service and existing developments. The proximity of some of these areas to the City of Crawfordsville also highlights the need for the city and Montgomery County to work together to gain and sustain

economic development momentum for the county. Even though these areas were identified in the Vision Plan, they are consistent with the desired areas for development as part of the public outreach effort for the comprehensive plan.

It is important to note that the focus areas do not have specific or defined boundaries. They are not intended to identify specific target parcels or conversely to eliminate specific parcels from potential development consideration. The highlighted areas are shown on the overall map to allow for focus to be given to these areas in general as future decisions are made on development decisions, strategic infrastructure investments, potential public private partnerships and other economic development policy decisions. These areas have immediate economic development potential as well as future economic development opportunity. By leveraging these areas, the county can position itself to achieve the maximum potential growth and economic development success for the county.

EXHIBIT G: DEVELOPMENT FOCUS AREAS



Development Focus Area Considerations

1. The vast majority of the county will remain largely unchanged for the foreseeable future.

Even within the Development Focus Areas, the existing land uses (particularly agricultural land uses) will likely remain for a long time. This is not an indication that the areas should not continue to be marketed and prepared, but the timeline for development of a parcel remains primarily impacted by the reality that development demand is primarily a combination of market conditions and the desires of the underlying property owner.

2. Much of the area within the Development Focus Areas require additional infrastructure improvements to support future economic development opportunities.

This does not mean that immediate development opportunities do not exist in some areas, especially north and south of the City of Crawfordsville along the US 231 corridor. However, to achieve maximum economic development benefits, especially along Nucor Road and SR 32, additional infrastructure improvements will be required.

3. The City of Crawfordsville has planning and zoning control of much of the areas within the Development Focus Areas.

For the locations outside of the city's 2-mile planning area, but within the Development Focus Areas, the county should seek to develop some method of land use management to direct future development opportunities. It is likely that this will require coordination between Montgomery County and the City of Crawfordsville in some of these locations.

Long-Term Development Opportunities

In addition to the short-term opportunities mentioned previously, consideration was given in the Vision Plan to other long-term development opportunities as well. One area for consideration is the existing SR 25/I-74 interchange. Development in this area may be slower than other interchanges in the county, however, a long-term strategy should be developed for this area. Another area for future consideration is the possible creation of an additional interstate interchange at either SR 47 or CR 300 S. These future development areas, while not identified as short-term opportunities in this plan, do hold long-term economic development potential for Montgomery County. It should be noted that each community in the county, whether noted in these focus areas or not, has economic development opportunities that should be addressed moving forward as well. Whether it is new business attraction or simply retaining existing businesses, each community should work hard to achieve its individual economic development potential.

Additional Policy Considerations

Marketing and Branding

At the heart of economic development is telling a good story. Hoosiers are traditionally not very good at telling our stories, as our desire for being humble tends to get in the way of celebrating our successes. From an economic development perspective, in order to compete with other counties, it is critical that Montgomery County develop, hone and sell its story if they wish to compete regionally and globally. Ultimately, economic development is the binder in which the various facets of a community are brought together and organized to articulate a community's unique story. A community must implement a well-organized marketing strategy that tells their story to grow their local economy.

Promoting Tourism

To grow and support the local economy, especially retail establishments, it is critical to infuse as much disposable income into the community as possible. One method to accomplish this is growing the tourism activity for Montgomery County. This is not an option for all counties, but Montgomery County has an abundance of tourism assets within and near the county that it can promote to increase visitor traffic within the community. Montgomery County can serve as a launching point for both Shades State park and Turkey Run State Park. Continued promotion of other assets, such as Sugar Creek, outstanding community parks, community events and cultural attractions will continue to make Montgomery County a destination for tourism dollars.

Small Business Development

Small businesses play a leading role in local economic development. Small business owners tend to live in the community in which they work, support the local tax base, support the entrepreneurial base of the community, are good corporate citizens and volunteer within the community.

One of the most important considerations regarding small businesses is that they do not always stay small. Small businesses that grow into large businesses often remain in the community in which the business was first established and grow deep roots there. Especially in rural areas like Montgomery County, these types of businesses not only serve the day to day needs of the community, but also represent a good portion of business leadership in the area. While good economic development focuses on an aggressive approach to attracting and retaining a diverse business base in the area, it is unlikely that the county can remain economically sustainable without a strategy to encourage the creation of, and support the growth of, small businesses.

New Business Attraction

Economic development is significantly influenced by the amount of attention a community receives from outside businesses that locate new jobs and new investment in the community. This requires preparing shovel ready product to support new development, creating a coordinated land use plan for key development areas, identifying key infrastructure improvements, implementing competitive incentive policies and establishing expectations for design standards. Another issue that needs to be addressed is to have land use management for key future development areas, including the SR 32/ Interstate 74 interchange. In the areas where it is desired to promote economic development activity, not have land use management this is a real constraint to certain site selection decisions. While this single factor does not prevent development from occurring in these areas, it is a significant limiting factor to securing private capital investment at the interchange.

Several key sectors were identified for future attraction efforts during the public engagement process. One sector was high-wage industrial growth, especially along the Nucor Road Corridor. There was also a desire to diversify the business base with small industrial and office uses. Finally, there was a strong consensus to attract more retail, restaurant and entertainment facilities within the county.

Existing Business Retention / Expansion

While new business attraction often gets the most attention in economic development, much more bang for the buck comes when existing businesses choose to grow and expand within the community. By helping local businesses grow and expand, these businesses grow deeper roots in the community. This not only helps expand and stabilize the local economy, but also helps foster a sense of community stewardship in the businesses themselves. This encourages these businesses to invest in the community outside of their current building, increasing the overall quality of life of the community. Communities that understand the important need to “grow their own and keep them at home”, and therefore put in place strong programs to engage and support current businesses, are the ones that will achieve long-term economic stability.

Expansion and growth efforts are especially important when it comes to agribusiness. Agribusiness remains a key economic sector nationally, and it is an even larger part of the current and future economy of Montgomery County. With its current operations and heritage in agribusiness, Montgomery County could be a leader in advancing this mission in the state of Indiana.

Workforce development has always been a critical component of community economic development, but in today's economic climate, having access to an adequate pool of appropriately skilled workers is not just important for supporting current business operations, but it is also essential to new business attraction efforts. Workforce development has come to describe the relatively wide range of activities, policies and programs, and is used locally and regionally to create, sustain and retain a viable workforce. It is essential to have in place the right relationships with higher education institutions and vocational services in order to offer training and continuing education that will be critical for the community's long-term economic success. Equally important is ensuring that local K-12 educational institutions are promoting preparation to college bound students, (especially in enhanced science, technology, engineering and mathematics (STEM), and vocational training opportunities, co-ops, apprenticeships, and internships to those that may not choose the path of a four-year college.

It is not just enough to educate and train your current workforce. For long-term sustainability, it is critical that the size of the overall local and regional workforce must grow as well. This means that new residents must be attracted to the area. In order to do this, Montgomery County must grow the amenities that are attractive to the type of workforce desired and then provide the types of housing product and options that new residents seek. Focusing on quality of life initiatives, communicating the existing qualities of the area and providing the regulatory environment attractive to new residential developers will all play a key role in growing the area's population.

ECONOMIC DEVELOPMENT GOALS

1 Attract new residents and retain existing residents to support and grow the local workforce.

Action 1

Identify/target specific areas for residential development.

Action 2

Identify and promote compact residential development near the City of Crawfordsville.

Action 3

Encourage housing in and around existing communities.

Action 4

Ensure appropriate amenities are included with new development to support long-term success of the development.

Action 5

Develop a system for potential incentives and, when necessary, incentivize residential building and development to develop the desired residential product type and product mix within the county.

Action 6

Make sure that necessary local land use management tools are in place for targeted residential areas to reduce the risk to residential developers and make the locations more attractive for development.

Action 7

Continue to coordinate countywide economic development activities in collaboration with shared staff with the City of Crawfordsville.

2

Encourage diversity in business and industry throughout the county with new business attraction efforts

Action 1

Actively recruit and attract primary employment prospects to locate within the county in desired locations that support good wages and job growth.

Action 2

Seek opportunities to grow and expand agribusiness opportunities in the county.

Action 3

Continue to support the development of the Nucor Road corridor and the I-74/SR 32 interchange for industrial development.

Action 4

Encourage the development of alternative energy production that does not include industrial scale wind facilities.

Action 5

Evaluate the fiscal impacts of proposed development to assure alignment with local priorities and policies.

Action 3

Implement a community wide “Shop Montgomery County” program to support local retailers.

Action 4

Activate an annual manufacturers round-table discussion in Montgomery County to discuss common issues and opportunities for the sector and to gather information on community business needs, address appropriate policy issues at the local level and advocate at the state level.

4

Create new programs to encourage the development of new small business startups in Montgomery County.

