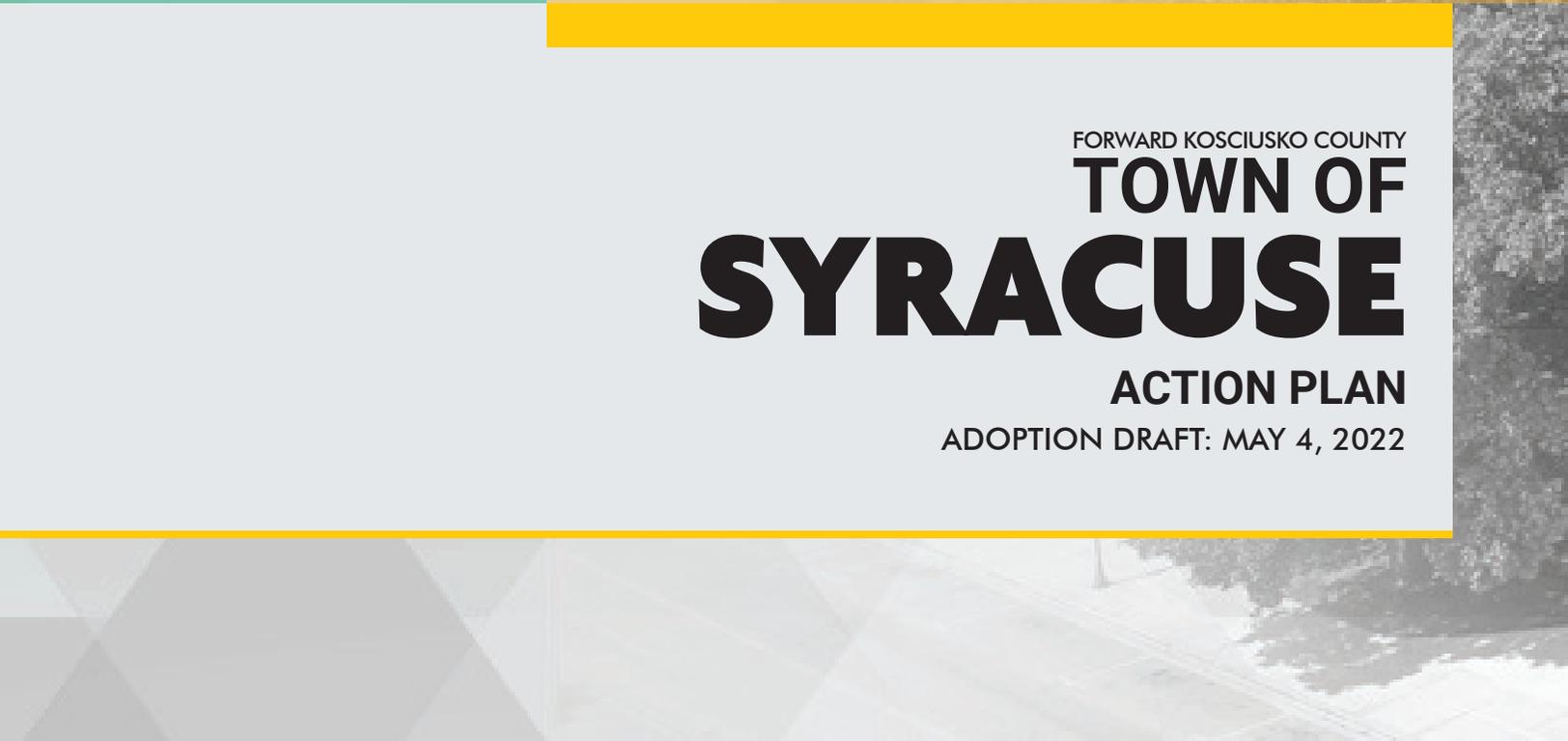




FORWARD KOSCIUSKO COUNTY
**TOWN OF
SYRACUSE**

ACTION PLAN
ADOPTION DRAFT: MAY 4, 2022



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KOSCIUSKO COUNTY



Kosciusko County
COMMUNITY FOUNDATION

K21
HEALTH
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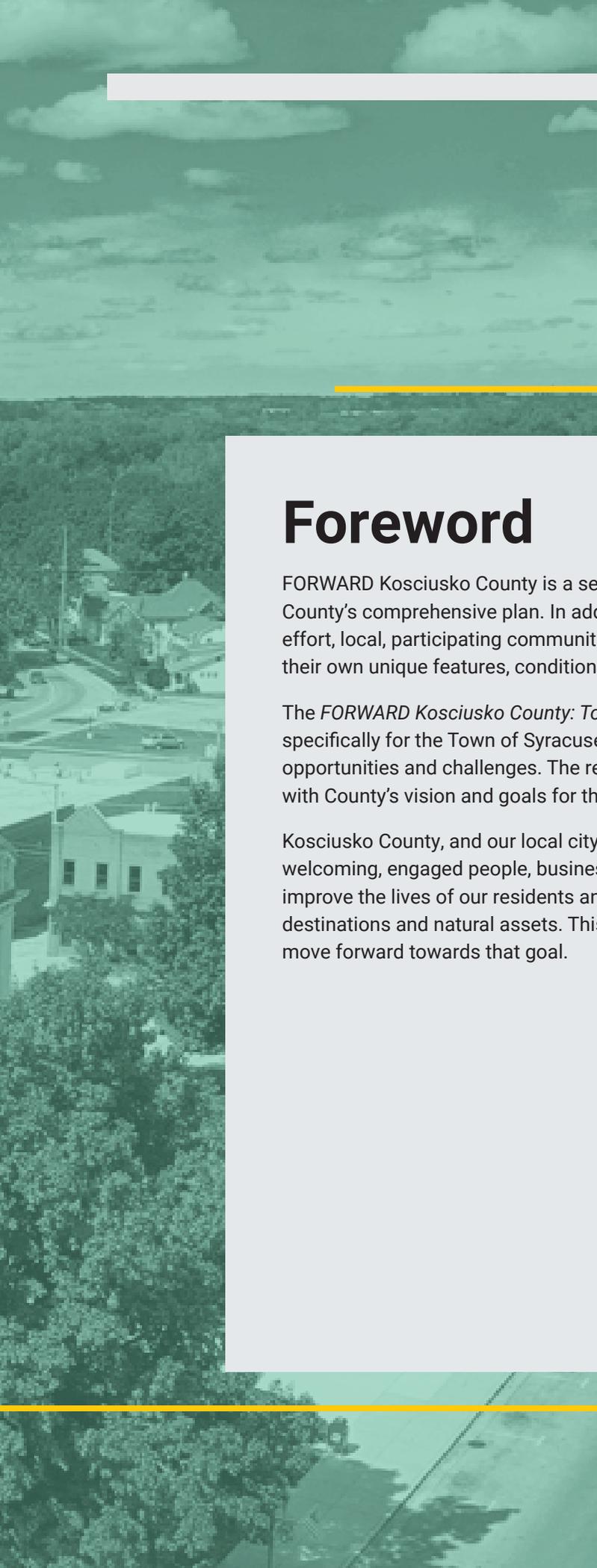
Comprehensive Planning Team

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AMERICAN
STRUCTUREPOINT
INC.

RGDE



Foreword

FORWARD Kosciusko County is a set of detailed policy documents that serves as the County's comprehensive plan. In addition to the County document, as a part of the effort, local, participating communities also adopted a comprehensive plan based on their own unique features, conditions and aspirations.

The *FORWARD Kosciusko County: Town of Syracuse Action Plan* was prepared specifically for the Town of Syracuse and reflects the Town's unique strengths, opportunities and challenges. The recommendations included in the document align with County's vision and goals for the future.

Kosciusko County, and our local city and towns, aspire to be a strong community of welcoming, engaged people, businesses and organizations that continually work to improve the lives of our residents and the condition of our businesses, industries, destinations and natural assets. This plan outlines how the Town of Syracuse can move forward towards that goal.



Kosciusko County Landscape | Visit Kosciusko County

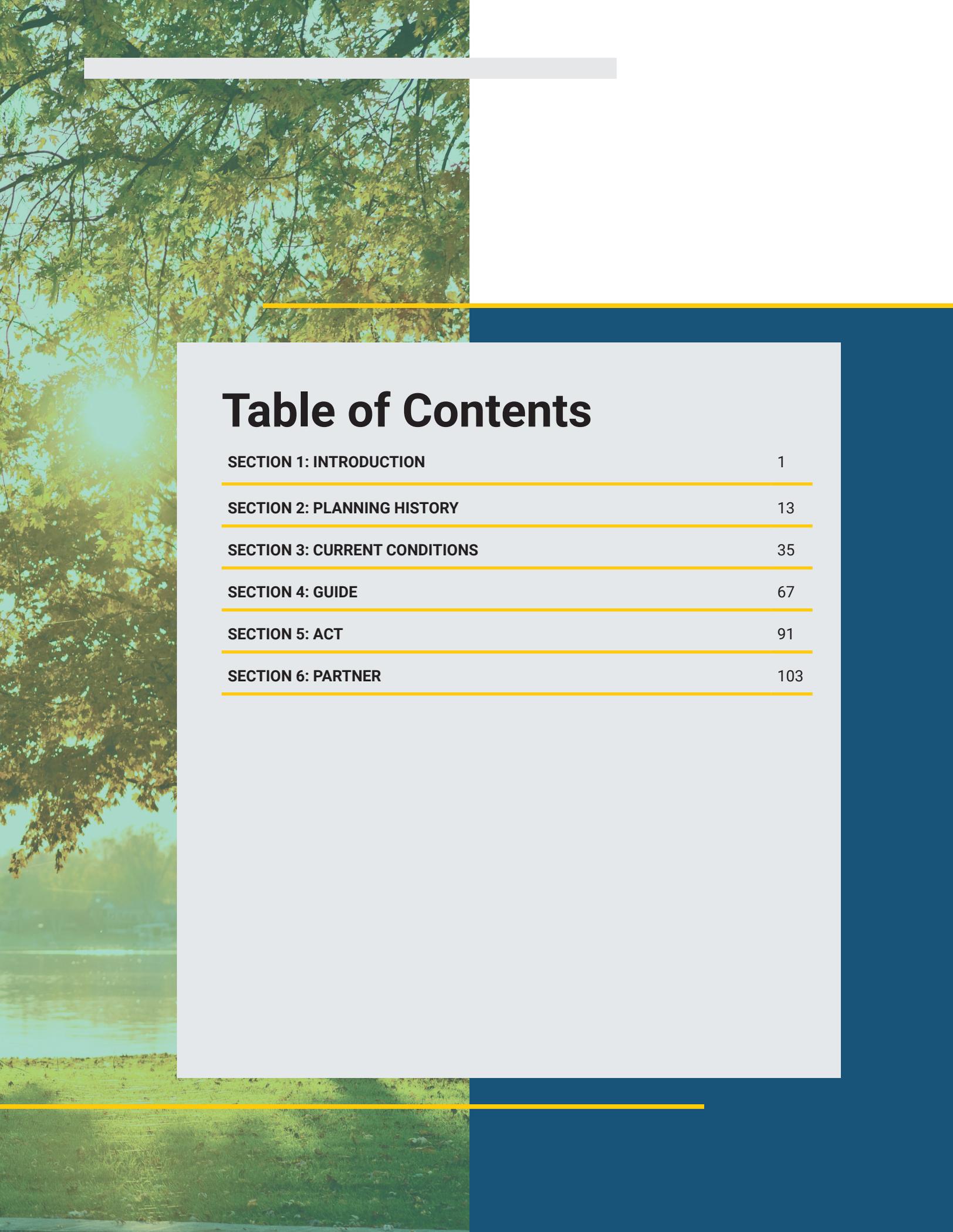
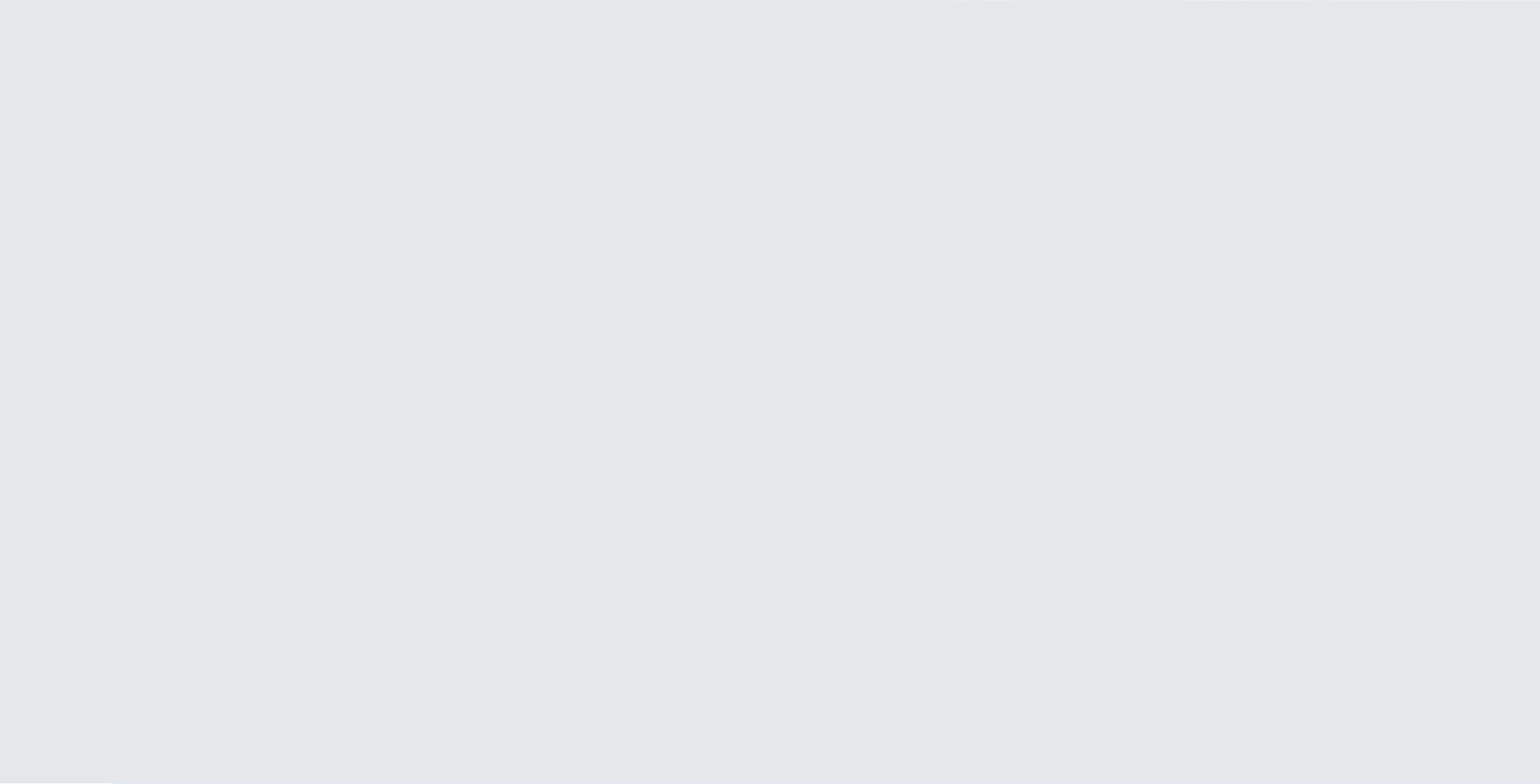


