

4.0 Implementation

Plans are never intended to simply exist as a binder that is forever sitting on the shelf. These are collaborative works that involve many different contributors and include directions for many aspects of development, within Valparaiso's corporate limits as well as in the unincorporated areas of Porter County. Indeed, a great many people put time and effort into chronicling 'the next step' for the SR 49 corridor. At the same time, experience dictates that plans become unused and reduced to so much shelf clutter. The addition of this Implementation chapter is intended to avoid that near term fate. Using this Corridor Plan on a frequent basis for policy, planning, regulatory, and capital decisions will lead to its commonplace acceptance and reference. This is the goal of this chapter and moreover, this Corridor Plan as a whole.

The Corridor Plan should be considered a "living document," that is, a document that is frequently referred to for guidance in community decision-making. Its assumptions, goals, policies and action strategies must also be revisited periodically to ensure that it is providing clear and reliable direction on a range of matters, including land development issues and public investments in infrastructure and services. Implementation is not just about a list of action items. It is a challenging process that will require the commitment of Valparaiso's and Porter County's elected and appointed officials, staff, residents, business owners, major institutions, other levels of government, and other organizations and individuals who will serve as champions of the plan and its particular direction and strategies. Equally important are formalized procedures for the ongoing monitoring and reporting of successes achieved, difficulties encountered, new opportunities, and challenges that have emerged. This is in addition to any other change in circumstances, which may require rethinking of Plan priorities.

PURPOSE

The Corridor Plan will be the basis for decision-making on the future development and enhancement of SR 49. This final chapter breathes life into the rest of the plan by setting out a practical, prioritized and sequenced implementation program. The key objective of this chapter is to integrate the different elements of the plan in such a way as to provide a clear path for sound decisions. This chapter is also intended to establish accountability for plan implementation and provide guidance on essential processes to maintain its relevance to the City and its citizens.

4.1 Plan Implementation Methods

Simply setting out an implementation framework in this chapter is not enough to ensure that the action items of this plan will be carried out and the community's vision and goals ultimately achieved. The policies and action priorities in this plan should be consulted frequently and should be widely used by decision-makers as a basis for judgments regarding:

- the timing and availability of infrastructure improvements;
- proposed development and redevelopment applications;
- City-initiated and landowner-requested annexations;
- zone change requests and other zoning-related actions;
- expansion of public facilities, services and programs;
- annual capital budgeting;
- potential redrafting and amendments to the City's Zoning Ordinance and related code elements;
- intergovernmental coordination and agreements; and
- operations, capital improvements, and programming related to individual City departments.

There are seven general methods for plan implementation:

- policy-based decisions;
- land development regulations and engineering standards;
- capital improvements programming;
- coordination and partnerships;
- special projects, programs, and initiatives; and
- specific plans and studies; and
- formation of new policies.

4.1.1 POLICY-BASED DECISIONS

Land use and development decisions should be made based on the policies that are set out in this Corridor Plan. In some measure, the adoption of new or amended land development regulations (e.g., zoning, subdivision, landscaping, sign controls, etc.) will establish a specific framework for evaluating private development proposals against the City's articulated policies. However, decisions regarding annexation, infrastructure investment, future land use and development character map amendments, and right-of-way acquisitions are generally left to the broad discretion of the City

Council. This plan provides the common policy threads that should connect those decisions.

4.1.2 LAND DEVELOPMENT GUIDELINES

As summarized in *Section 4.2, Land Development Guidelines* (page 59), developing regulations and engineering standards are fundamental for ensuring the desired quality and character of development within the SR 49 corridor. It is plain—but often under-appreciated—that private investment decisions account for the more substantive aspects of any city's physical form. Consequently, zoning and subdivision regulations and associated development criteria and technical engineering standards are the basic keys to ensuring that the form, character and quality of development reflect the City's and County's planning objectives.

These ordinances should reflect the community's desire for quality development outcomes while recognizing economic factors. They should not delay or interfere unnecessarily with appropriate new development or redevelopment that is consistent with plan goals and policies.

4.1.3 CAPITAL IMPROVEMENTS PROGRAMMING

A capital improvements program, or "CIP," is a multi-year plan (typically five years) that identifies budgeted capital projects, including street infrastructure; water, wastewater and drainage facilities; open space, trails and recreation facility construction and upgrades; construction of public buildings; and purchase of major equipment. As outlined in *Sections 4.5.1, Order of Magnitude Costs* (page 68), and *4.5.2, Sources of Funding* (page 68), budgeting and identifying sources of funding for major capital improvements will be essential to implementing this plan. Decisions regarding the prioritization of proposed capital improvements should take into account the policy and management directives of this plan.

4.1.4 COORDINATION AND PARTNERSHIPS

Some community initiatives identified in the Corridor Plan cannot be accomplished by City government on its own. They may require direct coordination, intergovernmental agreements, or funding support from other public entities or levels of government. Additionally, as discussed in *Section 4.3.3, Partnerships* (page 66), the unique role of potential private and non-profit partners to advance the community's action agenda should not be

underestimated. This may occur through cooperative efforts, volunteer activities and in-kind services (which can count toward the local match requirements for various grant opportunities), and public/private financing of community improvements. Indeed, the role of committees, commissions and organizations in the successful and sustainable implementation of the plan cannot be understated.

4.1.5 SPECIAL PROJECTS, PROGRAMS AND INITIATIVES

Special projects or initiatives may include initiating or adjusting City programs; entering into interlocal agreements; expanding citizen participation programs; providing training; and other types of special projects.

4.1.6 SPECIFIC PLANS AND STUDIES

There are a number of areas where additional planning and engineering work may be required, at a “finer grain” level of detail than is appropriate in a Corridor Plan. As such, some parts of this plan will be implemented only after some additional planning or special study.

4.1.7 FORMATION OF NEW POLICIES

As new development or redevelopment plans are proposed, staff and the City's advisory boards and commissions, together with the City Council, must take the policies and recommendations of this plan into consideration. The text of this prioritization of programs, and projects within this chapter, coupled with economic development-related initiatives outlined within *Chapter 3.0, Goals and Strategies*, and the discussion regarding land acquisition prioritization, as depicted in *Map 3.7, Priority Development Sites*, (page 48), should weigh heavily in future decisions by City and County officials, residents and other stakeholders in achieving the shared community vision.

4.2 Land Development Guidelines

The provisions of this Section apply to the proposed professional campus development program associated with the proposed Memorial Drive Extended thoroughfare, located east of SR 49. The degree to which each standard applies to a development project shall be evaluated on a case-by-case basis in an effort to achieve a high-quality, unified design character that meets the City of

Valparaiso's intent of encouraging superior project design that will attract a wide variety of appropriate businesses to the community, that will stimulate job growth and economic vitality within the SR 49 travel corridor.

Each section of these design standards includes examples and illustrations of ways in which the intent of the standard can be achieved. The graphic images are meant to be examples of a concept and are not the only acceptable means towards accomplishing the intent of the design standards (refer to **Figure 4.1, Development Guidelines, Architectural Facade Treatment, Elevation**, and **Figure 4.2, Development Guidelines, Site Planning Considerations**). Applicants and project developers are encouraged to consider designs, styles and techniques not pictured in the examples that fulfill the intent of each of the professional / office campus design standards.

4.2.1 GENERAL PRINCIPLES

The following general urban design principles inform the development guidelines:

1. **Livable Neighborhood Scale.** New development should reflect the pedestrian-oriented character of nearby neighborhoods, with small blocks, a compact, fine-grained building pattern, and good quality streets and public spaces.
2. **Links to Existing Neighborhoods.** The Eastside Professional Campus development is located adjacent to a proposed multi-family neighborhood. Street and visual connections should be designed to connect them. Access through the site should be public and inviting, and the design of the streets, open spaces and buildings should reinforce the idea of the Eastside Professional Campus as being an extension of the surrounding community, embodying and perpetuating its landscape and community character.
3. **Pedestrian and Transit Orientation.** New development should reflect a pedestrian-oriented community that encourages alternatives to auto ownership and usage to the greatest degree possible. Pedestrian, landscape, signage, and lighting systems shall be integrated within the overall development.
4. Streets, open spaces, and buildings should relate to each other in a way that provides the overall development a sense of hierarchy, order, and orientation. Buildings and their frontages should be designed with their abutting streets and open spaces

in mind and vice versa. The quality of office park development and character should be improved and sustained by:

- Planning the site as a whole, even if only a phase is to be built immediately;
 - Establishing common architectural design themes for buildings, signage, walls, and landscaping treatments;
 - Separating customer and employee parking from truck and loading access;
 - Locating loading areas away from residential uses;
 - Establishing a unified streetscape treatment for campus streets, using such devices as common street trees, common sign design / location, and lighting systems.
5. Buildings should provide a strong sense of permanence and quality. A well thought out application of detailing also enables a building to endure over time. Materials should be durable, well-coordinated across the building, and honestly applied. Special attention must be given to material at the pedestrian level.
 6. Where possible, seek to retain, collect, filter and reuse storm water, thus reducing potable water consumption. The Eastside Professional Campus development is in a unique position embrace sustainability principles and practices.

As a planned development at the City of Valparaiso's northeastern gateway, it has the ability to showcase what green development can look like and communicate the City's overall commitment to sustainability.

4.2.2 SITE DESIGN, STREET AND BLOCK PATTERN

Intent: The circulation network calls for a mix of street and rights-of-way typologies in accordance with the individual street's role and hierarchy. The guidelines below are to assure that the streets are multi-modal in nature, and are especially designed to provide pedestrian comfort, safety, and interest.

Standards:

1. Building placement that creates opportunities for plazas, courtyards, patios, or outdoor dining is strongly encouraged. Site plans for campus-style office park sites should be designed to meet the following criteria:

- Orient buildings so that building entries, office areas, and pedestrian-scale amenities are on the exposed sides of the facility;
 - Provide sufficient buffer space and landscape treatment to mitigate noise, visual clutter, or other negative impacts.
2. Locate unsightly and noise-generating elements away from adjacent residential (existing or zoned) property. This applies to:
 - Service lanes (drive-through) and loading zones;
 - Dumpsters and outdoor storage;
 - Loudspeakers, and other noise-generating uses.
 3. Streets shall be designed to incorporate stormwater management and low impact development controls as set out in the City of Valparaiso's proposed *Stormwater Technical Standards Manual 2* (July 2013 Edition).
 4. The design of all streets shall incorporate Complete Streets principles and accommodate multiple modes of pedestrian and vehicular transit; with the street design physically reinforcing slower auto traffic speeds.
 5. Streets should be connected to publicly accessible rights-of-way at both ends (there should be no dead-ends or cul-de-sacs), including connections to streets, alleys, pathways or open spaces.
 6. Streets internal to the site should feature narrow curb-to-curb widths, corner-bulb-outs and other features that physically calm auto traffic.
 7. A streetscape master plan should be developed that outlines the design character (material, color, finishes, etc.) and location of a variety of street furnishings, including benches, bollards, waste receptacles, drinking fountains, special pavement, etc.
 8. Crosswalks should be boldly marked.
 9. On-street parking should be provided where appropriate.

4.2.3 BUILDING MASSING, FAÇADE TREATMENT, AND PERFORMANCE

Intent: The proposed Eastside Professional Campus development should create an exciting built form when seen from a distance, and with an intimate, fine grained scale to the pedestrian when experienced from the street.

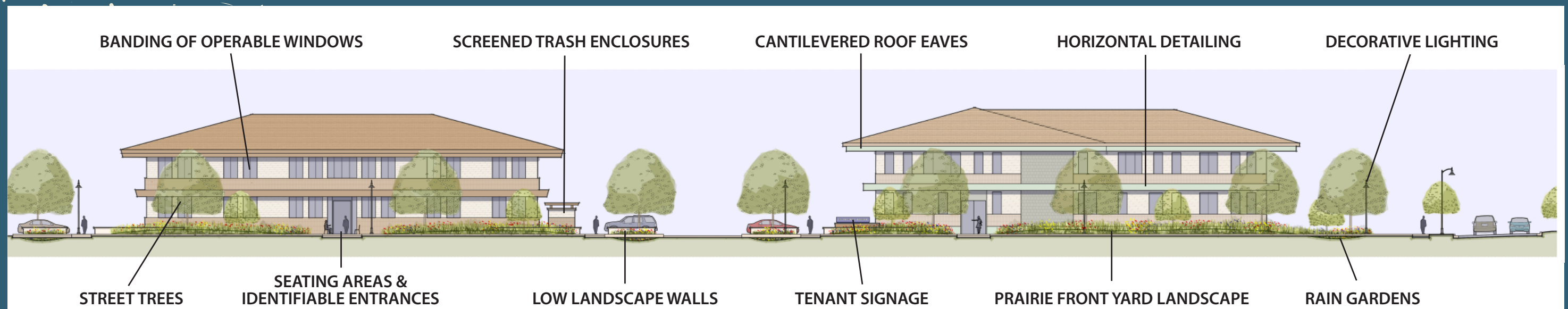


Figure 4.1, Development Guidelines, Architectural Facade Treatment

Standards:

All the following standards are applicable to any building or portion of building that is within the SR 49 corridor.

- Where consistent with the proposed street network, new buildings should be oriented and designed to provide passive solar energy gain.
- Site and building design should use natural ventilation and landscaping to reduce interior space cooling requirements.
- Project proposals must outline the construction materials proposed for use and should include green construction materials including, materials with high recycled content, natural or renewable materials, locally manufactured building products (within 500 miles of the site) salvaged and refurbished materials, and materials that can be reused or recycled at the end of their useful life, consistent with the U.S. Green Building Council's (USGBC) LEED-CS (Core and Shell) Guidelines.
- Whether utilizing traditional or more modern architecture, the design of office buildings should generally embody the proper use of architectural design fundamentals, including:
 - Scale.** Generally, the perceived scale of a building may be controlled through careful siting and the architectural

treatment at the ground level. Scale and visual impact may also be controlled by breaking larger volumes into smaller components through the use of architectural detailing which relates:

- » the size of building parts (wings and additions) relative to the whole building (buildings are encouraged to be articulated vertically as well as horizontally, in order to break up their mass);
- » the size of building parts compared to the human figure (buildings are encouraged to have a human scale at the street level);
- » the size of the building in relationship to its setting.
- Visual order.** Generally, visual order is the consistency of balance, rhythm, and proportion among architectural components. Order understands the relationships between the parts of a building as well as relationships between buildings in a complex. Additionally, the use of consistent window and door heights can contribute to overall unity of the design.
- Balance.** Generally, balance is achieved through the use of rhythm, repetition, and symmetry. The building architecture should incorporate either a central focal point or, in the case of an asymmetrical façade, more localized symmetry of building parts.