3

Support the retention and expansion of existing businesses within the county.

Action 1

Engage an annual existing industry visitation program to ensure personal contact with each major local employer on an ongoing basis to better understand their needs, concerns and future planning.

Action 2

Implement an annual business survey to assess business concerns and issues.

Action 1

Develop entrepreneurial programs to support small business development in Montgomery County.

Action 2

Develop a “Small Business Toolkit” of issues that businesses face, support programs that exist and resources/incentives that are available for them for startup and growth.

Action 3

Work with local banks to develop a low interest loan program to provide startup and working capital for small businesses.

5

Leverage existing assets to support growth of Montgomery County's tourism activities.

Action 1

Assist the Montgomery County Visitors and Convention Bureau in maintaining their online inventory of tourism assets in Montgomery County and in promoting promote the list.

Action 2

Develop targeted marketing efforts around the area's key natural resources and outdoor entertainment assets.

Action 3

Develop and promote a countywide online event calendar identifying the community events throughout the county.

Action 4

Work with regional and state tourism officials, travel websites and travel bloggers to communicate tourism opportunities in Montgomery County.

Action 5

Encourage residents to be a "tourist in their own community" and develop local programming to support the effort.



7

NATURAL RESOURCES

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NATURAL RESOURCES

This chapter focuses on the natural environment of Montgomery County. Items such as wetlands, rivers and streams, floodplains and open spaces are a tremendous asset for the county. These assets elevate not only the quality of place of Montgomery County, but of the entire region. They are also significant tourism draws supporting the local economy. One of the universally mentioned points of feedback from the public as part of this planning effort, was the need to protect and promote the natural resource assets of the county.

Montgomery County has a lot to offer in terms of natural resources. Based on the survey conducted residents really care about the following natural amenities:



Sugar Creek




Shades State Park



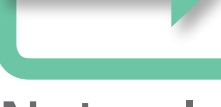
Hiking



Canoeing



Fishing



Turkey Run State Park

Natural Amenities

Montgomery County is fortunate to have significant natural resource and tourism amenities such as Shades State Park, Lake Waveland and the Sugar Creek Watershed. These assets not only impact the local quality of place, but also provide a strong foundation to support tourism activities within the county. Shades State Park has caves and trenches for visitors to walk through, and a wide range of elevations to experience. Shades State Park is a large draw for the county and visitors come from all over the state to hike the trails and enjoy the park. Shades is highly valued among residents as a natural resource adding to quality of life. It is also an economic draw as it attracts tourists from around the state to the county. Sugar Creek is another natural asset in Montgomery County. The beautiful body of water runs through Shades State Park and continues throughout the county. Residents and visitors frequently partake in recreational activities along the creek such as canoeing, tubing, and fishing.

Hydrological Areas

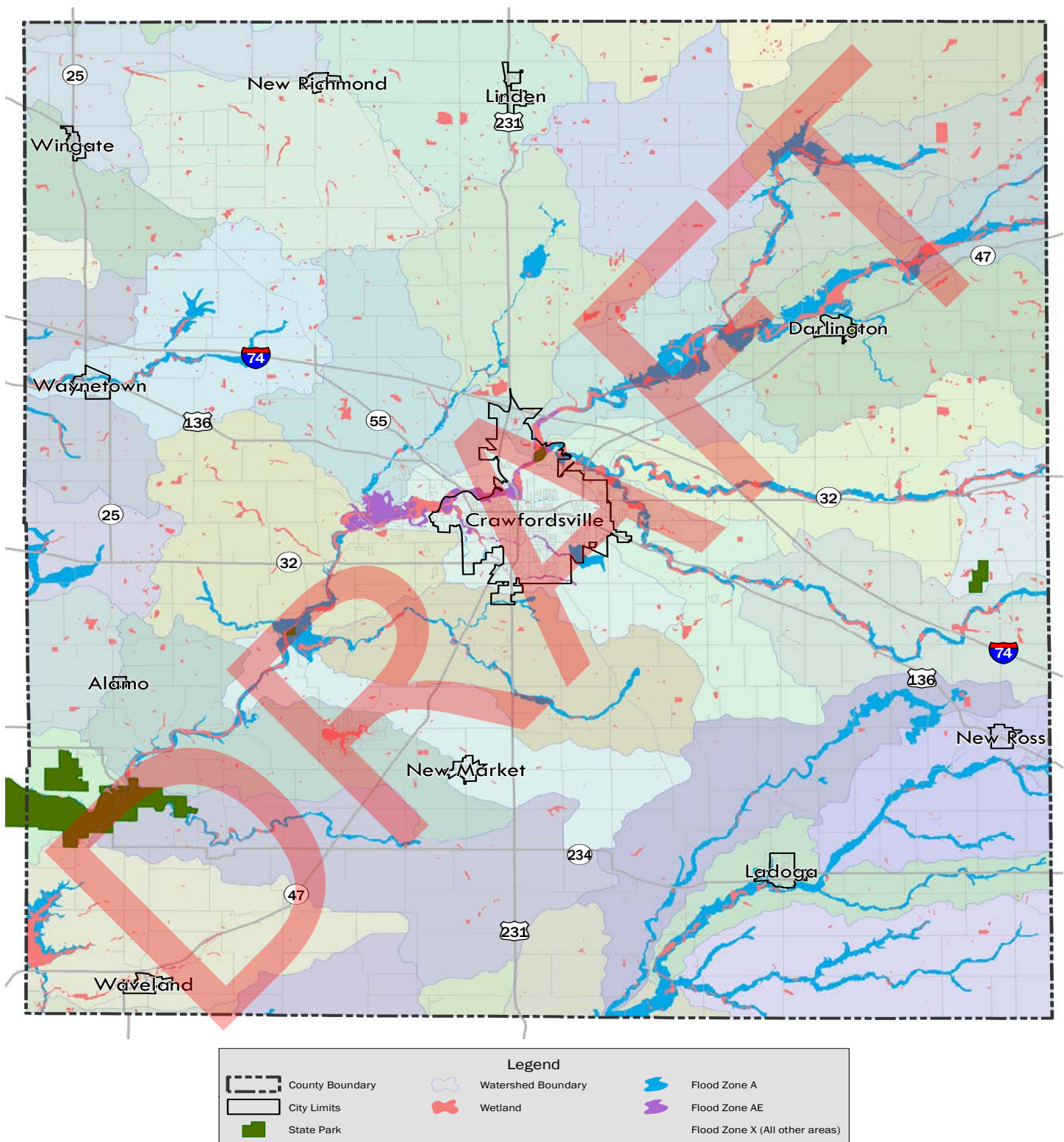
Exhibit H highlights key hydrological elements in the county including Sugar Creek and its subsequent flood zone (cutting diagonally from northeast to southwest across the county). Sugar Creek was studied as a potential Indiana Natural, Scenic and Recreational River, but has not been designated to date. However, even though Sugar Creek has not been designated, it remains unique as it has experienced very little development impact, resulting in clear water. Considering that streams impacted by development are often sediment laden, this is a resource and amenity that must be protected. That protection must be considered in any future development plans near the creek.



Wetlands are also a critical consideration for the county. These areas perform vital ecological function. The county contains multiple presumed wetlands and small streams/creeks. The highest concentration of hydrological features is around the boundaries of Crawfordsville and the southeast corner of the county. While these wetlands have not been officially delineated by this plan, there is evidence on USGS/IDEM mapping that provides strong indication of wetlands, as generally depicted in Exhibit F.



