2015 Comprehensive Plan
TOWN OF NORTH MANCHESTER INDIANA

A VISION FOR A LIFETIME COMMUNITY

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A LONG-TERM VISION FOR THE TOWN

1.1 | INTRODUCTION

TOWN VISION

North Manchester is a vibrant, creative community where everyone can live, learn, and prosper. But that's not all. *It's a community with a vision*.

As the demographics throughout rural Indiana dramatically shift in the coming years, with aging Baby Boomers and continuing Brain Drain, North Manchester is taking an innovative look towards the future. By partnering with our citizens, businesses and community organizations, we are fostering a forward-looking approach to how we define community development.

Supporting the growing interest in walkable downtowns by the rising Creative Class and the demand for dense urban villages by many older adults , North Manchester's approach is based in a "quality of life" strategy aimed to create a **Lifelong Community** that works to serve people of all ages and abilities.

We already have a head start. In 2015 North Manchester was voted "The Best Town to Retire in Indiana,"* largely due to our existing retirement communities, Manchester University, and cost of living. However, in combining our rich collection of cultural assets with our historic neighborhoods and downtown, this plan focuses on a more comprehensive approach to this idea – promoting three basic strategies:

1. *WORK-LIVE-PLAY CULTURE*: To foster and promote a vibrant and engaging quality of life for residents and visitors.

2. *AGING-IN-PLACE*: Provide a customizable support network to allow residents to age-in-place with dignity and relevance.

3. *LIFELONG LEARNING*: Ensure a culture of entrepreneurialism and innovation within the community that serves across the life span.

Within this **Lifelong Community** initiative, we are embracing the coming demographic shifts as a way to develop a resilient and sustainable visions for the future – *reacting to the needs of our current older residents in a way that simultaneously attracts and retains emerging professionals*.

This comprehensive plan is about inclusion. It is a vision for a community that takes ownership in its own future and pride in its citizens. This is an effort to create a community for a lifetime, a strategy that defines "quality of life" for people of all ages and abilities. This is our plan. This is our vision.

*Source: www.local.niche.com

1.1 | INTRODUCTION

5. MAIN STREET, LOOKING WEST, NORTH MANCHESTER, IND.
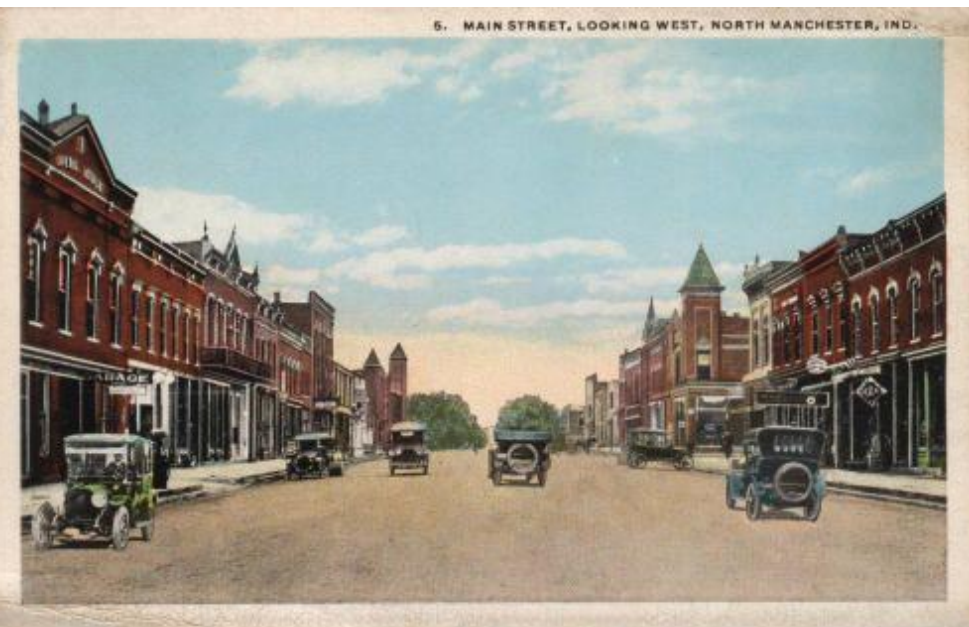
TOWN HISTORY*

The Miami Native Americans were the first known residents in the Manchester area. Then, in 1750 the Potawatomi tribe immigrated southward to the Kenapocomoco (Eel) River. Pierish, the Potawatomi chief built his village just north of where the current Manchester College football field exists. Thereafter, in 1834, Richard Helvey settled at the site where the Native American village had been; in 1841, he built a log tavern on Walnut and Main Street. Peter Ogan arrived in North Manchester in 1834 and built the town's first home, a dual log cabin near 125 East Main Street.

The Harter family first appeared in North Manchester with the arrival of Joseph Harter in the fall of 1836. His son, Eli, built the second home in the town on North Walnut Street. Thereafter settling, Eli and his wife had their first child, Phoebe Harter, on October 27, 1836; she was the first Caucasian child born in town. Peter Ogan, acting as the town's proprietor filed for recording the "Original Plat of Manchester" on February 13, 1837. This Plat stretched from Elm to Wayne Street and from the Eel River to Fourth Street. This marks the official beginning of the town's recorded history.

Merchandise and Businesses
The first economic development in North Manchester was marked by the sales of "a general stock of goods" stored in Peter Ogan's double log cabin. This merchandise was hauled in from Lagro by the Barlow Brothers (J.B. Harter, 1914). The first merchandise store in Manchester was built by Asa Beauchamp in 1838; It was a two story hewed log building at the northeast corner of Walnut and Main Streets. Store goods were purchased from Richmond, Indiana and hauled in by teams of horses. Subsequently, Beauchamp sold the building to Maurice Place in 1841. Place relocated the building and promptly opened a subscription school. Later that year, Beauchamp tired of ownership of the now-empty lot and sold the property to Richard Helvey. Helvey erected a large L-shaped log tavern to be opened as a drugstore. John W. Williams was the druggist clerk at the Helvey tavern; he later opened the Williams drug store in 1872. Eventually, Thomas Purdy purchased the Helvey property in 1863 and he remodeled the tavern to be the "American House." In 1883, the building burned to the ground and was replaced by the current Ulrey Block on the corner in 1889.

Source: Written for the Historical Society, by The Center for History, www.nmanchester.org

MANCHESTER COLLEGE, NORTH MANCHESTER, IND.

TOWN HISTORY (cont.)*

The Name
The 1834 Plat of Manchester was renamed North Manchester in 1836 when William Willis was appointed by the government as the first postmaster. In 1874, North Manchester was incorporated and "officially" named North Manchester because the Chester Township School burned down and a public school was clearly needed and secondly, the North was added to the name because another "Manchester" already existed. The National Census taken in 1876 found the town's population to be approximately 1,600 citizens; the 2000 census shows the population to be 6,260.

Railroad Transportation
Initial railroad transport in North Manchester began in 1872. The two rail lines, the Big Four, running north-south, and the Pennsylvania, running northeast-southwest, created a flourishing town. Previously the Mile Trace Road, a 20-mile plank road that provided access to the Wabash and Erie Canals, was the main mode of transportation of goods for the town. This road caused the town's population to increase from 400 to approximately 1600.
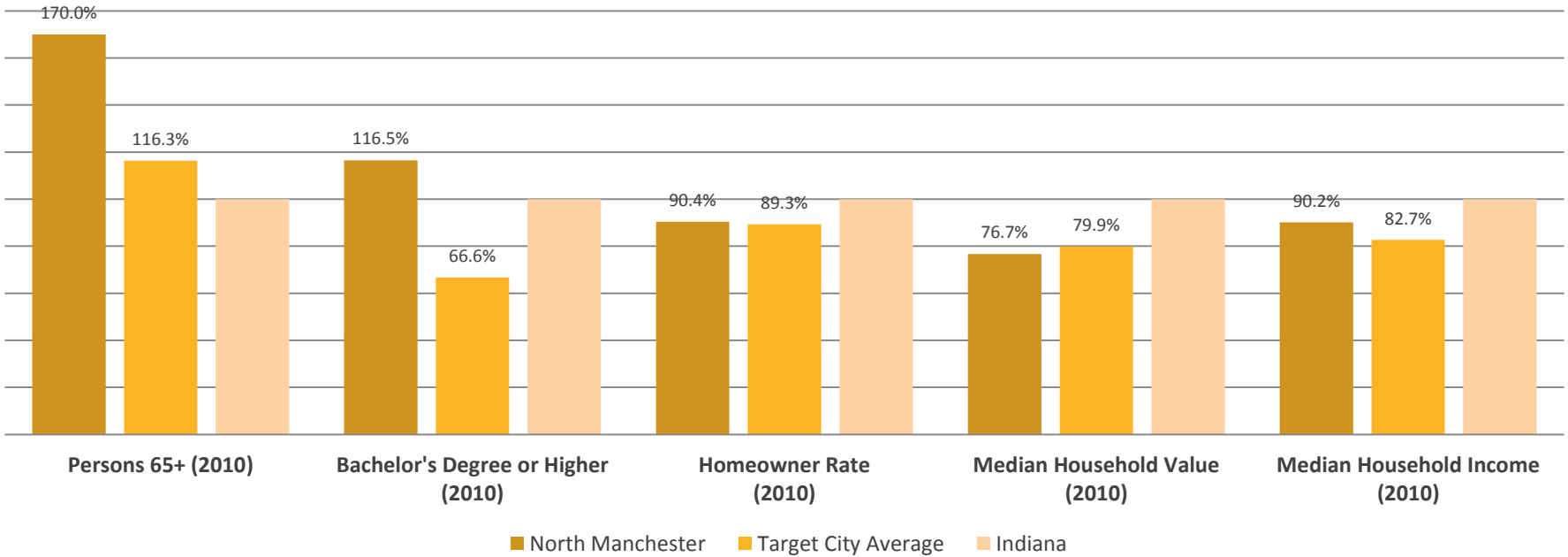
Manchester University
The Roanoke Classical Seminary, which was opened as a public school in 1862 by Frederick Reefy, was transferred ownership to the United Brethren Church in 1878 as a private school. The church appointed Reverend David Howe as Headmaster in 1884. David Howe, funded by the town of North Manchester, relocated the Roanoke Classical Seminary to North Manchester in 1889; he renamed the seminary and became the owner of North Manchester College. In 1895, Reverend Howe released his ownership and the town of North Manchester acquired ownership of North Manchester College. Previously, the Town had funded the college property in 1889. Members of the German Baptist Brethren Church (later called the Church of the Brethren) promptly negotiated with the town to "take charge" of the college. The transition was sponsored by the German Baptist Brethren Church, but funded by the town. The Church appointed a College Board of Trustees. Later that year, the Board changed the name to Manchester College. In 1901, the college's first president, Eugene Crouch was appointed when he offered to raise funds to combat the college debt; his conditions included the request that the Board of Trustees deed the College to the German Baptist Brethren Church. Ownership was conveyed on May 6, 1902.

*Source: Written for the Historical Society, by The Center for History, www.nmanchester.org

	Persons 65+ (2010)	Bachelor's Degree or Higher (2010)	Homeowner Rate (2010)	Median Household Value (2010)	Median Household Income (2010)
North Manchester	170.0%	116.5%	90.4%	76.7%	90.2%
Target City Average	116.3%	66.6%	89.3%	79.9%	82.7%

■ North Manchester   ■ Target City Average   ■ Indiana

POPULATION CHARACTERISTICS

This section outlines the key demographic information and projected trends for the Town. Through this analysis, unfolding trends and unique conditions are reveled regarding populations and households residing in the different districts. Demographic data comparisons between census tracts also provided insights into the often dramatic differences between the respective demographics between each neighborhood and area. Critical questions, such as the following, can be answered with this information.

- Who lives in what areas and what do these resident like?
- In what types of household types or residents live?
- What share of households rent or own their residences?
- Is the number of people within the community expected to increase or decrease over time and what other ways are populations and household dynamics expected to change in the near future?

COMPARATIVE CITY ANALYSIS

If you look at rural communities within the state of Indiana, one will find an extremely different economic condition then that of the state average. By segmenting the cities within the state with populations between 10,000-25,000, you find these "target cities" are faced with unique challenges. The Town of North Manchester should not only acknowledge these conditions, but strive to be an economic leader within this cohort.