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**SECTION
ONE**

Plan Introduction

Kosciusko County Courthouse, Warsaw, IN | Visit Kosciusko County



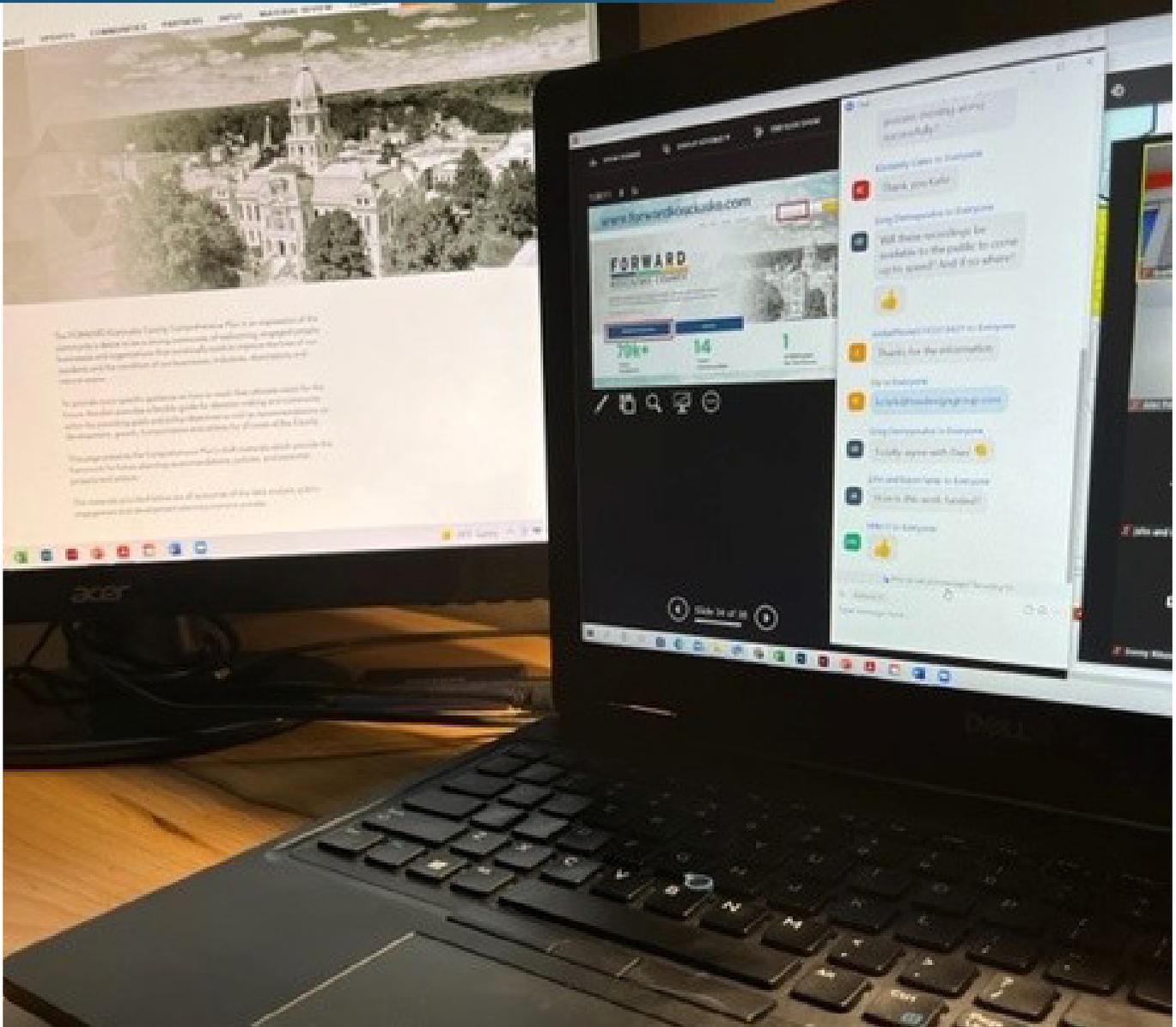
FORWARD Kosciusko County is intended to represent all of us and will be OUR tool to build a better future together.



In its simplest form, planning is a process that brings individuals or groups together to think about a shared goal for their future. When communities plan, it provides for an opportunity to think through specific and unique needs that directly relate to the residents, business owners, employees and visitors of a specific area. By undertaking a planning process, a community can develop and achieve a character of its own. Planning is a community's chance to tell their story and craft their individual dream for the future. Each City, Town and unincorporated area within Kosciusko County is different. The FORWARD Kosciusko County planning effort, is a collaborative opportunity to identify the uniqueness of each of our communities, while also finding ways to stitch our unique assets into a community fabric that ties all of Kosciusko County together.

FORWARD Kosciusko County is a one-of-a-kind update to the County's current 1996 comprehensive plan. The effort - led by Kosciusko County, the local incorporated communities and their strategic community partners - encourages residents, community leaders and community organizations to come together to discuss local challenges, identify unique community features and determine how Kosciusko County and the local communities can grow, evolve and improve. In doing so, the final outcomes will allow for stronger guidance on economic development initiatives, housing development and design, parks and recreation programs, public transportation and county-wide trail connectivity, the design and maintenance of public facilities, as well as the management of local governmental programs.

FORWARD Kosciusko County Public Presentation | TSWDG



A comprehensive plan alone does not ensure change will occur. It must be implemented on a daily basis by elected officials, commission members, city staff and local stakeholders. FORWARD Kosciusko County is intended to encourage cooperation, collaboration and continued, shared investment amongst all implementation partners.

PURPOSE OF THE **COMPREHENSIVE PLAN**

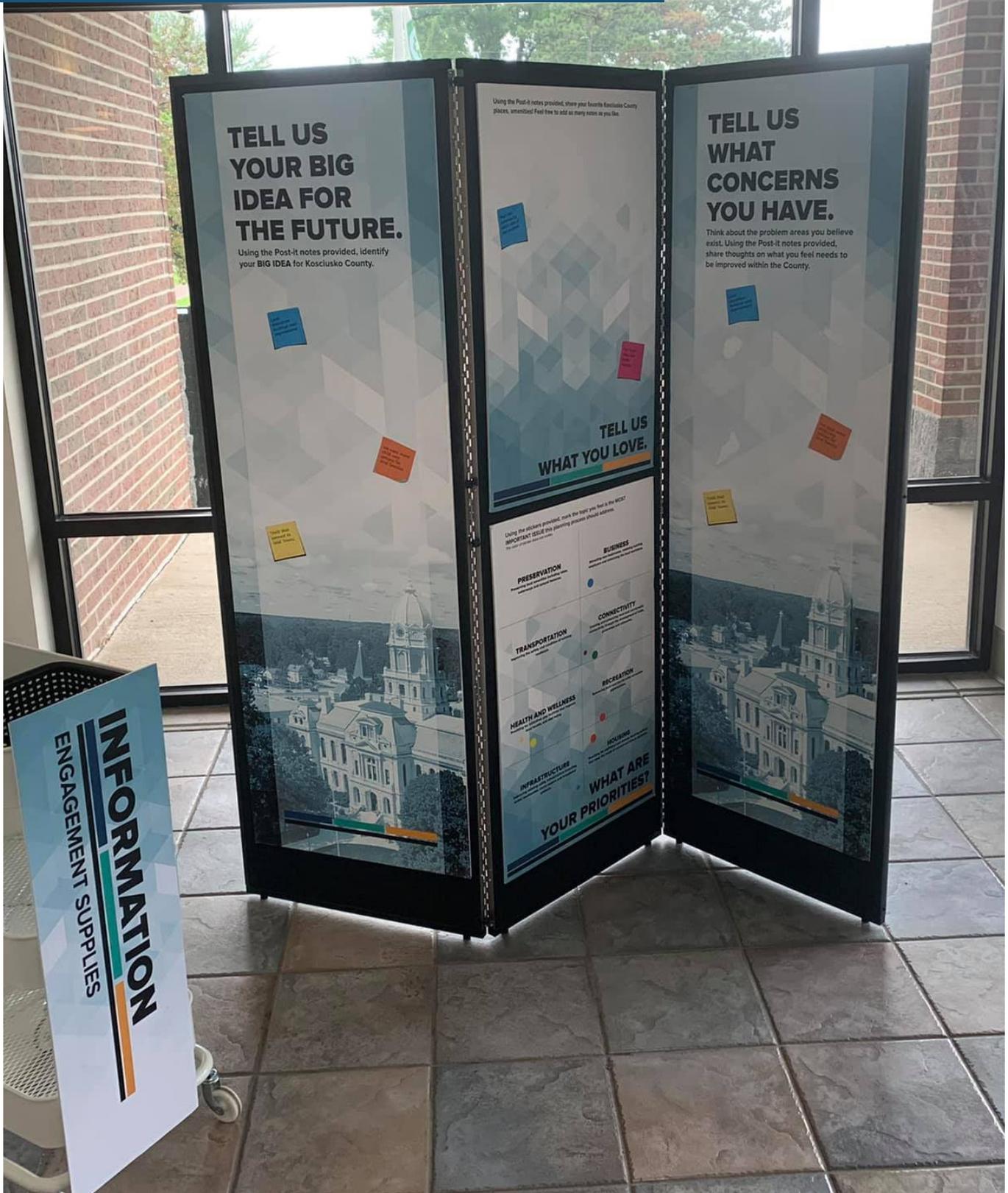
FORWARD Kosciusko County is a detailed policy document that serves as the County's comprehensive plan. A comprehensive plan is a guidance document for local staff and leaders to reference when making decisions about the growth and development of the community. The primary purpose of the plan is to outline a community-wide vision that looks 10 – 20 years into the future. Indiana Code (Series 500 Title 36-7-4) encourages cities, towns, and counties to adopt a comprehensive plan that includes three key elements:

- A statement of objectives for the future development of the jurisdiction,
- A statement of policy for the land use development of the jurisdiction, and
- A statement of policy for the development of public rights of ways, public places, public lands, public structures, and public utilities.

Aside from the elements specified in the Indiana Code, the organization of a comprehensive plan can take many forms based on the needs of the community. The final FORWARD Kosciusko County document is comprehensive, both in scale and scope, with recommendations for the entire County and all incorporated communities for land use, housing, economic development, transportation (vehicular, pedestrian and bicycle), utilities, parks and recreation, community facilities, health and wellness initiatives, placemaking components and implementation.

In addition to the County document, as a part of the effort, local, participating communities also adopted a comprehensive plan based on their own unique features, conditions and aspirations. The local comprehensive plans support the county-wide vision and goals outlined as a part of the FORWARD Kosciusko County document.

FORWARD Kosciusko County Mobile Display, Syracuse, IN | MACOG



FORWARD KOSCIUSKO COUNTY PLAN ADVISORS

A successful county-wide planning process ensures that residents and businesses from all four corners of the County are engaged and heard. In order to do this, the project team recruited several different guiding groups to help communicate information. There were five primary groups acting as plan advisors. Each guiding group is identified below:

Project Steering Committee – This group consists of 30 individuals that were tasked with guiding both the planning process and the development of the final recommendations of the plan. In total, the steering committee consisted of two individuals from each incorporated community, three representatives from County government, two individuals from the Area Plan Commission, and four individuals from strategic implementation partners including the Kosciusko County Community Foundation, K21 Health Foundation and the Kosciusko Economic Development Corporation.