- Rhythm.** Generally, rhythm is a consistent repetition of building forms or architectural components. Orderly repetition of building elements, including windows, doors, and detailing, contribute to the perceived balance and/or order. By the same token, variations in rhythm are encouraged to be provided to develop visual interest and focal points. Buildings are encouraged to incorporate multiple rhythms or cadences (rather than a single repetitive rhythm). These multiple rhythms break down the scale of the building and create an interesting and rich facade.
- Proportion.** Generally, proportion is the relationship between building elements. This includes window-to-wall ratios (solid-to-void), window width-to-height ratios, and proportions of buildings to distinct environmental features.
 - » Building size should be proportional to the scale of streets and pathways to provide a well-defined street wall while still allowing adequate sun access and sky to the ground. Building height should remain below 40 feet above ground level (two stories).
 - » Buildings should be designed with a clearly articulated organizational structure, including the inclusion of a recognizable base, middle, and top, and a strong emphasis on horizontal modulation.

- Color and Light.** Generally, Color and light are two of the most important tools for an architect in trying to better define the fundamental principles of architecture. The proper use of color and light can better define a building's visual order as well as provide an interesting facade. The improper use of color and light can likewise create a visually and architecturally unappealing building that is a detriment to the natural environment and the community at large. Sun and shadow patterns are often considered in order to better define the design fundamentals. The building architecture is encouraged to incorporate state-of-the-art building technologies with the finest design and support facilities available. In response to an ever-changing market, buildings are encouraged to be highly functional and flexible, to create timeless architecture.
 - » Building should maximize natural lighting, including daylight through windows, skylights, and clerestories to all occupied interior spaces.
- Buildings closest to SR 49 should be designed to ensure adequate buffering from traffic-related emissions and noise.
- Corner buildings should actively face onto both streets with pedestrian-friendly entries and similar fenestration patterns on both frontages. Creative corner treatments such as rounded or cut corners that mark the corner are strongly encouraged.

7. The building architecture is encouraged to contain a series of overlain orders. Belt courses, horizontal expressions such as a frieze band, cornice line at the parapet or eave of the roof, water tables, stone or brick ornamentation as well as details at the head and sill of windows are strongly encouraged to achieve these ends.
 - The “top” of the building shall emphasize a distinct profile or outline with elements such as an extended, cantilevered cornices, upper level setback, or pitched roofline.
 - Building facades should be articulated with a strong rhythm of horizontal elements and three-dimensional detailing to cast shadow and create visual interest.
8. **Building Materials.** Generally, Materials should be durable and high quality. Buildings are preferred to be predominately of masonry construction; appropriate materials include stone, masonry, ceramic tile, pre-cast concrete, and high grade traditional “hard coat” Portland Cement-based stucco. Inappropriate materials include vinyl siding and lower grades of stucco, including Exterior Insulation and Finish Systems (EIFS). Use of stucco should be used moderately and not relied upon as the singular or major finishing material.
9. **Building openings.** Building entries should be located so that they are easily identifiable with convenient public access. Each project should provide a well-defined entry sequence for pedestrian and vehicular uses from the street to the building. Exterior openings may vary in size and pattern but are encouraged to be of vertical proportion of one horizontal to two vertical (1:2).
10. **Windows.** Generally, windows should be operable and organized in strong horizontal bands. Smaller, equally proportioned windows should be used as accents only. Punched window (windows other than storefront or curtain wall systems) must be recessed by at least three inches from the wall plane.
 - Windows should incorporate treatments to control / improve heat loss/gain (glass type, window film, etc.). Treatments should allow for visibility from the outside (no mirror finishes, etc.).
 - Reflective glass is also strongly discouraged, as is aluminum siding, vinyl siding, glass curtain walls, or concrete masonry unit building walls.
11. Expansive blank and blind walls at the ground floor are prohibited. Frontage should not be used for utilities, storage, and refuse collection wherever possible; where they must be on the street, they should be integrated into the overall articulation and fenestration of the façade or hidden with notched-in sidewalls perpendicular to the street.
12. 360 degree architecture. Generally, to ensure that buildings do not display unembellished walls visible from key public travel corridors, all sides of a building shall be given architectural treatment to meet the intent of this section by using two or more of the following:
 - varying rooflines with one foot or greater changes of height at least every fifty feet;
 - transparent windows that comprise at least 25 percent of the visible façade;
 - secondary entrances that include glazing and landscape treatment;
 - awning/canopy;
 - planted trellises;
 - at least two surface treatments, including masonry, stone, stucco or other textured surfaces;
 - projecting eaves at least 36 inches from façade;
 - variation in form and materials approved as meeting the intent.
13. Privately developed new construction projects and major alteration to existing buildings shall meet or exceed the highest level of current green building standards.
14. Architectural details, ornamentation, articulations and projections should be used to create visual interest from the street; should create a harmonious building composition; and be consistent throughout the building, so that the building appears as a unified whole, and not as a collection of unrelated parts that add to the impression of bulk.
15. Lighting fixtures attached to a building or utilized elsewhere on site are encouraged to be architecturally compatible with the building style, with each other, and with the adjacent public streetscape.
16. The use of exterior shading devices above the ground level at proper orientations to augment passive solar design and to provide solar control is strongly encouraged.
17. Where rooftop solar panels are not installed and are not greened, use roofing materials that have a Solar Reflectance Index (SRI) equal to or greater than 78 for low sloped roofs (> .2.12) and 29 for steeply sloped roofs (< 2.12) for a minimum of 75% of the roof surface of all buildings within the project.
18. Physically intimidating security measures such as window grills or spiked gates should be avoided; security concerns should be addressed by creating well-lit, well-used streets and active residential frontages that encourage ‘eyes on the street.’

4.2.4 PUBLIC OPEN SPACE

Intent: As a part of the public realm network, the proposed open spaces shall be designed to increase the sense of connectivity, access and permeability between adjacent neighborhood development and community parks, greenways and other designed open space areas. The smaller urban spaces should complement the expansive nature-oriented open spaces on either side of the office park campus.

Standards:

1. Public open space within the office park campus should be intimate in scale and tie fluidly into the street network. As a part of the public realm network, the proposed open spaces are to increase the sense of connectivity, access and permeability between buildings. The small intimate urban spaces should complement the expansive nature-oriented open spaces within the campus.
2. Open space should be maximized and provided in cohesive, usable spaces that become an organizing principle for surrounding development, not in the left over spaces between buildings. Open spaces should be part of a larger network of pedestrian connections that help lead residents and visitors through the neighborhood and connect to larger City and regional open space resources such as Valparaiso’s Greenways program and the proposed Dunes to Kankakee bicycle trail.
3. The development’s provision of open space should emphasize public space over private space. Open space should be visually and physically accessible to the public from at least one, and preferably more, streets, sidewalks and recreational trails, with the interior of the open space visible from the street. It should not be gated.
4. Designated public open spaces should be active, accessible and safe. Open spaces should be publicly accessible at all



Architectural Treatment: Example 1

Strong horizontal elements, banding of operable windows; pronounced entrance; 360 degree architecture.



Architectural Treatment: Example 2

Scale (building parts related to the whole); horizontal and vertical articulation; solar orientation.



Architectural Treatment: Example 3

Solar orientation; low impact development applications (rain gardens); strong horizontal facade treatment, window shading from pronounced roof line; clear window glazing.



Architectural Treatment: Example 4

Strong horizontal banding of operable windows, low roof line, projecting eaves; masonry with concrete accents.



Architectural Treatment: Example 5

Strong natural colors; strong horizontal rhythms of windows and other elements; massing.



Architectural Treatment: Example 6

Varying roof lines; pronounced entrances; strong horizontal banding of windows, low walls.

- hours; security fences and gates should not be used in the design of public open spaces.
- 5. Open spaces should be designed in concert with programming and design of the blocks adjacent to Memorial Drive Extended.
- 6. Open spaces should be designed to help manage stormwater runoff from streets or private parcels with best management practices (BMPs) such as pervious paving, rain gardens, retention ponds, and vegetated swales, according to the landscape standards outlined within *Section 4.2.11, Landscaping and Irrigation Standards*, and *Section 4.2.12, Stormwater Management*.

4.2.5 PEDESTRIAN ACTIVITY AREAS

Intent: To provide continuous, safe, and consistent street frontage character within and adjacent to the street right-of-way.

Standards:

1. Provide pedestrian-oriented amenities such as shaded seating areas and ‘pocket parks.’
2. Pedestrian activity areas shall be sited to be sheltered from prevailing winds or designed with features such as wind breaks that mitigate wind.
3. Pedestrian walkways or sidewalks five feet in width shall provide for continuity between developments and connectivity between parking facilities and buildings.
4. Unless otherwise required or where larger plaza areas are provided, sidewalk paving material shall be consistent with street frontage improvements of adjacent developments. Otherwise, required sidewalks and pedestrian walkways shall be concrete, with construction joints on a three foot grid, the pigment and finish of which is outlined within the City of Valparaiso Unified Development Ordinance (UDO) and technical Engineering Standards Manual.
5. Sidewalks should abut the back of street curb so as to avoid a grass mowing strip.
6. Open spaces should be well lit with downward facing, pedestrian-scale lighting.

4.2.6 PEDESTRIAN CONNECTIONS

Intent: Establish safe, effective, and attractive pedestrian-friendly transportation systems which interconnect with residential, commercial, and recreational areas.

Standards:

1. Clearly defined pedestrian connections shall be provided:
 - between public sidewalks and building entrances when buildings are located directly adjacent to the sidewalk;
 - between parking lots and building entrances;
 - that connect neighborhood pedestrian paths to adjacent neighborhood and commercial areas.
2. Where transit stops occur in the public right-of-way, pedestrian walkways shall provide a clear and direct connection from the main building entrance to the transit stop.
3. Pedestrian walkways within parking areas may be included as part of the minimum requirements for interior parking lot landscaping if landscape treatment is provided on one side.
4. For parking lots that contain greater than fifty vehicle parking spaces, pedestrian connections through the parking lot shall be clearly defined in at least one of the following ways (except as walkways cross vehicular travel lanes):
 - a raised walkway
 - buttons or painted markings
 - special paving, such as concrete masonry unit (cmu) pavers in an asphalt area
 - a continuous landscape area, a minimum of four feet wide along at least one side of the walkway.
5. Fencing shall not be used to separate pedestrians from vehicular traffic.

4.2.7 PARKING AND LOADING

Intent: The relationship between the public realm, parking and loading, and vehicular access must be carefully planned and thought out. Such auto-oriented features must be minimized so that sidewalks and streets are not overwhelmed. Parking shall be designed to minimize conflicts between automobiles and pedestrians and create a clearly organized system of entrances, driveways, and parking lots, while still providing adequate and convenient parking spaces.

Standards:

1. The amount of parking provided should be reflective of the professional campus’s development’s transit-oriented location; there should be enough parking to serve employees but not more.
2. On-street parking created on new public streets should be reserved exclusively for visitors to the Eastside Professional Campus, not for commuters, or long-term visitors. Parking requirements would be determined by underlying zoning and provisions set out in the City of Valparaiso’s UDO.
3. Parking and loading should be designed to mitigate impacts to the urban design quality of building frontages. In no case should parking and loading entries have more than 24 feet of building width dedicated to auto and loading ingress and egress per block. In no case should individual garage doors and driveways be no more than 11 feet for parking, or 12 feet for parking and loading jointly.
4. Parking areas should be well-lit and well landscaped to create the appearance of “cars in a forest” rather than trees in a parking lot.
5. Parking lots, plazas and hardscape open space shall utilize paving material with a Solar Reflectance Index (SRI) of at least 29 and reduce the amount of surface area exposed to the sun.
6. Off-street bike racks should be provided in parking lots, or entry plazas.

4.2.8 PARKING LOT SCREENING

Intent: To reduce the visual impact of parking lots through the use of landscape buffers or architectural screening features.

Standards:

1. Parking lots that abut the public right-of-way shall be screened with one or a combination of the following treatments:
 - low walls made of concrete, masonry, or other similar material and not exceeding a maximum height of three feet;
 - raised planter walls planted with a minimum of eighty percent evergreen plant materials not to exceed a total height of three feet, including the plant material planted on top, at least a two-foot width;

- landscape planting consisting of eighty percent evergreen trees, shrubs, and groundcovers, generally of a five-foot width or more.
- Walls and raised planters shall not exceed a maximum height of three feet, unless all of the following are provided:
 - screen treatment does not create a safety hazard;
 - portion of treatment that is above three feet in height is a minimum of seventy-five percent transparent (i.e. see-through metal railing or other similar treatment).
 - Chain link fencing shall not be permitted to screen or enclose parking.

4.2.9 PARKING LOT LIGHTING

Intent: To maintain a safe and secure pedestrian environment through the use of adequate lighting.

Standards:

- Parking lot lighting shall be appropriate to create adequate visibility at night and evenly distributed to increase security.
- Night lighting shall be provided where stairs, curbs, ramps, abrupt changes in walk direction, and crossing vehicle lanes occur.
- All lighting shall be energy-efficient, glare-free and shielded from the night sky and adjacent properties to reduce off-site spill-over and preserve dark sky aesthetics.
- All lighting to maintain the same lamp type and wattage.

4.2.10 SCREENING OF SITE SERVICE ELEMENTS

Intent: To reduce the visual impact and provide screening of trash, service, loading and storage areas, and at grade mechanical/electrical equipment.

Standards:

- On-site service facilities, such as loading docks, dumpsters, etc., shall be located in an area that is least visible from the SR 49 right-of-way and proposed Memorial Drive Extended right-of-way or common outdoor spaces. If service areas are located in a significantly visible area due to site constraints, they shall be screened from public view using landscaping or screen walls to the extent possible.

- When located next to a parking lot, service areas shall be placed in such a way as to be as visibly unobtrusive as possible from primary pedestrian walkways and the main parking area.
- All loading, and trash collection areas that are within 20 feet of a public right-of-way or an internal pedestrian walkway shall be screened by a combination of masonry, wood, and/or planting areas. Full screening shall be at least six feet high or as necessary to screen site service element(s).

4.2.11 LANDSCAPING AND IRRIGATION STANDARDS

Intent: To reinforce the rural character of SR 49 corridor through site landscaping. Landscaping should be used to define areas such as entrances to buildings and parking lots, provide transition between neighboring properties (buffering), and provide screening for outdoor storage, loading and equipment areas.

Standards:

- Native perennials, ornamental grasses and other prairie vegetation are encouraged to provide special interest and highlight pedestrian areas such as building and site entrances, public open space, plazas, and major pedestrian connections.
- Rocks, pebbles, sand, and similar non-living materials shall not be used as groundcover substitutes, but may be used as accent features provided such features do not exceed a maximum five percent of the total landscape area.
- All areas not otherwise devoted to landscape required by these standards, or by parking, structures, or other site improvements shall be planted or remain in native, non-invasive vegetation.
- Harvested rainwater, and recycled (gray) water should be retained and used for landscape irrigation and other uses, as permitted by health and building codes, rather than a potable water source.
- To reduce the requirement for irrigation, native and low water-use vegetation that does not require permanent irrigation systems shall be used in public and private open spaces.
- Drip irrigation and bubblers should be installed at non-turf landscape areas to reduce water needs.
- Street trees should be planted according to a streetscape master plan for the professional campus. In general, street

trees should be planted 40 feet on center. Where this spacing is not feasible due to a driveway or other obstruction, spacing elsewhere should be reduced or other means should be taken to achieve at least the same number of trees as would be provided at the 30-foot interval.