These cities, in descending order, include (*indicates County seats): Crown Pointe, Franklin*, La Porte*, Logansport*, Seymour, New Castle*, Vincennes*, Shelbyville*, Huntington*, Greenfield*, Frankfort*, Crawfordsville*, Lebanon*, Connersville*, Beech Grove, Jasper*, New Haven, Lake Station, Bedford*, Warsaw*, Peru*, Auburn*, Madison*, Martinsville*, Washington*, Wabash*, Plymouth*, Greensburg*, Princeton*, Greencastle*, and Kendallville.
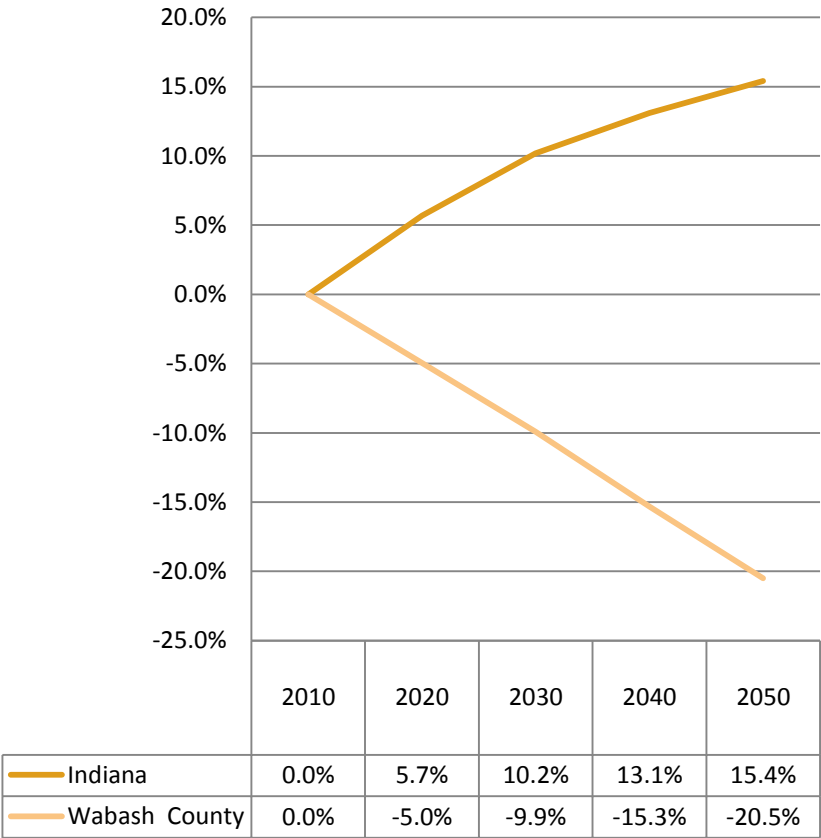
POPULATION CHARACTERISTICS

Between 2010-2050 Indiana's population is projected to grow by 15.4%. During that same time, the Wabash County's population is assumed to decrease by 20.5%. While there might not currently be a long-term future need for additional housing within the community, as the housing stock within the City evolves, it should be done in a way that can better support the needs of its shifting demographics.
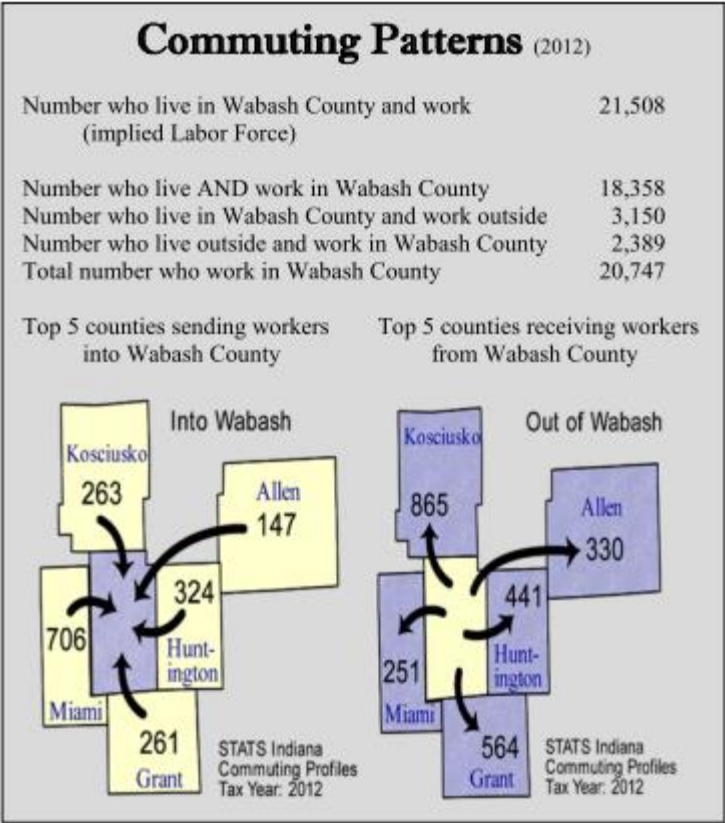
AGING POPULATIONS

Between 2010 and 2030 the number of individuals age 65 and older in the United States is expected to double. More meaningful to cities is the fact that currently less than 5 percent of age-qualified households reside in intentional senior-care communities (e.g., Continued Care Retirement Communities, Nursing Homes, Assisted Living Apartments), leaving the balance to age-in-place in America's cities and towns. With that, Baby Boomers are projected to make over 200 million residential moves between 2010 and 2020. With their preference for non-metro areas, rural and small town populations of 55-75 year olds are projected to grow from 8.6 million to 14.2 million. Additionally, a recent study demonstrated that 32 per cent of boomers indicated they plan to or are intrigued by retiring in an 'urban, walkable environment,' ideally regionally located near their existing home. More so, the study highlighted that while 60 percent expect to move and make a lifestyle adjustment while in their 60's, 86 percent wished to live in a diverse community among people across the age spectrum. These projections illustrate the changing identity of these communities, ones whose future will undoubtedly be impacted by their ability to successfully react to this aging citizenry.

CITY/COUNTY POPULATION CHANGE (2010-2050)

	2010	2020	2030	2040	2050
Indiana	0.0%	5.7%	10.2%	13.1%	15.4%
Wabash County	0.0%	-5.0%	-9.9%	-15.3%	-20.5%

Source: STATS Indiana

Commuting Patterns (2012)

Number who live in Wabash County and work (implied Labor Force)	21,508
Number who live AND work in Wabash County	18,358
Number who live in Wabash County and work outside	3,150
Number who live outside and work in Wabash County	2,389
Total number who work in Wabash County	20,747

Top 5 counties sending workers into Wabash County

Top 5 counties receiving workers from Wabash County

Into Wabash
Kosciusko 263
Allen 147
324
706
Hunt-ington
Miami 261
Grant
STATS Indiana Commuting Profiles Tax Year: 2012

Out of Wabash
Kosciusko 865
Allen 330
441
251
Hunt-ington
Miami 564
Grant
STATS Indiana Commuting Profiles Tax Year: 2012

Source: Economic Development Group of Wabash County, Inc. (www.edgwc.com)

WORK FORCE

According to the Economic Development Group of Wabash County, Inc., Wabash County is a leading business center in North Central Indiana. A highly skilled labor force consisting of industrial, technical, agricultural and managerial skill sets makes Wabash County a great place to locate your business. Major employers currently within the county include:

- Ford Meter Box Co Inc (Wabash)
- Parkview Wabash Hospital(Wabash)
- Peabody Retirement Community (North Manchester)
- Manchester University (North Manchester)
- Parkview Wabash County Hospital (Wabash)
- Paperworks Industries (Wabash)
- Walmart Supercenter (Wabash)
- Real Alloy (Wabash)
- Hf Group (North Manchester)
- Timbercrest Senior Living (North Manchester)

Wabash County is also home to three college campuses, IVY Tech State College, Huntington University (EXCEL distance learning program) and Manchester University, as well as Heartland Career Center and The LearnMore Center. Together, they provide pathways to lifelong learning and training while they help ensure the success of Wabash County businesses.

North Manchester Industry

Local manufacturers contribute to the economy by producing cast abrasive grinding wheels, forging axles that are used for the mobile home industry and for high tech recreational vehicles and other non-automotive wheels. The town is also home to the design and assembly of automotive headliners, appliance timers, design and craft specialty tooling equipment, automotive air conditioning parts, design and manufacture of electric transformers and coils, design of custom leather goods, and the pouring of gray and ductile iron products. Other North Manchester companies include the preparation and distribution of specialty animal feeds and feed ingredients, production of aluminum wheel rims for bicycles and wheelchairs, and a large book binding industry.

In 1997 the Town of North Manchester determined a need for additional industrial acreage that would serve the small entities that may not require the large plots available in the main 120 acre Industrial Complex located along the southwest corner of the Town limits served by State Road #13.

CURRENT STRUCTURE

Found to the east of the intersection between Indiana Highway 114 and 13, downtown North Manchester has a unique collection of cultural amenities and institutions for its size. Most notably are the presence of Manchester University, Peabody Retirement Community and Timbercrest Senior Living Community.

In addition to these assets, the downtown is adjacent to the Eel river with efficient access to local highways and railways.

1. TIMBERCREST SENIOR LIVING COMMUNITY
2. RUPPEL RECREATION COMPLEX
3. MANCHESTER JR-SR HIGH SCHOOL
4. STRAUSS + PEABODY AQUATIC AND FITNESS CENTER
5. MANCHESTER UNIVERSITY
6. FRANTZ PARK
7. RETAIL SHOPPING AREA
8. PEABODY RETIREMENT COMMUNITY
9. WARVEL PARK
10. HOLDERMAN PARK
11. TOWN LIFE CENTER
12. NORTH MANCHESTER PUBLIC LIBRARY
13. DOWNTOWN
14. INDUSTRIAL PARK
15. MANCHESTER ELEMENTARY SCHOOL
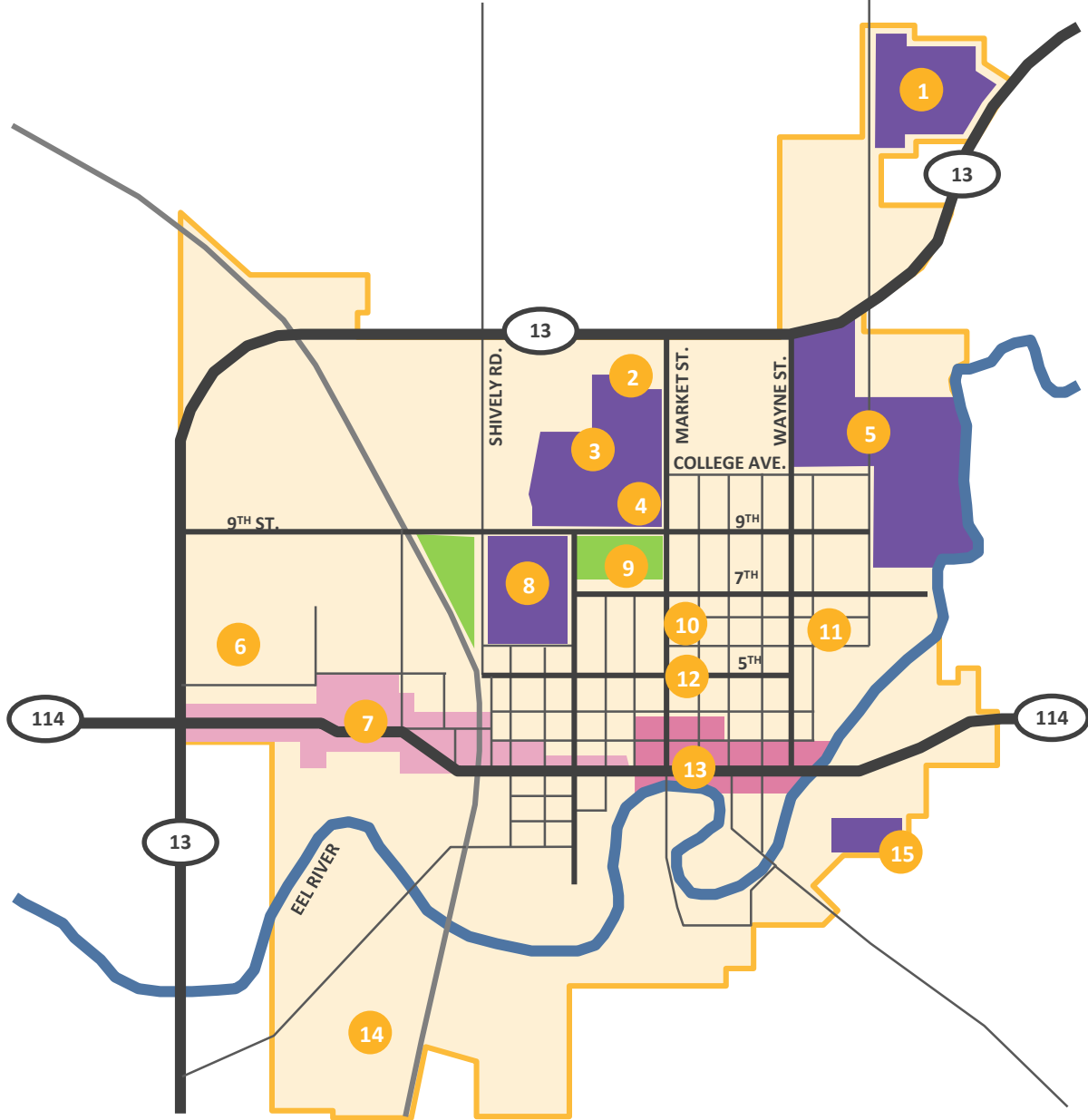
CURRENT ZONING

The Town has a current land-use zoning ordinance (see adjacent map). For more information regarding the Town's current zoning ordinances visit www.nmanchester.org.