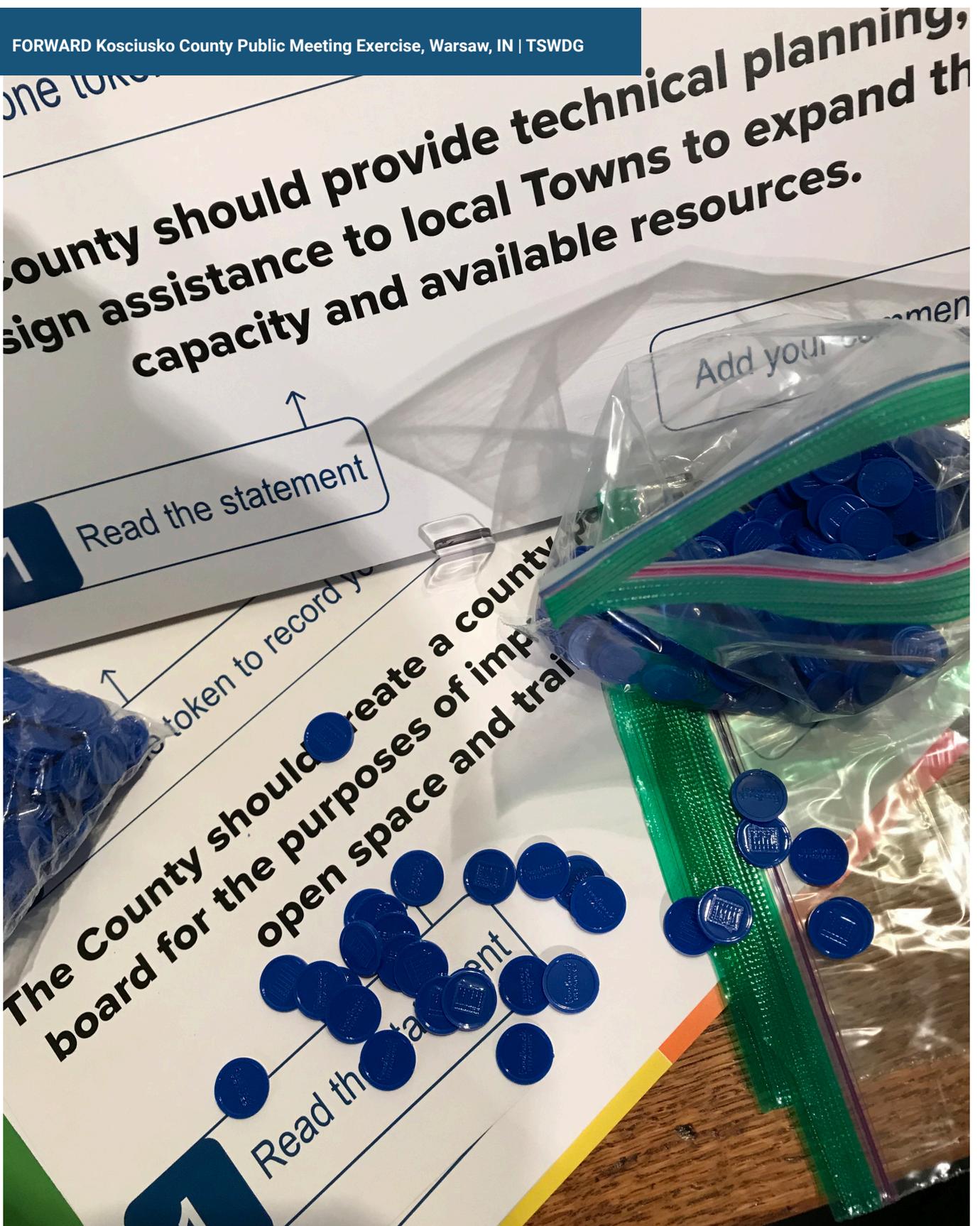
Project Leadership Group – This group is made up of elected and appointed officials and stakeholders from strategic businesses and community organizations. At the end of each phase of work, these individuals were given the opportunity to review key findings and participate in the development of the plan’s final recommendations.

Community Committees – These stakeholder groups include individuals who represent a wide array of community interests including local employers, commercial and residential developers, community organizations, public safety officials, leaders in education, and local engineers and planners. Through multiple Zoom meetings, digital presentations and in-person meetings, these individuals and small groups were invited to share thoughts and comments on county-wide aspirations, goals and challenges.

Outreach Committee – This group, consisting of local representatives, community organizations, and members of the local media, was tasked with assisting in the development of project communication logistics, tools, and engagement techniques that were used throughout the process.

Residents of Kosciusko County – Equally as important to the other committees, Kosciusko County is home to nearly 80,000 residents that serve as community experts. All members of the community were encouraged to share their big ideas, challenges and concerns, and hopes for the future.

FORWARD Kosciusko County Public Meeting Exercise, Warsaw, IN | TSWDG



USING THE **PLAN** **DOCUMENTS**

While the plan addresses physical elements of the County, it is general in nature and is intended to guide policies and best practices related to development. The FORWARD Kosciusko County Plan describes strategies for improving our public health, safety and support services; enhancing our lakes, waterways, natural areas and recreational amenities; and supporting growth in our local businesses, industries and tourism destinations. These strategies are intended to be implemented over the course of a 10-20 year timeframe. The Plan was created with the intention that various community partners will help facilitate the implementation. It is not just for public officials and staff members but anyone who is interested in the future of Kosciusko County or their local community. Depending on the user, the final document can be implemented in various ways.

County and municipal staff, especially members of the County Area Plan Commission or local Board of Zoning Appeals, should use the Plan to guide land-use decisions, prioritize capital improvement projects and programs, and pursue funding to assist in implementation. The vision, goals, policy objectives and mapping recommendations should be used as part of the decision-making process during development reviews, re-zonings and economic development incentive discussions. This ensures elected and appointed officials, staff, developers and the community understand the importance of the comprehensive plan and the guidance it provides moving forward.

Community organizations and special interest groups should use this document to inform their own individual strategic planning efforts. While each separate organization or group has their own unique structure and set of resources, many of the County's future needs rely on the assistance and cooperation of these specialty groups and, in some cases, these groups are better suited to lead local improvement and enhancement efforts.

Developers or builders should use this document to understand the development policies and priorities, identify areas for development, and/ or review the current and future population, employment, and market trends.

Residents and business owners should use this document as a guide when making real estate decisions such as where to buy a home or where to locate a business, considering renovating properties, or looking for potential programs and incentives to help their business.



GUIDE

To allow for flexibility and ongoing guidance to Kosciusko County and each local community, a series of goals and policy objectives were developed to account for ongoing and future efforts related to the success of the County's PEOPLE, PLACES, SYSTEMS, DESTINATIONS and PARTNERSHIPS. While the goal statements are broad, overarching ideas, the policy objectives vary in detail but generally are more specific than the goals themselves and identify the shared roles and responsibilities of the County and their implementation partners.

These statements are intended to serve as a check point when considering new projects and initiatives, because they represent the values and needs of the community, local leaders and key stakeholders. The statements should be used by County and local leaders to review and guide investments, plan for county or local-led initiatives and determine if future initiatives and projects are in alignment with the vision outlined within this Plan.

FORWARD Kosciusko County is intended to provide guidance as to how the county-wide vision for the future can and should be translated into regulatory decisions and potential changes to the County's zoning, subdivision and other development-related regulations.



ACT

While the private sector often leads new development efforts, they rely on Counties and local municipalities to provide adequate infrastructure to service their housing projects, business parks and retail centers. The County and each local community can benefit from an itemized list of maintenance, modernization and enhancement needs that are needed now as well as in the future.

FORWARD Kosciusko County is intended to provide guidance as to how capital improvement actions can be integrated into the jurisdiction annual budgeting process.



PARTNER

While local community organizations and special interest groups do not play a primary role in private development decisions or in the implementation of municipal projects, they do have the ability to advance efforts related to community services and specialty development interests.

These groups also have the ability to apply their available staffing resources to supporting local government in specific ways including technical research, local education, marketing and fiduciary roles.

FORWARD Kosciusko County is intended to identify a series of strategic partners and available resources that can kick start and support implementation efforts.

GENERAL

PLAN ORGANIZATION

The 14-month planning process established a county-wide vision that supported county aspirations and local community needs. Achieving the long-range vision for the County will require focus and follow through at multiple levels. The final Plan provides the framework for regulatory tools like zoning, subdivision regulations, annexations, and other County or City/ Town policies. While the Plan is not a regulatory tool in and of itself, the recommendations of this Plan are organized to ensure that the County's shared vision of the future has the greatest chance of succeeding. To truly take advantage of the wealth of opportunities found throughout Kosciusko County, county and local leaders and stakeholders will need to use data and input to GUIDE their decision making process, ACT strategically to make necessary improvements and PARTNER to expand local capacity and governmental resources.

The *FORWARD Kosciusko County: Town of Silver Lake Comprehensive Plan* materials are organized to provide tools and resources in three primary ways:

GUIDE

The tools and recommendations within this section provide guidance on how to make decisions on public and private land development proposals, the expenditure of public funds, availability of economic development incentives, cooperative community efforts and issues of local concern.

To allow for flexibility and ongoing guidance to Kosciusko County and each local community, a series of goals and policy objectives were developed to account for ongoing and future efforts related to the success of the County's PEOPLE, PLACES, SYSTEMS, DESTINATIONS and PARTNERSHIPS.

These statements are intended to serve as a check point when considering new projects and initiatives, because they represent the values and needs of the community, local leaders and key stakeholders. The statements should be used by local leaders to review and guide investments, plan for local-led initiatives and determine if future initiatives and projects are in alignment with the vision outlined within this Plan.

ACT

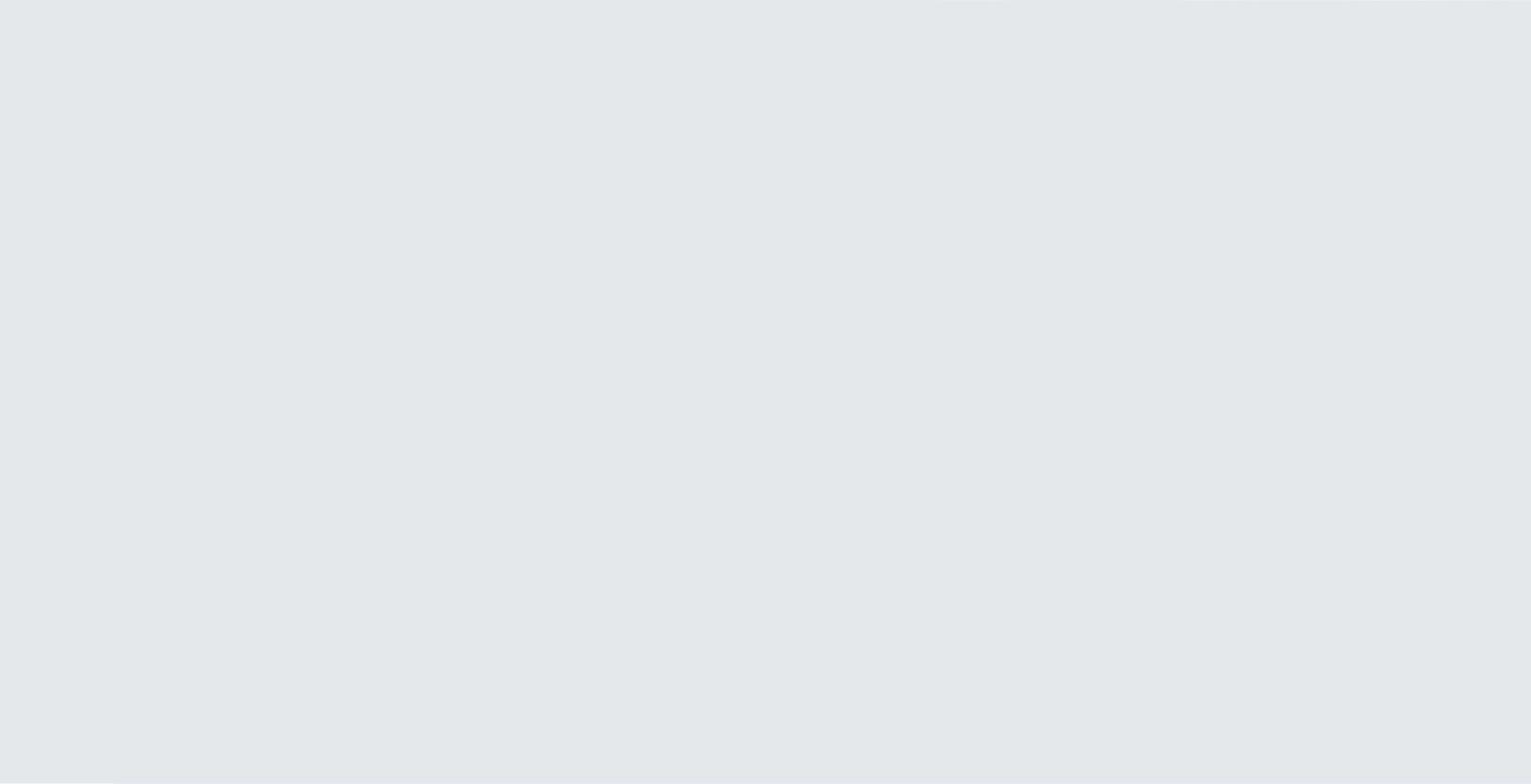
The proposed projects and initiatives within this section provide for the long-term maintenance, modernization and enhancement of the County's public infrastructure including streets, drainage ways, and water, wastewater and stormwater systems.