- Street trees planted within expanses of hardscape shall be located in tree pits with grates or in a continuous planting strip with other plant material.
- Where tree grates are required, they shall be ADA accessible and of a similar size and material as tree grates found in adjacent developments.

4.2.12 STORMWATER MANAGEMENT

Intent: To maintain and/or restore the pre-development hydrologic regime of the site without solely using traditional storm drainage conveyance systems (e.g., gray infrastructure – pipes and culverts) to satisfy drainage and flood mitigation requirements. Integrate small-scale measures scattered throughout the development site, including such things as constructed green spaces, native landscaping, and a variety of innovative bioretention (e.g., bioswales) and infiltration techniques to capture and manage stormwater on-site and reduce peak runoff by allowing rainwater to soak into the ground, evaporate into the air, or collect in storage receptacles for irrigation and other beneficial uses. In areas with slow drainage or infiltration, capture the first flush before excess stormwater and divert into traditional storm conveyance systems.

Standards:

- Where possible, throughout the site's ground surfaces, use surface materials with a low runoff coefficient (the rate that rainfall contributes to runoff).
- Where possible, install pervious pavement on sidewalks, pedestrian walkways, overflow parking areas, and other paved surfaces to reduce storm water runoff, and allow rainfall to recharge groundwater. Pervious paving that includes the use of liners and under drains can be successfully implemented in areas where infiltration restrictions exist.
- Where paved surfaces are not permeable, direct storm water flow across streets and sidewalks to bioswales or to central collection points such as cisterns or permeable areas with well-drained sands, gravels and soils with moderately coarse textures, to collect, absorb and filter rainwater.

- Where possible, incorporate on-site micro-detention basins (e.g., rain gardens), storm water planters, vegetated swales (e.g., bioswales) adjacent to plaza, sidewalk, and off-street surface parking lot areas.

- Building roofs should incorporate one or more devices for rainfall collection, storage and reuse. They may include, but not be limited to:

- green roofs;
- roof decks and terraces that provide equipment to harvest, filter and store rainfall;
- rain barrels, water cisterns installed above or below ground (if technically feasible due to remediation efforts), or other systems that can filter and store water for use on-site, rather than direct water to a combined sewer system.

4.2.13 RENEWABLE ENERGY

Intent: Where possible, incorporate on-site renewable energy generation. Methods may include:

- Turbine systems and associated equipment;
- Photovoltaic roof panels. For photovoltaic systems, allow approximately 100-150 square feet per kilowatt of power, and reserve space in mechanical rooms for conduit, disconnect switches, and inverters. Also, include a water spigot on the roof for washing off panels and maintenance;
- Waste energy recovery from exhaust air, gray water and other systems.

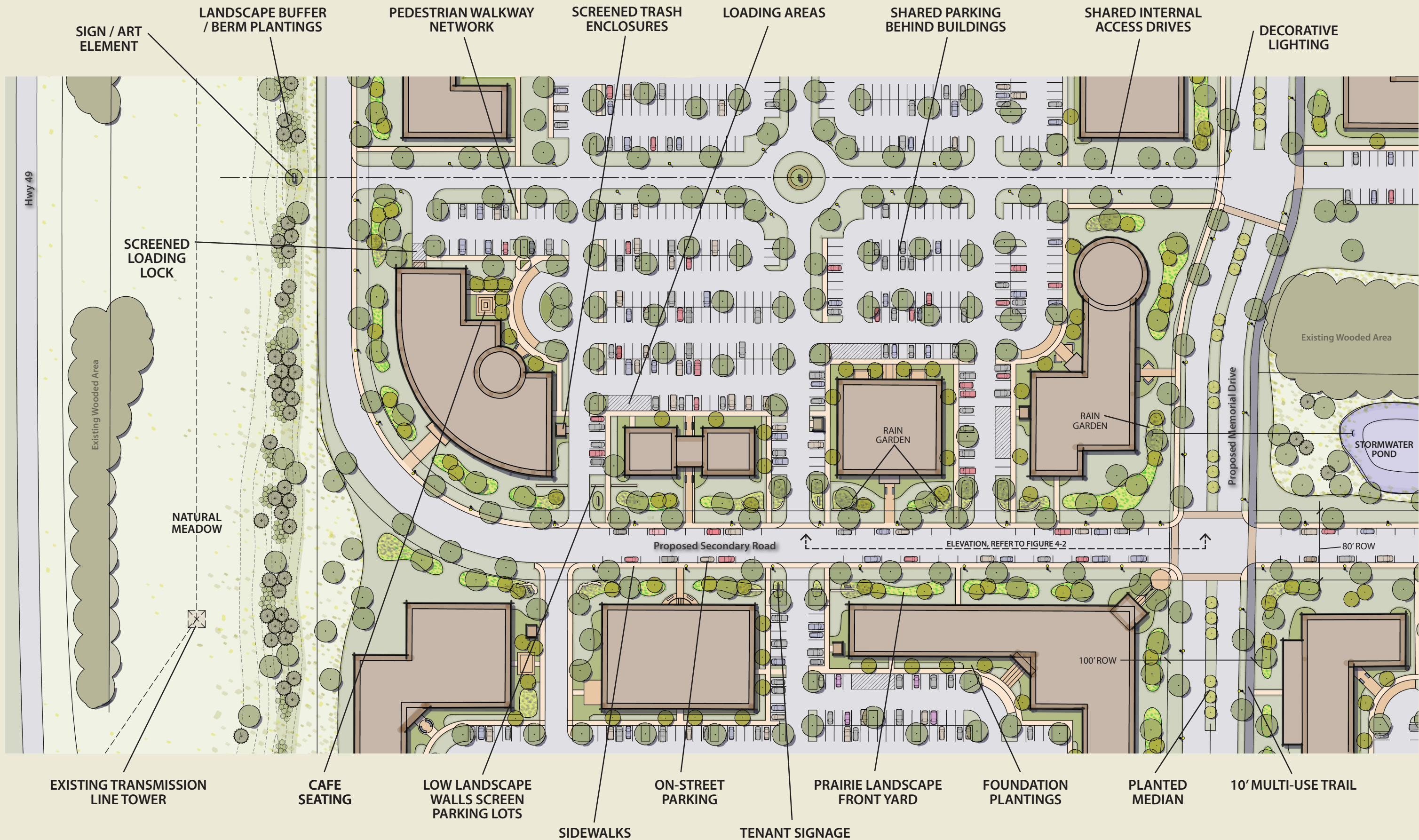
Standards:

- Design and build all necessary supporting infrastructure (including roof load calculations, roof space and orientation design, penetrations and waterproofing for panel 'stand-off' supports, mechanical room space, and electrical wiring and plumbing) for future photovoltaic systems or solar thermal water heating systems.

4.2.14 SIGN DESIGN GUIDELINES

Intent: The guidelines set out in this Section address issues related to sign compatibility, legibility, placement, color, and illumination. They are intended to complement the recommendations within Strategy 3.8.5 of this Corridor Plan as well as the standards set out

Figure 4.2, Development Guidelines, Site Planning Considerations



within the Valparaiso UDO, and to guide design decisions so as to result in quality visual environs.

Standards:

1. Compatibility. Signs that are well-designed are those that complement rather than detract from a building's architecture. Generally, all signs must be designed in a manner so as to be compatible with the building and property for which they are attached or located.

- **Quality Design and Materials.** Signs should contribute positively to the streetscape aesthetic and the character of development.
- **Proportional Size and Scale.** The scale of a sign relative to the building and other site improvements should be appropriate for the building on which it is placed and the area where it is located.
- **Integrated Signs.** Signs should be designed as an integrated element of the building whereby its materials, colors, and shapes, and finishes complement the building architecture. New signs proposed for existing multi-tenant buildings should be compatible in size, scale, and type with the existing signage of other tenants.

2. Legibility. A sign that is effective in conveying its message should be designed to communicate its message clearly. To a large degree, this is accomplished by the readability of words and phrases. The most significant influence on legibility is lettering style and spacing. Legible signs tend to:

- Use a brief message as it is less cluttered and easier to read.
- Use common typefaces.
- Limit the number of lettering styles to no more than two for most signs.
- Occupy no less than 50 percent and no more than 75 percent of the sign area.
- Use recognizable symbols and logos.
- Use regular shapes.
- Use substantially contrasting colors and materials between the background and the letters or symbols.

3. Placement. The placement of signs on buildings should be clearly visible and in logical locations where most patrons would expect to see a sign. Appropriate sign locations:

- **Respect Building Architecture.** To the extent practicable, signs should align to and be compatible with the architectural details of the building's façade.
- **Create Visual Interest.** On buildings that have a monolithic or plain façade, signs can be used to establish or continue appropriate design rhythm, scale, and proportion. Well-designed signs create visual interest, a positive image of the business and its products or services, and continuity with other storefronts on the same or adjacent buildings.
- **Place within Structural Boundaries.** Signs shall not project above the edge of the rooflines or building walls.
- **Mark Main Building Entries.** Signs should be placed at or near the main entrance to a building or parking area to indicate the most direct access to the business.

4. Colors. Color is an important consideration in attracting attention while at the same time clearly communicating the name and nature of the business.

- **Use Contrasting Colors.** Signs should feature substantial contrasts between the colors and materials of the background and text or symbols. Light letters on a dark background or dark letters on a light background (required for illuminated signs) are most legible.
- **Use Complementary Colors.** Sign colors should complement the materials and colors on the subject and adjacent buildings, including their accent and trim colors.
- **Avoid Use of Too Many Colors.** The most legible signs are those with a limited use of accent colors.
- **Avoid Florescent Colors.** Florescent colors are distracting, and do not blend well with other background colors.

5. Illumination. Well-designed signs are appropriately illuminated with careful consideration as to the type and strength of illumination.

- **Use Illumination Only as Necessary.** Not all signs warrant illumination. In fact, non-illuminated signs and window displays may be sufficient to identify many businesses.
- **Use a Projected Light Source.** Illumination by a projected light, such as an indirect spotlight or gooseneck down light, is preferred to internal illumination. External lighting fixtures should be small and unobtrusive and should not cast light or glare above the horizontal plane of the top of the sign in any direction other than the elements of the sign. Such lighting shall be carefully placed so as to provide even illumination to the signage and to avoid hot spots or dark areas on the signage.

- **Shield the Light Source.** The light source, whether internal or external, should be shielded from view or directed so that the light intensity or brightness is not objectionable to surrounding areas. Signs should feature the minimum level required for nighttime readability. Ground-mounted external flood lighting must be shielded and properly placed and directed to avoid direct visibility of the directed light to passing motorists.

- **Illuminated Signs.** Individually illuminated letters, either internally illuminated or backlit (halo lit) solid letters (reverse channel) are preferred. Signs comprised of individual letters mounted directly on a structure can often use a distinctive element of the structure's façade as a backdrop, better integrating them with the structure.

- **Neon Lighting.** Generally, neon lighting is discouraged. Where artistically appropriate, exposed neon tubing may be used in conjunction with other types of materials to attractively emphasize the business name and/or logo. Linear exposed neon lighting outlining the perimeters or architectural features of buildings may be permitted by the Commission provided:

- » The lighting is limited to the front and street-side elevations;
- » The maximum linear footage of lighting is no greater than the linear width of the building on the front and street-side elevations, measures along the foundation from corner to corner, excluding building protrusions or extensions such as covered entries, porches, or vertical relief.

- **Sign Electrical Raceways and Conduits:**

- » Electrical transformer boxes and raceways should be concealed from public view. If a raceway cannot be mounted internally behind the finished exterior wall, the exposed metal surfaces of the raceway should be finished to match the background wall or integrated into the overall sign design.
- » If raceways are necessary, they should be as thin and narrow as possible and should never extend in width or height beyond the area of the sign's lettering or graphics.

6. Design Enhancements. Design enhancements for site and building signage include the following applications:

- **Architecture.** The design of the sign and its shapes, colors, and finishes mimic or reinforce the architectural lines and distinctive features of the building or development.

This creates a natural connection between the sign and the building and reinforces the brand image.

- **Landscaping.** A landscaped planting area at the base of a sign shall consist of a raised border of at least eight inches in height from the natural grade and constructed of landscape timbers brick, landscaping stone, or rock. This planting area shall be filled with mulch or a ground cover and planted with low-growing perennials. The area of the planting area must be a minimum of 32 square feet.

- **Organic and Natural Materials.** A blend of natural materials (e.g. stone, brick), together with metals and plastic components of the sign can soften the image and make for an interesting and attractive sign.

- **Earthen Berm.** An earthen berm with a maximum height of two feet above natural grade beneath the base of a sign creates a pedestal that may be landscaped with low-growing groundcover or foliage.

- **Accent Lighting.** Concealed up lighting, down lighting, or concealed cove lighting accents onto a pole cover and selected segments of a sign can create dramatic effects to an otherwise plain sign design.

- **Decorative Elements.** Decorative elements added to the design of a sign, such as, but not limited to, decorative lamp fixtures, sconce light fixtures, wrought iron gates or scrolled embellishments, and three-dimensional elements add character to a sign while creating a memorable image for potential customers.

As per the City of Valparaiso Unified development Ordinance, billboards are prohibited within the SR 49 corridor.

4.3 Plan Administration

During the development of the plan, representatives of government, business, neighborhoods, civic groups, and others came together to inform the planning process. These community leaders, and new ones to emerge over the horizon of this plan, must maintain their commitment to the ongoing implementation of the plan's policies—and to the periodic updating of the plan to adapt to changing conditions or unforeseen events.

4.3.1 EDUCATION

Although spatial plans such as a corridor plan are relatively general in nature, remaining at the “30,000 foot” level to a large extent, they are still complex policy documents that account

for interrelationships among various policy choices. As such, educating decision-makers and administrators about plan implementation is an important first step after plan adoption. As the principal groups that will implement the plan, the Valparaiso City Council, Plan Commission, Redevelopment Commission and City department heads, together with the Porter County Commissioners and Plan Commission should all be “on the same page” with regard to priorities, responsibilities and interpretations related to implementation of the SR 49 Corridor Plan.

Consequently, an education initiative should be undertaken immediately after plan adoption, which should include:

- a discussion of the individual roles and responsibilities of the City Council, Plan Commission, Redevelopment Commission (and other advisory bodies), and individual staff members;
- a thorough overview of the entire Corridor Plan, with emphasis on the parts of the plan that relate to each individual group;
- implementation tasking and priority setting, which should lead to each group establishing a one-year and three-year implementation agenda;
- facilitation of a mock meeting in which the use of the plan and its policies and recommendations is illustrated;
- an in-depth question and answer session, with support from planning personnel, the City Manager, and other key staff.

4.3.2 ROLE DEFINITION

City Council

As the community’s elected officials, the City Council will assume the lead role in implementation of this plan. The key responsibilities of the City Council are to decide and establish priorities, set timeframes by which each action will be initiated and completed, and determine the budget to be made available for implementation efforts. In conjunction with the City Manager, City Council must also ensure effective coordination among the various groups that are responsible for carrying out the Corridor Plan’s recommendations.