Legend

- A - Agriculture
- RE - Residential Estate
- RSF - Residential Single Family
- RTF - Residential Two Family
- RMF-L - Residential Multi Family Low Density
- RMF-H - Residential Multi Family High Density
- RU - Residential Urban - Single Family
- P - Public-Institutional/Professional
- BL - Business Local
- BG - Business General
- CBD - Central Business District
- LI - Limited Industrial
- I - Industrial
- FP Flood Plain
- Town of North Manchester

Official Zoning Map
Town of North Manchester, IN
Adopted by Town Council April 4, 2007

0   1,000   2,000   4,000 Feet
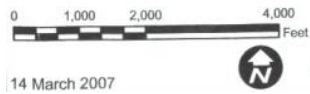
Edwards
AND Kelcey
Three Centennial Plaza
895 Central Avenue Suite 800
Cincinnati, Ohio 45202

14 March 2007
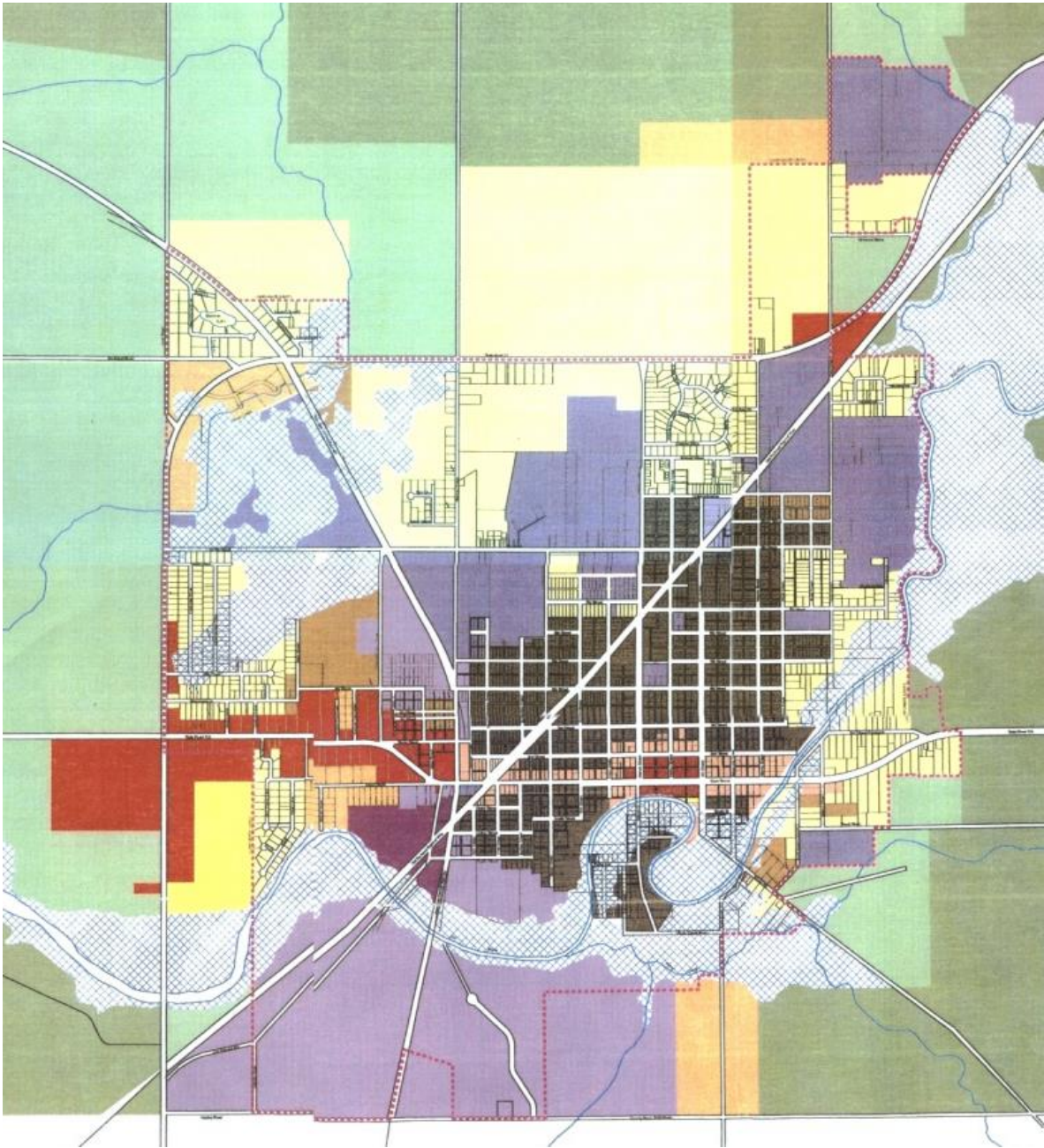
TRANSIT AND WAYFINDING

A multi-modal transit system is critical to the independence and engagement of citizens. Understanding how people move through the community highlights their ability to interact with the local economy and each other.

10-Minute Walkshed: A typical resident can walk ¾ mile in 10 minutes. This "walk-shed" begins to segment the various walkability of the area(s).

10-Minute Walkshed: A frailer resident (e.g., older adults, disabled, etc.) can normally travel 1,500 feet in 10 minutes. This narrowed "walk-shed" begins to further segment the various walkability of the area(s) and should be considered when considering neighborhood revitalization.

Public Transit: While current public transit services are offered, no repeatable or predictable line exists to provide residents flexibility and impromptu service.

Walkscore

Walk Score.com measures the walkability of any address using a patented system. For each address, Walk Score analyzes hundreds of walking routes to nearby amenities. Points are awarded based on the distance to amenities in each category. Amenities within a 5 minute walk (.25 miles) are given maximum points. A decay function is used to give points to more distant amenities, with no points given after a 30 minute walk. The scoring system is outlined as follows:

- *90-100: Walker's Paradise* (daily errands do not require a car)
- *70-89: Very Walkable* (most errands do not require a car)
- *50-69: Somewhat Walkable* (some errands do not require a car)
- *24-49: Car-Dependant* (most errands require a car)
- *0-24: Car-Dependant* (almost all errands require a car)

While the average walkscore for the 31 "target cities" is 60, North Manchester's downtown WalkScore is 65.
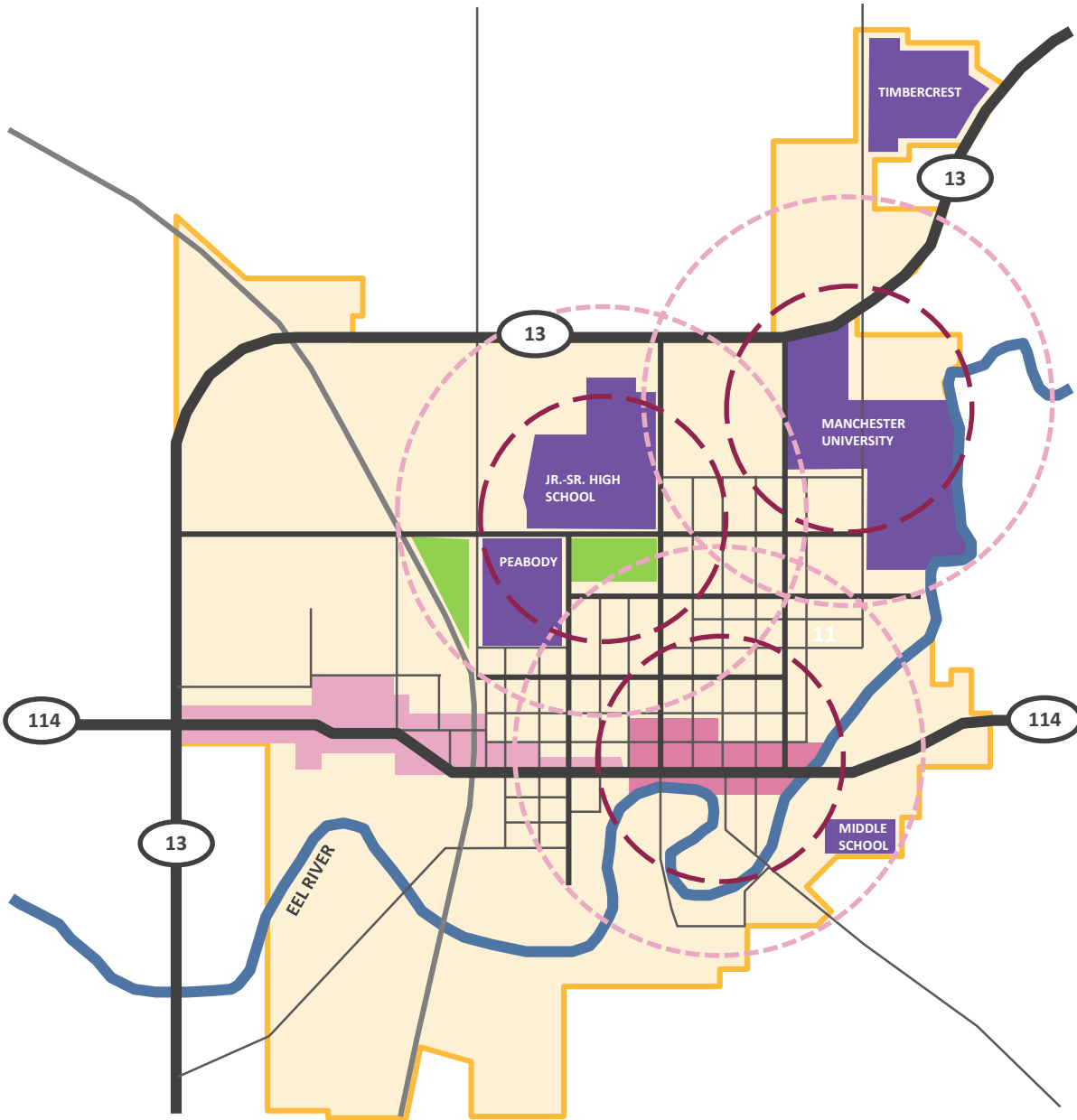
STRATEGIC PLANNING PROCESS*

In June 2014 Ball State University's Bowen Center for Public Affairs conducted a series of strategic planning workshops. This discussions followed the following process:

1. Formulating visions and mission statements to describe the desired future for the Town and its methods for achieving that future.
2. Analyzing the Town's environment and resources to identify strengths, weaknesses, opportunities, and threats.
3. Developing a set of 3 to 5 high-level strategic goals that capitalize on critical strengths and opportunities and mitigate critical weaknesses and threats to enable the Town to achieve its vision.
4. Developing departmental objectives and action plans to contribute to the Town's high-level strategic priorities.
5. Implementing the department plans and monitoring progress.

A large number of elected and appointed officials and local representatives of community stakeholder organizations participated in the formulation of the vision and mission statements, SWOT analysis, and development of strategic goals.

SWOT ANALYSIS SUMMARY*

- *Human resources* (current staffing levels, staff development, succession plans)
- *Infrastructure and Technology* (buildings, streets, pedestrian/bicycle, utilities, information technology, vehicles and equipment, communication technology, emergency communication)
- *Amenities* (recreational, cultural, educational, entertainment, community-wide events, not for profit culture)
- *Financial Resources* (current revenues, revenue capacity, revenue stability, debt capacity)
- *Processes* (Town Council processes, management and supervision, purchasing, staff recruiting, budgeting, planning, internal communication)
- *Political Environment* (elected officials, local communities, state/federal mandates)
- *Economic Environment* (local income levels, regional employment, local workforce skill level)
- *Social, Demographic, and Technological Environment* (population age, population growth, home ownership, home makeup, available healthcare
- *Natural Environment* (air quality, river water quality, noise pollution, light pollution)

STRATEGIC VISION AND MISSION*

As planned, participants in the project produced a vision statement, mission statement and list of high-level strategic goals. The project results were as follows:

- *Vision*
  North Manchester is a vibrant, creative community where everyone can live, learn, and prosper.

- *Mission Statement*
  Partnering with our citizens, businesses and community organizations, we:
    - Foster a forward-looking, people-friendly, creative community
    - Promote educational excellence for all
    - Develop opportunities for growth and prosperity.

STRATEGIC GOALS*

After reviewing the list of critical strength, weaknesses, opportunities, and threats, participants were each asked to develop a maximum of five suggested goals for discussion. These recommendations were sorted, classified and discussed at length. The group then refined and consolidated the discussion into a final list of four key specific goals:

- Improved housing stock and commercial buildings
- Improved amenities, including river, sidewalk, trail system, and others
- Effective marketing and branding strategy
- Thriving commercial corridor

These goals have been utilized as the framework in which the idea of "Communities for a Lifetime" has been explored within this comprehensive planning process. The following Comprehensive Plan is intended to be realized in multiple phases and iterations as resources and opportunities arise – serving as a roadmap for the community as they look toward the future.

*Source: North Manchester Strategic Plan, Bowen Center for Public Affairs, Ball State University, June 9, 2014

The 2015 Comprehensive Plan sets forth **six guiding principles** that support the vision and are the basis of the overall framework plans.

1

Promote business services and civic right-sizing.

As demographics shift in the coming years, businesses will need to better understand how they can diversify their services and incentivize their employees to meet the demands.

This plan outlines North Manchester's need to focus on a right-sizing approach to its urban core and a rebranding of how local-owned business can succeed.

2

Create a legacy as a "lifetime community" focused on citizen well-being.

Aging populations and the rise of the Creative Class has produced an increased demand for urban villages designed to attract empty nesters and millennials.

This plan focus the Town's efforts around a "Lifetime Community" initiative that leverages its current assets in the promotion of a vibrant community for all ages and abilities.

3

Strengthen infrastructure to meet future needs.

In serving residents with a wide range of age and physical ability, the community's infrastructure needs to prioritize pedestrian activity and engagement.

This plan proposed a holistic approach to multi-model transportation for a rural community, centered around the independence of its residents.

IN THE 21st CENTURY, NORTH MANCHESTER WILL BE:

A thriving rural community right-sized to shifting demographics.

A lifetime community designed for people of all ages and abilities.

A transit-friendly town focused on resident independence and choice.

The 2015 Comprehensive Plan sets forth **six guiding principles** that support the vision and are the basis of the overall framework plans.

4

Develop a diverse inventory of housing for people of all ages and abilities.

Diverse housing is the key to quality neighborhoods and the critical component to any livable community.