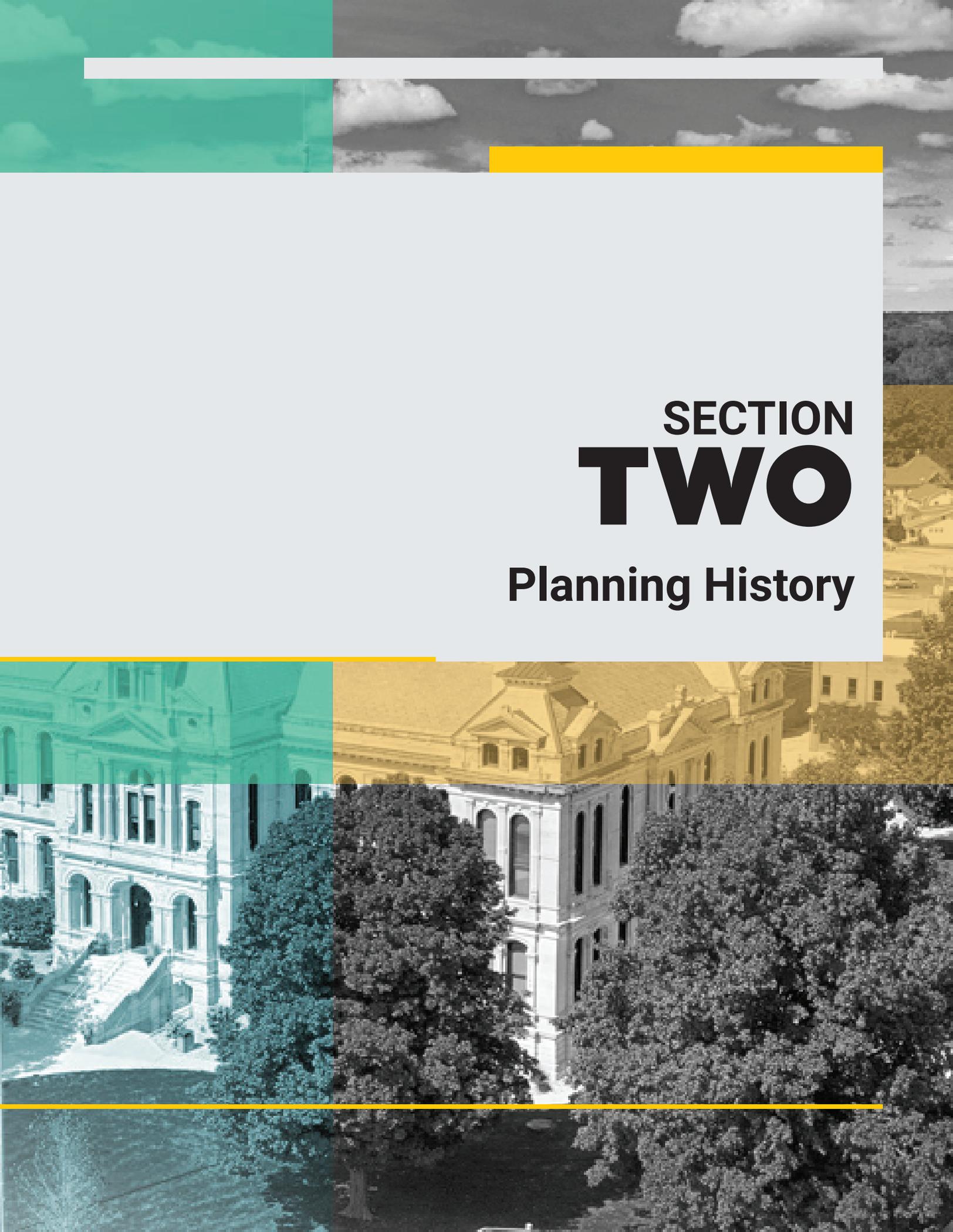
While the private sector often leads new development efforts, they rely on local municipalities to provide adequate infrastructure to service their housing projects, business parks and retail centers. In addition to physical, capital improvements, the strategic actions needed to meet county-wide goals also rely on improvements to community facilities and functions including parks, libraries, community centers, child care and public education.

PARTNER

The potential partners and available resources listed within this section are intended to identify ways in which local community partners can assist in County and local efforts moving forward.

Local community organizations and special interest groups were integral in the development of the *FORWARD Kosciusko County* materials and recommendations. While these groups do not play a primary role in private development decisions or in the implementation of municipal projects, they do have the ability to advance efforts related to community services and specialty development interests.





SECTION
TWO

Planning History

Kosciusko County Courthouse, Warsaw, IN | Visit Kosciusko County





In February 1835, the Indiana State Legislature passed a bill authorizing the creation of thirteen counties in northeast Indiana. Following that legislation, Kosciusko County (named for the Polish general Tadeusz Kosciuszko, who served in the American Revolutionary War) solidified themselves as an official county by 1837. Today, the County is Indiana's 5th largest based on land area calculation.

Kosciusko County is divided into 17 Civil Townships and is home to thirteen individual, incorporated communities: Burket, Claypool, Etna Green, Leesburg, Mentone, Milford, North Webster, Pierceton, Sidney, Silver Lake, Syracuse, Warsaw and Winona Lake. While each individual community has their own history, their own amenities and their own unique vision for the future, they also see the value in using their individual assets to strengthen the broader Kosciusko County region.

To this effect, policies, procedures and tools have been developed and refined as each community, and portions of the unincorporated County, have grown, evolved and changed since their establishment. During the 1960's, County officials and various community organizations recognized that uncontrolled and incompatible residential and commercial development was increasing the cost of government services and negatively affecting the general quality of life for County residents.

Downtown Streetscape and Businesses, Syracuse, IN | TSWDG

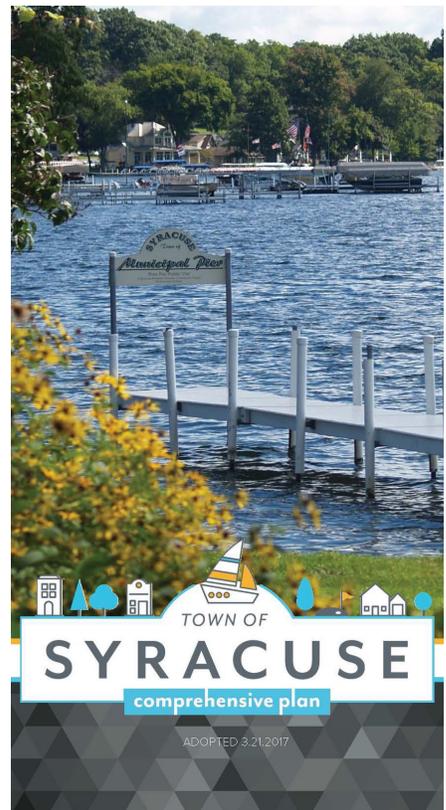


In the early stages, the Kosciusko County Area Plan Commission (APC) worked primarily to establish a County Comprehensive Plan and supporting Zoning Ordinance. From 1967 to 1973, the Commission collected data, and conducted public meetings to devise a Comprehensive Plan for land use, transportation, and community facilities. During this time, the APC also consulted the various communities about the creation of a County Zoning and Subdivision Control Ordinance.

In June 1973, the Kosciusko County Commissioners adopted the Comprehensive Plan. The Plan established policies and objectives for land use, devised a plan for transportation improvements and described available community facilities. During 1974, the APC and citizens' advisory groups drafted land use regulations, which would complement the Comprehensive Plan's policies. In January 1975, the County Commissioners adopted the County Ordinance. Although the County has assumed planning and administrative responsibilities, the individual Town Boards still retained legislative authority within their cooperate limits.

Originally, Claypool, Mentone, Milford, Pierceton, and Silver Lake as well as all unincorporated county areas, participated in planning and land use regulation. Since 1975, Leesburg and North Webster have joined the Plan Commission while Mentone has withdrawn. Syracuse still retains a separate Board of Zoning Appeals (within corporate limits) but follows the County's policies. The City of Warsaw and the Town of Winona Lake both retain a separate Board of Zoning Appeals and have their own comprehensive plans to guide decision making.

Kosciusko County WELCOME NESS Study



MICHIANA ON THE
MOVE
transportation plan 2045



RECENT AND ONGOING **PLANNING EFFORTS**

In 1996, the Kosciusko County Planning and Design Studies, which was adopted as the updated Kosciusko County Comprehensive Plan, were undertaken to explore the issues facing Kosciusko County, and its incorporated communities, to provide a guide for local growth management. At the time, Kosciusko County was facing growth pressures and working to take advantage of its opportunities, while managing change in a manner sensitive to the needs of its residents and businesses. The updated Plan was designed to serve as a tool to aid in decision making and guide policy in a manner that is both receptive to growth and development and conscious of unique, local, quality-of-life concerns. Since the Plan's adoption in 1996, the document has served as the primary framework for guiding the future development of Kosciusko County.

As a complement to the County's comprehensive plan, the communities of Warsaw, Winona Lake and Syracuse have all developed and maintained their own individual comprehensive plan. These documents guide the growth and development within those specific municipal boundaries and provide some recommendations on how incorporated and unincorporated land should be developed in ways that benefit both the County and the communities. No other incorporated communities currently have long-range planning document.

The County is now home to just under 80,000 individuals, including strong industries of agriculture, medical device manufacturing, and businesses serving the recreation sector. Kosciusko County is blessed with strong economic driving forces and rich natural-resource aspects that are often in conflict with unmanaged development. Since Kosciusko County is a strong player in the Northern Indiana area, it has traditionally been an appealing site for investment and residential development. As growth progresses outwards into the County from Warsaw, this investment challenges the character and quality of life that many long-term residents associate with their communities. In fact, some of this new development reduces the character and value in itself.

While the County's last plan was updated in 1996, there has been a considerable amount of strategic thinking, long-range planning and specific implementation work going on within and around Kosciusko County for years. These efforts have supplemented the work done in the 1996 Kosciusko County Comprehensive Plan and have allowed local elected and appointed officials as well as key stakeholders to continue thinking about the future of the County as a whole.

The FORWARD Kosciusko County effort did not want to repeat previous work, so the inventory and analysis conducted as a part of this comprehensive planning process builds directly on previous planning efforts. The intention of this plan is to be additive to all previous work done at both regional and local levels. At the onset of this process, nearly twenty strategic plans or initiatives were reviewed and assessed for relevant information, insights into the County and action items that could support the goals of the final plan. While each plan was thoroughly reviewed for the knowledge it offers, this summary serves to highlight the overarching purpose of each document. Where possible, data and statistics from relevant plans have been mentioned, and sourced, within chapters of this document.

Regional Efforts

Northeast Indiana Growing with Vision Regional Development Plan (2021)

The Plan was prepared and submitted as a part of the Indiana's Regional Economic Acceleration and Development Initiative (READI). Through this initiative, the State will encourage neighboring counties, cities and towns to partner in creating a shared vision for their future, mapping out the programs, initiatives and projects that are critical for them to retain talent today and attract the workforce of tomorrow.

MACOG State of Digital Inclusion (2021)

The report, which includes data on the broader Michiana Area Council of Governments (MACOG) for the counties of Elkhart, Kosciusko, Marshall and St. Joseph, is intended to provide a digital inclusion snapshot of the region. The plan includes an inventory of current conditions, summarized survey data (household and speed), innovative metrics specific to the region and recommendations for future consideration.

MACOG On the MOVE Transportation Plan 2045 (2019)

The Michiana on the Move: 2045 Transportation Plan identifies how the Michiana region will address its transportation needs and also provides guidance on how federal, state and local funds will be invested into highways, public transit, freight, bikeways and pedestrian walkways. The Plan also references other local and regional plans in order to coordinate multimodal and intermodal services throughout the community.

MACOG Transportation Improvement Program FY 20-24 (2019)

The Transportation Improvement Program (TIP) is a federally-required, short-range plan that provides information regarding the schedule of multimodal transportation projects that are federally funded or deemed regionally significant in the MACOG region. The projects included in the plan range from investments on highways, safety improvements, public transit, bicycle and pedestrian facilities, and planning studies that will be funded through Fiscal Year (FY) 2024 with local, state and federal funding.

MACOG Comprehensive Economic Development Strategy 2020-2024 (2019)

The purpose of the Comprehensive Economic Development Strategy (CEDS) is to provide guidance on the region's economic development initiatives over the course of five years. The CEDS guides the prioritization of regional projects and ensures that those recommendations align with the CEDS goals and EDA's investment priorities. The CEDS also enables MACOG to retain its EDD designation.

Northeast Indiana Regional Cities Initiative Proposal (2015)

The Plan was prepared and submitted as a part of the Indiana Regional Cities Initiative which was designed to help communities across Indiana come together to transform their regions into nationally-recognized destinations to live, work and play. The Plan outlines strategic projects throughout the Northeast Indiana region (Adams, Allen, Dekalb, Huntington, Kosciusko, LaGrange, Noble, Steuben, Wabash, Wells, and Whitley Counties) that will assist in the successful implementation of their 'Road to One Million' vision.

County and Local Efforts

Kosciusko County Housing Strategies (2020)

The Kosciusko County and City of Warsaw Housing Strategy is a proactive strategy for planning and developing housing for which there is documented and quantified demand. The plan uses the inputs provided by the Kosciusko County Residential Market Potential Study and delivers recommendations on providing resources to support housing-driven economic development strategies.

Kosciusko County Residential Market Potential Study (2020)

The presentation slides and supporting data inventoried the residential market potential within Kosciusko County and the City of Warsaw. The analysis explored where the market potential existed at the time, attempted to quantify the number of future residents, as well as their demographic backgrounds, and projected the price points that the residential market might support in both purchase and rental amounts.

Welcomeness Study (2019)

The Plan was created in collaboration with OrthoWorx and a local Advisory Committee to present the findings of a first-of-its-kind study in Kosciusko County that looks at both social inclusion as well as economic development opportunities from the perspective of employee retention. The analysis provides baseline metrics to define ‘social inclusion’ and gives insight into how these metrics impact economic development opportunities focusing in the areas of employee retention, workforce housing, and childcare availability.