EXHIBIT H: HYDROLOGICAL AREAS

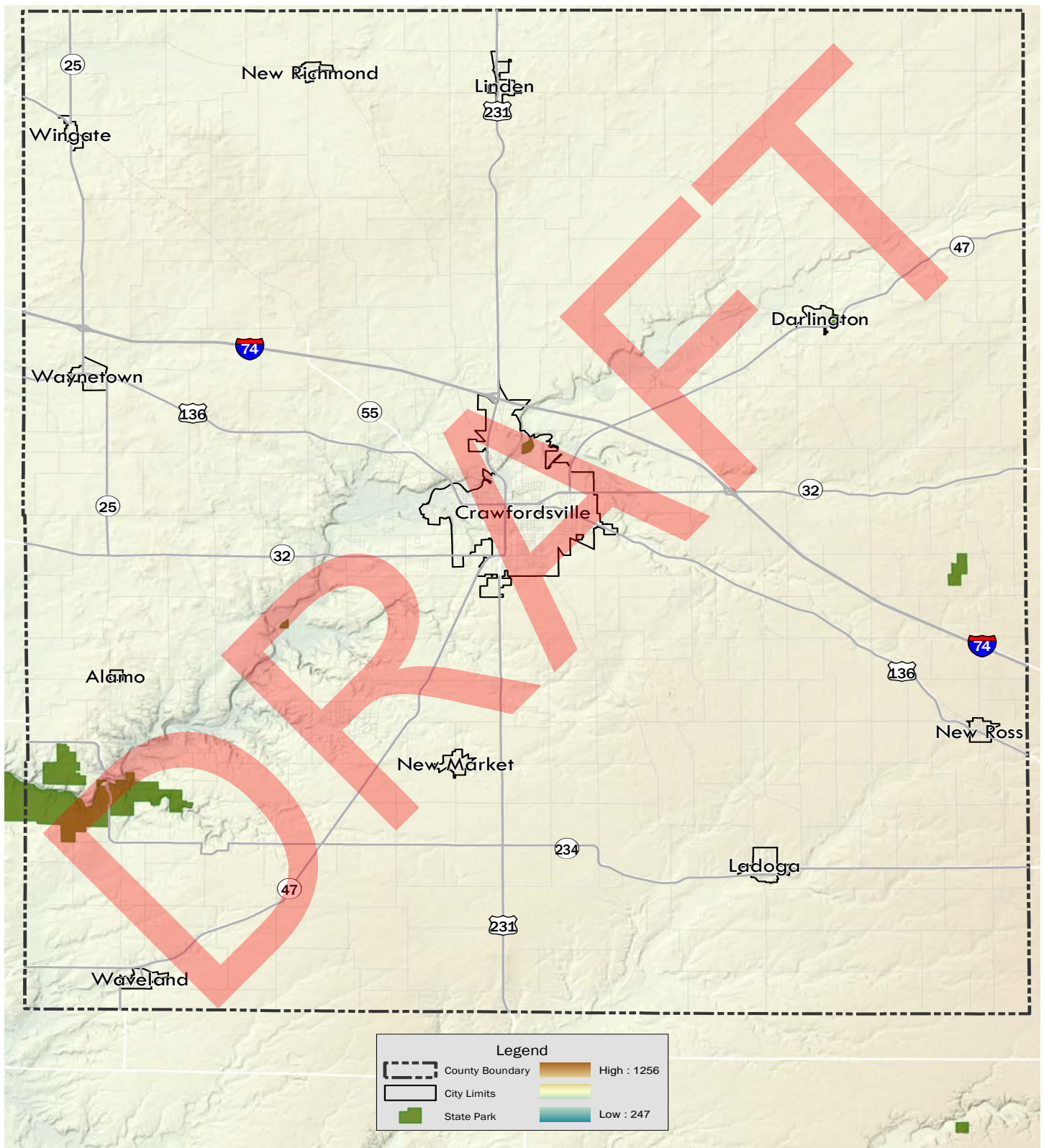


Topography Variations

Montgomery County is among the most topographically significant counties in the state. Rolling hills create picturesque landscapes that are not easy to find in the north central part of Indiana. The topography also provides recreational opportunities for the state. Exhibit G identifies the locations of the most significant topographical elevation changes in the county. The areas indicated on the map by dark gray indicate a higher concentration of steep slopes and greater grade change. Slopes tend to correlate with the location of flood zones and wetland areas, as shown in Exhibit I.



EXHIBIT I: LOCAL TOPOGRAPHY



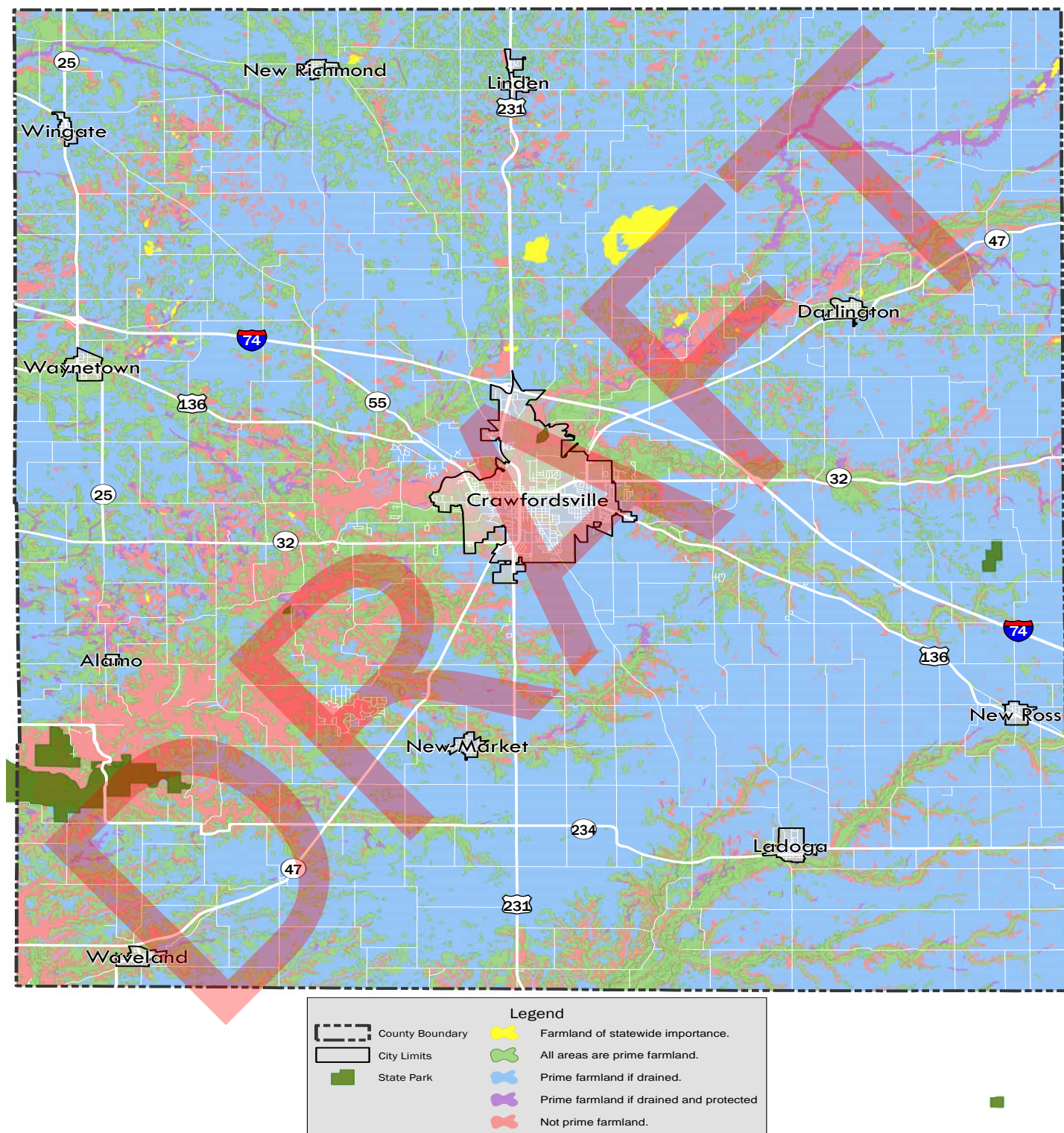
Agricultural Land

Exhibit J indicates the general classification of the study areas as it relates to prime farmland. Much of the soil in the study area is classified as prime farmland, or has the potential to be prime farmland if drained well. Those soils that are classified as not prime farmland are mostly located in wetland areas, streams, and creeks. Large pockets of prime farmland should be protected where viable, especially on the outer boundaries of the study areas.

Montgomery county is among the top ranked counties for agricultural production in the state. The county comes in 2nd for soybean production, as well as 5th for corn and grain in the state. The county is ranked 19th in the state for hogs and pigs. Although this isn't everything the county has to offer, agriculture makes up a large portion of Montgomery County's identity. Effort should be made to promote agricultural land as the asset that it is so that agri-business opportunities can expand in Montgomery county.