This plan partners a variety of residential maintenance initiatives with the development of a new 90+ acre subdivision, to create a series of neighborhoods with unique personalities.

5

Redevelop commercial corridor as walkable, mixed-use urban center focused on livability.

With the growing popularity of urban villages, North Manchester is positioned well to utilize their existing historic downtown (and adjacent river) as a key component to their Lifetime Community initiative.

This plan focuses on the redevelopment of a unified downtown and riverfront district as the central hub for commercial and social activity within the community.

6

Create "smart growth" strategies for local businesses.

In collaboration with institutional partners such and Manchester University, the community will explore "smart growth" strategies that can not only enhance the quality of life the community can offer, but encourage locally-owned business to pursue innovations around community health and well-being.

This plan aims to transform North Manchester into a regional leader in exploring how businesses can support people of all ages and abilities.

IN THE 21st CENTURY, NORTH MANCHESTER WILL BE:

A vibrant town with old and new neighborhoods.

An urban village focused on livability and engagement.

A leader in the region in promoting business innovation.

2

FRAMEWORK PLANS

HEALTHY COMMUNITIES

In 2008, the Robert Wood Johnson Foundation convened a commission of nonpartisan leaders to identify opportunities to improve the health of all Americans by creating environments that protect and actively promote health. Their report, *Beyond Health Care: New Directions to a Healthier America*, included 10 recommendations for improving the health of our communities, several of which focused specifically on the health of children.

Because of the large role that social and economic factors play in shaping the health of communities, the Commission issued a call for collaboration that emphasized the need for leaders from all sectors— not just health care and public health, but early child care, education, human services, housing, community development finance, and other areas of community development that influence health—to work together to implement those recommendations.

In 2013 the Robert Wood Johnson Foundation reconvened the Commission to Build a Healthier America, providing new information on collaborative action to improve the health of all communities across the United States. In doing so, it considered four basic questions:

- What collaborative activity is occurring between the health and community development sectors in the United States?

- What factors underlie successful cross-sector initiatives to improve community health?

- What obstacles prevent collaboration between health and community development organizations from occurring?

- What actions can help optimally support additional collaboration between health and community development organizations that work to improve community health?
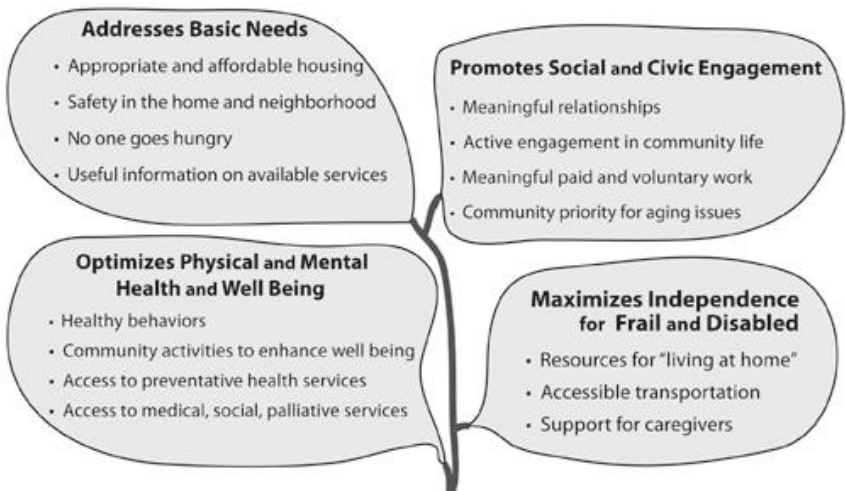
EFFECTIVE URBANISM

A livable community is one that has affordable and appropriate housing, supportive community features and services, and adequate mobility options, which together facilitate personal independence and the engagement of residents in civic and social life. The physical characteristics of a community often play a major role in facilitating our personal independence. A safe pedestrian environment, easy access to grocery stores and other shops, a mix of housing types, and nearby health centers and recreational facilities are all important elements that can positively affect our daily lives. However, poor community design can make it difficult for us to remain independent and involved in the community around us. For instance, a limited mix of housing types can be a challenge to aging within the same community; poorly maintained sidewalks can be a personal safety concern; and physical barriers, such as busy highways and high walls, can divide and isolate communities.

In accordance with the American Institute of Architects (AIA) *Principles for Livable Communities*, specific attention should be given to the following concepts:

1. *Design on a Human Scale*: Compact, pedestrian-friendly communities allow residents to walk to shops, services, cultural resources, and jobs and can reduce traffic congestion and benefit people's health.
2. *Provide Choices*: People want variety in housing, shopping, recreation, transportation, and employment. Variety creates lively neighborhoods and accommodates residents in different stages of their lives.
3. *Encourage Mixed-Use Development*: Integrating different land uses and varied building types creates vibrant, pedestrian-friendly, diverse communities.
4. *Preserve Urban Centers*: Restoring, revitalizing, and infilling urban centers take advantage of existing streets, services, and buildings and avoid the need for new infrastructure. This helps to curb sprawl and promote stability for city neighborhoods.
5. *Vary Transportation Options*: Giving people the option of walking, biking, and using public transit, in addition to driving, reduces traffic congestion, protects the environment, and encourages physical activity.
6. *Build Vibrant Public Spaces*: Citizens need welcoming, well-defined public places to stimulate face-to-face interaction, collectively celebrate and mourn, encourage civic participation, admire public art, and gather for public events.
7. *Create a Neighborhood Identity*: A "sense of place" gives neighborhoods a unique character, enhances the walking environment, and creates pride in the community.
8. *Protect Environmental Resources*: A well-designed balance of nature and development preserves natural systems, protects waterways from pollution, reduces air pollution, and protects property values.
9. *Conserve Landscapes*: Open space, farms, and wildlife habitat are essential for environmental, recreational, and cultural reasons.
10. *Design Matters*: Design excellence is the foundation of successful and healthy communities.

Addresses Basic Needs
- Appropriate and affordable housing
- Safety in the home and neighborhood
- No one goes hungry
- Useful information on available services

Promotes Social and Civic Engagement
- Meaningful relationships
- Active engagement in community life
- Meaningful paid and voluntary work
- Community priority for aging issues

Optimizes Physical and Mental Health and Well Being
- Healthy behaviors
- Community activities to enhance well being
- Access to preventative health services
- Access to medical, social, palliative services

Maximizes Independence for Frail and Disabled
- Resources for "living at home"
- Accessible transportation
- Support for caregivers

LIFETIME COMMUNITIES

Individual definitions of what constitutes a 'livable' or 'lifetime' community varies. AARP defines it as 'one that has affordable and appropriate housing, supportive community features and services, and adequate mobility options, which together facilitate personal independence and the engagement of residents in civic and social life'.

In specifically defining the priorities for elder-friendly communities, the Center for Home Care Policy & Research (2011) outlines four key domains that should be considered: (1) Addressing Basic Needs, (2) Promoting Social and Civic Engagement, (3) Optimizing Physical and Mental Health and Well Being, and (4) Maximize Independence for Frail and Disabled. Although several communities and organizations throughout the country address these issues individually, few have formally adopted a comprehensively strategy that embraces them collectively.

The sustainability of existing small towns is dependent on embracing these strategies to attract and accommodate the growing senior market. Inversely, the communities that fail to do so will continually suffer from a stagnated economic climate and disengaged senior population, especially when coupled with the persistent growth of brain drain within rural communities.

Coined as a 'Lifetime Community," this new planning model incentivizes development that promotes physical, social, mental, and economic wellbeing for persons of all abilities, across the entire lifespan. Through this planning typology, existing rural downtowns can be transformed into intergenerational neighborhoods that understand and systematically prioritize all facets of wellness , utilizing these elements not as healthcare strategies, but as planning principles.

As additional policy measures, "lifetime Community Districts" (LCD's) can be adopted by the Existing local land-use regulating authority as a basic overlay zoning district to allow certain types of development to occur within a defined geographic area. Overlay zoning may generally stipulate conditions under which specific functions or uses may be developed by right without further conditions, or they may be 'plan contingent' - requiring review and approval of the specific plan and adherence to such requirements once entitlements are provided. The zoning can be enacted in an area before a specific project is identified and can be an enormous asset in attracting the targeted kinds of projects desired by the community. Pattern books and other means of stipulating specific uses or building forms are encouraged to help proactively recruit the kinds of functions that would be most beneficial to the district (see following table).

2.2 | LIFETIME COMMUNITY

Component	Common Issues	District Considerations
Housing	• Lack of diverse housing options. • Rigid separation between residential, commercial, and recreational areas makes it difficult to reach daily necessities and community amenities. • Markets fail to provide affordable and accessible units for all incomes and abilities. • Homes lack design features to serve residents across the life span.	• Prioritize diversifying housing stock through new living models (e.g., multi-family, co-housing, accessory dwelling units, supportive housing, etc.). • Incentivize rehabilitation of owner-occupied homes to improve accessibility.
Transportation and Mobility	• The automobile is the main, and often, exclusive mode for transportation. • Other transportation options, such as public transit, are limited or nonexistent. • Road design separates neighborhoods and impeded mobility. • Walking is neither facilitated nor encouraged.	• Develop a multi-modal network and/or complete streets intuitive with access to daily goods and services (e.g., sidewalks, trails, transit). • Prioritize availability of daily goods and services within 10-minute walking distance (1/3 mile)
Land Use	• Expansion into less dense areas favored over existing urban areas. • Development is scattered and separated by function and design. • Open spaces are inaccessible and unconnected.	• Explore Form Based Code and/or a pattern book for the district to define development patterns and preferred urban form to encourage independence and accessibility.
Cooperation and Communication	• Cooperation among adjacent communities is limited. • Communication among agencies that could help advance livable community projects.	• Create supportive living network to allow local agencies and institutions to collaborate and define synergies.
Public Education and Community Input	• Planning takes place without sufficient knowledge about the community and its residents. • The public does not fully understand the aging boom on a community level.	• Provide transparent planning process to educate residents and agencies on shifting demographics. • Involve residents and local agencies in defining district guidelines and priorities.

LIFETIME COMMUNITIES (cont.)

For example, specific attention must be given to the accessibility of the defined area. Beyond the basic sensitivity to requirements outlined by the American Disability Act (ADA), issues of proximity and wayfinding must also be taken into account. Conventional urban planning defines 'walkable' environments by calculating a 10-minute walk shed at a distance of 0.5 miles (or 2,640). This is unrealistic when considering the physical ability of older adults. Research supports that individuals 65 and older with an average life expectancy would average approximately 0.3 miles (or 1,574 feet) in that same ten minutes. Therefore, when an effort to provide urban conditions that can provide everyday goods and services (e.g., milk, produce, post office) within walking distance, the LCD can not only consider the walkability of an able-bodied teenager, but the physical limitations of older adults.

While many organizations and services are provided within existing communities to assist people of all ages and abilities, the LCD should consider rethinking how the success of these services are measured. If the goal of each of these services was to empower local residents to be more active members of their surrounding community (e.g., shopping, working) aging populations can begin to serve as a critical mass for a vibrant and intergenerational neighborhood. The captive demand of marginalized populations in smaller cities and towns can serve as a catalyst for local economies and public life. This 'reciprocal revitalization' strategy is the fundamental goal of a LCD. (see following diagram)

PLACE ATTACHMENT

How we qualify communities surprisingly doesn't vary from city to city. While one might think these would differ between San Francisco, CA and Des Moines, IA, in fact they don't. In 2008, the Knight Foundation and Gallup teamed up to launch the Soul of the Community project, which examined citizen attachment in 26 communities across the country. They sought to tease out factors that impact why certain communities have residents who are enthusiastic about where they live and have a deep sense of pride, while others are fairly indifferent. Their research indicated that successful cities consistently prioritize communal attachment through three categories:

- *Social Offerings*: Places for people to meet each other and the feeling that people in the community care about each other.

- *Openness*: How welcoming the community is to different types of people, including families with young children, minorities, and talent.

- *Aesthetics*: The physical beauty of the community including the availability of parks and green spaces.

Despite traditional variables such as jobs, economics, and safety also being analyzed, these specific factors appear to always have more impact on one's attachment to place and community. More importantly, research indicated that the communities with the highest levels of attachment had the highest rates of gross domestic product (GDP) growth (Gallup 2008).

Furthermore, citizens that are engaged and give something back to their communities (be it time, money, or goodwill) have higher rates of personal wellbeing (Gallup 2011). Improving attachment positively impacts the well-being of the community and its residents. It's a reciprocal relationship that, in a time of growing interest in community health and wellness strategies, offers towns another marketable economic differentiator.

Therefore, while the measurement of social offerings, openness, and aesthetics can be made, there must also be specific consideration to the individual perception of these elements, especially through the lens of marginalized populations such as older adults and the developmentally disabled. This distinction is critical for the future economic growth of small towns.

HUMAN CAPITALIZATION

As illustrated in Richard Florida's book, *Who's Your City*, "despite all of the hype over globalization and the 'flat world,' place is actually more important to the global economy than ever before." As our understanding of the value of engaging and walkable neighborhoods increases, so does the market's appreciation for their functionality.

When studying the rate in which a community benefits from its citizens' success, sometimes referred to as "human capitalization", the key factors are often directly related to place (e.g. poverty, education, and culture). For example, in an inner-city neighborhood where young boys must cross gang lines to go to school, absenteeism skyrockets. The 'cap rate' for that neighborhood is ultimately zero because if you cannot acquire a high school diploma the likelihood of you obtaining meaningful employment is dramatically reduced. No matter the quality of the education being provided, the potential of the students is directly hindered by the limitations of the place itself.