Kosciusko Economic Development Corporation Strategic Launch (2019)

The Plan serves as an opportunity to bring capital and human resources together to move Kosciusko County towards positive economic growth by specifically leveraging the County’s stability, area assets, and long-term vision for prosperity. The final document identifies strategic objectives and key results to promote new economic development in an already established and successful community.

Winona Lake Comprehensive Plan (2019)

The Plan serves as a guide for land use, growth and public infrastructure decision making for the Town of Winona Lake. The final plan, born from a process that included extensive public involvement, reflects the analysis of the community, existing land uses, development trends, land use suitability and natural land features.

ALICE Report- Kosciusko County (2018)

ALICE, an acronym for Asset Limited, Income Constrained, Employed, is a new way of defining and understanding the struggles of households that earn above the Federal Poverty Level but not enough to afford a bare-bones household budget. The information, provided at a county level, was used to supplement the demographic data provided by the US Census.

Syracuse Comprehensive Plan (2017)

The Plan serves as a guide for land use, growth and public infrastructure decision making for the Town of Syracuse. The final plan, born from a process that included extensive public involvement, reflects the analysis of the community, existing land uses, development trends, land use suitability and natural land features.

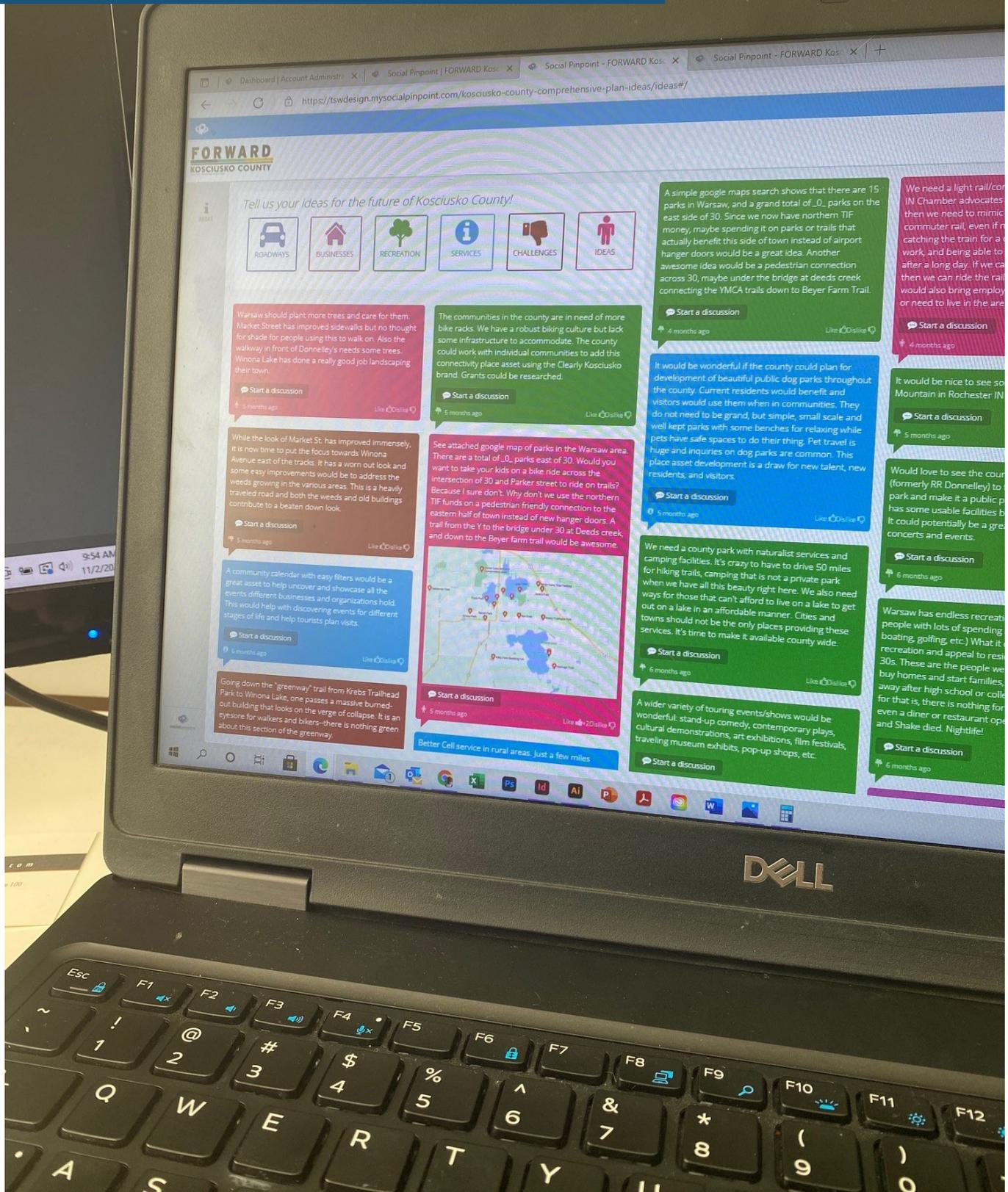
Warsaw Comprehensive Plan (2014)

The Plan serves as a guide for land use, growth and public infrastructure decision making for the City of Warsaw. The final plan, born from a process that included extensive public involvement, reflects the analysis of the community, existing land uses, development trends, land use suitability and natural land features.

Warsaw + Winona Lake Bicycle and Pedestrian Master Plan (2013)

The Warsaw + Winona Lake Bicycle & Pedestrian Master Plan proposes a connected system of 87 miles of multi-use paths, greenways, bike lanes, sharrows, and signed routes along major transportation thoroughfares, utility corridors, and natural features. The Plan creates a network of bicycle and pedestrian facilities that make it easier for citizens to choose these modes of transportation in order to commute, exercise, and perform everyday tasks such as walking their children to school, visiting friends, running errands, and more. The plan was updated in 2014 and continues to be monitored and improved based on local needs.

FORWARD Kosciusko County Vision Wall | TSWDG



FORWARD KOSCIUSKO COUNTY EFFORT

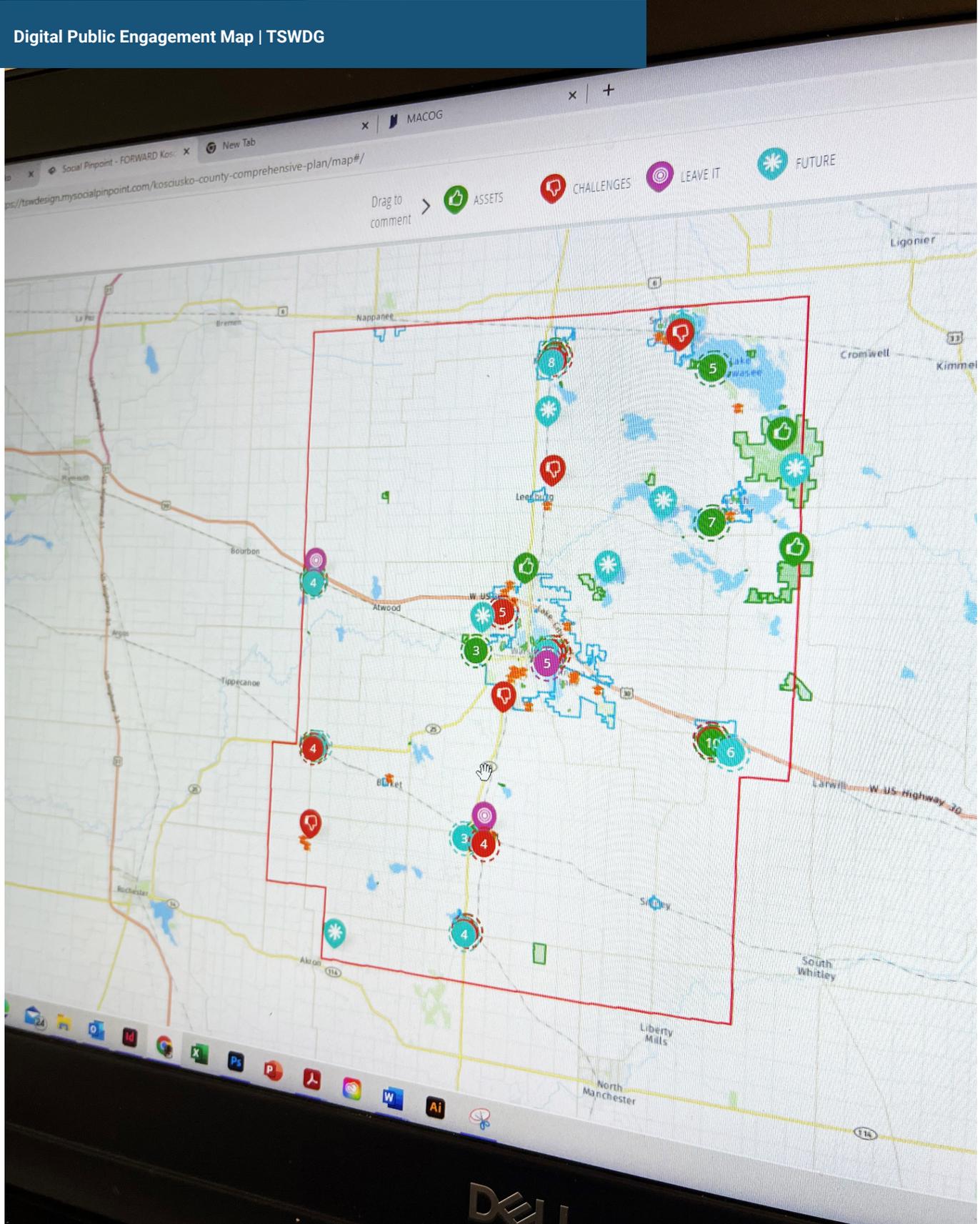
While a tremendous amount of strategic planning was occurring around Kosciusko County, little long-range planning had been done by the County or local communities. Seeing a broader need to craft a strategic plan for the County's future, the Kosciusko County Community Foundation (KCCF) applied for funding through the Lilly Endowment Inc.'s seventh round of Giving Indiana Funds for Tomorrow (GIFT) initiative. The initiative, which was launched in 1990, is intended to help establish and further develop community foundations throughout Indiana. After successfully completing six previous rounds of GIFT initiatives, in March 2019 the Endowment awarded the KCCF a Community Leadership Planning Grant to undertake a county-wide citizen outreach.

Between July and August 2019, KCCF contracted Becker Consulting to conduct eleven Hometown Chats, inviting citizens to share concerns and aspirations for their communities and compare broad community input with issues previously identified by KCCF's board and community leaders. Additionally, KCCF staff facilitated a chat with the Chamber of Commerce's Young Adult Professionals members to solicit input from young community leaders.

Across the facilitated meetings, five common themes emerged as priorities for the County and the local communities:

- 1. There is a strong sense of local pride and support within the County and amongst local communities.**
The people who call Kosciusko County home understand and value the natural and built resources that are available to them.
- 2. There is a need for a collaborative, comprehensive, long-range planning effort.**
As the County, and all incorporated communities, continue to think about the future, the benefits of collaboration between the various entities have emerged as a priority for leaders and residents alike.
- 3. Improving access to attainable, high-quality and diverse housing options is necessary.**
To ensure that Kosciusko County remains a high-quality place for individuals and families, additional housing options that provide diversity in size, location and price point are needed.
- 4. Improving access to daily amenities, including affordable and adequate child care, are needed.**
In many areas of the County, adequate child care facilities are not available, requiring local residents to travel out of their way for child care. In some instances where child care is available, the rates are not affordable, leaving workers caught between prioritizing their family over their career.
- 5. Developing alternative workforce pathways would benefit local residents and industries.**
The public-school systems and education programs were seen as common strengths across the County; however, not all of the existing programs matched with local needs. The development of alternative workforce pathways including certifications and trade skills are needed to support established businesses and industries within the County.