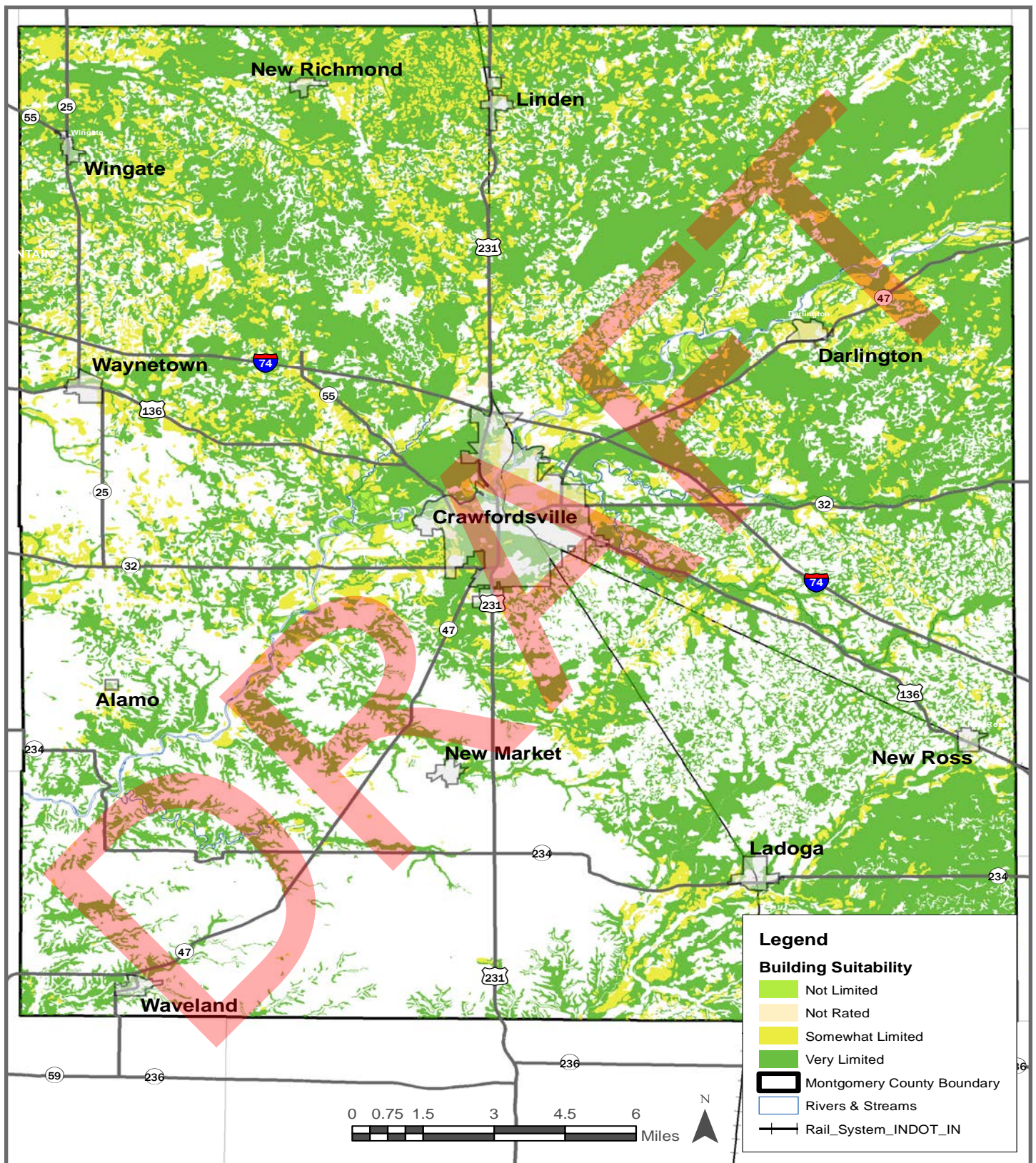
EXHIBIT J: AGRICULTURAL LAND



Development Considerations

Many of the tremendous natural assets that make Montgomery County a special place are also the most challenging when part of development considerations. Floodplains, steep slopes and wetlands greatly enhance the overall quality of the county, but are impediments to development. With this in mind, this plan recommends that future development activity in the county greatly attempt to avoid the significant natural assets of the county, and be focused in areas where any potential impact to these resources can be avoided or adequately mitigated. These considerations are reflected in Exhibit K.

EXHIBIT K: DEVELOPMENT CONSIDERATIONS



NATURAL RESOURCE GOALS

1 Provide a stronger connection to our natural environment.

Action 1

Expand the network of waterway trails throughout the county.

Action 2

Provide additional locations to gain direct access to waterways such as Sugar Creek.

Action 3

Develop additional public access sites to natural areas, especially Sugar Creek.

Action 3

Develop a creek trail along Sugar Creek.

2 Protect and enhance local water-based resources, such as surface water, ground water, and wetlands.

Action 1

Establish watershed best management practices for future development.

Action 2

Establish buffers around significant hydrological features and establish protective regulations.

Action 3

Develop written best management practices to protect all significant water features.

3 Protect and enhance the County's land-based natural resources, such as floodplains, wooded areas, riparian areas, and soils.

Action 1

Develop local policies to encourage development in specific areas that do not impact areas where the highest and best use of the property is agriculture.

Action 2

Preserve important woodlands, wetlands, and agricultural resources for future generations.



8

TRANSPORTATION AND UTILITIES

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TRANSPORTATION & UTILITIES

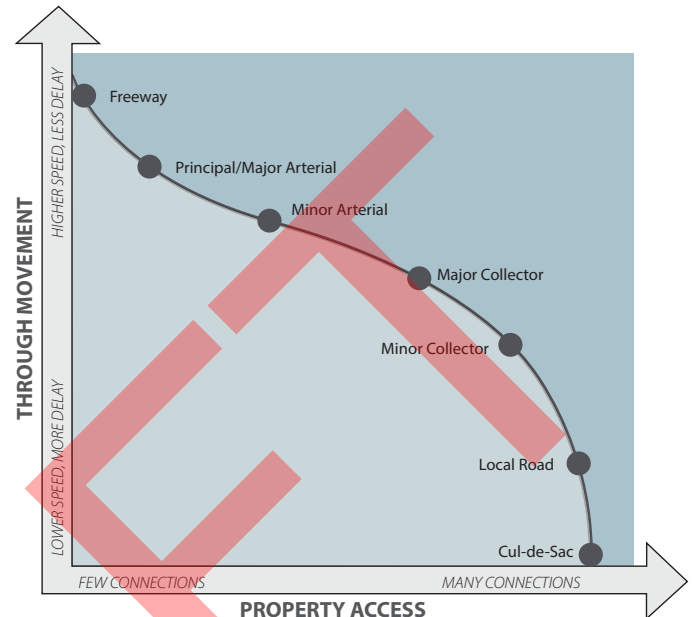
Infrastructure is a critical component of the long-term sustainability of a community and its economic vitality. Investment in key infrastructure is important to serve not only the people and businesses that are here today, but also sets the stage for future population and business growth. Shovel ready sites, and the road and utility capacities to be able to serve areas targeted for growth, will help develop the kinds of partnerships that will drive future growth opportunities within the county. In some ways, infrastructure is a distinct advantage for Montgomery County, as recent improvements have provided significant capacity for water and wastewater to serve future areas. Additional expansion of service lines to key areas will be required, however, if the community is to maximize its economic development potential. Additionally, other infrastructure such as roads and broadband will need to be addressed to meet the long-term needs of the county.

Transportation Networks

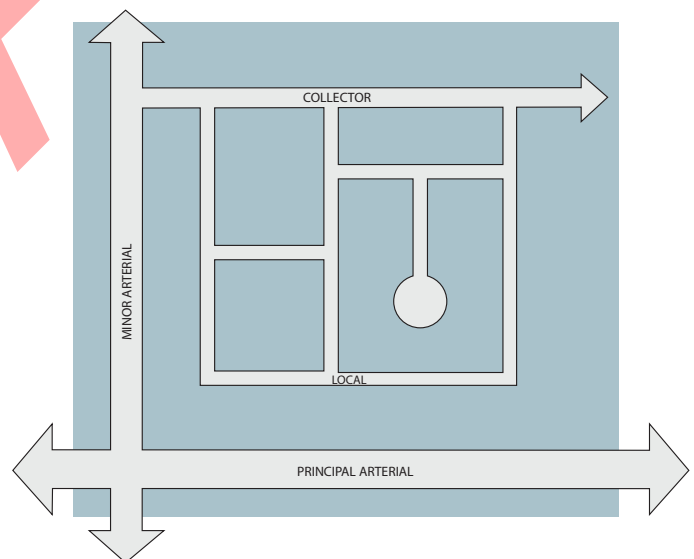
As the county plans to promote growth in the future, having the proper plan for future transportation and circulation needs will be important. Consideration should be given to mitigation of future traffic congestion, as well as working to maintain safety on roadways and key intersections. It will be important to not only identify the future transportation network, but to plan for how scarce capital resources will be prioritized in the future.

Currently, the county has done a good job of maintaining its road network. This is not to say that there are areas that still need improvement, but the overall road network is in reasonable shape. The county should continue to invest annually in the maintenance and upkeep of its current transportation network. Moving forward, the county should seek to identify and improve additional key north/south and east/west corridors to better serve local and regional transportation efficiency and capacity. This includes continuing to work with the Indiana Department of Transportation (INDOT) to advance the timeline for implementation of planned improvements to the SR 32 and SR 231 corridors.

The Future Thoroughfare Plan Map utilizes the same terms as the INDOT Functional Classification system (arterials and collectors) in order to ensure continuity for future funding. The Future Thoroughfare Plan Map is specifically future focused, allowing for the city to plan for changes to its transportation network.