Social capital, at its fundamental level, is what most differentiates safe and organized cities from unsafe and disorganized ones. Where neighborhoods prioritize a sense of place through their ability to maximize informal contact among neighborhoods, the streets are safer, citizens are healthier, and people are happier with their surroundings . This historically was the structural identity of many historic Midwestern cities.

Despite the instinct to pursue increased engagement with migrating emerging professionals, a workforce development strategy that can have an undeniable impact, there may be a stronger case for towns to pursue the captive demand within the isolated populations currently residing in their communities (e.g., teenagers, older adults).

Additionally, for the first time in modern America, the consumer behavior of multiple generations are aligning. Baby Boomers, Gen Xer's and Millennials are buying the same music, watching the same movies, and migrating to the same neighborhoods. More importantly, they are prioritizing communities in very similar ways, and no other region is better suited to capitalize on this growing demand for an authentic urban village experience than the small towns littered throughout the Midwest.

Diagrams

Axonometric Diagram   Section Siting

Plan Width and Siting
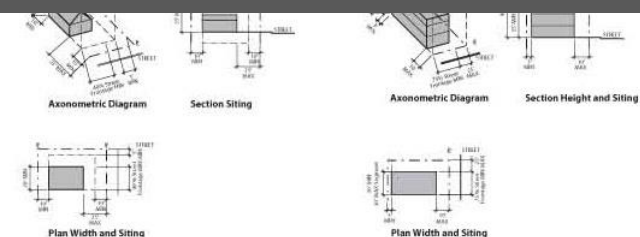
Description

A. Site Configuration

Front Setback: 10'-25'
Frontage: 40% minimum
Side Setback: 5' minimum
Lot Size: 15,000 sq ft maximum (avg existing)

B. Building Configuration

Building Width: 20' minimum
Building Height: 35' and 3 story maximum
Entrances: Individual entrances of housing units must be located on principal frontage road.

C. Parking

Location: Garages must be setback from the street 10' further than front building setback. Access is also permitted to garage from rear alley.
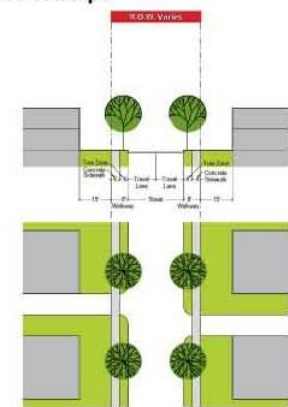
D. Notes

1. Balconies and porch projections are encouraged.
2. Buildings destroyed by natural causes or fire may be rebuilt on their existing footprint.
3. Gardens are allowed within property boundaries.

E. Incentives

1. To Be Determined

Streetscape

Character

The residential areas of the Old Sevier and Scottish Pike neighborhoods have the "feel of a small town". The residential areas identified in this plan should strive to preserve and reinforce

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Diagrams

Axonometric Diagram   Section Height and Siting

Plan Width and Siting

Description

A. Site Configuration

Front Setback: 10' maximum
Frontage: 75% minimum
Lot Size: 3 acre maximum

B. Building Configuration

Building Width: 20' - 30' segments
Building Height: 25' and 2 story minimum
40' and 3 story maximum
Entrances: Individual entrance of ground floor units must be located on principal frontage road.

C. Parking

Location: Garage or surface parking shall be located to the rear of the property. Parking shall be accessed from a rear alley or principle frontage road.
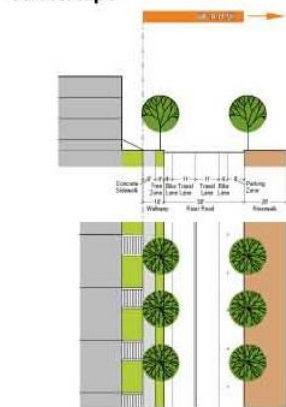
D. Notes

1. Parking is permitted below primary structure in order to raise first floor above flood plain.
2. Balconies, porches, bay windows, or other projections may be incorporated into building setback.
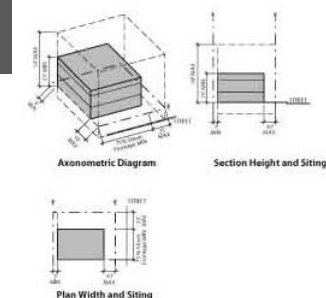3. Monolithic, unarticulated facades are prohibited.

E. Incentives

1. To Be Determined

Streetscape

Character

Residential development along River Road will create a new identity for the Knoxville South Waterfront. Buildings that front this street must be built to the River Road property line [10'

Diagrams

Axonometric Diagram   Section Height and Siting

Plan Width and Siting

Description

A. Site Configuration

Front Setback: 10' maximum
Frontage: 75% minimum
Lot Size: 3 acre maximum

B. Building Configuration

Building Height: 25' and 2 story minimum
50' and 4 story maximum
Entrances: Shared or individual entrances on Sevier Avenue.

C. Parking

Location: Structured or surface parking in rear.

D. Notes

1. Facades shall be built parallel to principle frontage road.
2. Excessively long facades shall be divided vertically to relate to the proportions of the historic building fabric.
3. On parcels that have a deep lot, additional structures may be located to the rear of the site.
4. Future light rail transit is envisioned for the existing freight rail line.

E. Incentives

1. To Be Determined

Streetscape
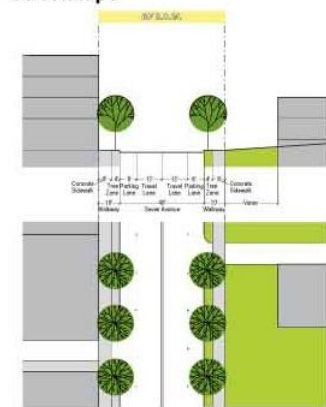
Character

Sevier Avenue is the historic commercial heart of the Old Sevier neighborhood. It has the potential to play this role in the future. Historically, buildings with a mix of uses were built up to the

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FORM-BASED CODES

Form-based codes address the relationship between building facades and the public realm, the form and mass of buildings in relation to one another, and the scale and types of streets and blocks. The regulations and standards in form-based codes are presented in both words and clearly drawn diagrams and other visuals. They are keyed to a regulating plan that designates the appropriate form and scale (and therefore, character) of development, rather than only distinctions in land-use types.

This approach contrasts with conventional zoning's focus on the micromanagement and segregation of land uses, and the control of development intensity through abstract and uncoordinated parameters (e.g., FAR, dwellings per acre, setbacks, parking ratios, traffic LOS), to the neglect of an integrated built form. Not to be confused with design guidelines or general statements of policy, form-based codes are regulatory, not advisory. They are drafted to implement a community plan. They try to achieve a community vision based on time-tested forms of urbanism. Ultimately, a form-based code is a tool; the quality of development outcomes depends on the quality and objectives of the community plan that a code implements. Five elements of form-based codes include:

1. *Regulating Plan*: A plan or map of the regulated area designating the locations where different building form standards apply.
2. *Public Standards*: Specifies elements in the public realm: sidewalk, travel lanes, on-street parking, street trees and furniture, etc.
3. *Building Standards*: Regulations controlling the features, configurations, and functions of buildings that define and shape the public realm.
4. *Administration*: A clearly defined and streamlined application and project review process.
5. *Definitions*: A glossary to ensure the precise use of technical terms.

Additional option elements can include:

6. *Architectural Standards*: Regulations controlling external architectural materials and quality.
7. *Landscape Standards*: Regulations controlling landscape design and plant materials on private property as they impact public spaces.
8. *Signage Standards*: Regulations controlling allowable signage sizes, materials, illumination, and placement.

LIFETIME COMMUNITY RECOMMENDATIONS

In an effort to pursue a Lifetime Community model, specific effort should be given to the following:

- *Healthy Community Coalition*: Create a Healthy Community Coalition consisting of local business and institutional leaders to explore how existing assets and services can be enhanced to better serve the Town as a modern healthy community. Tactics could include:

  - Conduct a *Livable Communities Evaluation*

  - Develop a Task Force to consider how existing institutions and services can play a more active role in economic development and planning within the community.

- *Multi-Modal Public Transit*: Consider a comprehensive transportation study outlining the various modes of transportation, including:

  - Predictably and access of transit services by residents,

  - Safety and ease of use of crosswalks,

  - Interaction between multiple modes of transit (e.g., cars, bikes, pedestrians)

- *Define and Implement a Lifetime Community District*: Determine the geographic limits of the Lifetime Community District and implement an Overlay Zoning District for its future development. This could be performed in collaboration with conversations surrounding new and/or expanded TIF districts within the community.

- *Public Art*: Create a "Public Art" initiative within the community to explore how are can be used as a wayfinding strategy within the Town.

INFRASTRUCTURE CONSIDERATIONS

Transportation and wayfinding is critical to the functionality of any intergenerational community. In an effort to provide everyone the ability to live independent and engaging lives, the town needs a diverse collection of affordable and predictable means of transportation. Specific attention should be given to the following:

- *Blueways and Greenways*: Offering a diverse systems of greenways (e.g., bike paths) and blueways (e.g., river use) is a successful way to incentivize physical activity within residents as well and strengthen their connection to the community. See the adjacent map for the current Community Trail Network for the Town of North Manchester – a 14 mile multi-purpose recreational route connecting the community's cultural amenities.

- *Public Transit*: Having frequent and reliable public transportation services is critical to citizen independence. The ability to use public transportation depends on being able to go where you want to go, therefore flexibility and choice are essential. While public transportation is often difficult in smaller rural communities, in many ways it is even more needed to serve the populations of many rural communities.

- *Pedestrian-Friendly Crosswalk*: The ability to cross the road safely is a common concern in many communities. Often these areas are unsafe, with crossing lights that change to quickly or intersection with no clear indication to motorists that pedestrians have the right-of-way.

- *Public Toilets*: Access to clean and convenient public restrooms is an important amenity active public realms and trail systems for many older adults.

- *Unique and Engaging Parks*: Studies have shown that residents access to park space increases our perception of quality of life. Having a variety of outdoor spaces with different functions, themes, or activities provided an additional level of engagement for the community and increases the use of the parks.

- *Wayfinding Signage*: With increased options in trails and pedestrian-friendly public space, there is an ever-growing need for quality wayfinding signage and markers. Clear and effective signage not only allows visitors and residents to maneuver through the community freely, it offers an opportunity to strengthen the brand of the town.

INFRASTRUCTURE RECOMMENDATIONS

When considering transportation – choice is essential. Everyone should be offered to the opportunity to come and go as they wish, connecting themselves independently with each asset and amenity the community has to offer. In doing so, this plan makes the following recommendations:

- *Enhanced Blueways and Greenways*: Planned community trail network should be fully implemented to encourage a diverse use (e.g., walking, jogging, biking) of both greenways (e.g., trails, bike paths) and blueways (e.g., kayaking).

- *Public Transit*: Working with local transit programs (e.g., Living Well in Wabash County CoA, Inc.) and neighboring institutions (e.g., University, retirement communities), consideration should be given to a predictable and municipal service for people of all ages and abilities (e.g., trolley). The route should consider connection between community institutions, adjacent neighborhoods, and everyday goods and services. Additional consideration should be given to formal transport stops for pedestrians.

- *Crosswalk Improvements*: Existing intersections should be enhanced to allow safe access by pedestrians of all ages and abilities. Traffic calming measures should be implemented where pedestrian traffic is encouraged.

- *Adequate Public Toilets*: Create a series of clean, conveniently located public restrooms. Access to these are an important amenity in the functionality of active trail systems for many older adults.

- *Create Unique and Engaging Parks*: Create a variety of outdoor park spaces that offer unique and differing experiences (e.g., passive vs. active). Consideration should be given to spaces designed for everyday use and those designed to host specific events and festivals.

- *Wayfinding Signage*: Develop a strategy to implement a robust and assistive wayfinding signage program that offer consistent and branded messaging for community amenities and functions. From cultural amenities and historical landmarks to street crossing and gateway markers, this signage should be consistent and intuitive. Specific attention should be given to font and aesthetics to ensure easily read by people of all ages.

2.3 | INFRASTRUCTURE ANALYSIS

COMMERCIAL CORRIDOR REDEVELOPMENT

While this comprehensive planning effort focuses strategically on key development areas (see Redevelopment Opportunities), specific attention should be given to explore the future development of the exiting commercial corridor along highway 114 directly west for the downtown. One recommendation moving forward is to create a commercial business group to serve as a task force aimed at exploring the future of this area. In partnership with local Town leadership and economic development professionals, key recommendations should be made to the improvements and goals for this specific area.

In accordance with the other strategies outlined within this plan, the redevelopment of the 114 corridor should prioritize the provision of the everyday goods and services needed to offer a functioning livable community.
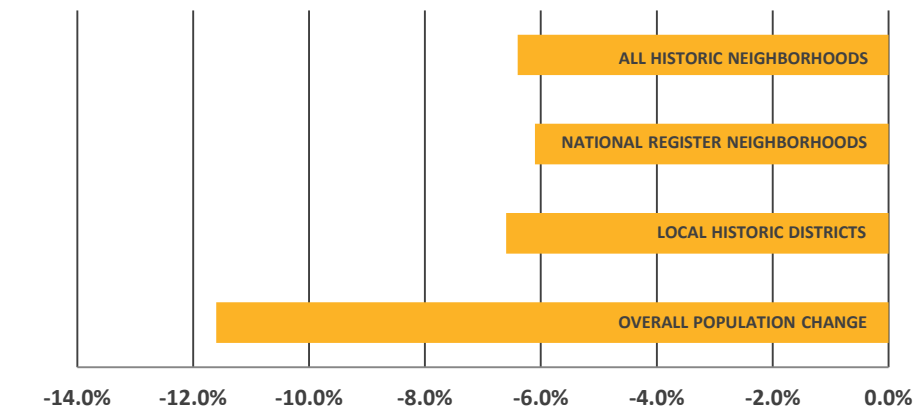
2.4 | NEIGHBORHOOD REDEVELOPMENT

NEIGHBORHOOD CONSIDERATIONS

Housing is essential to safety and well-being. There is a link between appropriate housing and access to community and social services in influencing the independence and quality of life of people of all ages and abilities. Specific attention should be given to the following:

- *Affordability*: Cost of housing is a major factor influencing where older adults and emerging professionals live. While it is important to have a diverse offering of housing types (see below), it is also extremely important to ensure an appropriate allocation of housing is affordable and in walking distance of everyday goods and services.