Digital Public Engagement Map | TSWDG



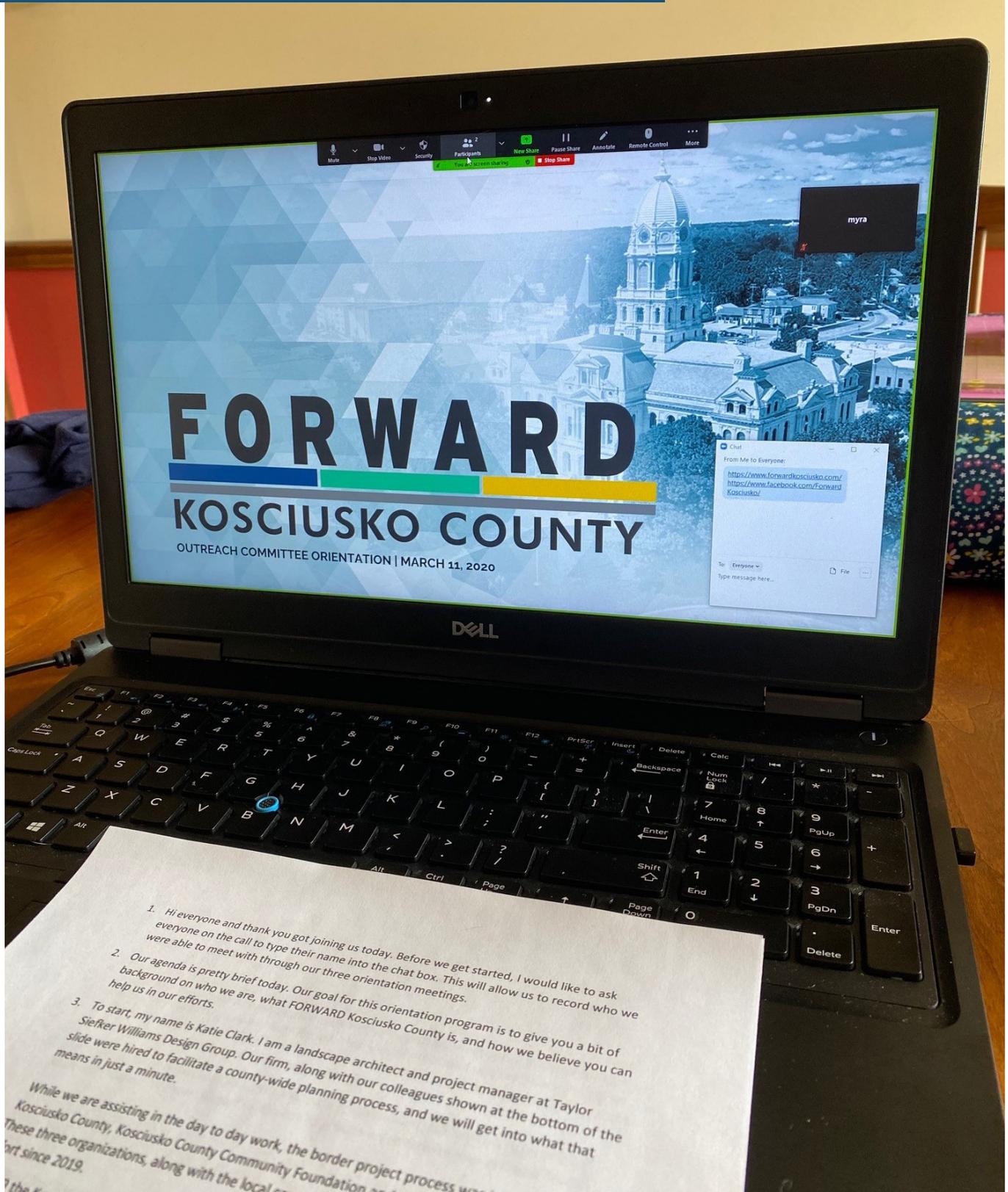
PLANNING PROCESS SUMMARY

With one of the top priorities being Community Planning and Visioning, KCCF, Kosciusko County and K21 Health Foundation, in partnership with the Michiana Area Council of Governments (MACOG), came together to invest in the now named FORWARD Kosciusko County effort, a multi-jurisdictional strategic planning process aimed at identifying the unique, local assets and challenges. The analysis of these assets and challenges would help in establishing a shared vision and creating an actionable plan for the communities to achieve their goals.

In January of 2021, the project team officially kicked-off an anticipated 14-month planning process. The development of the comprehensive plan and associated engagement activities is broken up into four phases. Each phase is detailed below:

- **Phase 1: Launching the Project**
The initial project launch included largely administrative tasks involving collaboration with the various committees involved in the planning process. The primary objectives for phase one included collaborating with the Outreach Committee, making decisions based on community needs, and creating a measurable strategy for outreach and engagement.
- **Phase 2: Information Gathering**
Phase two focused on learning, analyzing, and educating. The primary objectives within this phase included collaboratively reviewing community and county-specific conditions, and determining what the future might look like. Throughout this phase, the community was engaged via stakeholder interviews, focus group discussions, public workshops and a community-wide survey.
- **Phase 3: Ideas and Strategy Development**
The idea and strategy development phase focused on dreaming, thinking, and testing. The primary objectives for phase three included collaborating on land use scenarios, analyzing the benefits and implications of ideas, and identifying an appropriate growth strategy for the future.
- **Phase 4: Community Driven Implementation**
The final phase of the planning process is focused on identifying actions, resources, and champions. The primary objectives for phase four include collaborating to identify project partners, analyzing the availability of county resources, and creating a useable set of implementation tools. Following the finalization of the comprehensive plan, the project team will assist the County through the adoption process.

FORWARD Kosciusko County Orientation Call | TSWDG



PHASE ONE SUMMARY

LAUNCHING THE PROJECT

Community engagement is important in any long-range planning process because it allows for multiple groups and individuals to come together to think about the future in an organized way. In a project like FORWARD Kosciusko County, where planning is being done often for the first time at both a county and local municipal level, community outreach and engagement is considered critical.

FORWARD Kosciusko County is a process rooted in community ideas and interests. At the onset of the 14-month process, a working group of 65 individuals were identified to participate in the project's Communication and Outreach Committee. Members of the Communication and Outreach Committee represent specialized community organizations, prominent employers, education providers and local community stakeholders. Knowing that each member of the Committee had access to unique contact lists and digital platforms, this group was tasked with assisting in ongoing project outreach to ensure that the wide and diverse geography of Kosciusko County stakeholders were included in the effort, regardless of their location.

To assist the Communication and Outreach Committee, a variety of outreach exercises were developed and incorporated into the process to provide multiple avenues for gathering feedback regarding existing conditions and local issues, needs, and aspirations of local and County residents. Outreach tools and exercises were also used to promote a sense of community and foster stewardship for the plan by underscoring that participants' voices have been heard and that their ideas have influenced the final decisions.

FORWARD Kosciusko County Public Meeting, Silver Lake, IN | TSWDG



TOTAL COMMUNITY
ASSESSMENT REPORTS



PLAN INTRODUCTION
AND HISTORY



COUNTY AND COMMUNITY
CONDITIONS



COUNTY
MARKET POTENTIAL



CHILD CARE NEEDS
ASSESSMENT



FISCAL CAPACITY

PHASE TWO SUMMARY

INFORMATION GATHERING

FORWARD Kosciusko County offers a focused look at all of the opportunities within Kosciusko County and the communities of Burket, Claypool, Etna Green, Leesburg, Mentone, Milford, North Webster, Pierceton, Sidney, Silver Lake, Syracuse, Warsaw and Winona Lake. Through a thorough data collection and analysis process, the existing conditions of the County and the incorporated communities were documented in an attempt to better understand what is happening today across the County and what can be expected for the future.

Data Collection Activities

The complete Community Conditions Assessment documents provide a critical understanding of the conditions that are seen as strengths, as well as those elements that pose future threats to the wellbeing of the County and the local communities. The assessment documents were published in February 2022 as a set of existing conditions reports to serve as an interim deliverable within the comprehensive planning process. The reports summarized the data gathered, highlighted common themes revealed through community feedback, and identified key findings from the preliminary phases of the process. Often times, the key findings identified local and regional trends, opportunities, and challenges that could impact how Kosciusko County evolves over the next several years.

The Community Conditions Assessment documents were organized into six sections that provided detailed information on the history of the project, the current local and county-wide conditions, the market conditions of the area, the availability of childcare and early learning facilities and an assessment of fiscal capacity at a County level. Additionally, a summary of the initial public engagement efforts was also provided.

Community Engagement Activities

2,096

INTERACTIVE MAP:
Total online map views with 647 unique users

40+

STAKEHOLDER AND SMALL GROUP MEETINGS:
Total groups represented through interview process

1,003

VISION WALL:
Total online vision wall views with 345 unique views

452

COMMUNITY INPUT SURVEY:
Total survey responses with an 84% completion rate

13

COMMUNITY FIELD TOURS:
Total field tours and conversations held over four days

40+

PUBLIC WORKSHOP PARTICIPANTS:
Across three initial public open house sessions

Land Use and Growth Workshop | TSWDG



PHASE THREE SUMMARY
**IDEA AND STRATEGY
DEVELOPMENT**

FORWARD Kosciusko County put an emphasis on using data and knowledge gathered during the process to explore growth strategies and the impact those strategies have on built and natural systems. The exploration included within this phase allowed the County, the local communities and their partners to use data and input to drive decision making. This process allowed varying groups to reach a consensus on ideas and recommendations, and also allowed for the identification of strategic improvements needed to support local and county-wide growth and development.

Idea Exploration

A key piece of the final *FORWARD Kosciusko County: Town of Silver Lake Comprehensive Plan* was the development of a county-wide future land use map. A future land use map serves as a visual representation of where the County intends for development, redevelopment and preservation to occur. The map and its land use designations describe the desired types, intensity and arrangement of all future development.

Creating a future land use map, especially at both a local and county-wide scale, should take into account a variety of topics and priorities. During the process, four draft development scenarios were published for review and comment. Each scenario showcased a different growth for the County to consider. For each scenario, a series of analytic metrics were prepared to illustrate concentrations of new housing and employment uses and three specific analysis charts were developed comparing impacts to housing, infrastructure costs and loss of agriculture lands.

Community Engagement Activities

7

COMMUNITY FOCUS GROUPS:
Focusing on growth, preservation and priority projects

35+

PUBLIC WORKSHOP PARTICIPANTS:
Across two public open house sessions

44

LAND USE AND GROWTH WORKSHOP:
Total participants across seven workshop sessions

As a part of the process, the planning team facilitated a highly-interactive workshop charrette over the course of a two-day period.

4

DEVELOPMENT SCENARIOS:
To explore unique growth and preservation solutions

The workshop challenged participants with the task of making decisions about the general form that new growth should take and the type of transportation system needed to serve it. They grappled with the issues and trade-offs related to placing growth in different locations that deal with environmental, institutional, and infrastructure constraints.

FORWARD Kosciusko County Public Meeting Exercise | TSWDG



PHASE FOUR SUMMARY

COMMUNITY DRIVEN IMPLEMENTATION

If a plan lacks the ability to be successfully implemented, the vision will never be realized. In this final phase of work, the County, local communities and their strategic partners came together to create clear, concise, and fiscally responsible actions that need to be completed over the next twenty years.

Action Agenda Development

Using the recommendations provided in the previous phases of work as a foundation, a set of attainable action steps and implementation strategies were generated to guide future investments at a county and local scale. This complete listing includes previously identified and ongoing priority efforts, as well as new recommendations that support the goals and development objective generated through the FORWARD Kosciusko County effort. The implementation strategies will be developed by local leaders, stakeholders and residents and represent both capital and non-capital improvements throughout Kosciusko County and the participating communities.

To support the development of a realistic set of action items, a fiscal conditions assessment was conducted to analyze fiscal structure, trends, and capacity for accommodating and leveraging development in the county. In addition to an assessment of revenues, trends and available resources, several strategies were recommended for enhancing the County's use of resources to meet objectives, with a particular focus on planning and economic development. These recommendations were used to formulate the final action plan.