The City Council will take the lead in the following general areas:

- adopting and amending the plan by City Ordinance, after recommendation by the Plan Commission;
- adopting new or amended land development regulations to implement the Plan;

- approving interlocal agreements that implement the Plan;
- establishing the overall action priorities and timeframes by which each action item of the Plan will be initiated and completed;
- considering and approving the funding commitments that will be required;
- offering final approval of projects and activities and the associated costs during the budget process, keeping in mind the need for consistency with the Plan and its policies; and
- providing policy direction to the Plan Commission, the Redevelopment Commission, other appointed City boards and commissions, and City staff.

Plan Commission

The Plan Commission makes recommendations to City Council based on Corridor Plan principles. Periodically, the Commission should propose a docket of initiatives for City Council consideration. In addition to the following responsibilities, the Plan Commission should also host the education initiative previously described in the Education section of this chapter.

- Periodically obtain public input to keep the plan up to date, using a variety of community outreach and citizen and stakeholder involvement methods;
- Ensure that recommendations forwarded to the City Council are reflective of plan principles, policies, and action recommendations. This relates particularly to decisions involving development review and approval, zone change requests, and ordinance amendments;
- After holding one or more public hearings annually to discuss new or evolving community issues and needs, and having discussed with City staff any and all legal underpinnings, make recommendations to the City Council regarding priority initiatives, as well as planned updates and amendments.

Redevelopment Commission

The Valparaiso Redevelopment Commission has several roles to play in advancing the successful implementation of the SR 49 Corridor Plan. Responsibilities include but are not limited to the following (refer also to *Section 4.3.3, Partnerships*):

- acting as “champion” of the Plan;

- facilitating public-private partnerships in acquiring and aggregating land for the professional campus development;
- facilitating the development of special plans and studies;
- prepare development packages (program, schedule and budget) for the professional campus and solicit developers to participate in its development;
- expend funds for landscape site work improvements, including landscaping, signage and gateway elements;
- liaise with county, regional, state (IDOT, OCRA) and federal agencies responsible for providing funding and technical assistance for the provision of infrastructure improvements;
- developing promotional material and marketing shovel-ready sites to businesses interested in moving to the area.

City Staff

City staff manages day to-day implementation of the plan. In particular, the Office of the City Administrator and the Planning Department are responsible for supporting the Plan Commission, Redevelopment Commission and City Council and generally shepherding plan implementation. Specific staff responsibilities include:

- Supporting and carrying out capital improvements planning efforts;
- Overseeing the drafting of new or amended zoning and land development regulations, working with the appropriate Boards and Commissions;
- Conducting studies and developing additional plans (including management of consultant efforts, as necessary).
- Reviewing applications for consistency with the Corridor Plan, as required by the City’s zoning and land development regulations (UDO);
- In coordination with the City Council, negotiating the specifics of interlocal agreements;
- Administering collaborative programs and ensuring open channels of communication with various private, public, and non-profit implementation partners;
- Providing briefings on plan implementation progress and activities to the Plan Commission and City Council no less than annually; and

- Maintaining an inventory of potential plan amendments, as suggested by City staff and others, for consideration during annual and periodic plan review and update processes.

4.3.3 PARTNERSHIPS

Non-profit and private entity partners can and will play an important role in advancing the community’s initiatives identified in this planning process. It will be critical to identify potential partners early so they can be invited to participate in developing an implementation plan for the particular project, take ownership in the process, and help bring the project to reality through administrative or financial support. The goal of these partnerships should be to create a long-term relationship that is invested in the community and has the community’s best interests in mind.

The potential partnership opportunities are vast and multi-faceted with the potential to provide support from a variety of perspectives and on a variety of issues. The following are a sampling of agencies, organizations, industries, etc. that have the opportunity to play a role in the implementation process.

Economic Development

Economic development agencies within the city, county, and region will have a significant role in the implementation of the Corridor Plan. The Valparaiso Economic Development Corporation and the Porter County Economic Development Alliance act as liaisons between the city’s private sector industries and the City of Valparaiso and Porter County. Their primary role is to advocate on the behalf of the private sector on issues relating to infrastructure development, zoning and development guidelines, and public assistance such as tax abatements, training assistance, and education resources with the goal to foster an environment that attracts and retains quality jobs. They also have strong relationships with other local, regional, and state agencies that support the needs of the business industry and have their fingers on the pulse of the market. Their understanding of the market forces that are driving business decisions, particularly with regard to investments, will be integral as the plan moves to implementation. They have the ability to bring business decision makers to the table to carry out the economic development goals. They also have the resources to implement certain strategies such as the Certified Shovel Ready sites.

The Northwest Indiana Forum, Northwestern Indiana Regional Planning Commission, and Northwest Indiana Regional

Development Authority are regional economic development and/or planning organizations that will also have significant implementation roles, particularly in terms of project funding. The Regional Planning Commission is a multi-purpose, sub-state, area-wide planning agency serving the citizens of Lake, Porter, and LaPorte counties in Northwest Indiana. They also serve as the Metropolitan Planning Organization for northwestern Indiana responsible, together with state departments of transportation and public transit operators, for carrying out the transportation planning process for urbanized areas. This includes being the conduit for federal funds designated for transportation improvements. The Regional Development Authority was created to foster necessary partnerships to develop infrastructure that will make Northwest Indiana economically vibrant. The agency provides funding for a variety of priorities, but is primarily focused on job-creating economic development proposals.

Public-Private Partnerships

Public private partnerships are a potential and extremely viable solution for implementing many of the initiatives in the Corridor Plan, particularly those relating to infrastructure. Partnerships between public sector and private economy participants create opportunities for a new and innovative approach to financing, developing and maintaining infrastructure projects. Innovative approaches to procure and fund civil and social infrastructure allow policy makers and industry leaders to engage in mutually beneficial relationships which serve the public good, creating much needed jobs in the process. The partnerships would allow for the sharing of risks and responsibilities while achieving the vision and goals established by all parties involved.

It will be essential to engage the real estate community (investors, developers, brokers, etc.) early and often, working collaboratively with the city to create solutions where there is ownership across the board. These long term relationships and comprehensive solutions will help to foster potential public private partnerships to move projects forward.

Education/Healthcare

The healthcare and education industries in and around Valparaiso should not be overlooked for their potential to support the efforts in the Corridor Study. The Porter Health Care System has the distinct ability to provide support and resources to the strategy focused on developing SR 49 as a regional health care corridor. Their system

includes two hospital campuses and seven outpatient facilities serving the region, with more than 300 physicians representing 50 medical specialties. Their partnerships in the health care industry can attract potential clients, investors, and end-users to move ideas to reality.

Education partners, such as Valparaiso University, have the potential to bring administrative support and industry specific knowledge to this initiative. Whether the focus is on developing low impact development strategies or a specific green infrastructure project through their civil engineering program or providing general support during a public forum, their resources are endless.

Utilities

Utility partners will be critical as the community develops a comprehensive infrastructure expansion program to accommodate future development opportunities. While the city controls the water and wastewater utilities in the corridor and can plan those necessary facilities, gas, electric, and communications infrastructure are no less important to a potential development opportunity or end user. Partnering with Northern Indiana Power Service Company (NIPSCO), Frontier, and Comcast to create a comprehensive approach to providing the necessary utility services will help to limit some of the risks involved with any new development.

Foundations/Other Organizations

There are many additional foundations or other social organizations that may play a significant role in the future development of the SR 49 corridor. This might include, but certainly wouldn't be limited to, the Valpo Parks Foundation in the development of new parks and recreation facilities or the Porter County Community Foundation in the creation of a public art or amenities program among other potential initiatives. Non-profit organizations such as the Kiwanis Club may also be able to provide volunteer support during various stages of the process.

4.4 Plan Amendment Process

The SR 49 Corridor Plan is meant to be a flexible document allowing for adjustment to changing conditions over time. Shifts in political, economic, physical, technological, and social conditions, as well as other unforeseen circumstances, may influence and change the priorities and fiscal outlook of the community. As the City grows and evolves, new issues related to the corridor will emerge while others

will no longer be as relevant. Some action statements will be found impractical or outdated while other plausible solutions will arise. To ensure that the Corridor Plan continues to reflect the overall goals of the community and remains relevant and resourceful over time, the Plan must be revisited on a regular basis to confirm that the plan elements are still on point and the associated goals, policies and action statements are still appropriate.

Revisions to the Corridor Plan are two-fold, with minor plan amendments occurring as needed and more significant modifications and updates occurring every five to 10 years. Minor amendments may include revisions to certain elements of the plan as a result of the adoption of another specialized plan or the refinement of key concepts through engineering design development. Major updates will involve reviewing the base conditions and assumptions related to anticipated growth trends; re-evaluating the goals, policies and recommendations in the Corridor Plan—and formulating new ones as necessary; and adding, revising or removing action statements in the plan based on implementation progress.

4.4.1 ANNUAL PROGRESS REPORT

The Redevelopment Commission, supported by the Plan Commission and City staff, should prepare an annual progress report for presentation to the Mayor and City Council. This ensures that the plan is consistently reviewed and that any needed modifications or clarifications are identified for the bi-annual minor plan amendment process. Ongoing monitoring of consistency between the plan and the City's implementing ordinances and regulations should be an essential part of this effort.

- The Annual Progress Report should include and highlight:
- significant actions and accomplishments during the past year, including the status of implementation for each programmed task in the Comprehensive Plan;
- obstacles or problems in the implementation of the plan, including those encountered in administering the land use and transportation aspects, as well as any other policies of the plan;
- proposed amendments that have come forward during the course of the year, which may include revisions to the individual plan maps or other recommendations or text changes; and
- recommendations for needed actions, programs, and

procedures to be developed and implemented in the coming year, including recommendation of projects to be included in the City's Capital Improvement Program (CIP), other programs/projects to be funded, and priority coordination needs with public and private implementation partners.

4.4.2 BI-ANNUAL AMENDMENT PROCESS

Based on the annual progress report, the opinions of City staff, planning commission and others, a determination will be made as to whether there is a need for a plan amendment. When considering a plan amendment, the City should ensure the proposed amendment is consistent with the goals and policies set forth in the Plan regarding character protection, development compatibility, infrastructure availability, conservation of environmentally sensitive areas, and other community priorities. Careful consideration should also be given to guarding against site specific plan changes that could negatively impact adjacent areas and uses or detract from the overall character of the area. Factors that should be considered in deciding on a proposed plan amendment include:

- consistency with the goals and policies set forth in the plan;
- adherence with the Future Land Use and/or Thoroughfare Plans;
- compatibility with the surrounding area;
- impacts on infrastructure provision including water, wastewater, drainage, and the transportation network;
- impact on the City's ability to provide, fund, and maintain services;
- impact on environmentally sensitive and natural areas; and
- whether the proposed amendment contributes to the overall direction and character of the community as captured in the plan vision and goals (and ongoing public input).

4.4.3 FIVE-YEAR UPDATE / EVALUATION AND APPRAISAL REPORT

An evaluation and appraisal report should be prepared every five years. This report should be prepared by City staff, having received input from various City departments, the Plan Commission, other boards and commissions, and third-party consultation. The report process involves evaluating the existing plan and assessing how successful it has been in achieving the community's goals. The purpose of the report is to identify the successes and shortcomings

of the plan, look at what has changed over the last five years, and make recommendations on how the plan should be modified in light of those changes.

The report should review baseline conditions and assumptions about trends and growth indicators. It should also evaluate implementation potential and/or obstacles related to any unmet goals, policies and recommendations. The evaluation report and process should result in an amended Corridor Plan, including identification of new or revised information that may lead to updated goals, policies and/or action recommendations. More specifically, the report should identify and evaluate the following:

- Summary of major actions and interim plan amendments undertaken over the last five years.
- Major issues in the community and how these issues have changed over time.
- Changes in the assumptions, trends and base studies data, including the following:
 - the rate at which growth and development is occurring relative to the projections put forward in the plan;
 - shifts in demographics and other growth trends;
 - the area of land that is designated and zoned for urban development and its capacity to meet projected demands and needs;
- City-wide attitudes and whether apparent shifts, if significant, necessitate amendments to the stated goals or strategies of the plan; and
- other changes in political, social, economic, technological, or environmental conditions that indicate a need for plan amendments.

When considering the Corridor Plan’s ability to continue to support progress toward achieving the community’s goals, the following should be evaluated and revised as needed:

- individual statements or sections of the plan must be reviewed and rewritten, as necessary, to ensure that the plan provides sufficient information and direction to achieve the intended outcome;
- conflicts between goals and policies that have been discovered in the implementation and administration of the plan must be pointed out and resolved;

- the action agenda must be reviewed and major accomplishments highlighted. Those not completed by the specified timeframe should be re-evaluated to ensure their continued relevance and/or to revise them appropriately;
- as conditions change, the timeframes for implementing the individual actions of the plan should be re-evaluated where necessary. Some actions may emerge as a higher priority given new or changed circumstances while others may become less important to achieving the goals and development objectives of the community;
- changes in laws, procedures and missions may impact the ability of the community to achieve its goals. The plan review must assess these changes and their impacts on the success of implementation, leading to any suggested revisions in strategies or priorities.

4.4.4 ONGOING COMMUNITY OUTREACH AND ENGAGEMENT

All review and updating processes related to the Corridor Plan should emphasize and incorporate ongoing public input. The annual and continual plan evaluation and reporting process should also incorporate specific performance measures and quantitative indicators that can be compiled and communicated both internally and to elected officials and citizens in a “report card” fashion. Examples might include:

- Acres of new development (plus number of residential units and square footage of commercial and industrial space) approved and constructed in conformance with this plan and related City codes.
- Various measures of service capacity (gallons, kilowatts, acre-feet, etc.) added to the City’s major utility systems as indicated in this plan and associated utility master plans—and the millions of dollars allocated to fund the necessary capital projects.
- Acres of open space and agricultural lands preserved through the recommended conservation easement program.
- Miles of new bike routes and sidewalks added to the City’s transportation system to provide alternative mobility options as illustrated in Map 3.4, *Pedestrian Connections*, and Map 3.5, *Proposed Recreational Trails*.
- Indicators of the benefits of redeveloped sites and structures

- (appraised value, increased property and/or sales tax revenue, new residential units, and retail and office spaces in urban mixed-use settings, etc.) as illustrated in Map 3.7, *Priority Development Sites*.
- The numbers of residents and other stakeholders engaged through City-sponsored education and outreach events related to Corridor Plan implementation and periodic review and updating, as outlined in this chapter.

4.5 Implementation Action Plan

Table 4.3, *Implementation Action Plan*, (beginning on Page 74) includes a prioritized list of action recommendations derived from the various plan elements of this Corridor Plan. The synthesized table does not include every action recommendation found throughout the plan. As configured, the Implementation Action Plan details the “to do” list of priority action items showing the general time frame for initial implementation and who is responsible for initiating, administering and participating in the implementation process.