Roadway classifications occur along diverging axis of through movement (mobility) and property access (accessibility)



Roadway classifications establish a hierarchy, which serve to create a functioning and efficient roadway network

Classification Definitions

The Federal Highway Association (FHWA) defines functional classification designations based on the priority of mobility for through-traffic versus access to adjacent land. In other words, streets are designed along opposing continuum to either connect to destinations or to carry through-traffic. Other important factors related to functional classification include access control, speed limit, traffic volume, spacing of routes, number of travel lanes and regional significance.

Interstates and State routes, such as I-74, 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. State Routes look very similar to interstates, minus the interstate designation. These have regional or statewide significance.

Principal Arterials carry high volumes of regional traffic. They serve major cities from multiple directions, while in rural areas they provide connectivity between cities. Arterials provide direct access to adjacent land, but may limit the number of intersections and driveways in order to give higher priority to thru-traffic. Principal arterials are spaced at three to five miles in suburban areas, and farther apart in rural areas.

Minor Arterials are similar to principal arterials, but are spaced more frequently and serve trips of moderate length. Spacing of minor arterials is two to three miles in suburban areas and less 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.

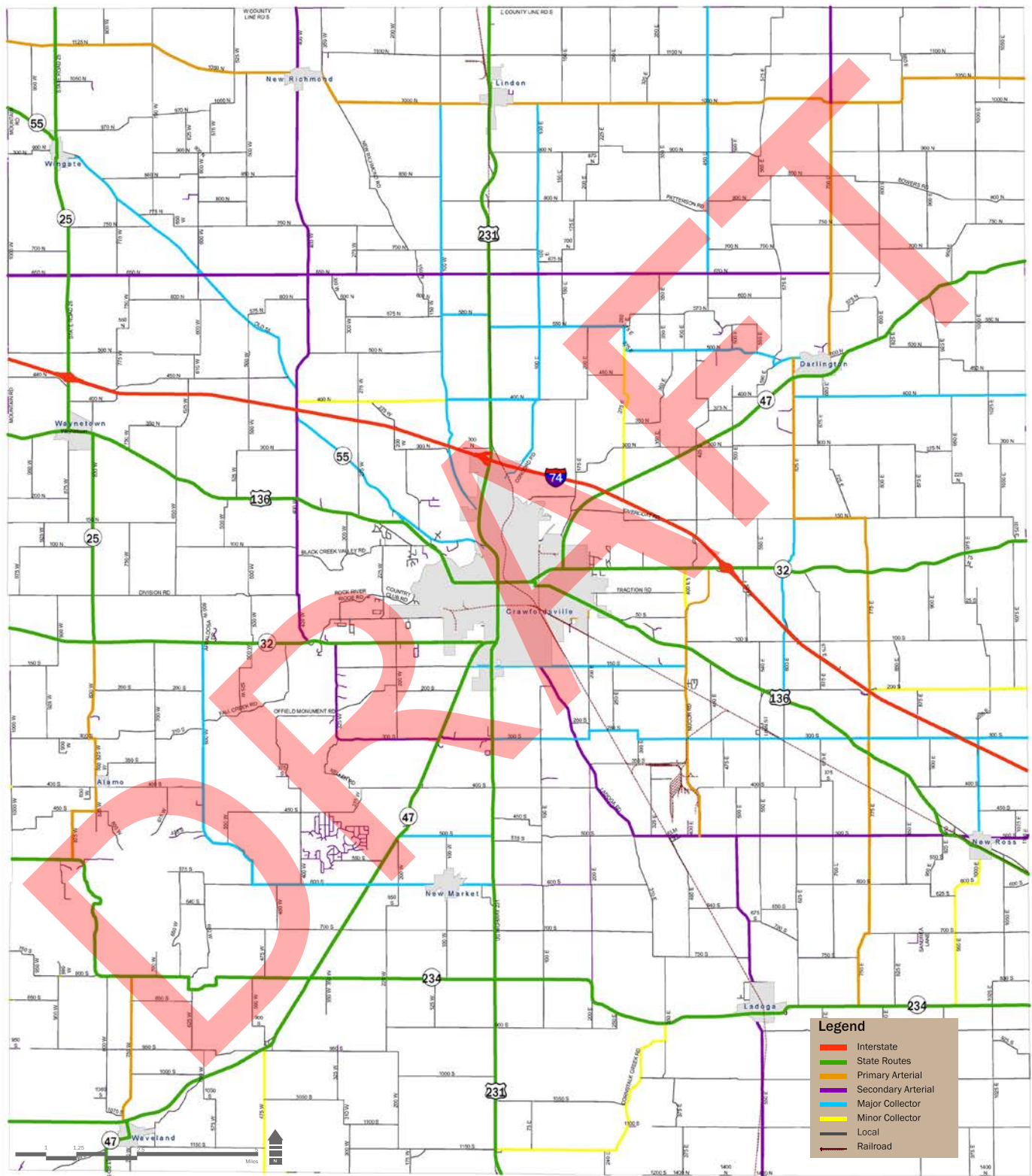
Local Roads make up the largest percentage of roadways in most networks. Their primary function is to provide access to land. Trips are short, lower speeds prevail, and cut-through traffic may be discouraged. All remaining roads that are not arterials or collectors are considered local roads. Local roads are not part of the road systems that are eligible for federal funding, in most cases.

Future Thoroughfare Plan Map

The Future Thoroughfare Plan Map lays out the envisioned roadway network for the county as shown in Exhibit L. One of the primary purposes of the Future Thoroughfare Plan Map is to provide expectations for right of-way requirements for the main thoroughfares through the county. All classified roadways in the Future Thoroughfare Plan Map will be required to provide a minimum right-of-way dedication and meet specific design standards depending on the classification.

This is the first Thoroughfare Plan map for the county. The exact alignment of classified roads should not be interpreted to follow the exact alignments as shown on the map. The alignments indicated are a conceptual identification of potential connection points. The exact location and alignment of roads will be determined by engineering analysis at the time improvement projects are proposed.

EXHIBIT L: FUTURE THOROUGHFARE PLAN MAP



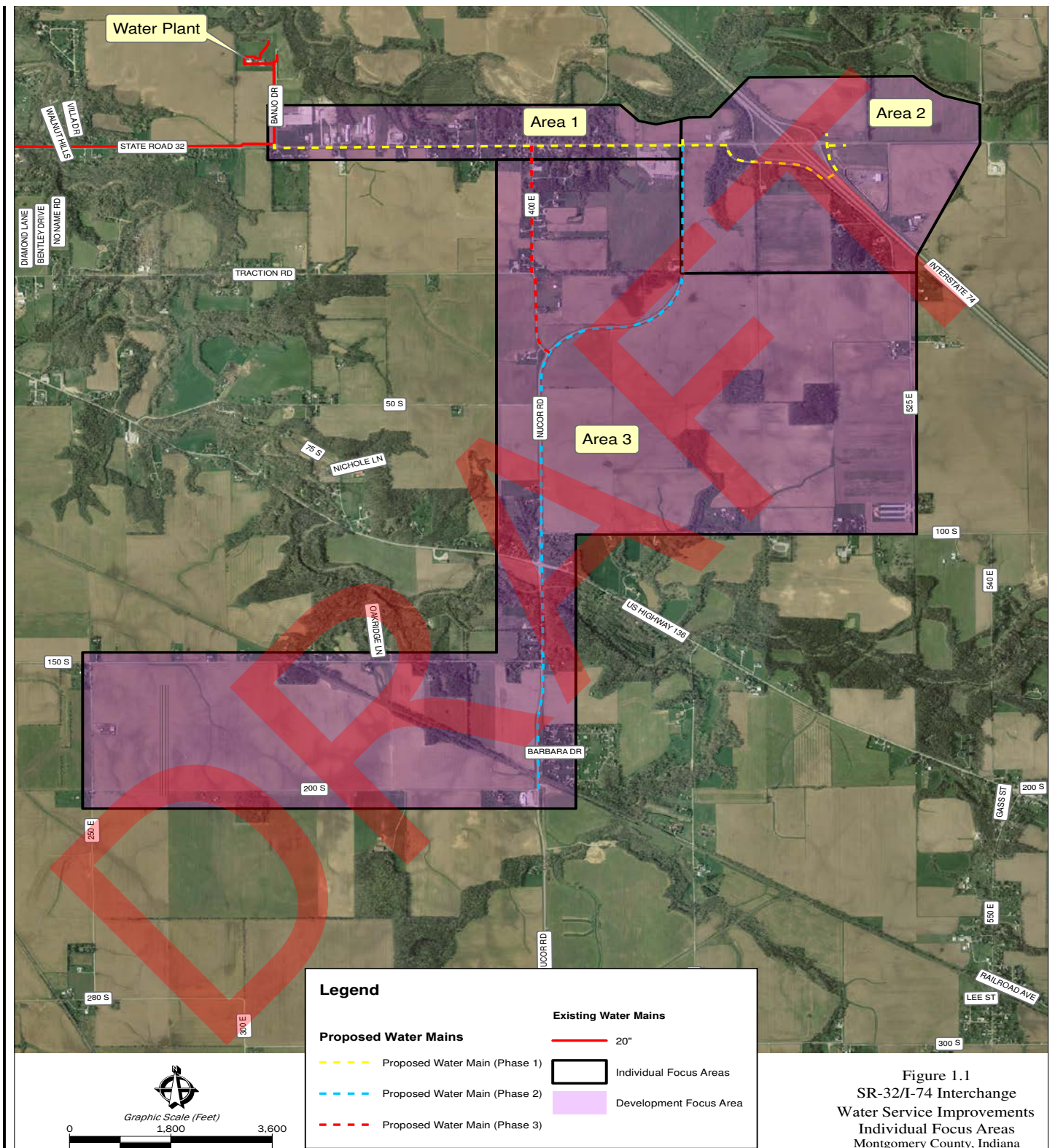
Utilities

Water Supply and Service

Currently, water service in the county is provided in and around the cities and towns by public and private water utilities. While this is sufficient to service much of developed areas in the county, there are areas that have been identified for future development that are not currently serviced by water facilities.