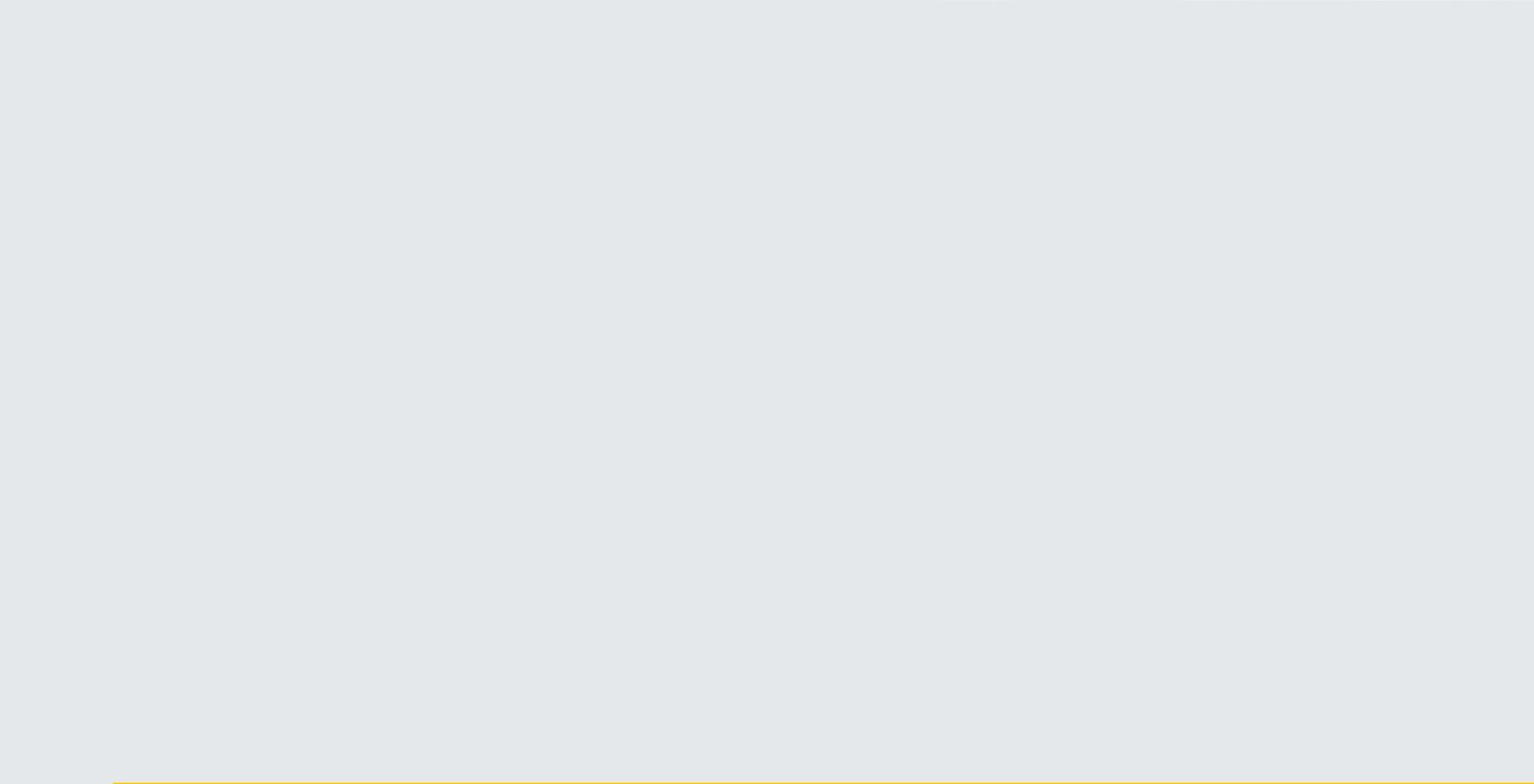
Community Engagement Activities

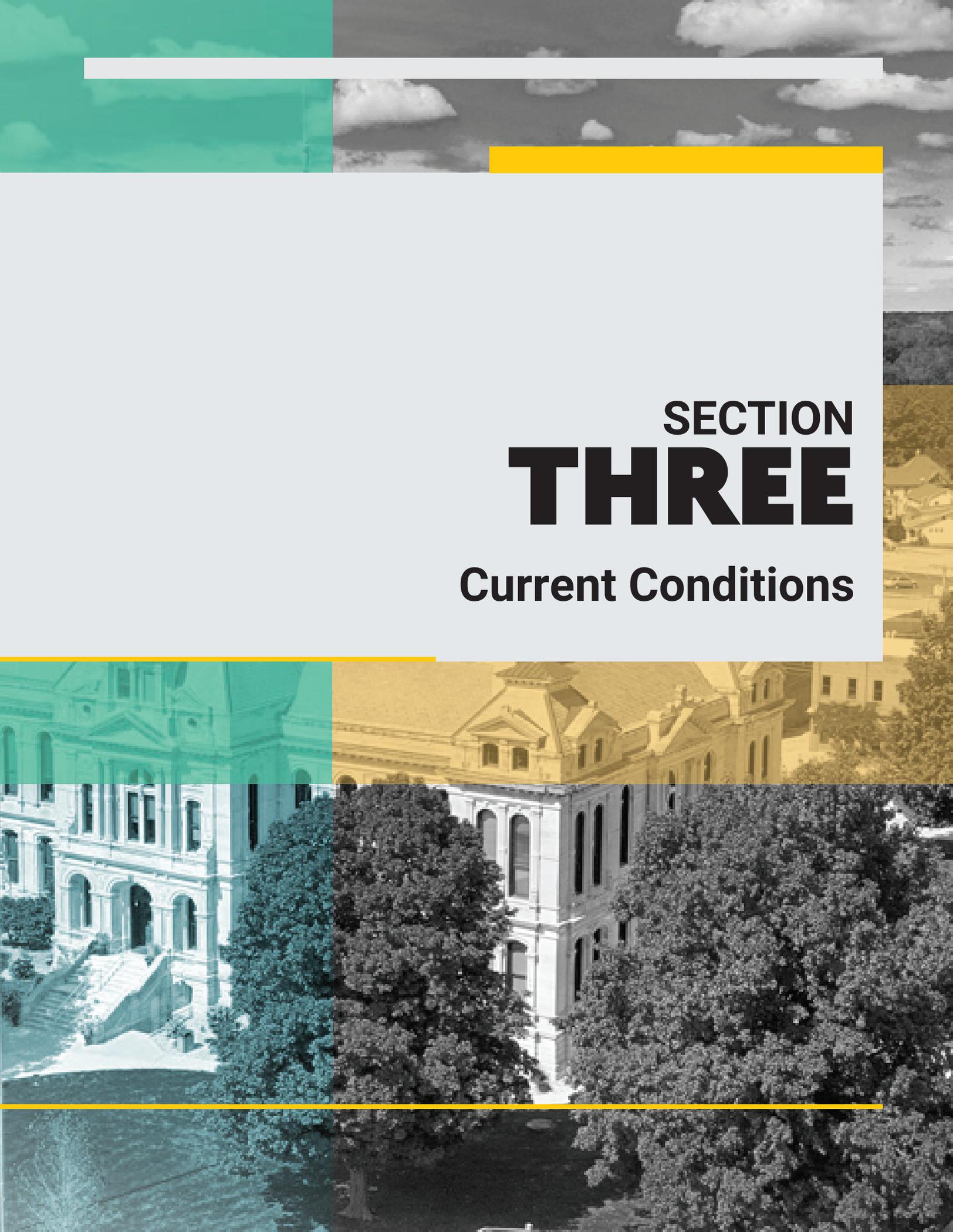
75+

PUBLIC WORKSHOP PARTICIPANTS:
Across four online presentation sessions

4

COUNTY PRESENTATIONS:
*To the Area Plan Commission, County Commissioners,
County Redevelopment Commission and County Council*





**SECTION
THREE**
Current Conditions

Syracuse Placemaking Effort, Syracuse, IN | Syracuse-Wawasee Chamber





Kosciusko County, and our local communities, are full of opportunities.

It is those opportunities that have allowed Kosciusko County, and many of the incorporated communities, to see slow but steady growth in its population and household base since 2010. During the last ten years, the county population increased by 2.2% and by 2030 the growth is projected to increase an additional 2.5% bringing the estimated population to just over 81,000 residents.

Through this data collection and analysis, the County, and the incorporated communities, can better understand what is happening today and what can be expected for the future. The key finding conclusion statements, highlighted within each community section, set the stage for the goals, objectives, and recommendations outlined within the final FORWARD Kosciusko County Comprehensive Plan. Unless otherwise noted, all data points were gathered from the US Census.

TOWN OF SYRACUSE

PEOPLE

Demographic Trends

Syracuse has seen a decline in population since 2000, but has shown a slight growth between 2010 and 2019. The Town's total population is 2,881 people, about 3.6% of the County's total population. Syracuse has shrunk by 5.2% since 2000, but is estimated to grow 3.0% by 2030. Syracuse's low predicted growth is shared by other lake communities, where lack of developable land may stunt future growth projections.

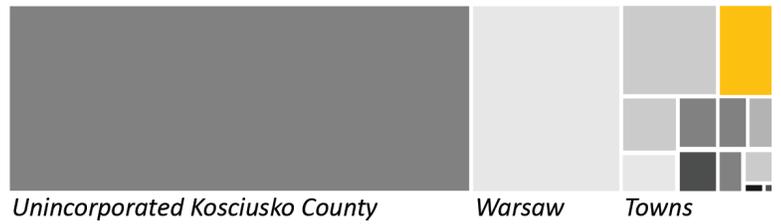
The median age of residents living within Syracuse is 39.5 years, an increase from 2010 when the median age was 37.4 years. This slight increase may indicate that many of the Town's residents are aging in place or retirees are returning into the Community. The largest age cohort living within Syracuse are those between 25 and 34 years of age (12.5%), while 33.8% of the Town's population is over the age of 55.

Approximately 93.2% of those living within Syracuse identify as Caucasian, 0.2% identify as Black or African American, 1.8% as Two or more races, and 4.8% as some other race. In addition, 7.0% of residents also identify as Hispanic or Latino in origin, a decrease from 12.5% in 2010.

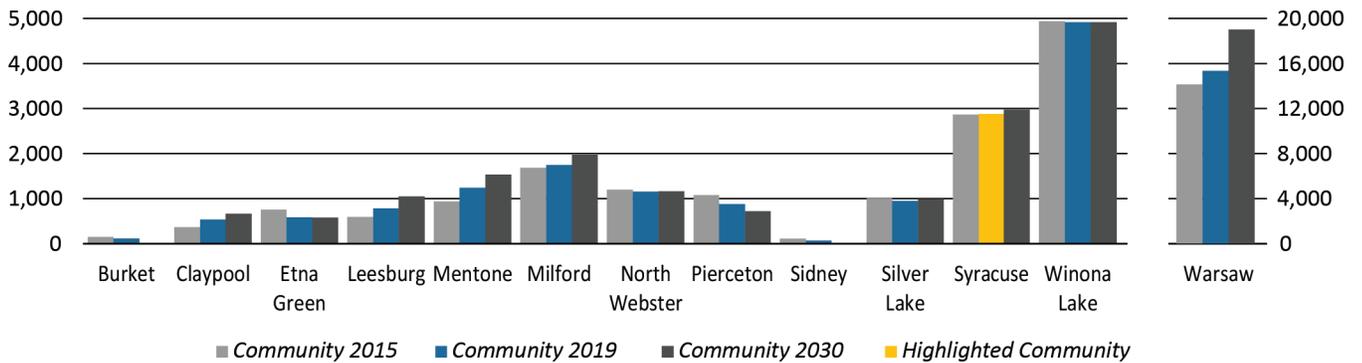
Syracuse's median household income is \$50,335, a 3.5% increase since 2010 and \$11,031 (17.9%) less than the County's median household income. The Town's income per capita (\$25,075) increased 15.6% from 2010 to 2019. Per capita income is the average income of an area spread among all residents (including children) and is most often used to describe a community's purchasing power or income per resident. The increase in median household and per capita income is not reflected by the Town's increased poverty rate which went from 9.2% in 2010, to 16.1% in 2019, the third highest increase out of all Kosciusko County communities.

2,881

Total population (2019)



Population Growth



Income and Poverty



\$50,335 Median Household Income

9.8% County Poverty Rate

Race and Ethnicity



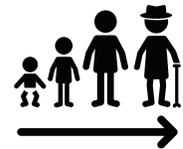
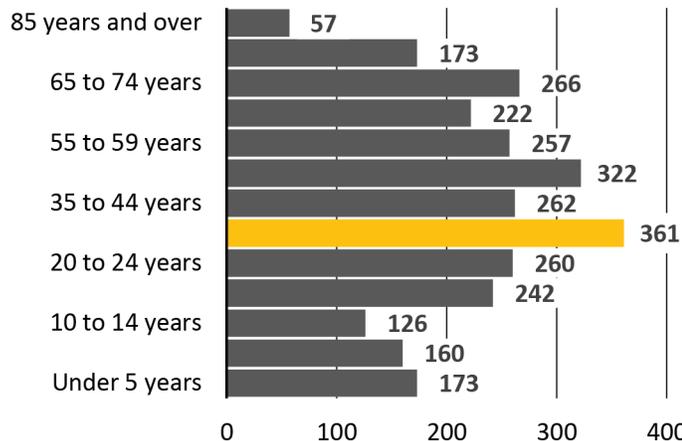
93.2%

Identify as Caucasian

7.0%

Identify as Hispanic

Population Age



39.5

Median Age

Employment and Industry

Of residents 25 years or older, 81.6% have a high school degree or higher and 20.9% have a bachelor degree or higher, the third highest rate of all communities within the County. Syracuse has seen a decrease in high school educational attainment since 2010 when 90.1% of residents over the age of 25 had a high school degree or higher, but has seen an increase in those with bachelor degrees or higher (10.5% in 2010).

Although Syracuse has seen a decrease in population since 2000, the Town's total labor force (64.5% of residents over the age of 16) has increased by 0.9% since 2010. The increase in the Town's labor force could be due to the larger percentage of working age adults within Syracuse or the small growth in population the Town has seen over the last decade. Manufacturing industries (33.7%) employ over a third of Syracuse's residents, while educational services, and health care and social assistance industries (17.3%) are the second largest employers. The average earning for manufacturing jobs within the County is \$91,815, the second highest out of all major industry types.

The mean travel time for Syracuse residents is 16.8 minutes. About 81.7% of residents are driving to work alone, while 12.6% carpool with others and 2.2% walk to work. The majority of residents are commuting outside of the Community (65.1%) for work, and 40.2% are commuting outside the County. An estimated 7,549 Kosciusko County residents leave the County for work each day.

1,513 **Total Residential Labor Force (2019)**

94.2%

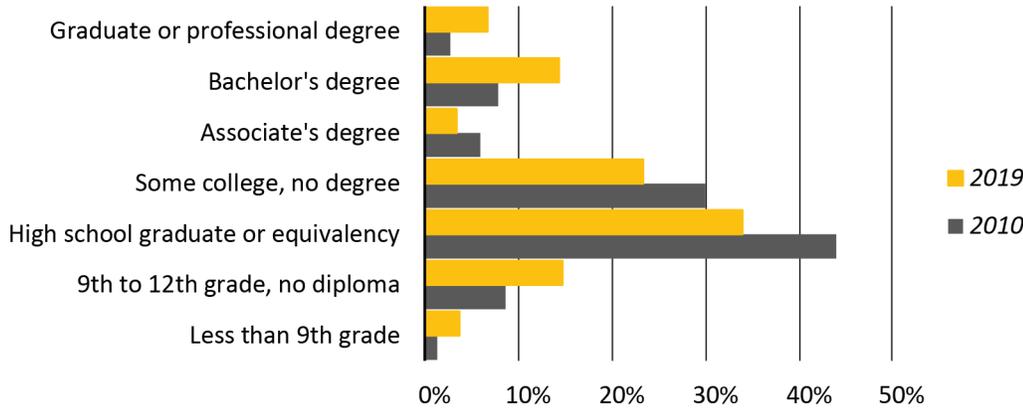
Of the local labor force is employed



5.8%

Of the local labor force is unemployed

Educational Attainment



81.6%

Have obtained a high school degree or higher

Average Earnings for Manufacturing Jobs



\$91,815

Average earnings within the County

Second highest out of all major industry types

Commuting Time



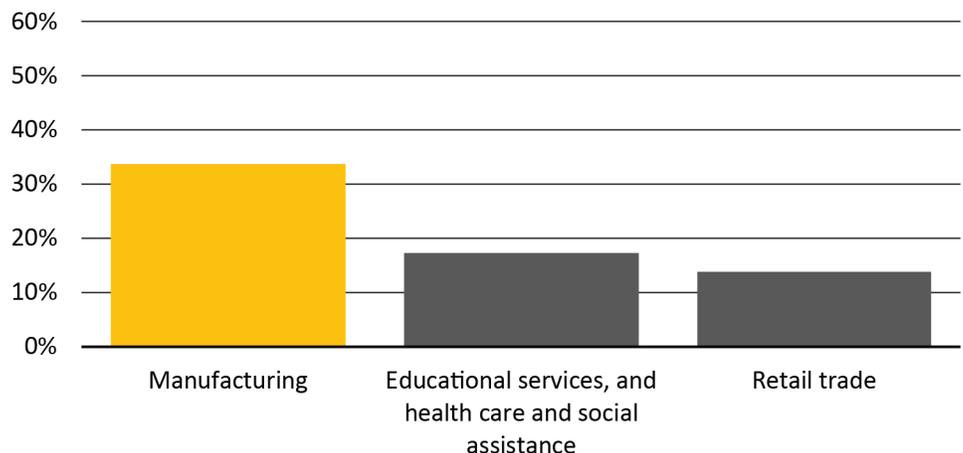
16.8

Average travel time in minutes

81.7%

Of workers prefer to drive to work alone

Local Industries and Earnings



Housing

Syracuse has 1,587 housing units, a 15.0% increase since 2000. The Town's housing growth has been consistent over the last two decades, growing at similar rates from 2000 to 2010, as from 2010 to present. This increase in housing units could be a contributor of the Town's vacancy rate (15.4%), although the rate is largely influenced by the number of vacant rental properties, not those which are owner occupied.