Additionally, action items have been categorized regarding those actions that will require capital improvements; actions that require changes in policies, regulations, standards and operations; and those actions that require additional studies and programmatic support. All of the action items that require capital in order to be implemented will also require, to some degree, additional feasibility analyses, and in some cases, construction documentation, specifications and detailed cost estimates.

As mentioned, *Table 4.3, Implementation Action Plan*, provides a starting point for determining immediate, near-term, and longer term task priorities. This is an important first step toward Plan implementation and should occur in conjunction with the City’s annual budget process, during Capital Improvements Program (CIP) preparation, and in support of departmental work planning. Then, the City staff member designated as the Corridor Plan Administrator should initiate a first-year work program in conjunction with other City and County departments, and appropriate public and private implementation partners.

The near-term action priorities should be revisited by City officials and staff annually to recognize accomplishments, highlight areas where further attention and effort are needed, and determine whether some items have moved up or down on the priority list

given changing circumstances and emerging needs. It should be kept in mind that early implementation of certain items, while perhaps not the uppermost priorities, may be expedited by the availability of related grant opportunities, by a state or federal mandate, or by the eagerness of one or more partners to pursue an initiative with the City. On the other hand, some high-priority items may prove difficult to tackle in the near term due to budget constraints, the lack of an obvious lead entity or individual to carry the initiative forward, or by the community’s readiness to take on a potentially controversial new program.

4.5.1 ORDER OF MAGNITUDE COSTS

Refer to **Table 4.1, *Order of Magnitude Costs, Transportation Infrastructure Improvements*** and **Table 4.2, *Order of Magnitude Costs, Utilities Infrastructure Improvements***, to review a detailed outline of costs for specific transportation and utilities-related infrastrucutre improvements.

4.5.2 SOURCES OF FUNDING

Transportation and Roadway Programs

Federal-Aid Highway Program

The Federal-Aid Highway Program supports state highway systems by providing financial assistance for the construction, maintenance and operations of the nation’s 3.9 million-mile highway network, including the interstate highway system, primary highways and secondary local roads. The Federal Highway Administration (FHWA) is charged with implementing the Federal-aid Highway Program in cooperation with the states and local government. Local government - primarily counties, cities and towns, or local public agencies (LPAs) - own and operate about 75 percent, or roughly 2.9 million miles, of the nation’s highway network. LPAs build and maintain this network using a variety of funding sources, including the Federal-Aid Highway Program. An estimated 7,000 LPAs manage about \$7 billion annually in federal-aid projects, or roughly 15 percent of the total program.

Surface Transportation Program

The Surface Transportation Program (STP) provides flexible funding that may be used for projects to preserve and improve the conditions and performance on any federal-aid highway, bridge



Table 4.1, Order of Magnitude Costs:
Transportation Infrastructure Improvements

	PORTER'S VALE BLVD. TO EVANS AVE. MEMORIAL DRIVE	EVANS AVE. TO CR 400 MEMORIAL DRIVE	CR 400 TO CR 400 MEMORIAL DRIVE	CR 500 TO CR 600 MEMORIAL DRIVE	CR 500 - "PARCLO" INTERCHANGE MEMORIAL DRIVE	SR 49 TO MEMORIAL DR. CR 400	SR 49 TO MEMORIAL DR. INTERNAL ROADS
GENERAL	\$ 889,000	\$ 749,000	\$ 657,000	\$ 600,000	\$ 1,313,000	\$ 10,000	\$ 1,410,000
Construction Engineering (2%)	\$ 148,100	\$ 124,700	\$ 109,460	\$ 99,860	\$ 218,700	\$ 16,760	\$ 234,920
Mobilization/Demobilization (5%)	\$ 370,250	\$ 311,750	\$ 273,650	\$ 249,650	\$ 546,750	\$ 41,900	\$ 587,300
Clearing Right of Way (2%)	\$ 148,100	\$ 124,700	\$ 109,460	\$ 99,860	\$ 218,700	\$ 16,760	\$ 234,920
Erosion Control (1%)	\$ 74,050	\$ 62,350	\$ 54,730	\$ 49,930	\$ 109,350	\$ 8,380	\$ 117,460
Maintenance of Traffic (2%)	\$ 148,100	\$ 124,700	\$ 109,460	\$ 99,860	\$ 218,700	\$ 16,760	\$ 234,920
	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
EARTHWORK	\$ 64,000	\$ 221,000	\$ 117,000	\$ 107,000	\$ 54,000	\$ 47,000	\$ 1,095,000
Subgrade Treatment, Type IA	\$ 63,209	\$ 220,031	\$ 116,384	\$ 106,177	\$ 53,756	\$ 46,222	\$ -
Subgrade Treatment, Type IIIA	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,094,218
	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
AGGREGATE PAVEMENT & BASES	\$ 1,964,000	\$ 1,003,000	\$ 739,000	\$ 674,000	\$ 3,266,000	\$ 98,000	\$ 1,525,000
Structure Backfill, Embankment Construction	\$ 1,638,000	\$ -	\$ -	\$ -	\$ 3,071,803	\$ -	\$ -
Structure Backfill, Drainage Improvements	\$ 89,219	\$ 189,013	\$ 196,945	\$ 179,673	\$ 95,277	\$ 26,667	\$ 388,480
Common Excavation (Assumed Depth 1.5 ft)	\$ 235,967	\$ 813,505	\$ 541,318	\$ 493,844	\$ 98,293	\$ 71,296	\$ 1,135,764
	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
ASPHALT PAVEMENT	\$ 648,000	\$ 1,428,000	\$ 1,219,000	\$ 1,112,000	\$ 1,102,000	\$ 207,000	\$ 1,821,000
HMA Pavement	\$ 638,216	\$ 1,406,891	\$ 1,201,181	\$ 1,095,837	\$ 1,085,515	\$ 203,280	\$ 1,794,777
HMA for Tack Coat	\$ 9,209	\$ 20,301	\$ 17,333	\$ 15,813	\$ 15,663	\$ 2,933	\$ 25,898
	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
CONCRETE PAVEMENT	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
INCIDENTAL CONSTRUCTION	\$ 1,092,000	\$ 1,215,000	\$ 1,066,000	\$ 972,000	\$ 935,000	\$ 115,000	\$ 1,975,000
Bridge Approach	\$ 265,200	\$ -	\$ -	\$ -	\$ 265,200	\$ -	\$ -
Barrier Wall with Leveling Pad	\$ 386,750	\$ -	\$ -	\$ -	\$ 356,000	\$ -	\$ -
Truck Apron	\$ 28,783	\$ 86,349	\$ -	\$ -	\$ -	\$ -	\$ -
Multi-Use Path (10 ft. wide)	\$ 145,138	\$ 332,322	\$ 345,552	\$ 315,247	\$ 167,444	\$ 61,111	\$ 890,266
Sidewalk, Concrete	\$ 27,866	\$ 137,762	\$ 143,234	\$ 130,672	\$ -	\$ -	\$ 307,546
Curb	\$ 203,017	\$ 515,011	\$ 425,480	\$ 388,165	\$ 109,600	\$ 40,000	\$ 582,720
Landscaping (Sod, Topsoil)	\$ 34,599	\$ 143,194	\$ 150,890	\$ 137,657	\$ 36,533	\$ 13,332	\$ 194,239
	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
STRUCTURES	\$ 3,287,000	\$ 958,000	\$ 998,000	\$ 910,000	\$ 3,528,000	\$ 151,000	\$ 2,200,000
Bridge (130 ft. Span; 59 ft. Clear Roadway Width)	\$ 1,521,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Bridge (180 ft. Span; 59 ft. Clear Roadway Width)	\$ -	\$ -	\$ -	\$ -	\$ 2,106,000	\$ -	\$ -
MSE Wall & Erection	\$ 1,312,584	\$ -	\$ -	\$ -	\$ 939,120	\$ -	\$ -
Drainage Improvements	\$ 452,882	\$ 957,939	\$ 997,069	\$ 909,626	\$ 482,773	\$ 151,000	\$ 2,199,768
	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
TRAFFIC CONTROL DEVICES & LIGHTING	\$ 350,000	\$ 661,000	\$ 677,000	\$ 618,000	\$ 737,000	\$ 119,000	\$ 1,720,000
Roadway Lighting (100 ft. Staggered Spacing)	\$ 275,550	\$ 598,180	\$ 621,940	\$ 567,396	\$ 326,700	\$ 110,000	\$ 1,602,480
Pavement Parkings & Signs (1%)	\$ 74,050	\$ 62,350	\$ 54,730	\$ 49,930	\$ 109,350	\$ 8,380	\$ 117,460
Traffic Signal	\$ -	\$ -	\$ -	\$ -	\$ 300,000	\$ -	\$ -
	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
R/W, LAND, EXISTING IMPROVEMENTS	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Land Acquisition	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Relocation of Existing Households or Businesses	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Subtotal	\$ 7,405,000	\$ 6,235,000	\$ 5,473,000	\$ 4,993,000	\$ 10,935,000	\$ 838,000	\$ 11,746,000
Contingency (20%)	\$ 1,481,000	\$ 1,247,000	\$ 1,094,600	\$ 998,600	\$ 2,187,000	\$ 167,600	\$ 2,349,200
Total	\$ 8,886,000	\$ 7,482,000	\$ 6,567,600	\$ 5,991,600	\$ 13,122,000	\$ 1,005,600	\$ 14,095,200
PROFESSIONAL SERVICES	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Preliminary/Final Engineering	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Land Acquisition Services	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Construction Inspection	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total (in 2013 Dollars)	\$ 8,886,000	\$ 7,482,000	\$ 6,567,600	\$ 5,991,600	\$ 13,122,000	\$ 1,005,600	\$ 14,095,200

Assumed: Max Cut 1.5 ft.

Professional Services and Land Acquisition Costs to be Determined by Others

and tunnel projects on any public road, pedestrian and bicycle infrastructure, and transit capital projects, including intercity bus terminals.

Transportation Alternatives Program

The Transportation Alternatives Program provides funding for programs and projects defined as transportation alternatives, including on- and off-road pedestrian and bicycle facilities, infrastructure projects for improving non-driver access to public transportation and enhanced mobility, community improvement activities, and environmental mitigation; recreational trail program projects; safe routes to school projects; and projects for planning, designing, or constructing boulevards and other roadways largely in the right-of-way of former interstate system routes or other divided highways.

Highway Safety Improvement Program

The HSIP is a funding program created under the federal transportation funding legislation SAFETEA-LU. The HSIP is designed to fund projects that reduce the number and severity of highway-related crashes and to decrease the potential for crashes on all highways. In order to utilize HSIP funding, Indiana must maintain a Strategic Highway Safety Plan (SHSP) with a process that is data driven, comprehensive, and includes consultation with other key safety stakeholders in the State. A highway safety improvement project includes, but is not limited to, an intersection safety improvement, pavement and shoulder widening, an improvement for pedestrian or bicyclist safety or safety of persons with disabilities, and construction and improvement of a railway-highway grade crossing safety feature among many others.

Congestion Mitigation and Air Quality Improvement Program

The CMAQ program was implemented to support surface transportation projects and other related efforts that contribute air quality improvements and provide congestion relief. The CMAQ program has provided nearly \$30 billion in just under 29,000 transportation-environmental projects to State DOTs, metropolitan planning organizations, and other sponsors across the country. As with its predecessor legislation, the MAP-21 provides funding to areas in nonattainment or maintenance for ozone, carbon monoxide, and/or particulate matter. In addition, those State



Table 4.2, Order of Magnitude Costs:
Utilities Infrastructure Improvements - Sanitary Sewer System

NO.	DESCRIPTION	QUANTITY		UNIT PRICE	EXTENSION
1	Mobilization / Demobilization	1	LS	\$307,000.00	\$307,000
2	Sturdy Road Lift Station Improvements	1	LS	\$115,000	\$115,000
3	Proposed List Station and Appurtenances	4	EA	\$250,000	\$1,000,000
4	Connections to Existing List Stations	1	LS	\$10,000	\$10,000
5	10" Force Main	7,500	LF	\$65	\$487,500
6	Combination Air Release Valves	4	EA	\$3,800	\$15,200
7	24" Jack and Bore for Highway Crossing	200	LF	\$400	\$80,000
8	8" Sanitary Sewer	17,200	LF	\$60	\$1,032,000
9	10" Sanitary Sewer	900	LF	\$68	\$61,200
10	12" Sanitary Sewer	24,300	LF	\$70	\$1,701,000
11	15" Sanitary Sewer	2,600	LF	\$75	\$195,000
12	6" Service Connections	120	EA	\$1,200	\$144,000
13	Manholes	105	EA	\$4,000	\$420,000
14	Granular Backfill	26,000	CY	\$30	\$780,000
15	Pavement Repari	1	LS	\$80,000	\$80,000
20% Contingency, Rounded to nearest \$1,000					\$1,286,000
TOTAL CONSTRUCTION COST (ROUNDED UP TO NEAREST \$10,000)					\$7,720,000
NON-CONSTRUCTION COSTS (25%)					
Administrative/Legal Land/Right-of-Way Acquisition Planning Engineering Additional Engineering Services Project Inspection Other					
TOTAL NON-CONSTRUCTION COST (ROUNDED TO NEAREST \$10,000)					\$1,930,000
TOTAL PROJECT COST (ROUNDED UP TO NEAREST \$10,000)					\$9,650,000



Table 4.2, Order of Magnitude Costs:
Utilities Infrastructure Improvements – Water System

NO.	DESCRIPTION	QUANTITY		UNIT PRICE	EXTENSION
1	Mobilization / Demobilization	1	LS	\$379,000.00	\$379,000
2	Booster Pump Station and Related Appurtenances	1	LS	\$450,000.00	\$450,000
3	Replace 16" C.I. Water Main with 16" D.I.	5,000	LF	\$120.00	\$600,000
4	Replace 12" C.I. Water Main with 16" D.I.	4,000	LF	\$110.00	\$440,000
5	Replace 8" C.I. Water Main with 8" D.I.	1,000	LF	\$90.00	\$90,000
6	6" Water Main	1,900	LF	\$45.00	\$85,500
7	8" Water Main	9,800	LF	\$50.00	\$490,000
8	10" Water Main	10,500	LF	\$60.00	\$630,000
9	12" Water Main	8,500	LF	\$70.00	\$595,000
10	16" Water Main	32,500	LF	\$80.00	\$2,600,000
11	20" Water Main	2,600	LF	\$95.00	\$247,000
12	Water Service Connections (Corp Stop, Curb Box, SVC Line)	115	EA	\$1,600.00	\$184,000
13	Gate Valvles (All Sizes)	80	EA	\$4,000.00	\$320,000
14	Fittings (All Sizes)	90	EA	\$1,400.00	\$126,000
15	Combination Air Vacuum Valves	20	EA	\$3,800.00	\$76,000
16	Fire Hydrants	127	EA	\$4,500.00	\$571,500
17	B-Borrow	22,000	CY	\$20.00	\$440,000
18	Road Repair	1	LS	\$80,000.00	\$80,000
20% Contingency, Rounded to nearest \$1,000					\$1,681,000
TOTAL CONSTRUCTION COST (ROUNDED UP TO NEAREST \$10,000)					\$10,090,000
NON-CONSTRUCTION COSTS (25%)					
Adminstrative/Legal					
Land/Right-of-Way Acquisition					
Planning					
Engineering					
Additional Engineering Services					
Project Inspection					
Other					
TOTAL NON-CONSTRUCTION COST (ROUNDED TO NEAREST \$10,000)					\$2,520,000

that have no nonattainment or maintenance areas still receive a minimum apportionment of CMAQ funding for either air quality projects or other elements of flexible spending.