- *Accessibility and Modifications*: Homes can commonly offer barriers for their residents. Home layouts that impede mobility is a growing problem as populations age. In many communities, older housing stock is not equipped to serve as functioning homes for many older adults.

- *Maintenance*: Unable to maintain one's home is a major barrier for many. Whether from old age, disability, or long commutes, many residents do not have the time or ability to properly maintain their home, creating unsightly and often unsafe living conditions.

- *Access to Services*: While many wonderful services are available within the community, residents access to these services must always be considered. From pedestrian access to social services to social access (e.g., phone, internet) to support services, residents need to be aware of what support is offered within the community.

- *Diversity*: A range of housing options in the local area to accommodate changing needs and preferences is important to lifelong communities. While college students and retirees may disagree on what makes the perfect home, their interest in the community requires a diverse offering of housing types to accommodate a wide array of interests.

- *Social Interaction*: Neighborhoods are most successful when they foster social interaction. From block parties to front porches, there are a series of strategies that encourage social relationships.

POPULATION CHANGE (2000-2011)

Bar chart showing population change percentages:
- ALL HISTORIC NEIGHBORHOODS
- NATIONAL REGISTER NEIGHBORHOODS
- LOCAL HISTORIC DISTRICTS
- OVERALL POPULATION CHANGE

X-axis: -14.0%, -12.0%, -10.0%, -8.0%, -6.0%, -4.0%, -2.0%, 0.0%

Source: Donovan Rypkema, Population Change in Historic Neighborhoods, p9

Residential Property Management

HISTORIC NEIGHBORHOODS

While historic districts (similar to that in downtown New Castle) have a certain level of charm, the value they add to a sustainable community is much more objective. Historic districts consistently perform better then the whole of the cities they inhabit (see adjacent chart). From higher level of occupancy rates to more active and involved residents, these neighborhoods tend to attract and retain an appealing demographic– *those that are attached to their neighborhoods*.

One reason is because beyond having historic structures, they have a historic density – offering more compact and livable neighborhoods that are attractive to residents of all generations, occupations, and income levels. Historic neighborhoods should be the cornerstones of smaller, more resilient, more livable cities. As diverse, walkable, existing environments with unique character, historic neighborhoods and traditional neighborhood business districts can be sustainable at environmental, economic, and social levels. These qualities help retain existing populations and attract new residents and businesses.

COMMUNITY PERCEPTION

As small and medium-sized cities across the Midwest continue to battle population decline and shifting demographics, resident attraction (and retention) are becoming increasingly important to community sustainability. With that, they way in which communities are perceived must be understood with care.

Something as simple as maintaining decorative landscapes can have a dramatic impact on how visitors to a community will perceive residences, neighborhoods, schools, and the local economy. These perceptions should be understood and addressed.

From code enforcement regarding residential property maintenance to beautification projects, outsider perception and civic pride are critical in increasing community attachment.

2.4 | NEIGHBORHOOD REDEVELOPMENT

Drover Town Block Party, Huntington, IN, June 2, 2013

NeighborLink re-roof project (2009)

SOCIAL NETWORKS

Beyond the possibilities of built construction, social programming and networks can be established to encourage neighborhood vitality and well-being.

Block Clubs – A Way to Build Community

An emerging practice called "Block Clubs" has been proven in many communities to be an effective strategy for building community, block by block. When Block Clubs made up of one to ten residential blocks drive the planning, it results in more ownership, better engagement and buy in, and closer relationships as a consequence of the groups shared concern for one another and the immediate environment.

Discussion for the groups should center around the neighborhood's assets and any work that needs to occur to improve it. The groups will also identify residents who may qualify for the local programs and services within the LCD and community at large. As relationships in the group develop and grow, residents and continue to meet regularly to address these issues as a community and partner with local institutions (i.e., churches).

NeighborLink – A Virtual Volunteer Database

NeighborLink is a internet-based connection tool for volunteers that invites local residents and organizations to seek free assistance from their neighbors, and invites residents to join Volunteer project teams to provide free assistance.

The NeighborLink web page has three primary functions-Project Posting, Project Selection, and Volunteer Sign-Up. The Project Posting Site is where individuals can post a project with which you or someone you know needs help. Once a project has been posted to the site, the NeighborLink Fort Wayne Coaches will evaluate, construct (e.g., how many volunteers, and what tools and materials are needed, etc.) and select projects.

Once a project is selected, the Coach posts the project to the NeighborLink web page. Persons accessing the site can review the posted projects, and volunteer by signing up for a specific project, date and time, and if they so desire, may also donate tools or materials to the effort.

2.4 | NEIGHBORHOOD REDEVELOPMENT

NEIGHBORHOOD RECOMMENDATIONS

Neighborhoods are about people. They function as a place to interact and socialize. In considering strategies for the Town's neighborhoods to improve in the coming years, specific effort should be given to the following:

- *Affordability*: Define affordable housing types within the community and conduct a survey of what services are available to these residents. Once compiled, develop a strategy to strengthen the livability of these residents in partnership with existing service providers in the area.

- *Accessibility and Modifications*: Develop a Home Modification Program to identify funding and implementation of home modifications (e.g. Senior Housing Assistance Repair Program or "SHARP") to ensure homes are accessible and functional for their residents.

- *Maintenance*: Develop a neighbor-based volunteer network to allow residents and organizations to assist those in need regarding home maintenance and repairs. For more see www.nlfw.org.

- *Access to Services*: Create a task force to explore ways to consolidate and disseminate information regarding community services and support through one primary source. Define services that have physical limitations and implement this information into a comprehensive housing strategy.

- *Diversity*: Conduct a county-wide housing study to understand and identify current housing stock, defining surpluses and shortages within the community. In identifying these, specific attention can be given to understanding how unmet demand can be capitalized upon in the coming years.

- *Social Interaction*: Develop series of programs to incentivize resident pride in front porches. From "façade grant" programs to holiday decorating contests, these strategies aim to encourage social interaction and redefine the importance of these "semi-public" spaces. Additionally, consider the development of a "block club" pilot program to encourage citizen-lead social functions within each neighborhood.

3

DEVELOPMENT OPPORTUNITIES

3.1 OVERALL DEVELOPMENT PLAN

DEVELOPMENT PRIORITIES

As the Town moves more purposefully towards the framework of a "Lifetime Community," three large-scaled specific development opportunities present themselves. In no particular order, these opportunities are as follows:

A. **Suburban Residential Development:**
    With 90+ acres available at the northwest corner of town, the community has an opportunity to insert new and/or needed housing stock along 9th street.

B. **Market Street Redevelopment**
    Market Street serves as the primary north/south corridor within the community. With a series of town-owned land available for redevelopment, Market Street provides an opportunity to reestablish a vibrant linear neighborhood district connection two large institutions (Manchester University and Peabody Retirement Community) to the historic downtown area.

C. **Downtown + Riverfront District**
    As the historic downtown area looks to the future, there is an opportunity for it to reengage the river it once relied upon. By redeveloping the downtown and river as one unified district, the community can begin to develop a vision for how they will strive to be a community for a lifetime – a vibrant, modern community designed to engage people of all ages and abilities.

3.2 | SUBURBAN DEVELOPMENT

HWY 13

10-MINUTE WALK
(ACTIVE ADULT)

2

10-MINUTE WALK
(OLDER ADULT)

1

POTENTIAL
DEVELOPMENT AREA

N. MERIDIAN ST.

SHIVELY ROAD

W 9TH STREET

3

© 2015 Google

1. **CLEAR CREEK**
2. **MANCHESTER CHURCH OF BRETHREN**
3. **OAKLAWN CEMETERY**

PROPERTY SUMMARY

90+ acres of developable land is located on the northeast corner of west 9th Street and N. Meridian Street. Currently used as agricultural land, this area offers an opportunity to develop a new residential community for the town.

3.2 | SUBURBAN DEVELOPMENT

SUBURBAN DEVELOPMENT CONSIDERATIONS

The redevelopment of available land north of 9th Street offers a unique opportunity for the community to provide a neighborhood like none other within the region. In considering strategies for its redevelopment, specific consideration should be given to the following:

- *Sustainability*: With existing wetlands and waterways running through the site, the development of this land can prioritize a sustainable approach to residential development and further strengthen the community's dedication to health and well-being.

- *Neighborhood Identity*: Through the new development, a sense of "place" should offer a unique character for the new neighborhood, one that supports the Lifetime Community guidelines.

- *Demographic*: Providing a housing demand currently unmet within the community, specific attention should be given to what housing types, size, and price would attract new residents to the community.

- *Connection to Amenities and Services*: Citizens need welcoming, well-designed common space to encourage social interaction and physical activity. Access to surrounding amenities (e.g., Warvel Park, Peabody Retirement Community) should be a fundamental consideration in the development of the subdivision.

3.2 | SUBURBAN DEVELOPMENT

SUBURBAN DEVELOPMENT RECOMMENDATIONS

When considering future suburban development – *identity* is essential. Attracting a new demographic within the community will require a new and special product. From price point to commons space, this development should consider "quality of place" as its critical metric. In doing so, this plan makes the following recommendations:

- *Sustainability*: Conduct a formal analysis of the existing wetland located within the property and develop a series of design guidelines as to how it can be incorporated into the development.

- *Neighborhood Identity*: Develop a pattern book to outline design guidelines and strategies for the new neighborhood as a requirement for its development by private investors.

- *Demographic*: Conduct a county-wide housing analysis to define current housing stock and potential future needs in an effort to determine the most appropriate housing types to be include within the development.

- *Connection to Amenities and Services*: Provide enhance along 9th Street to create a clear and intentional connection to surrounding amenities (e.g., Warvel Park, Peabody Retirement Community).
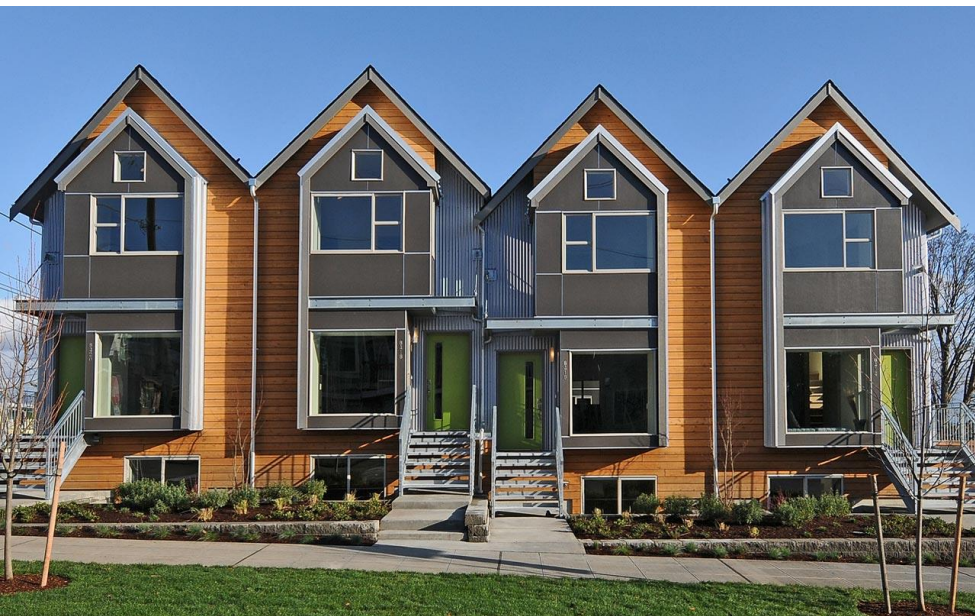
3.3 | MARKET STREET DEVELOPMENT

9TH STREET

10-MINUTE WALK RADIUS (OLDER ADULT)

7TH STREET

MARKET STREET

SYCAMORE STREET

5TH STREET

1. **PEABODY RETIREMENT COMMUNITY**
2. **FITNESS CENTER**
3. **WARVEL PARK**
4. **FAMILY HEALTH CARE CENTER**
5. **TOWN PARK AND MEMORIAL**
6. **VACANT COMMERCIAL BUILDING**
7. **NORTH MANCHESTER LIBRARY**

PROPERTY SUMMARY

The redevelopment of Market Street included the adjacent park and memorial space positioned between the High School and downtown areas.

3.3 | MARKET STREET DEVELOPMENT

MARKET STREET REDEVELOPMENT CONSIDERATIONS

The redevelopment of Market Street aims to prioritize pedestrians, serving as a unifying neighborhood connecting University and Retirement residents to the north with the downtown and river district to the south. In considering strategies for its redevelopment, specific consideration should be given to the following:

- *Housing*: Market Street provides an exciting opportunity to provide higher density housing then much of the surrounding community, offering an ability to offer unique housing types for students, emerging professionals and empty nesters.