These areas include the area north of I-74 along SR 231, the area south of Crawfordsville along the SR 231 corridor, and along SR 32 and Nucor Road near I-74. The areas north and south of Crawfordsville will likely be serviced by the extension of Indiana American Water's current lines within Crawfordsville. Exhibits showing the current location of water lines in these areas around Crawfordsville can be found in the Appendix of this document. The area along SR 32 east of Crawfordsville and along Nucor Road are currently under design by the Montgomery County Redevelopment Commission. The sizing and routing of these lines are shown in Exhibit M.

EXHIBIT M: NUCOR WATER SUPPLY AND SERVICE MAP

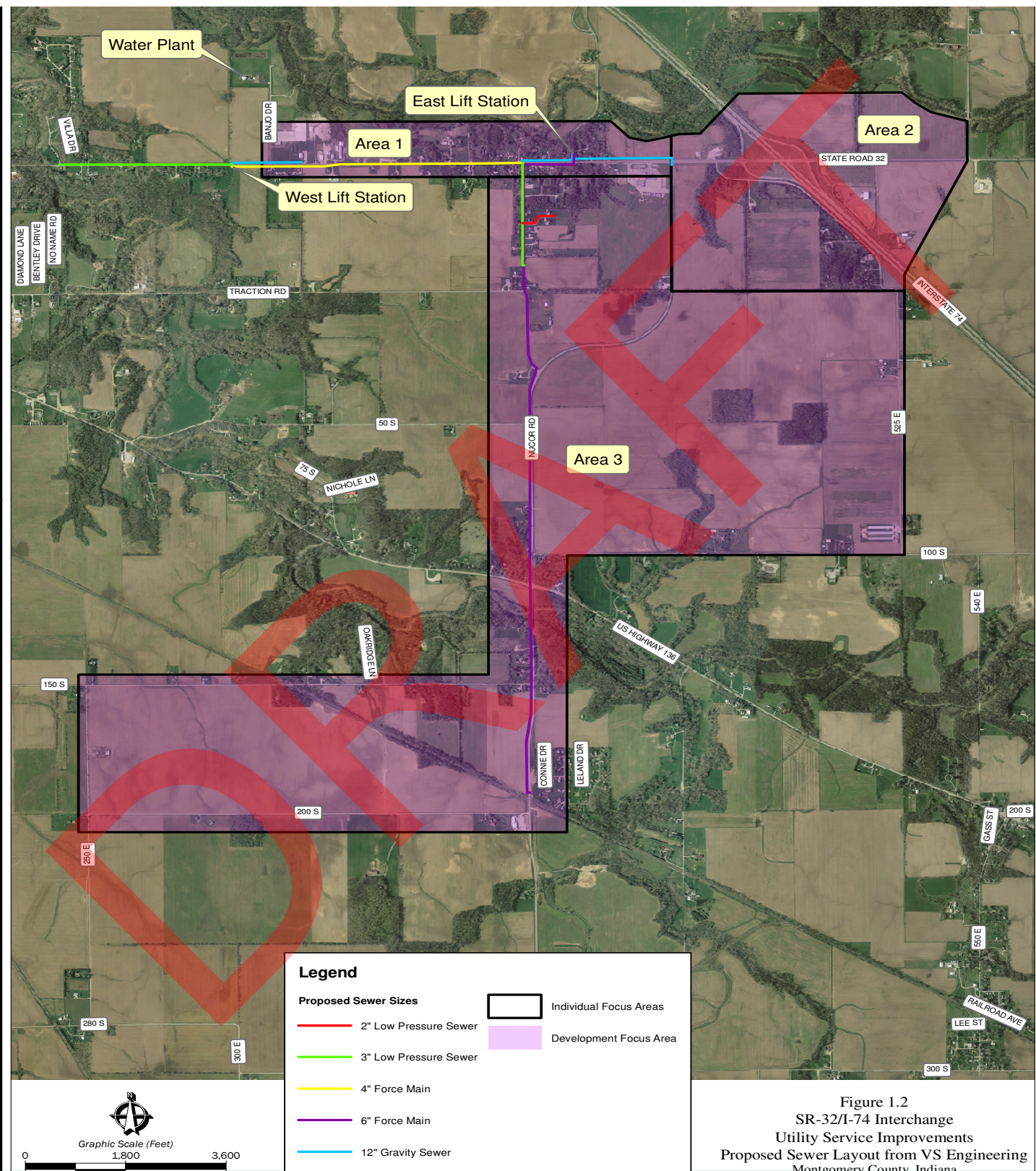


Sanitary Sewer Service

Like water service, sanitary sewer availability exists within and around the cities and towns of the county with limited service availability in the identified key development areas. In the areas north and south of Crawfordsville, it is anticipated that sanitary sewer service will be provided in the future by the City of Crawfordsville. The current location of Crawfordsville's sewer lines are identified in exhibits within the appendix of this document.

Unlike water service, however, Montgomery County already has limited sanitary sewer service along the Nucor Road area. This system currently only serves Nucor Steel and the businesses around their facility. The Montgomery County Redevelopment Commission, in collaboration with the Montgomery County Sewer Board, are in the process of expanding that service north to SR 32. This line would eventually be able to service both sides of the SR 32/I-74 Interchange. Exhibit N identified the proposed route and sizing of the expanded sewer service.

EXHIBIT N: NUCOR WATER SUPPLY AND SERVICE MAP



Broadband Services

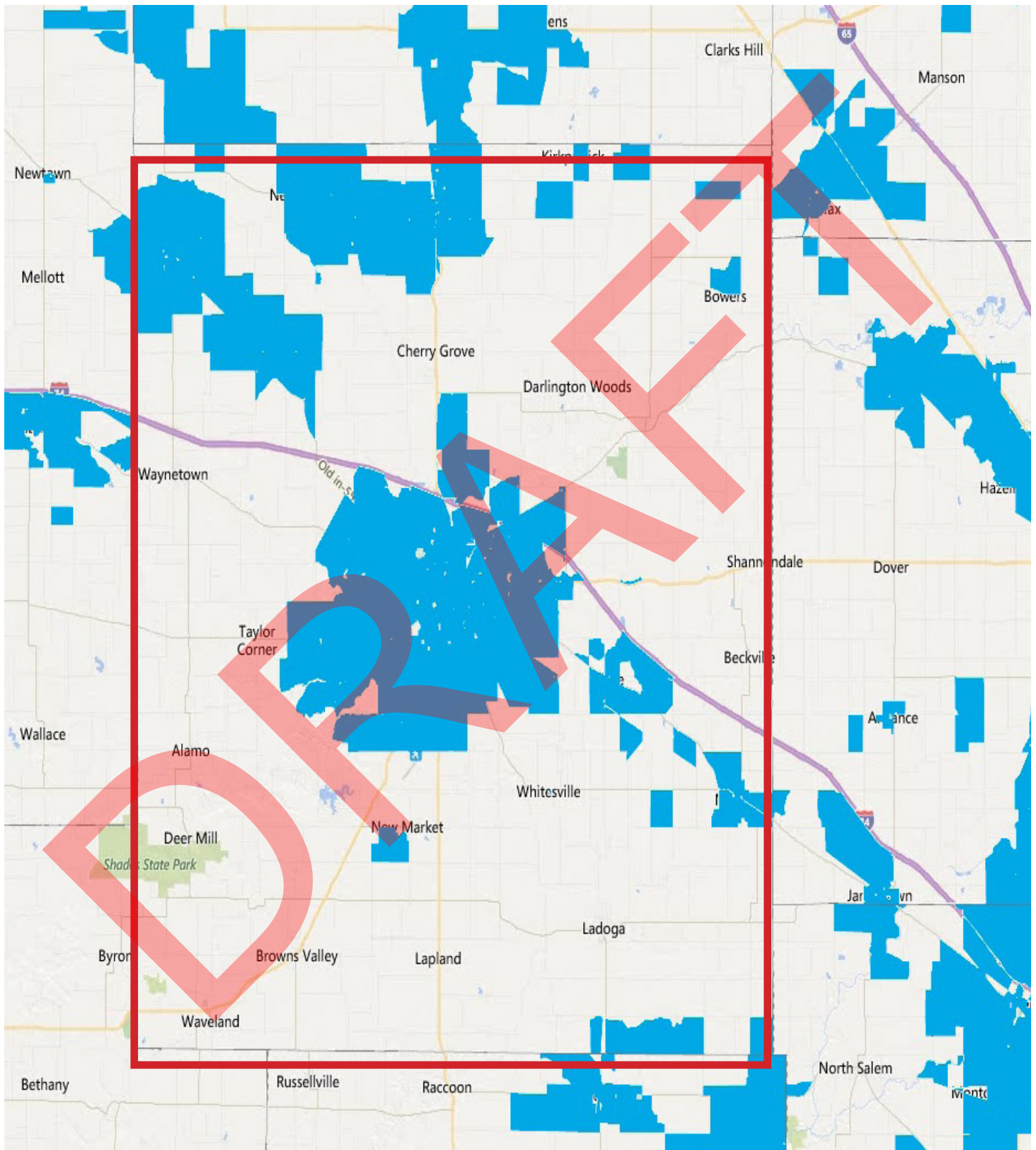
In today's business climate, access to high speed internet is as critical to business attraction efforts as the availability of sewer and water infrastructure. Crawfordsville has outstanding access to some of the fastest broadband services in the State of Indiana. Outside of Crawfordsville, however,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