Brownfield Programs

U.S. EPA Brownfield Assessment Pilots/Grants

Assessment grants provide funding for a grant recipient to inventory, characterize, assess, and conduct planning and community involvement related to brownfields sites. An eligible entity may apply for up to \$200,000 to assess a site contaminated by hazardous substances, pollutants, or contaminants (including hazardous substances co-mingled with petroleum) and up to \$200,000 to address a site contaminated by petroleum. Applicants may seek a waiver of the \$200,00 limit and request up to \$350,000 for a site contaminated by hazardous substances, pollutants, or contaminants and up to \$350,000 to assess a site contaminated by petroleum. Such waivers must be based on the anticipated level of hazardous substances, pollutants, or contaminants (including hazardous substances co-mingled with petroleum) at a single site. A coalition of three or more eligible applicants can submit one grant proposal under the name of one of the coalition members for up to \$ 1,000,000. The performance period for these grants is three years.

U.S. EPA Brownfields Area-Wide Planning Grant

Brownfields Area-Wide Planning is an EPA grant program which provides funding to recipients to conduct research, technical assistance and training that will result in an area-wide plan and implementation strategy for key brownfield sites, which will help inform the assessment, cleanup and reuse of brownfields properties and promote area-wide revitalization. Funding is directed to specific areas, such as a neighborhood, downtown district, local commercial corridor, or city block, affected by a single large or multiple brownfield sites.

U.S. EPA Brownfield Cleanup Grants

Cleanup grants provide funding for a grant recipient to carry out cleanup activities at brownfield sites. An eligible entity may apply for up to \$200,000 per site. Due to budget limitations, no entity can apply for funding cleanup activities at more than three sites. These funds may be used to address sites contaminated by petroleum and hazardous substances, pollutants, or contaminants

(including hazardous substances co-mingled with petroleum). Cleanup grants require a 20 percent cost share, which may be in the form of a contribution of money, labor, material, or services, and must be for eligible and allowable costs (the match must equal 20 percent of the amount of funding provided by EPA and cannot include administrative costs). A cleanup grant applicant may request a waiver of the 20 percent cost share requirement based on hardship. An applicant must own the site for which it is requesting funding at time of application. The performance period for these grants is three years.

Indiana Finance Authority Brownfields Program Revolving Loan Fund

The purpose of the Indiana Brownfields Program’s Revolving Loan Fund (RLF) Incentive is to facilitate the redevelopment of brownfield sites by making low-cost funding available through low-to-zero interest loans to finance environmental cleanups and facilitate the public or private redevelopment of brownfield sites throughout the state. Contact the Program for the maximum loan amount available.

Local Financing Options

County Option Income Tax (COIT)

COIT provides tax revenues to local governments for general spending. Funds may also be allocated for communication, transportation systems, and financing economic development projects.

County Economic Development Income Tax (CEDIT)

CEDIT is a local option income tax that provides funding for local economic development projects with the goal to increase local employment opportunities and/or attract or retain businesses. In addition to direct investments, CEDIT funds can be used to back a bond issuance for an eligible economic development project, which is defined as a project that will promote significant opportunities for the gainful employment of its citizens, attract a major new business enterprise, or retain or expand a significant business enterprise.

Tax Increment Financing

The tax increment finance (TIF) mechanism in Indiana permits a town, city or county, through a local redevelopment commission, to designate targeted areas for redevelopment or economic

development. Those areas can then be designated as “allocation areas” which triggers the TIF process. After such a designation is made, property taxes generated from new construction in the area, rather than going to the normal taxing units (e.g., schools, cities, counties), can be set aside and invested back in the area to promote development. TIF revenues may be used directly to finance public infrastructure, land acquisition, site improvements, and other public improvements. Alternatively, TIF revenues may be pledged to the payment of bonds or lease rental obligations issued or incurred to finance such projects.

State Programs

IEDC Industrial Development Grant Fund (IDGF)

IDGF provides assistance to municipalities and other eligible entities to reimburse a portion (typically up to 50%) of eligible public infrastructure costs over a period of two full calendar years from the commencement of the project. The costs are associated with an economic development project supported by the Indiana Economic Development Corporation and must be negotiated prior to a location commitment from the end user. Eligible expenses include construction of water and sewer lines, roads and sidewalks, rail spurs, and fiber optics.

Indiana Certified Technology Parks (CTP) Program

The Certified Technology Parks program was created as a tool to support the attraction and growth of high-technology business in Indiana and promote technology transfer opportunities. Designation as a Certified Tech Park allows for the local recapture of certain state and local tax revenue which can be invested in the development of the park. The Indiana Economic Development Corporation (IEDC) has established the following requirements for approval of current and future applications for Certified Tech Park (CTP) status and grants from the Technology Development Grant Fund:

- Submission of a viable business plan that establishes a clear strategy for long-term growth.
- Demonstration that the designation of the CTP creates an opportunity to attract a specific high-tech business.
- Agreement on behalf of the applicant that funds from the CTP’s tax increment account and grants awarded from the Technology Development Grant Fund will be expended according to CTP guidelines and agreements.

- Agreement on behalf of the applicant that IEDC may revoke the tax increment and recapture rights of the technology park in the event of noncompliance with any part of the agreements of the community, redevelopment commission, or any tenant of the park.
- Evidence of local government financial participation in the establishment of the CTP.
- An agreement with an Indiana institution of higher education whereby the institution makes a meaningful monetary or in kind contribution to the park.
- Agreement between IEDC and the applicant regarding:
 - » The types of businesses eligible to locate in the park; and
 - » The types of businesses located within the park from which revenue may be recaptured for use within the park.

Economic Development Administration (EDA)

The EDA provides strategic investments that foster job creation and attract private investment to support development in economically distressed areas of the United States. The EDA solicits applications from both rural and urban areas to provide investments that support construction, non-construction, technical assistance, and revolving loan fund projects under EDA’s Public Works and Economic Adjustment Assistance programs. Grants made under these programs are designed to leverage existing regional assets to support the implementation of economic development strategies that advance new ideas and creative approaches to advance economic prosperity in distressed communities. Within the parameters of a competitive grant process, all projects are evaluated to determine if they advance global competitiveness, create jobs, leverage public and private resources, can demonstrate readiness and ability to use funds quickly and effectively, and link to specific and measureable outcomes.

EDA Investment Programs

Public Works: Empowers distressed communities to revitalize, expand, and upgrade their physical infrastructure to attract new industry, encourage business expansion, diversify local economies, and generate or retain long-term, private sector jobs and investment.

Economic Adjustment: Assists state and local interests in designing and implementing strategies to adjust or bring about change to an

economy. The program focuses on areas that have experienced or are under threat of serious structural damage to the underlying economic base.

Recreation Programs

National Park Service Land & Water Conservation Fund

The LWCF Program provides matching grants to states and local governments for the acquisition and development of public outdoor recreation areas and facilities (as well as funding for shared federal land acquisition and conservation strategies). The program is intended to create and maintain a nationwide legacy of high quality recreation areas and facilities and to stimulate non-federal investments in the protection and maintenance of recreation resources across the United States. Indiana Department of Natural Resources' Division of Outdoor Recreation administers the program in Indiana.

Federal Highway Administration Recreational Trails Program

The Recreational Trails Program (RTP) provides funds to the States to develop and maintain recreational trails and trail-related facilities for both non-motorized and motorized recreational trail uses. The RTP is an assistance program of the Department of Transportation's Federal Highway Administration (FHWA). Federal transportation funds benefit recreation including hiking, bicycling, in-line skating, equestrian use, cross-country skiing, snowmobiling, off-road motorcycling, all-terrain vehicle riding, four-wheel driving, or using other off-road motorized vehicles. The RTP funds come from the Federal Highway Trust Fund, and represent a portion of the motor fuel excise tax collected from non-highway recreational fuel use: fuel used for off-highway recreation by snowmobiles, all-terrain vehicles, off-highway motorcycles, and off-highway light trucks. The Governor of Indiana has designated the Indiana Department of Natural Resources through its Division of Outdoor Recreation to administer the program.

Environment/Green Infrastructure

U.S. EPA Sustain Our Great Lakes Program

Sustain Our Great Lakes (formerly broken into two programs: Stewardship Grants and Community Grants) is a public-private partnership among ArcelorMittal, U.S. Environmental Protection Agency, U.S. Fish and Wildlife Service, U.S. Forest Service,

National Fish and Wildlife Foundation, and National Oceanic and Atmospheric Administration. It awards competitive grants for on-the-ground habitat restoration and enhancement throughout the Great Lakes basin. Funding priority is given to projects that improve the quality and connectivity of stream, wetland and coastal habitats. Sustain Our Great Lakes helps support implementation of the Great Lakes Restoration Initiative, an outcomes-focused initiative designed to protect, maintain and restore the chemical, biological and physical integrity of the Great Lakes ecosystem.

IDNR Lake Michigan Coastal Program

The Lake Michigan Coastal Program (LMCP) supports coordination and partnerships among local, state, and federal agencies and local organizations for the protection and sustainable use of natural and cultural resources in the Lake Michigan region. Through the LMCP, Indiana participates in the Coastal Zone Management Program with 33 other coastal states and territories to protect, restore, and responsibly develop Indiana's coastal area.

Development of the LMCP will make more than \$1 million available annually to implement the LMCP and for grants to communities in northwest Indiana. Examples of how these funds might be used include:

- Protection and restoration of significant natural and cultural resources.
- Programs to prevent the loss of life and property in coastal hazard areas.
- Improved public access for recreational purposes.
- Revitalized urban waterfronts and ports.
- Improved coordination among government agencies in policy and decision-making processes.
- Pollution prevention initiatives, including non-point source pollution into coastal waters.

IDNR Lake and River Enhancement Program

The goal of the Division of Fish and Wildlife's Lake and River Enhancement (LARE) Program is to protect and enhance aquatic habitat for fish and wildlife to ensure the continued viability of Indiana's publicly accessible lakes and streams for multiple uses, including recreational opportunities. This is accomplished through measures that reduce nonpoint sediment and nutrient pollution of surface waters to a level that meets or surpasses state water quality

standards.

To accomplish this goal, the LARE Program provides technical and financial assistance for qualifying projects. Approved grant funding may be used for one or more of the following purposes:

- investigations to determine what problems are affecting a lake/lakes or a stream segment
- evaluation of identified problems and effective action recommendations to resolve those problems
- cost-sharing with land users in a watershed above upstream from a project lake or stream for installation or application of sediment and nutrient-reducing practices on their land
- matching federal funds for qualifying projects
- watershed management plan development
- feasibility studies to define appropriate lake and stream remediation measures
- engineering designs and construction of remedial measures
- water quality monitoring of public lakes
- management of invasive aquatic vegetation
- sediment removal from qualifying lakes

IDNR Community Forestry Grant Programs

Cities, towns and non-profit organizations can receive funding to enhance urban trees and forests. The Indiana DNR, Division of Forestry offers four grant programs that help improve, protect, maintain and increase the number of trees in Indiana communities. This federal and state funding is provided on an annual basis by the Indiana Department of Natural Resources and the USDA. Forest Service Grantees must match the grant with an in-kind and/or monetary match.

Table 4.1, Implementation Action Plan

Focus Area 1: Residential and Commercial Growth and Development								
GOAL 3.1 ACCOMMODATE RESIDENTIAL AND COMMERCIAL GROWTH AND DEVELOPMENT WITHIN THE SR 49 CORRIDOR WHILE PRESERVING LANDSCAPE CHARACTER.								
#	STRATEGY		PRIORITY (PRIMARY-SECONDARY)	TIMEFRAME (SHORT-MEDIUM-LONG-TERM)	PRIMARY RESPONSIBLE PARTY	SECONDARY RESPONSIBLE PARTY	POTENTIAL OUTSIDE RESOURCE	POTENTIAL OUTSIDE FUNDING RESOURCE
3.1.1 (Page 38)	Develop a multi-phased annexation program to incorporate the remaining areas of the corridor, as currently delineated within the Envision 2030 Comprehensive Plan, into the City's corporate limits.		Primary	Medium	City Council	City Planning Department	Professional Consultant (CPA), (A/E/P), (Public Relations)	N/A
3.1.2 (Page 38)	Regulate the location of residential and commercial land use within the SR 49 corridor.							
	1.	Develop an intergovernmental agreement between the City of Valparaiso and Porter County whereby the County assigns the City the responsibility of drafting design guidelines for all development within the SR 49 corridor.	Primary	Short	City Council, County Commissioners	City Planning Department, County Planning Department	N/A	N/A
	2.	Facilitate the administration of a transfer of conservation easement program within Porter County.	Primary	Medium	City Council, County Commissioners, Valparaiso Redevelopment Commission	City Planning Department, County Planning Department	N/A	N/A
	3.	Facilitate the administration and financing of a Purchase of Development Rights (PDR) program; where the rights to develop agricultural property are purchased from farmers.	Primary	Medium	Valparaiso Redevelopment Commission	City Council	N/A	N/A
	4.	Zone all lands north of CR E 500 N, 2,000 feet from the eastern edge of the SR 49 thoroughfare right-of-way as Prime Agriculture District (A1), ensuring the minimum lot size is 20 acres.	Primary	Short	Porter County	County Planning Department	N/A	N/A
	5.	Amend the City of Valparaiso zoning map to rezone a parcel immediately south of CR E 500 N from General Residential (GR) to Rural (RU).	Primary	Short	City Council	City Planning Department	N/A	N/A
	6.	Adopt a Right-to-Farm ordinance.	Primary	Medium	City Council, County Commissioners	City Planning Department, County Planning Department	N/A	N/A
	7.	Consider the application of an Agricultural Tax Increment Financing (ATIF) District	Secondary	Medium	City Council, County Commissioners, Valparaiso Redevelopment Commission	City Planning Department, County Planning Department	N/A	N/A
3.1.3 (Page 40)	Regulate the development of linear residential subdivisions along rural access roads.							
	1.	Modify the Porter County UDO, Scenic Roadway Overlay (SRO) District, and City of Valparaiso UDO, to restrict the length of linear residential subdivisions ending in cul-de-sacs, the diameter of a central island, and use of stormwater infrastructure and low-impact development strategies.	Primary	Medium	City Council, County Commissioners, Valparaiso Redevelopment Commission	City Planning Department, County Planning Department	N/A	N/A