- *Complete Street*: Complete Streets encourage transportation of ALL types through a unified and integrated street design. Incorporating cars, bikes, public transit, and pedestrians, these designs transform streets into multifunctioning transit corridors.

- *Pedestrian Access*: Currently Market Street is strongly vehicular-based, with traffic often moving along at undesirable and unsafe speeds. By enhancing crosswalks and embracing traffic-calming tactics, the pedestrian experience throughout the district would be greatly enhanced.

- *Wellness Park*: Parks are more than just green space. They function as an outlet for activities and events. With the proximity of the High School, University, and Fitness Center, Warvel Park presents the opportunity to be reconsidered as a "wellness park" – an outdoor space designed to encourage and foster community health and physical activity. Growing in popularity, these parks offer a unique offering of amenities and activities aimed to encourage an active and healthy lifestyle.

3.3 | MARKET STREET DEVELOPMENT

OVERALL MARKET STREET DEVELOPMENT PLAN

The primary goal of the Market Street redevelopment is to increase the connection between the downtown and the institutions to the north – *Manchester University, Peabody and Timbercrest Retirement Communities, and Manchester High School.*

Currently located along Market is a series of Town-owned properties and park space that provide an opportunity for development. In addition to this, Market Street itself is currently almost sixty foot in width, which could easily be transformed into a "complete street" with minimum infrastructure costs.

Within the district is an existing park – *Warvel Park.* While well maintained and used, as the Town pursues a strengthened brand around the Lifetime Community movement, the use of the park should be reconsidered. As the Town considers additional park space (See Downtown + River District Plan), the existing Warvel Park can take on a new brand.

Adjacent to the High School, University, Peabody Retirement Community and Fitness Facility, Warvel Park logically can embrace a "wellness" theme to its programming and functionality. From outdoor exercise equipment to events such as a regional Color Run, the park can serve as the center of active lifestyles and recreation for the community.

With a new amphitheater and monument sign at the northeast corner (as part of the 7th Street intersection improvements), the park can also host educational events and programming around health and wellness.

1. EXISTING FITNESS CENTER
2. IMPROVED PEDESTRIAN INTERSECTION
3. EXISTING WATER TOWER
4. OUTDOOR FITNESS PARK
5. NEW RUNNING/WALKING TRAIL SYSTEM
6. EXISTING SOCCER FIELDS
7. LINEAR EXERCISE PARK
8. EXISTING RESIDENTIAL
9. EXISTING PAVILIONS AND PARKING
10. CORNER AMPHITHEATER AND PARK SIGNAGE
11. NEW EARLY CHILDHOOD DEVELOPMENT CENTER
12. IMPROVED INTERSECTION WITH 4-WAY STOP
13. NEW MULTI-FAMILY RESIDENTIAL
14. REDESIGNED COMPLETE STREET
15. REPURPOSED COMMERCIAL BUILDING
16. HISTORIC LANDMARK
17. PUBLIC LIBRARY

★ PUBLIC ART

3.3 | MARKET STREET DEVELOPMENT

ENLARGED MARKET STREET DEVELOPMENT PLAN

Beyond the improvements to Warvel Park, the Market Street development focuses on opportunities for private sector development on either side of the corridor.

By leveraging existing park and memorial space along the east side of the street, a phased multi-family housing development can be realized transforming the street into a vibrant, linear intergenerational neighborhood. In doing so, the 7th Street intersection is to be redeveloped to prioritize pedestrians and slow vehicular traffic.

With its proximity to both the University and Retirement Community, housing could serve a variety of demographics – all looking to live in a walkable urban village.

As housing continues to be developed, in partnership with the redefined Warvel Park, this Market Village begins to serve as central focus of the North Manchester vision – an engaging and vibrant community for people of all ages and abilities.
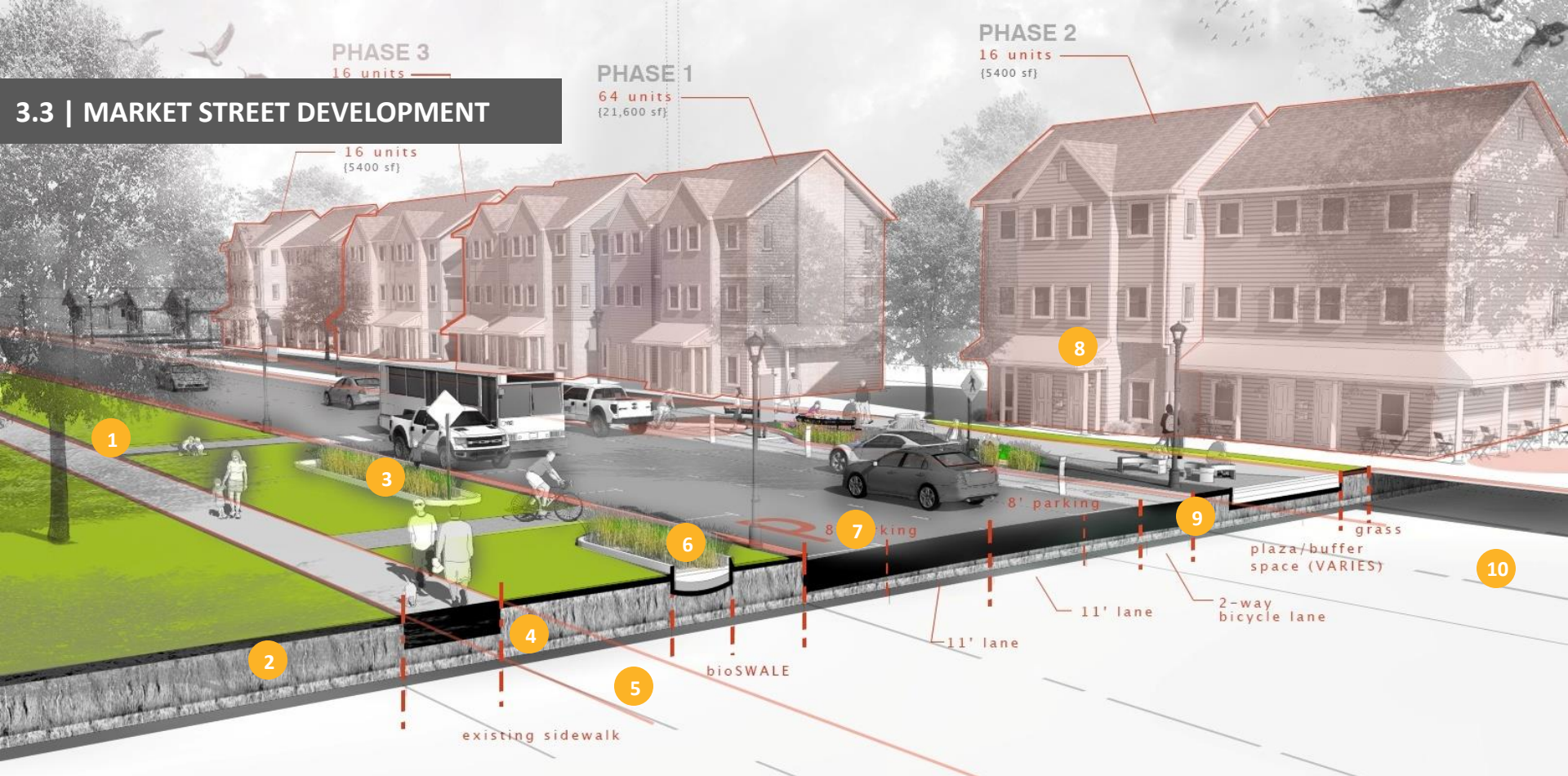

1.   EXISTING PAVILION PARKING
2.   NEW CORNER AMPHITHEATER AND PARK SIGNAGE
3.   NEW PUBLIC PARKING
4.   NEW EARLY CHILDHOOD DEVELOPMENT CENTER
5.   REDESIGNED INTERSECTION AND 4-WAY STOP
6.   NEW MULTI-FAMILY HOUSING
7.   LINEAR PARK/PORCHES
8.   REDESIGNED COMPLETE STREET

★ PUBLIC ART

WARVEL PARK

7TH STREET

MARKET STREET

PHASE 3
16 units

16 units
{5400 sf}

PHASE 1
64 units
{21,600 sf}

PHASE 2
16 units
{5400 sf}

3.3 | MARKET STREET DEVELOPMENT

1
2
3
4
5
6
7
8
9
10

8' parking
8' parking
grass
plaza/buffer
space (VARIES)
2-way
bicycle lane
11' lane
11' lane
bioSWALE
existing sidewalk

1. **SHADE TREES**
2. **SIDEWALKS WIDE ENOUGH TO ACCOMMODATE CROSS-TRAFFIC**
3. **PUBLIC TRANSIT**
4. **SAFE PATHS FOR BICYCLES**
5. **INTEGRATED STORMWATER MANAGEMENT**
6. **PEDESTRIAN "BUMP-OUTS" TO REDUCE CROSSWALK DISTANCES**
7. **ON-STREET PARKING**
8. **RESIDENTIAL UNITS OVERLOOKING PUBLIC SPACE**
9. **STREET LIGHTING**
10. **FREQUENT SEATING AREAS**

MARKET STREET HOUSING DEVELOPMENT
As illustrated above, housing along Market Street will add pedestrian activity and energy to the town's central area. With the creation of a "Complete Street" imitative throughout the length of Market Street, various users groups and transit modes will allow to a variety of change and engagement within the district.

Northside Livability Study, October 2011
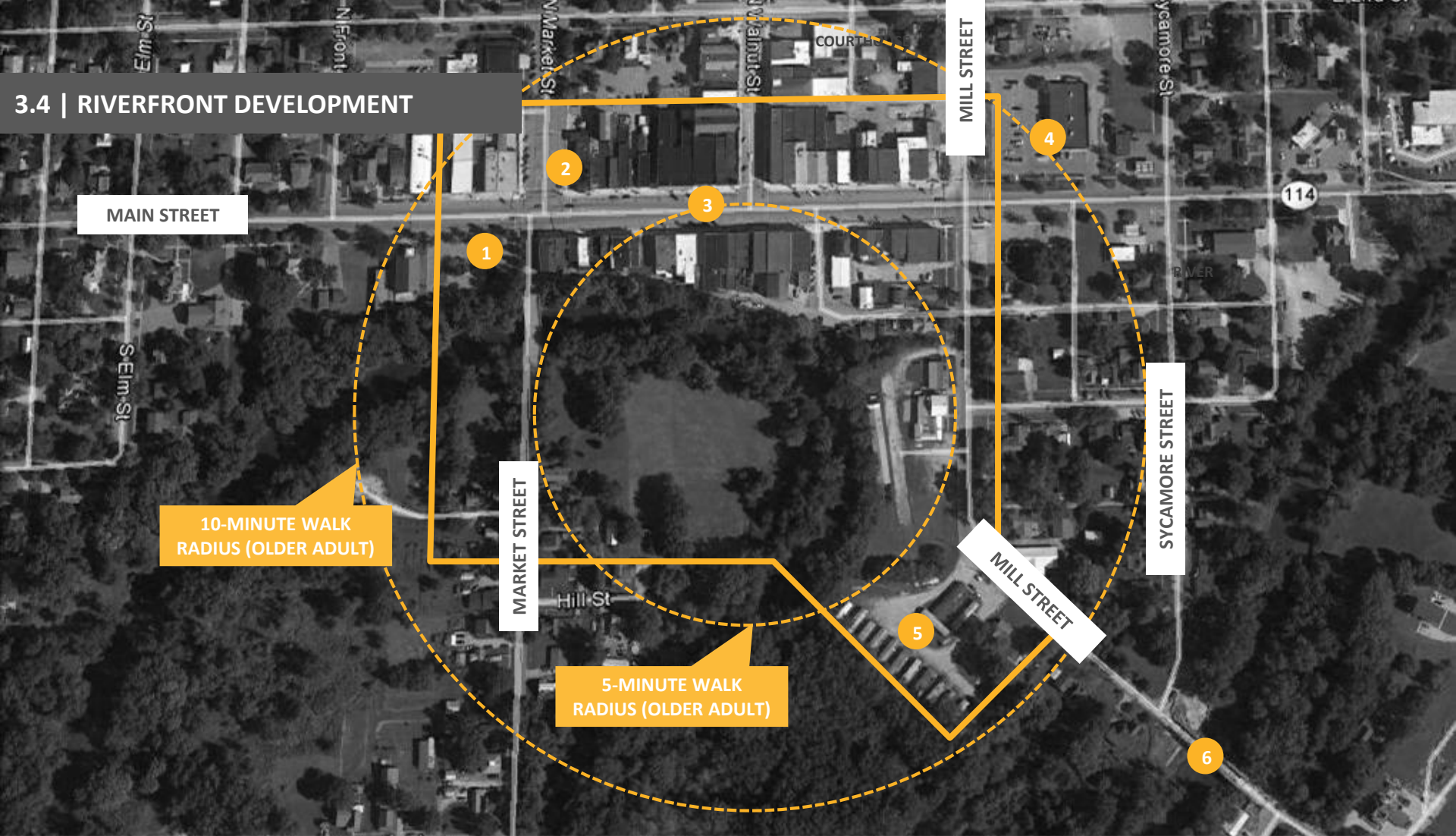
3.3 | MARKET STREET DEVELOPMENT

MARKET STREET REDEVELOPMENT RECOMMENDATIONS

When considering the Market Street redevelopment – *interaction* is essential. By inserting diverse housing options within the central heart of the community, residents will have tremendous access to neighboring services and amenities. In doing so, this plan makes the following recommendations:

- *Housing*: Acquire site control of identified land planned for future housing development and pursue private developer(s) for potential multi-family housing .