It was 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 O: BROADBAND COVERAGE



TRANSPORTATION AND UTILITIES GOALS

1 Plan ahead for an efficient and effective roadway system.

Action 1

Complete the ongoing effort to create a countywide thoroughfare plan.

Action 2

Improve roads and infrastructure to areas to support future development areas.

Action 3

Ensure roadways can handle future traffic volumes and vehicle types based on intended and anticipated future uses.

Action 4

Continue with an annual maintenance program to provide the upkeep of the existing road network.

Action 5

Identify key east west corridors throughout the county and near Crawfordsville.

Action 6

Develop a 10-year capital improvement investment plan for the county to identify needed improvements and funding sources.

Action 7

Work with INDOT on key improvements to the SR 32 and SR 231 corridors.

2 Support the development of a more robust alternative transportation network throughout Montgomery County.

Action 1

Plan ahead to identify a future potential trail network that connects key destination assets within the county.

Action 2

Create designated and marked bike routes for areas within the county.

Action 3

Create additional public transportation alternatives within Montgomery County.

3 Coordinate with adjacent jurisdictions to identify opportunities for future transportation and expansion of utilities.

Action 1

Continue participation in ongoing regional planning and investment activities.

Action 2

Continuous cooperation and coordination between the City of Crawfordsville and Montgomery County is needed to achieve the overall development goals.

4

Provide utility infrastructure support and coordination of resources to support targeted growth.

Action 1

Identify and plan ahead for where utilities are located and where future expansion should be located.

Action 2

Make needed investments (upgrades, utility infrastructure, high speed internet, etc.) to areas where growth is being promoted.

Action 3

Provide utilities to areas to support both residential and non-residential growth.

Action 4

Create a local broadband task-force to develop a cohesive strategy to expand broadband services throughout the county.

Action 5

Work with private providers to create a strong broadband grid throughout the county.

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9

ACTION PLAN

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ACTION PLAN

The following pages introduce the Action Plan of future goals and strategies related to Montgomery County's Comprehensive Plan. Each goal represents a specific focus area for change or improvement. Strategies represent individual steps that will be completed to help achieve each goal. This section includes the information that was presented at the end of each chapter, but in this chapter targeted time frames for completion of each strategy are also included. It is important to remember that the goals and strategies shown in each section of this plan represent the culmination of many different ideas and opinions collected, discussed and vetted during the planning process. There will undoubtedly be additional important strategies as the plan is utilized and implemented over time.

1 COMMUNITY CHARACTER

GOAL 1: Make decisions based on the needs and desires expressed in the comprehensive plan.

	ACTION	TIMELINE
ACTION 1	Regularly review the comprehensive plan to ensure political leaders, key decision makers and residents understand the plan's key elements and are following the community's vision.	Ongoing
ACTION 2	Plan ahead for important future projects to ensure that future impacts and opportunities are thoroughly understood prior to beginning.	Ongoing
ACTION 3	Utilize our residents and businesses as a continual source of ideas and inspiration for our future needs.	Ongoing

GOAL 2: Promote the county's assets to the region and beyond.

ACTION 1	Develop a clear message around the community's vision and direction that defines the desired community identity/brand.	Short-term
ACTION 2	Market the community identity/brand to local, regional and national audiences to set the appropriate perception of Montgomery County.	Short-term

GOAL 3: Expand local quality of place assets to serve both existing and future residents of the county.

ACTION 1	Develop policies and programs to help expand local retail, dining and entertainment options for current and future generations.	Short-term
ACTION 2	Work to develop a sustainable and affordable public transportation system which may include both public and private service alternatives.	Mid-Term
ACTION 3	Include attracting licensed day care facilities as an important part of overall workforce and economic development strategies.	Short-term
ACTION 4	Work with local healthcare providers to expand services – including the possibility of future full-service hospital.	Long-term
ACTION 5	Consider supporting key festivals and celebrations in communities around the county.	Short-term

GOAL 4: Provide greater opportunities for educational collaboration within Montgomery County.

ACTION 1	Continue to work to enhance K-12 and higher education collaboration and programming with regard to STEM focus areas.	Ongoing
ACTION 2	Work with Ivy Tech and local K-12 CTE Programs to expand programming to enhance employment readiness for high school students.	Mid-term
ACTION 3	Work with local employers and higher education institutions to provide ongoing skills training and continuing education for currently employed and unemployed workers.	Mid-Term

GOAL 5: Work locally and regionally to take advantage of state and federal programming to combat the ongoing drug problems facing Montgomery County.

ACTION 1	Expand local recovery support services that are already in place through some local churches.	Mid-term
ACTION 2	Take advantage of funding and programming alternatives at the state and federal level.	Long-term
ACTION 3	Formalize a local task force of local community leaders, some of which are already involved in addressing this problem, to help coordinate and focus local efforts.	Short-term

GOAL 6: Support the future viability of smaller communities within the county by supporting local programming, asset management, development and redevelopment opportunities within the communities.

ACTION 1	Work with individual communities to update their community plans if they are out of date.	Mid-term
ACTION 2	Facilitate quarterly discussions with leaders from each incorporated community in the county to discuss needs and activities.	Ongoing
ACTION 3	Work with communities within the county to develop a countywide asset management and strategic investment plan.	Mid-term

GOAL 7: Enhance the key gateways into Montgomery County to create the desired first impression and help promote the overall county brand.

ACTION 1	Develop a set of preferred design criteria that establish the character and look for the main gateways to the county.	Long-term
ACTION 2	Work with local private sector and local not-for-profit partners to develop partnerships to assist in the implementation of gateway plans.	Long-term
ACTION 3	Include public art elements into the gateways as well as other key locations within the county.	Long-term

GOAL 8: Develop programs and strategies to reduce poverty in Montgomery County.

ACTION 1	Develop/promote program resources to assist local unemployed and under-employed individuals in receiving training and certifications to advance their skills and advance the overall community workforce.	Mid-term
ACTION 2	Develop a leadership team of local social service providers to help coordinate the direction of services to best help people develop the work and life skills necessary to break the local cycle of poverty.	Short-term

GOAL 9: Provide a newer and more diverse housing alternatives for existing and potential residents.

ACTION 1	Work with local and regional builders to build newer single-family detached homes in the county.	Short-term
ACTION 2	Encourage mixed density residential projects in areas closer to the City of Crawfordsville.	Short-term
ACTION 3	Provide comprehensive “aging in place” alternatives for retirees and seniors in the community.	Mid-Term
ACTION 4	Work with regional and state tourism officials, travel websites and travel bloggers to communicate tourism opportunities in Montgomery County.	Short-Term
ACTION 5	Encourage residents to be a “tourist in their own community” and develop local programming to support the effort	Short-Term

2 LAND USE

GOAL 1: Welcome and promote future development in appropriate areas of the county.