Focus Area 1: Residential and Commercial Growth and Development <i>(continued)</i>								
GOAL 3.2 PRESERVE AND ENHANCE THE LANDSCAPE CHARACTER OF THE SR 49 CORRIDOR.								
#	STRATEGY		PRIORITY (PRIMARY-SECONDARY)	TIMEFRAME (SHORT-MEDIUM-LONG-TERM)	PRIMARY RESPONSIBLE PARTY	SECONDARY RESPONSIBLE PARTY	POTENTIAL OUTSIDE RESOURCE	POTENTIAL OUTSIDE FUNDING RESOURCE
3.2.1 (Page 40)	To accommodate increased residential demand while preserving sensitive riparian areas, develop passive and active recreational park facilities to the east of the SR 49 corridor.							
	1.	Explore the feasibility of developing a 30 acre combined passive and active recreational facility in proximity to the SR 49 and Vale Park Road interchange (refer to Figure 3.2, Proposed Eastside Community Park).	Primary	Short	City Council, City of Valparaiso Parks and Recreations Department	City Planning Department, Porter County Parks	Professional Consultant (A/E/P)	N/A
3.2.2 (Page 40)	To fulfill the future demand for additional park resources west of SR 49, develop a passive recreational amenity within the Hotter Lagoon stormwater detention basin.							
	1.	Analyze the feasibility of converting the Hotter Lagoon stormwater detention basin into a significant passive recreational community park.	Primary	Short	City Council, City of Valparaiso Parks and Recreations Department	City Planning Department, Porter County Parks	Professional Consultant (A/E/P)	N/A
3.2.3 (Page 41)	Develop a vegetation management program for the SR 49 corridor that would be focused on mature tree and forest canopy preservation and management, landscape screening and buffering.							
	1.	Revise City of Valparaiso UDO bufferyard regulations to include the SR 49 thoroughfare as requiring Class D bufferyard treatment (65 percent opacity) for all new development occurring immediately adjacent to the SR 49 Thoroughfare.	Primary	Medium	City Council	City Planning Department	N/A	N/A
3.2.4 (Page 41)	Incorporate low-impact development strategies, tools and techniques into all new development within the SR 49 corridor.							
	1.	Integrate provisions for low-impact development best construction and management practices within City of Valparaiso UDO and Porter County UDO.	Primary	Medium	City Council, County Commissioners, Valparaiso Redevelopment Commission	City Planning Department, County Planning Department	N/A	N/A
	2.	All new development within the SR 49 corridor shall implement Indiana Department of Transportation Temporary Erosion and Sediment Control (Section 205) specifications. Reference Section 205 within the Porter County and City of Valparaiso UDO.	Primary	Long	City Council, County Commissioners, Valparaiso Redevelopment Commission	City Planning Department, County Planning Department	N/A	N/A
3.2.5 (Page 41)	Buffer the Moraine Nature Preserve and Coffee Creek Watershed.							
	1.	Prohibit the use of septic tanks for residential and commercial development occurring within Coffee Creek Watershed and within 750 linear feet of the Moraine Nature Preserve.	Primary	Medium	City Council, County Commissioners, Moraine Nature Preserve	City Planning Department, County Planning Department	N/A	N/A
	2.	Amend the Porter County Watershed Overlay (WSO) District to include all lands within the Coffee Creek watershed and all lands within one quarter mile of the Moraine Nature Preserve.	Secondary	Short	County Commissioners, Moraine Nature Preserve	County Planning Department	N/A	N/A
3.2.?? (Page 40)	Promote clustering development in a manner that conserves sensitive ecological and agricultural resources.							
	1.	Enforce the provisions outlined within the Porter County UDO Section 6.07, Conservation Subdivision (CS) regulations for all residential subdivisions on lots fronting county roads designated as scenic roadways.	Secondary	Short	County Commissioners	County Planning Department	N/A	N/A

Focus Area 1: Residential and Commercial Growth and Development <i>(continued)</i>								
GOAL 3.1 ACCOMMODATE RESIDENTIAL AND COMMERCIAL GROWTH AND DEVELOPMENT WITHIN THE SR 49 CORRIDOR WHILE PRESERVING LANDSCAPE CHARACTER. <i>(CONTINUED)</i>								
#	STRATEGY		PRIORITY (PRIMARY-SECONDARY)	TIMEFRAME (SHORT-MEDIUM-LONG-TERM)	PRIMARY RESPONSIBLE PARTY	SECONDARY RESPONSIBLE PARTY	POTENTIAL OUTSIDE RESOURCE	POTENTIAL OUTSIDE FUNDING RESOURCE
GOAL 3.3 REGULATE THE SCALE AND VISUAL CHARACTER OF COMMERCIAL DEVELOPMENT WITHIN THE SR 49 CORRIDOR.								
3.3.1 (Page 42)	Promote commercial / office development campuses along proposed Memorial Drive Extended and at key interchanges within the SR 49 corridor, including U.S. Highway 30, CR E 400 N (Vale Park Road), CR E 500 N (Burlington Beach Road), and U.S. Highway 6.							
	1.	Revise Section 11.304 State Route 49 Standards, within the City of Valparaiso UDO to incorporate design covenants and guidelines for commercial development within the SR 49 corridor (refer to Chapter 4.2, Development Guidelines).	Primary	Medium	City Council, County Commissioners, Valparaiso Redevelopment Commission	City Planning Department, County Planning Department	N/A	N/A

Focus Area 2: Transportation Infrastructure								
GOAL 3.4 IMPROVE THE SAFETY AND EFFICIENCY OF TRANSPORTATION FACILITIES WITHIN THE SR 49 CORRIDOR.								
#	STRATEGY		PRIORITY (PRIMARY-SECONDARY)	TIMEFRAME (SHORT-MEDIUM-LONG-TERM)	PRIMARY RESPONSIBLE PARTY	SECONDARY RESPONSIBLE PARTY	POTENTIAL OUTSIDE RESOURCE	POTENTIAL OUTSIDE FUNDING RESOURCE
3.4.1 (Page 42)	Improve access management and safety at CO Rd 500 signalized interchange.							
	1.	Work with the Indiana Department of Transportation (INDOT) to change the designate the section of SR 49 within the study area from rural to urban.	Primary	Short	City Council, County Commissioners, Valparaiso Redevelopment Commission	City Planning Department	Professional Consultant (A/E/P)	N/A
	2.	Replace signalized intersection with a folded diamond interchange.	Primary	Long	City Council, County Commissioners, Valparaiso Redevelopment Commission	City Planning Department, NIRPC	Professional Consultant (A/E/P)	Federal Aid Highway Program
3.4.2 (Page 42)	Improve access management and safety at CR E 600 N non-signalized interchange.							
	1.	Close the interchange to cross-bound traffic; whereby westbound traffic on CR E 600 N can access SR 49 northbound only, and eastbound traffic on CR E 600 N can access SR 49 southbound only.	Primary	Long	City Council, County Commissioners, Valparaiso Redevelopment Commission	City Planning Department, NIRPC	Professional Consultant (A/E/P)	Federal Aid Highway Program
	2.	Construct northbound and southbound on-ramps for vehicles accessing SR 49 from CR E 600 N.	Primary	Long	City Council, County Commissioners, Valparaiso Redevelopment Commission	City Planning Department, NIRPC	Professional Consultant (A/E/P)	Federal Aid Highway Program
3.4.3 (Page 43)	Determine the extent to which county roads within the SR 49 corridor require expansion to provide optimum level of service.							
	1.	Silhavy Road: Silhavy Road traffic counts should remain relatively steady. An off-street bicycle path is recommended to extend from Vale Park Road to Burlington Beach Road.	Primary	Medium	City Planning Department, County Planning Department	City Planning Department, County Planning Department, NIRPC	N/A	Federal Aid Highway Program
	2.	Bartz Road: Bartz Road will accommodate projected traffic. Pedestrian improvements/facilities are encouraged and can be added with minimal impact to the existing corridor.	Primary	Medium	City Council, County Commissioners, Valparaiso Redevelopment Commission	City Planning Department, County Planning Department, NIRPC	N/A	Federal Aid Highway Program
	3.	CR 325: CR 325 will accommodate projected traffic; this segment is not recommended for the addition of any facilities (vehicle, bicycle, pedestrian).	N/A	N/A	N/A	N/A	N/A	N/A
	4.	SR 2, east of the SR 49, will accommodate projected traffic. However, the Porter County Airport report recommends an additional travel lane, in each direction, between SR 49 and the Eastport Centre Drive. This segment of roadway should consist of three travel lanes in each direction with additional turning lanes at this intersection potentially. East of Eastport Centre Drive, the roadway cross section can transition down to a total of four travel lanes (two travel lanes in each direction), and then to a total of two travel lanes (one travel lane in each direction), further northeast on SR 2. Similar to the SR 49 interchange at CR E 400 N, roundabouts one either side of the SR 2 interchange are recommended. Bicycle and pedestrian facilities are recommended along this segment of roadway. It is recommended that these bicycle and pedestrian improvements be located along the south side of this thoroughfare.	Primary	Long	City Council, County Commissioners, Valparaiso Redevelopment Commission	City Planning Department, County Planning Department, NIRPC	Professional Consultant (A/E/P)	Federal Aid Highway Program
	5.	Evans Avenue: Evans Avenue currently accommodates the existing and the projected traffic. This segment is currently a designated bicycle route; therefore, pedestrian improvements are encouraged and can be added with minimal impact to the existing corridor.	Primary	Medium	City Council, County Commissioners, Valparaiso Redevelopment Commission	City Planning Department, County Planning Department, NIRPC	Professional Consultant (A/E/P)	Federal Aid Highway Program

Focus Area 2: Transportation Infrastructure (continued)							
GOAL 3.5 IMPROVE ACCESS TO LARGE PARCELS ADJACENT TO SR 49 THOROUGHFARE.							
#	STRATEGY	PRIORITY (PRIMARY-SECONDARY)	TIMEFRAME (SHORT-MEDIUM-LONG-TERM)	PRIMARY RESPONSIBLE PARTY	SECONDARY RESPONSIBLE PARTY	POTENTIAL OUTSIDE RESOURCE	POTENTIAL OUTSIDE FUNDING RESOURCE
3.5.1 (Page 44)	Construct an alternative thoroughfare facility: Memorial Drive Extended (CR 250)						
	Memorial Drive Extended: Proposed improvements would involve the construction of a four-lane roadway, two-lanes in each direction with a center median; the alignment of which would parallel SR 49 to the east and connect CR E 500 N to the north (at the existing Memorial Drive) with SR 2 to the south (refer to Map 3.3, Memorial Drive Extended Alignment, Plan). Specifically, Memorial Drive Extended would continue the alignment of existing Memorial Drive, south of CR E 500 N, east of the Valparaiso Health Clinic, and intersect CR E 400 N. From CR E 400 N, the thoroughfare would continue southward, aligned to be constructed on the Vandertol parcel southeast of the CR E 400 N – SR 49 interchange, and provide optimum access for the currently proposed office park and multi-family development proposals for the Vandertol parcel, ultimately intersecting with Evans Avenue. Beyond Evans Avenue an overpass would span the Grand Trunk Western (GTW) Railroad and connect Memorial Drive Extended with Porter’s Vale Boulevard west of the Porter’s Vale Shopping Center. Memorial Drive Extended would be designed to meet the classification standards of a two-lane arterial thoroughfare, as per Article 8 of the City of Valparaiso UDO. Memorial Drive Bridge: Approaching the bridge Memorial Drive Extended shall consist of two travel lanes and curb and gutter in each direction. A shared-use path shall be constructed along the east side of Memorial Drive with a vegetated median strip between the back of curb and front of the shared-use path. MSE wall with barrier rail shall be utilized along Memorial Drive where required.	Primary	Medium	City Council, County Commissioners, Valparaiso Redevelopment Commission	City Planning Department	Professional Consultant (A/E/P)	Federal Aid Highway Program, Public-Private Partnerships
	1. Work with Indiana Department of Transportation (INDOT) to determine definitive feasibility, costs, phasing and scheduling for the construction of Memorial Drive Extended.	Primary	Short	City Council, County Commissioners, Valparaiso Redevelopment Commission	City Planning Department	Professional Consultant (A/E/P)	Federal Aid Highway Program
	2. Prepare construction documents and specifications for the construction of Memorial Drive Extended.	Primary	Medium	City Council, County Commissioners, Valparaiso Redevelopment Commission	City Planning Department	Professional Consultant (A/E/P)	Federal Aid Highway Program

Focus Area 2: Transportation Infrastructure <i>(continued)</i>								
GOAL 3.5 IMPROVE ACCESS TO LARGE PARCELS ADJACENT TO SR 49 THOROUGHFARE. <i>(CONTINUED)</i>								
#	STRATEGY		PRIORITY (PRIMARY-SECONDARY)	TIMEFRAME (SHORT-MEDIUM-LONG-TERM)	PRIMARY RESPONSIBLE PARTY	SECONDARY RESPONSIBLE PARTY	POTENTIAL OUTSIDE RESOURCE	POTENTIAL OUTSIDE FUNDING RESOURCE
3.5.2 (Page 45)	In anticipation of new development within the corridor, reconstruct key segments of County Roads 400 and 500.							
	1.	CR E 400 N (Vale Park Road): CR E 400 N, between SR 49 and proposed Memorial Drive Extended, will require an additional travel lane in each direction. Designated left turn lanes may also be required at the intersection for CR E 400 N and proposed Memorial Drive Extended. East of proposed Memorial Drive Extended, the roadway cross section can transition down to a total of two travel lanes, one in each direction. Additional improvements should include proper drainage solutions and full depth pavement reconstruction. Bicycle and pedestrian facilities are also recommended along this segment of roadway. Pedestrian facilities can be added to the cross section in conjunction with the capacity expansion project. Existing bicycle and pedestrian facilities are located on the south side of the Vale Park Road; therefore, it is recommended that proposed extensions of these facilities maintain a similar alignment.	Primary	Medium	City Council, County Commissioners, Valparaiso Redevelopment Commission	City Planning Department, County Planning Department, NIRPC	Professional Consultant (A/E/P)	Federal Aid Highway Program
	2.	CR E 500 N (Burlington Beach Road): CR E 500 N , between SR 49 and Memorial Drive Extended is recommended to be expanded to four travel lanes, two in each direction. East of proposed Memorial Drive Extended, the roadway cross section can transition down to a total of two travel lanes, one in each direction. Additional improvements shall include proper drainage solutions and full depth pavement reconstruction. Bicycle and pedestrian facilities are also recommended along this segment of roadway. Said facilities can be added to the cross section in conjunction with the capacity expansion project.	Primary	Medium	City Council, County Commissioners, Valparaiso Redevelopment Commission	City Planning Department, County Planning Department, NIRPC	Professional Consultant (A/E/P)	Federal Aid Highway Program
	3.	Perform additional traffic analyses (including an origin/destination analysis) to forecast the level of service for all county roads requiring reconstruction west of SR 49, based upon the projected traffic generated.	Primary	Medium	City Council, County Commissioners, Valparaiso Redevelopment Commission	City Planning Department, County Planning Department	Professional Consultant (A/E/P)	N/A
	4.	Ensure that all thoroughfares are reconstructed in conformance with Porter County frost laws.	Primary	Long	City Council, County Commissioners, Valparaiso Redevelopment Commission	City Planning Department, County Planning Department	Professional Consultant (A/E/P)	N/A