- *Complete Street*: Transform Market Street into functioning "complete street" including, bike lane, on-street parking, transit stop(s), pedestrian crossings, and vehicular traffic lanes.

- *Pedestrian Access*: Enhance pedestrian crossings as follows:
    - Provide clearly defined crosswalks and lighting at 5th and 9th Street intersections.
    - Provide redeveloped intersection with formal crosswalks, lighting, signalization, and four-way stop sign at 7th Street.

- *Wellness Park*: Redevelop and rebrand Warvel Park as a "wellness park" by implementing:
    - Jogging/Walking Trail System
    - Outdoor exercise equipment
    - Active Adult Playground (e.g., rock-climbing wall)
    - Public restrooms.
    - Amphitheater and signage

- *Historical Analysis*: Conduct formal analysis of existing monuments and cemetery within Holderman Park to confirm current condition. Recommendation to be given as to how future development should incorporate existing monuments.

3.4 | RIVERFRONT DEVELOPMENT

MAIN STREET

10-MINUTE WALK RADIUS (OLDER ADULT)

5-MINUTE WALK RADIUS (OLDER ADULT)

MARKET STREET

MILL STREET

SYCAMORE STREET

MILL STREET

Hill St

1. **ZION EVANGELICAL LUTHERAN CHURCH**
2. **MR. DAVE'S**
3. **HISTORIC MAIN STREET**
4. **CVS PHARMACY**
5. **VACANT MOBILE HOME PARK**
6. **COVERED BRIDGE**

PROPERTY SUMMARY

In unifying the historic main street with the adjacent river, the new River District emphasizes the community's heritage by creating a space for people of all ages and abilities to work, live, and play.

3.4 | RIVERFRONT DEVELOPMENT

DOWNTOWN + RIVERFRONT DISTRICT CONSIDERATIONS

In reconsidering how downtown North Manchester can engage the adjacent rover, specific interest should be given to how the two can function as one unified district. In doing so, specific consideration should be given to the following:

- *Main Street*: The historic Main Street is and will remain the focal point of the community. By embracing the intact collection of historic buildings as the commercial center of the community, Main Street should continue to function as a cultural hub for the town.

- *Pedestrian Access*: Main Street and the River Greenway are currently separated by 10-20 feet (depending on location). Allowing pedestrian access between the two will offer a unique experience and strengthen the connection between downtown and the river itself.

- *River Access*: Pedestrians are not the only ones who need access to the river. As interest in river-based recreational activities increases (e.g., kayak, paddle board), it is critical that there are a series of formal launch and pickup locations along the river.

- *Business Services*: As demographics continue to shift, local businesses should be encourage to evolve their offerings around the community's focus on health and well-being. From employee training to diversifying services, locally-owned business should be equipped to meet the market challenges of the decades to come.

- *Park and Event Space*: With a strengthened connection between downtown and the river, additional event space will be needed to house future events and festivals.

- *Management and Programming*: With the increased scope and size of the downtown area, consideration should be given to how the civic space is not only utilized, but managed and programmed.

3.4 | RIVERFRONT DEVELOPMENT

OVERALL RIVERFRONT DEVELOPMENT PLAN
The new vision for the River District embodies a modern lifetime community. By offering a new park space designed to host large events and festivals, the redevelopment leverages real estate within the flood plain to transform the downtown area.

With the growth of regional trails and river walkways, the plan includes a events pavilion along the water that can be enjoyed from the terraced lawn or the downtown park above. In connecting Main Street to the new park, an elliptical ramp provided an accessible route to each feature, terminating at a floating pier hovering over the river.

1. REVITALIZED ALLEY WAY
2. MAIN/MARKET STREET IMPROVEMENTS
3. THE "MARKET ON MARKET"
4. RIVER TRAIL WAY
5. SOUTH FACADE IMPROVEMENTS
6. REDEVELOPED PUBLIC PLAZA
7. EVENT PAVILION AND STAGE
8. FLOATING PLAZA ("PIER")
9. FUTURE COMMERCIAL BUILDINGS
10. FUTURE DEVELOPMENT SITE
11. NEW PUBLIC PARKING
12. TIRE SWING GROVE
13. EXISTING RESIDENTIAL PROPERTIES
14. NEW PEDESTRIAN BRIDGE
15. KAYAK LAUNCH
16. COMMUNITY PAVILION

RIVER DISTRICT

MAIN STREET

WALNUT ST.

EEL RIVER

MARKET STREET

MILL STREET

★ PUBLIC ART

3.4 | RIVERFRONT DEVELOPMENT

ENLARGED RIVERFRONT DEVELOPMENT PLAN

MARKET STREET

EEL RIVER

1. REDEVELOPED PUBLIC PLAZA
2. REDEVELOPED RIVERFRONT AND TRAIL
3. RENOVATED SOUTH FACADES
4. FUTURE COMMERCIAL BUILDINGS
5. WIDEN BRIDGE FOR PEDESTRIAN ACCESS
6. TERRACED PARK/LAWN
7. EVENT PAVILION AND STAGE
8. RIVER BOARDWALK
9. FLOATING PLAZA ("PIER")
10. TIRE SWING GROVE
11. NEW PUBLIC PARKING ★ PUBLIC ART
12. RIVER TRAIL WAY

RIVER DISTRICT + PARK

1. REDEVELOPED PUBLIC PLAZA
2. REDEVELOPED RIVERFRONT AND TRAIL
3. RENOVATED SOUTH FACADES
4. FUTURE COMMERCIAL BUILDINGS
5. WIDEN BRIDGE FOR PEDESTRIAN ACCESS
6. TERRACED PARK/LAWN
7. EVENT PAVILION AND STAGE
8. RIVER BOARDWALK
9. FLOATING PLAZA ("PIER")
10. TIRE SWING GROVE
11. NEW PUBLIC PARKING
12. RIVER TRAIL WAY

3.4 | RIVERFRONT DEVELOPMENT

1. COMMUNITY PAVILION AND LAWN
2. PUBLIC RESTROOMS
3. KAYAK LAUNCH
4. EEL RIVER
5. PUBLIC PARKING
6. ENTRY DRIVE

KAYAK LAUNCH AND PUBLIC PAVILION

DOWNTOWN + RIVERFRONT DISTRICT RECOMMENDATIONS

When considering the downtown + riverfront district – *vibrancy* is essential. In an effort to reenergize the historic area an interactive experience must be created that connects residents and visitors to the dynamic relationship between the commercial core and the natural river. In doing so, this plan makes the following recommendations:

- *Main Street*: Strengthen the presence of the downtown through partnerships with local institutions.

    - Explore University Programs that could be housed in downtown storefront.

    - Explore voucher dining program with locally-owned restaurants with retirement communities.

    - Create façade improvement program for "river-facing" facades to encourage outdoor dining.

    - Consider programs to incentive residential presence in upper floors of downtown buildings.

    - Create focus group to understand and strategize a formal "farm-to-fork" initiative within local restaurants. Partnership to be included in future PR material for the town as mechanism to strengthen activity and brand for historic downtown.

- *Pedestrian Access*: Create a dynamic, accessible path system to encourage pedestrian activity from the downtown to the river. In addition, create a series of gathering spaces to host events, small gatherings, and serve as an icon for the river.

- *River Access*: Create a series of kayak launches along the river in partnership with a formal kayak trail from the University to downtown.

- *Business Services*: Create a coalition focused on training and coaching local downtown businesses in employing and attracting customers of all ages and abilities.

- *Park and Event Space*: Create an attractive park and civic space for festivals and events within the flood plain acreage surrounding the river.

- *Management and Programming*: Create a local Economic improvement District to serve and program the enlarged downtown area (e.g., beautification, business services, communication, programming).

4

IMPLEMENTATION

GENERAL

1. Develop Comprehensive Plan Task Force to review progress.
2. Determine boundaries for future TIF district(s).
3. Conduct a Livable Communities Evaluation (AARP) for the Town in partnership with local retirement communities.
4. Develop a Task Force to consider how existing institutions and services can play a more active role in economic development and planning within the community.
5. Consider a comprehensive transportation study outlining the various modes of transportation, including: Predictably and access of transit services by residents; Safety and ease of use of crosswalks; Interaction between multiple modes of transit (e.g., cars, bikes, pedestrians).
6. Define and Implement a Lifetime Community District (LCD) and an overlay zoning policy.
7. Create a "Public Art" initiative within the community to explore how are can be used as a wayfinding strategy within the Town.
8. Conduct a rebranding effort for the Town that illustrates a clear culture of health and dedication to lifetime communities.

INFRASTRUCTURE

9. Fully implement community trail network should be fully implemented to encourage a diverse use (e.g., walking, jogging, biking) of both greenways (e.g., trails, bike paths) and blueways (e.g., kayaking).
10. Working with local transit programs (e.g., Living Well in Wabash County CoA, Inc.) and neighboring institutions (e.g., University, retirement communities), consideration should be given to a predictable and municipal service for people of all ages and abilities (e.g., trolley). The route should consider connection between community institutions, adjacent neighborhoods, and everyday goods and services. Additional consideration should be given to formal transport stops for pedestrians.
11. Enhance existing intersections to allow safe access by pedestrians of all ages and abilities. Traffic calming measures should be implemented where pedestrian traffic is encouraged.
12. Create a series of clean, conveniently located public restrooms. Access to these are an important amenity in the functionality of active trail systems for many older adults.
13. Develop a strategy to implement a robust and assistive wayfinding signage program that offers consistent and branded messaging for community amenities and functions.
14. Create a task force to develop a plan for the HW 114 commercial corridor (e.g. business development group).

NEIGHBORHOOD DEVELOPMENT

15. Define affordable housing types within the community and conduct a survey of what services are available to these residents. Once compiled, develop a strategy to strengthen the livability of these residents in partnership with existing service providers in the area.
16. Develop a Home Modification Program to identify funding and implementation of home modifications (e.g. Senior Housing Assistance Repair Program or "SHARP") to ensure homes are accessible and functional for their residents.
17. Develop a neighbor-based volunteer network to allow residents and organizations to assist those in need regarding home maintenance and repairs. For more see www.nlfw.org.
18. Create a task force to explore ways to consolidate and disseminate information regarding community services and support through one primary source. Define services that have physical limitations and implement this information into a comprehensive housing strategy.
19. Conduct a county-wide housing study to understand and identify current housing stock, defining surpluses and shortages within the community. In identifying these, specific attention can be given to understanding how unmet demand can be capitalized upon in the coming years.
20. Develop series of programs to incentivize resident pride in front porches. From "façade grant" programs to holiday decorating contests, these strategies aim to encourage social interaction and redefine the importance of these "semi-public" spaces.
21. Consider the development of a "block club" pilot program to encourage citizen-lead social functions within each neighborhood.

SUBURBAN DEVELOPMENT

22. Conduct a formal analysis of the existing wetland located within the property and develop a series of design guidelines as to how it can be incorporated into the development.
23. Develop a pattern book to outline design guidelines and strategies for the new neighborhood as a requirement for its development by private investors.
24. Conduct a county-wide housing analysis to define current housing stock and potential future needs in an effort to determine the most appropriate housing types to be include within the development.

MARKET STREET REDEVELOPMENT

25. Provide enhance along 9th Street to create a clear and intentional connection to surrounding amenities (e.g., Warvel Park, Peabody Retirement Community).
26. Acquire site control of identified land planned for future housing development and pursue private developer(s) for potential multi-family housing.
27. Transform Market Street into functioning "complete street" including, bike lane, on-street parking, transit stop(s), pedestrian crossings, and vehicular traffic lanes.
28. Provide clearly defined crosswalks/lighting at 5th and 9th Street intersections.
29. Provide redeveloped intersection with formal crosswalks, lighting, signalization, and four-way stop sign at 7th Street.
30. Redevelop and rebrand Warvel Park as a "wellness park" by implementing: Jogging/Walking Trail System; Outdoor exercise equipment; Active Adult Playground (e.g., rock-climbing wall); Public restrooms; amphitheater and signage.
31. Conduct formal analysis of existing monuments and cemetery within Holderman Park to confirm current condition. Recommendation to be given as to how future development should incorporate existing monuments.

DOWNTOWN + RIVERFRONT DEVELOPMENT

31. Explore University Programs that could be housed in downtown storefront.
32. Explore voucher dining program with locally-owned restaurants with retirement communities.
33. Create façade improvement program for "river-facing" facades to encourage outdoor dining.
34. Create policy for the access of service and trash vehicles along the river-facing façade of existing downtown buildings to ensure they will not interrupt key business hours.
35. Consider programs to incentive residential presence in upper floors of downtown buildings.
36. Establish a "farm to fork" imitative with existing Main Street program.
37. Create a dynamic, accessible path system to encourage pedestrian activity from the downtown to the river. In addition, create a series of gathering spaces to host events, small gatherings, and serve as an icon for the river.

DOWNTOWN + RIVERFRONT REDEVELOPMENT (cont.)

39. Create a series of kayak launches along the river in partnership with a formal kayak trail from the University to downtown.
40. Create a coalition focused on training and coaching local downtown businesses in employing and attracting customers of all ages and abilities.
41. Create an attractive park and civic space for festivals and events within the flood plain acreage surrounding the river.
42. Create a local Economic improvement District to serve and program the enlarged downtown area (e.g., beautification, business services, communication, programming).