	ACTION	TIMELINE
ACTION 1	Balance development patterns and character with available transportation and utility resources.	Mid-term
ACTION 2	Encourage more rooftops, more recreational venues, more industrial growth and retail in areas which will benefit currently populated portions of the county.	Short-term
ACTION 3	Identify and promote areas where we want building to happen for all major land use types	Short-term
ACTION 4	Actively recruit private investment interest in key locations and, when necessary, seek public/private partnerships to facilitate desired developments.	Short-term

GOAL 2: Discourage the development of unwanted land uses in the county

ACTION 1	<ul style="list-style-type: none"> • Implement land use management practices to limit the development of the following uses in the county: • Industrial wind farms • Large confined animal feeding operations (CAFOs) • Landfills • Adult oriented businesses • Junk yard/salvage yard • Additional federally subsidized housing • Waste transfer stations • Heavy pollution industrial uses • Hazardous waste facilities 	
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GOAL 3: Encourage re-investment and improvement within exiting cities and towns.

ACTION 1	Promote active reuse of existing buildings.	Mid-term
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GOAL 4: Ensure future development decisions don't detract from our rural character and agricultural success.

ACTION 1	Identify and protect prime farm land.	Ongoing
ACTION 2	Make sure that all development decisions take into consideration the impacts to surrounding property owners.	Ongoing
ACTION 3	Create a regional watershed plan to ensure runoff and other potential development impacts don't cause problems with nearby farms.	Mid-term
ACTION 4	Ensure that transitional issues such as appropriate buffering and screening are considered where new development is proposed.	Ongoing

GOAL 5: Develop the appropriate tools necessary to implement the land use vision established as part of the Comprehensive Plan and ensure that these tools are respectful to both property rights as well as property value concerns.

ACTION 1	Develop an asset management plan to help guide future county investments.	Short-term
ACTION 2	Through an open public process, develop land use management policies and ordinances to implement the objectives of the Comprehensive Plan.	Short-term

GOAL 6: Actively support development opportunities to provide a diverse mix of newer, modern housing alternatives for Montgomery County.

ACTION 1	Initiate a countywide housing study to identify the market segments to target for future development opportunities.	Short-term
ACTION 2	Work with property owners to identify properties that are available and appropriate for residential development opportunities.	Short-term
ACTION 3	Engage local and regional developers to market residential development opportunities within the county and better understand constraints to development.	Short-term
ACTION 4	Develop a package of investments and incentives to help speed the delivery of new housing products to the county.	Short-term

3 ECONOMIC DEVELOPMENT

GOAL 1: Attract new residents and retain existing residents to support and grow the local workforce.

	ACTION	TIMELINE
ACTION 1	Identify/target specific areas for residential development.	Short-term
ACTION 2	Identify and promote compact residential development near the City of Crawfordsville.	Mid-term
ACTION 3	Encourage housing in and around existing communities.	Ongoing
ACTION 4	Ensure appropriate amenities are included with new development to support long-term success of the development.	Ongoing
ACTION 5	Develop a system for potential incentives and, when necessary, incentivize residential building and development to develop the desired residential product type and product mix within the county.	Short-term
ACTION 6	Make sure that necessary local land use management tools are in place for targeted residential areas to reduce the risk to residential developers and make the locations more attractive for development.	Short-term
ACTION 7	Continue to coordinate countywide economic development activities in collaboration with shared staff with the City of Crawfordsville.	Short-term

GOAL 2: Encourage diversity in business and industry throughout the county with new business attraction efforts

ACTION 1	Actively recruit and attract primary employment prospects to locate within the county in desired locations that support good wages and job growth.	Ongoing
ACTION 2	Seek opportunities to grow and expand agribusiness opportunities in the county.	Ongoing
ACTION 3	Continue to support the development of the Nucor Road corridor and the I-74/SR 32 interchange for industrial development.	Short-term
ACTION 4	Encourage the development of alternative energy production that does not include industrial scale wind facilities.	Short-term
ACTION 5	Evaluate the fiscal impacts of proposed development to assure alignment with local priorities and policies.	Ongoing

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

ACTION 1	Engage an annual existing industry visitation program to ensure personal contact with each major local employer on an ongoing basis to better understand their needs, concerns and future planning.	Ongoing
ACTION 2	Implement an annual business survey to assess business concerns and issues.	Short-term
ACTION 3	Implement a community wide "Shop Montgomery County" program to support local retailers.	Mid-term
ACTION 4	Activate an annual manufacturers round-table discussion in Montgomery County to discuss common issues and opportunities for the sector and to gather information on community business needs, address appropriate policy issues at the local level and advocate at the state level.	Short-term

GOAL 4: Create new programs to encourage the development of new small business startups in Montgomery County.

ACTION 1	Develop entrepreneurial programs to support small business development in Montgomery County.	Mid-term
ACTION 2	Develop a "Small Business Tool kit" of issues that businesses face, support programs that exist and resources/incentives that are available for them for startup and growth.	Mid-term
ACTION 3	Work with local banks to develop a low interest loan program to provide startup and working capital for small businesses.	Mid-term

GOAL 5: Leverage existing assets to support growth of Montgomery County's tourism activities.

ACTION 1	Assist the Montgomery County Visitors and Convention Bureau in maintaining their online inventory of tourism assets in Montgomery County and in promoting promote the list.	Short-term
ACTION 2	Develop targeted marketing efforts around the area's key natural resources and outdoor entertainment assets.	Short-term
ACTION 3	Develop and promote a countywide online event calendar identifying the community events throughout the county.	Short-term
ACTION 4	Develop a comprehensive education program for local hospitality providers of the best methods and practices to promote the community to visitors.	Mid-term
ACTION 5	Work with regional and state tourism officials, travel websites and travel bloggers to communicate tourism opportunities in Montgomery County.	Short-Term

4

NATURAL RESOURCES

GOAL 1: Provide a stronger connection to our natural environment.

	ACTION	TIMELINE
ACTION 1	Expand the network of waterway trails throughout the county.	Long-term
ACTION 2	Develop additional public access sites to natural areas, especially Sugar Creek.	Mid-term
ACTION 3	Develop a creek trail along Sugar Creek.	Mid-term

GOAL 2: Protect and enhance local water-based resources, such as surface water, ground water, and wetlands.

ACTION 1	Establish watershed best management practices for future development.	Mid-term
ACTION 2	Establish buffers around significant hydrological features and establish protective regulations.	Mid-term
ACTION 3	Develop written best management practices to protect all significant water features.	Mid-term

GOAL 3: Protect and enhance the County's land-based natural resources, such as floodplains, wooded areas, riparian areas, and soils.

ACTION 1	Develop local policies to encourage development in specific areas that do not impact areas where the highest and best use of the property is agriculture.	Short-term
ACTION 2	Preserve important woodlands, wetlands, and agricultural resources for future generations.	Ongoing

5

TRANSPORTATION & UTILITIES

GOAL 1: Plan ahead for an efficient and effective roadway system

ACTION 1	Complete the ongoing effort to create a countywide thoroughfare plan.	Short-term
ACTION 2	Improve roads and infrastructure to areas to support future development areas.	Ongoing
ACTION 3	Ensure roadways can handle future traffic volumes and vehicle types based on intended and anticipated future uses.	Ongoing

ACTION 4	Continue with an annual maintenance program to provide the upkeep of the existing road network.	Ongoing
ACTION 5	Identify key east west corridors throughout the county and near Crawfordsville.	Short-term
ACTION 6	Develop a 10-year capital improvement investment plan for the county to identify needed improvements and funding sources.	Short-term
ACTION 7	Work with INDOT on key improvements to the SR 32 and SR 231 corridors.	Long-term
GOAL 2: Support the development of a more robust alternative transportation network throughout Montgomery County.		
ACTION 1	Plan ahead to identify a future potential trail network that connects key destination assets within the county.	Short-term
ACTION 2	Create designated and marked bike routes for areas within the county.	Long-term
ACTION 3	Create additional public transportation alternatives within Montgomery County.	Mid-term
GOAL 3: Coordinate with adjacent jurisdictions to identify opportunities for future transportation and expansion of utilities.		
ACTION 1	Continue participation in ongoing regional planning and investment activities.	Ongoing
ACTION 2	Continuous cooperation and coordination between the City of Crawfordsville and Montgomery County is needed to achieve the overall development goals.	Ongoing
GOAL 4: Provide utility infrastructure support and coordination of resources to support targeted growth.		
ACTION 1	Identify and plan ahead for where utilities are located and where future expansion should be located.	Short-term
ACTION 2	Make needed investments (upgrades, utility infrastructure, high speed internet, etc.) to areas where growth is being promoted.	Ongoing
ACTION 3	Provide utilities to areas to support both residential and non-residential growth.	Ongoing
ACTION 4	Create a local broadband taskforce to develop a cohesive strategy to expand broadband services throughout the county.	Short-term
ACTION 5	Work with private providers to create a strong broadband grid throughout the county.	Short-term