Focus Area 2: Transportation Infrastructure (continued)								
GOAL 3.6: ENHANCE MULTI-MODAL USE OF THOROUGHFARES WITHIN THE SR 49 CORRIDOR.								
#	STRATEGY		PRIORITY (PRIMARY-SECONDARY)	TIMEFRAME (SHORT-MEDIUM-LONG-TERM)	PRIMARY RESPONSIBLE PARTY	SECONDARY RESPONSIBLE PARTY	POTENTIAL OUTSIDE RESOURCE	POTENTIAL OUTSIDE FUNDING RESOURCE
3.6.1 (Page 46)	Ensure that major roadway improvements are context sensitive, and adhere to “complete streets” principles.							
	1.	Amend the City of Valparaiso UDO and Porter County UDO to include provisions requiring implementation of essential complete streets components for all new local and arterial classified streets.	Primary	Short	City Council, County Commissioners	City Planning Department, County Planning Department	N/A	N/A
3.6.2 (Page 47)	Expand V-Line public transportation to service areas to the east of SR 49.							
	1.	Bus routes are proposed along the proposed Memorial Drive Extended connecting the Brown Line at the Porter’s Vale Shopping Center to the south and extending north to CR E 500 N. A route should extend west across State Road 49 from Memorial Drive Extended along Vale Park Road to Silhavy Road connecting to the Orange Line and the Green Line. A route should extend west across State Road 49 from Memorial Drive Extended along CR E 500 N to Calumet Avenue connecting to the Orange Line and the Red Line. Bus stop/stations are recommended at major intersections of Memorial Drive at Evans Avenue, Vale Park Road, CR E 500 N; Silhavy Road and Vale Park Road, and County Road 500; and Calumet Avenue and CR E 500 N.	Primary	Short	City Council, County Commissioners, City Transit Department	City Planning Department	Transit Consultant	N/A
3.6.3 (Page 47)	Develop an interconnected network of on and off-street pedestrian sidewalks and bicycle-friendly recreational trail facilities that connect livable centers within the City of Valparaiso with adjacent neighborhoods and commercial centers.							
	1.	Confirm the locations for recommended sidewalks as well as which vehicular intersections pedestrian crosswalks are required, as depicted on Map 3.4, Pedestrian Connections.	Primary	Short	City Council, County Commissioners, Valparaiso Redevelopment Commission	City Planning Department, County Planning Department	Professional Consultant (A/E/P)	N/A
	2.	Coordinate the alignment and future development of the Dunes-Kankakee Trail; that would extend from Dunes State Park, through the SR 49 corridor, to the Porter County Fairgrounds.	Primary	Medium	City Council, County Commissioners, Valparaiso Redevelopment Commission	City Planning Department, County Planning Department, Dunes-Kankakee Trail, NIRPC	Professional Consultant (A/E/P)	Federal Highway Administration Recreational Trails Program (RTP)
	3.	Improve connectivity of existing Valparaiso on-street bicycle lanes and recreational trails as depicted on Map 3.5, Proposed Recreational Trails.	Primary	Medium	City Council, County Commissioners, Valparaiso Redevelopment Commission	City Planning Department, County Planning Department, NIRPC, IDNR, INDOT	Professional Consultant (A/E/P)	Federal Highway Administration Recreational Trails Program (RTP), Federal Aid Highway Program
	4.	Ensure that all bicycle lanes shall be designed, posted, marked, and striped according to the requirements of the Standards Manual associated with the City of Valparaiso UDO and the recommendations of the American Association of State Highway Transportation Officials (AASHTO).	Primary	Long	City Council, County Commissioners, Valparaiso Redevelopment Commission	City Planning Department	Professional Consultant (A/E/P)	N/A
	5.	Amend the City of Valparaiso’s Unified Development Ordinance to incorporate the policy recommendations associated with the City’s Envision 2030 Comprehensive Plan, Chapter 5, Mobility, as outlined in Section 2.5.1 of this Corridor Plan.	Primary	Medium	City Council, County Commissioners, Valparaiso Redevelopment Commission	City Planning Department	N/A	N/A

Focus Area 3: Utilities Infrastructure								
GOAL 3.7: Ensure there is adequate utilities infrastructure to meet the demands of new commercial and residential growth within the SR 49 Corridor.								
#	STRATEGY		PRIORITY (PRIMARY-SECONDARY)	TIMEFRAME (SHORT-MEDIUM-LONG-TERM)	PRIMARY RESPONSIBLE PARTY	SECONDARY RESPONSIBLE PARTY	POTENTIAL OUTSIDE RESOURCE	POTENTIAL OUTSIDE FUNDING RESOURCE
3.7.1 (Page 47)	Develop a phased infrastructure expansion program that will accommodate future growth that is synchronized with the City and County's capital improvement program.							
	1.	Proposed Water Improvements (See Table 4.5.1, Order of Magnitude Costs for specific improvements and costs, Page 69): To serve additional development along the east side of the SR 49 corridor will require not only the extension of the existing water mains but also interconnecting the water mains on the east side of SR 49 to provide looping of the water system. This looping will likely address the low pressures in the existing 12” diameter water main along Evans Avenue. The existing extensions across SR 49 do not appear to be looped which would result in better pressures, fire flow capacity and allow for isolation of water main sections without shutting down service for large areas (refer to Map 3.6, Proposed Utilities Infrastructure). The 20” water main along CR E 500 N could be extended to the east side of SR 49 and connected to the existing 16” diameter water main to provide looping for this north end of the corridor. There is currently a casing pipe under SR 49 to allow for the placement of a water main. Additional improvements to the water system would be to replace older sections of C.I. water mains showing repeated water main breaks. The 12” diameter water main along Silhavy Road between SR 2 and Evans Avenue needs to be replaced with a 16” water main to eliminate the bottle neck along this route. The proposed water main extensions and sizing as shown on Figure A2 (within the Appendix) are preliminary and may change during detailed engineering design.	Primary	Medium	City Council, County Commissioners, Valparaiso Redevelopment Commission	City Planning Department, County Planning Department	Professional Consultant (A/E/P)	Public-Private Partnership

Focus Area 3: Utilities Infrastructure								
GOAL 3.7: ENSURE THERE IS ADEQUATE UTILITIES INFRASTRUCTURE TO MEET THE DEMANDS OF NEW COMMERCIAL AND RESIDENTIAL GROWTH WITHIN THE SR 49 CORRIDOR. (CONTINUED)								
#	STRATEGY		PRIORITY (PRIMARY-SECONDARY)	TIMEFRAME (SHORT-MEDIUM-LONG-TERM)	PRIMARY RESPONSIBLE PARTY	SECONDARY RESPONSIBLE PARTY	POTENTIAL OUTSIDE RESOURCE	POTENTIAL OUTSIDE FUNDING RESOURCE
3.7.1 (Page 47)	Develop a phased infrastructure expansion program that will accommodate future growth that is synchronized with the City and County's capital improvement program. (continued)							
	2.	Proposed Sanitary Sewer Improvements (See Table 4.5.1, Order of Magnitude Costs for specific improvements and costs): Since the majority of the sanitary shed area along the SR 49 Corridor flows to the Sturdy Road Lift Station, located just south of US 30, it is essential that this lift station is upgraded to handle future flows as development occurs. Even though the existing station has the capacity to handle additional flows as stated above, it is essential to upgrade and improve the outdated control system along with modifying the site so that ingress / egress to the lift station is improved. Additional capacity within the existing sewer system could be obtained by reducing inflow / infiltration by improving or replacing older sewers. The proposed sanitary sewer extensions as shown on Figure A3 (within Appendix A) are based on future modeled flows along the SR 49 Corridor. Based on contour maps, it appears that large portions of the study area can be served with gravity sewers. These gravity sewers can be extended to existing lift stations that have the capacity to handle additional future flows. A new lift station will be required to intercept gravity flows along the proposed Boulevard east of SR 49 to the gravity sewer along Silhavy Road. Serving areas around lakes or outside of possible gravity served areas could be accomplished with smaller lift stations and or grinder pumps discharging to the nearest gravity sewer system.	Primary	Long	City Council, County Commissioners, Valparaiso Redevelopment Commission	City Planning Department, County Planning Department	Professional Consultant (A/E/P)	Public-Private Partnerships

Focus Area 4: Economic Development and Corridor Promotion								
GOAL 3.8: PROMOTE ECONOMIC DEVELOPMENT INITIATIVES WITHIN THE SR 49 CORRIDOR.								
#	STRATEGY		PRIORITY (PRIMARY-SECONDARY)	TIMEFRAME (SHORT-MEDIUM-LONG-TERM)	PRIMARY RESPONSIBLE PARTY	SECONDARY RESPONSIBLE PARTY	POTENTIAL OUTSIDE RESOURCE	POTENTIAL OUTSIDE FUNDING RESOURCE
3.8.1 (Page 48)	Promote the SR 49 corridor as a critical link between the Porter County Regional Airport and the interstates and port to the north.							
	1.	Revise the City of Valparaiso’s land use plan and zoning map to include the Porter County Regional Airport’s proposed land use program, as described within the Airport’s recent master plan, “In Plane View: A Clear Vision for the Future.”	Primary	Short	City Council, County Commissioners, Porter County Regional Airport	City Planning Department, County Planning Department	N/A	N/A
	2.	Develop an index of developable sites and properties within the SR 49 corridor and prioritize sites and properties based on strategic accessibility. Based on developing proposed Memorial Drive Extended, Map 3.7, Priority Development Sites (to be developed), attempts to prioritize available developable sites.	Primary	Short	City Council, County Commissioners, Porter County Regional Airport	City Planning Department, County Planning Department	N/A	N/A
	3.	Encourage developers of large parcels surrounding the airport to be models for sustainable, green development.	Primary	Short	City Council, County Commissioners, Porter County Regional Airport	City Planning Department, County Planning Department	N/A	N/A
	4.	Encourage business campus master planning and design standards beyond the requirements of the Porter County UDO for the development of airport parcels.	Primary	Short	City Council, County Commissioners, Porter County Regional Airport	City Planning Department, County Planning Department	N/A	N/A
	5.	Conduct a market analysis specific to the SR 49 corridor, that evaluates demand and requirements for the following commercial enterprises: - communications equipment; - optical instruments and lenses; - electrical distribution; - specialty chemical products; - navigational, measuring, electro-medical and control instruments.	Primary	Short	Valparaiso Redevelopment Commission, City Council, County Commissioners, Porter County Regional Airport	City Planning Department, County Planning Department	Professional Consultant (Economics)	N/A

Focus Area 4: Economic Development and Corridor Promotion <i>(continued)</i>								
GOAL 3.8: PROMOTE ECONOMIC DEVELOPMENT INITIATIVES WITHIN THE SR 49 CORRIDOR. <i>(CONTINUED)</i>								
#	STRATEGY		PRIORITY (PRIMARY-SECONDARY)	TIMEFRAME (SHORT-MEDIUM-LONG-TERM)	PRIMARY RESPONSIBLE PARTY	SECONDARY RESPONSIBLE PARTY	POTENTIAL OUTSIDE RESOURCE	POTENTIAL OUTSIDE FUNDING RESOURCE
3.8.2 (Page 48)	Promote SR 49 as a regional health care corridor for Northern Indiana.							
	1.	Revise the Porter County Zoning Map (Institutional District - IN), and the City of Valparaiso Zoning and Land Use maps (Campus - CA) to identify the proposed hospital development and the extent of the supporting healthcare-related businesses. Prioritize area for development at the locations of the proposed hospital complexes.	Primary	Medium	County Commissioners	County Planning Department	N/A	N/A
	2.	Consider the use of tax increment financing (TIF) to purchase property and finance infrastructure improvements within the proposed business parks along Memorial Drive Extended.	Primary	Medium	Valparaiso Redevelopment Commission, City Council	City Planning Department	N/A	N/A
3.8.3 (Page 49)	Support efforts to develop Indiana Office of Community and Rural Affairs (OCRA) Certified Shovel Ready sites for new development within the SR 49 corridor.							
	1.	Amend the City of Valparaiso’s Unified Development Ordinance to incorporate the policy recommendations associated with the City’s Envision 2030 Comprehensive Plan, Chapter 4, Opportunity, as outlined in Section 2.5.1 of this Corridor Plan.	Primary	Short	City Council	City Planning Department	N/A	N/A
3.8.4 (Page 49)	Develop gateway treatments to significant entrances to Valparaiso from SR 49, including CR E 500 N, Vale Park Road and SR 2.							
	1.	Enhance the Microwave Tower to function as a significant wayfinding element for the City of Valparaiso.	Secondary	Medium	City Council, Owner of Tower	City Planning Department, City Parks and Recreation Department	N/A	N/A
	2.	Form a partnership with AT&T whereby the City of Valparaiso can utilize the relay tower as a wayfinding element announcing arrival to the City (refer to Figure 3.10, Microwave Tower and Gateway Element).	Secondary	Medium	City Council, Owner of Tower	City Planning Department, City Parks and Recreation Department	N/A	N/A

Focus Area 4: Economic Development and Corridor Promotion (continued)								
GOAL 3.8: PROMOTE ECONOMIC DEVELOPMENT INITIATIVES WITHIN THE SR 49 CORRIDOR. (CONTINUED)								
#	STRATEGY		PRIORITY (PRIMARY-SECONDARY)	TIMEFRAME (SHORT-MEDIUM-LONG-TERM)	PRIMARY RESPONSIBLE PARTY	SECONDARY RESPONSIBLE PARTY	POTENTIAL OUTSIDE RESOURCE	POTENTIAL OUTSIDE FUNDING RESOURCE
3.8.5 (Page 50)	Develop a Comprehensive Signage Program that promotes the SR 49 Corridor and the City of Valparaiso.							
	1.	Develop a signage ordinance for the City of Valparaiso’s UDO that will include all commercial and wayfinding signage within the SR 49 corridor.	Primary	Short	City Council, City Planning Department	City Parks and Recreation Department	N/A	N/A
3.8.6 (Page 51)	Promote heritage tourism through the development of a comprehensive landscape interpretation and wayfinding signage program, focused on the region’s unique environmental heritage.							
	1.	Work with Indiana Dunes Tourism to establish a list of heritage tourism (natural, cultural, scenic) resources within the SR 49 corridor.			Valparaiso Planning Department	Porter County Planning Department	Professional Consultant (A/E/P)	N/A
	2.	Work with Indiana Dunes Tourism to establish a graphic template and information criteria for interpretive and wayfinding signage that is consistent with and bears familial resemblance to signage developed for the Beyond the Beach Heritage Trail and the Dunes to Kankakee Trail.			Valparaiso Planning Department	Porter County Planning Department	Professional Consultant (A/E/P)	N/A
3.8.7 (Page 51)	Develop a small neighborhood commercial / retail convenience hub at the interchange of CO Road 400 and Memorial Drive Extended.							