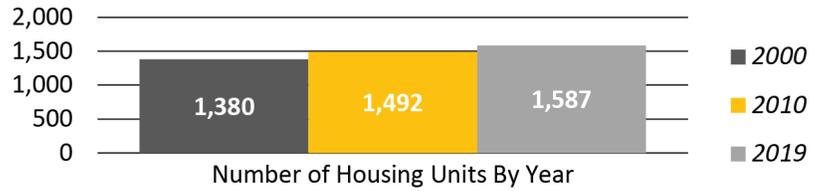
The housing within Syracuse is aging at a slower rate than other communities within the County, with 22.6% of housing built before 1940, and 45.4% of units built prior to 1970. This year is important because it marks when modern housing codes began to take effect throughout the Country. Since 2010, there have been 52 new housing units constructed within town limits, which makes up about 3.3% of the Community's total housing stock. This falls slightly behind the County, where the housing units built after 2010 make up 4.2% of the County's total.

The housing structures within Syracuse are predominantly single-unit, detached structures, making up 66.2% of total housing units. The next highest are 3-to-4-unit, multi-family housing (13.5%) and mobile homes (7.2%). The occupied households within the Town are mainly owner-occupied (52.3%), with 66.0% of total units being family households and 28.5% single-person households. The percentage of rented households (47.7%) in Syracuse is much higher than the County (25.2%). The Town has 368 vacant houses (23.2%) of its 1,587 total housing units.

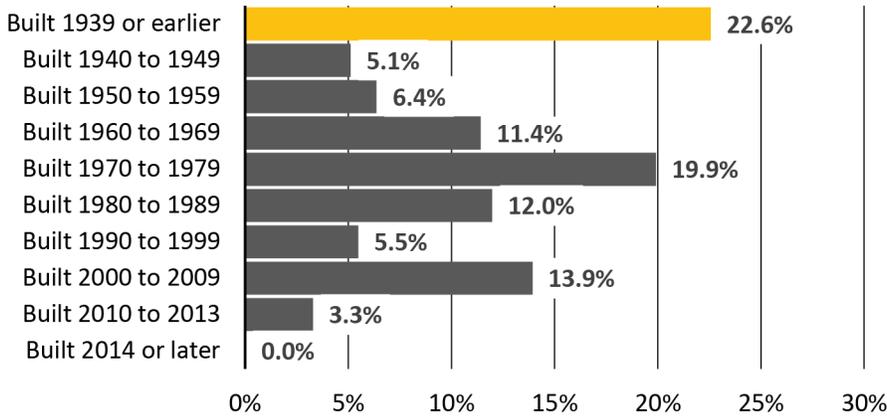
The median home value in Syracuse is \$127,400, which is less than the County's median value (\$150,000) but higher than most other communities within the County. The Town's home values have been steadily rising since 2000 (increase of 49.3%) where the median home value was \$85,300.

Currently, based on Zillow Research data on the prices of homes being sold within the Community, there is a large difference between the sales prices and the median assessed value of the homes as defined by the US Census. In 2019, the median home sale price was \$231,983, an increase of 34.9% since 2000 (\$171,532), and has increased 4.2% from 2019 to 2020 alone.

1,587 Total housing units



Age of Housing



45.4%
Of local housing units were built before 1970

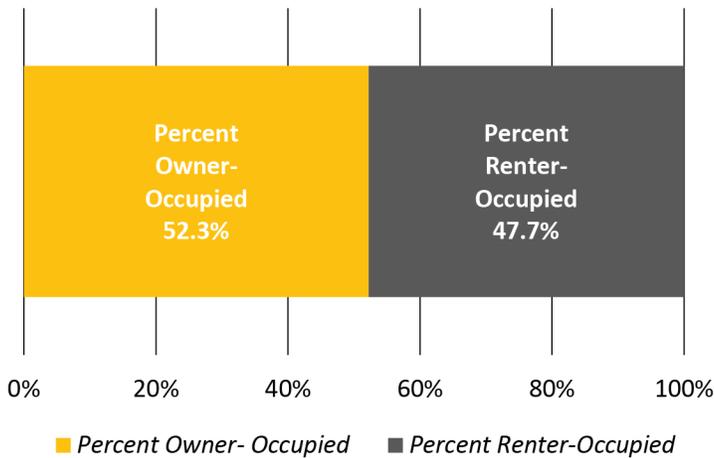
Home Value



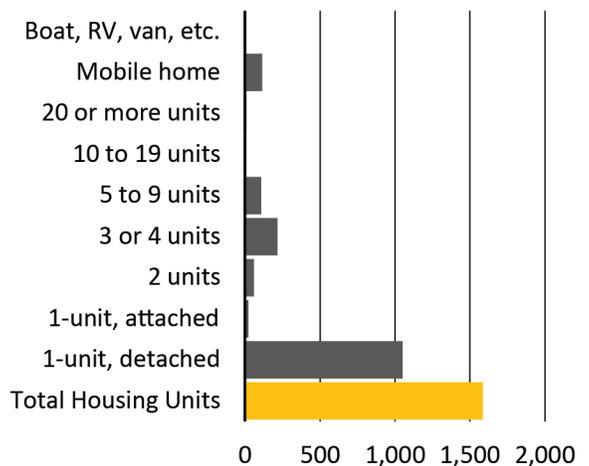
\$127,400 Median Home Value

Versus a median home sale price of \$231,983 (Zillow Research)

Housing Occupancy



Housing Type



TOWN OF SYRACUSE

PLACES

Existing development

Land use is the term used to describe the type of activity or development occurring on a parcel or within a structure located on the parcel. An existing land use map can often reveal development patterns that have occurred over time, potential conflicts or challenges, as well as opportunities for growth. Using Kosciusko County Assessor Office Class Code information at the property level, existing land uses were identified within the Town. Due to the way the data is aggregated, some inconsistencies may exist. Syracuse's existing development patterns include the following:

Residential

Although both Lake Wawasee and Syracuse Lake are accessible from Syracuse and hold large amounts of housing, the majority of the Town's residential land uses are found north of the train tracks which split the Community. There is also a cluster of residential subdivisions near Wawasee High School, although some are not within town limits.

Commercial/ Industrial

Retail and office space within Syracuse is split between Uptown (downtown) and The Village (commercial strip south of train tracks), both of which run along State Road 13. Uptown houses smaller, more local commercial properties, while The Village holds large, more chain-centered businesses. With the exception of Warsaw, Syracuse has the largest commercial corridor within Kosciusko County. The majority of Syracuse's industrial sites are located west of State Road 13, along the rail corridor. One of the major industrial plants within the County, Polywood is located in this area. The Town also provides utilities to the industrial park to the north, although it is within Elkhart County.

Government/ Civic

Most government/civic land uses within Syracuse are within the northern section of the Community and in the downtown. Syracuse Elementary School and Wawasee Highschool are both directly south of Polywood along Kern Road.

Recreation

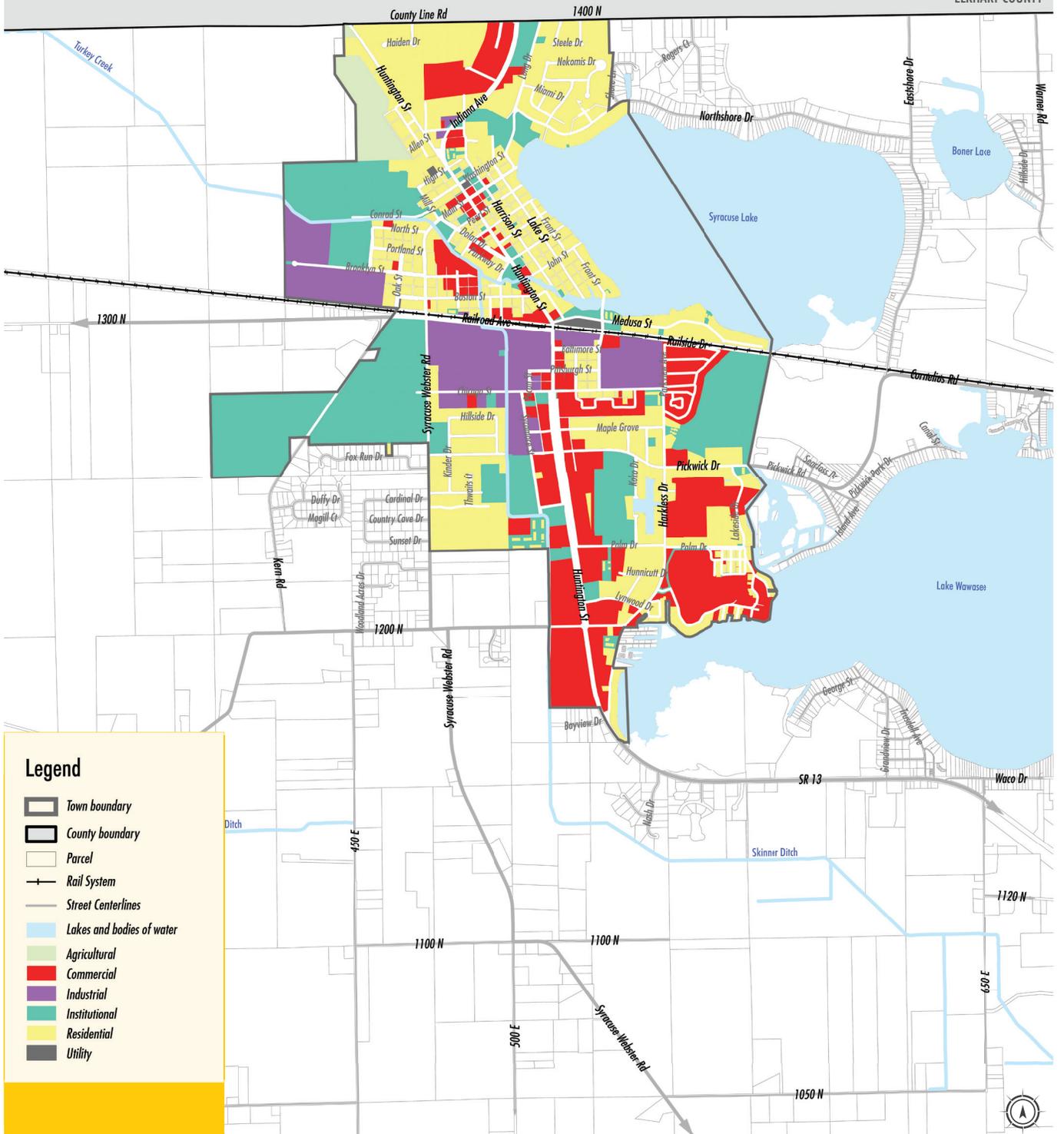
Excluding sites around the lake, Syracuse has multiple recreational areas within and around the Community, including a trail system, golf course, and small parks scattered throughout neighborhoods. The baseball/softball fields have recently been torn down, but will be built and upgraded in a new location.

Agriculture

Agricultural land uses are predominately focused on the Community's western edge, with a few properties within the Town's boundaries holding agriculture land uses. Many of these however are not used for farming, but are covered by woods.

Existing Development Map

ELKHART COUNTY



Legend

- Town boundary
- County boundary
- Parcel
- Rail System
- Street Centerlines
- Lakes and bodies of water
- Agricultural
- Commercial
- Industrial
- Institutional
- Residential
- Utility

Zoning

Zoning refers to municipal or local regulations that govern how property can and cannot be used in certain geographic areas. A zoning map and/ or ordinance includes designated districts that determine the appropriate uses and development criteria for each parcel of land. Within each district, there are regulations stating the permitted types of development, lot sizes, building area, setbacks, among others. In addition to preventing conflicts, zoning can play a major role in preserving the Community's character and enhancing the local quality of life.

Syracuse is one of the few communities within the County that is not part of the Kosciusko County Area Plan Commission (APC). The APC is a cooperative effort, between Kosciusko County and many of the incorporated towns, that is responsible for reviewing and making recommendations on rezoning requests, ordinance amendments and right-of-way vacations to the County Commissioners or associated Town Boards. The Town of Syracuse instead has its own zoning ordinance, which is divided into nine zoning districts:

Environmental: This district is limited to agriculture, recreation, and certain other open land uses. The purpose is to prevent intensive development of land that is unsuitable for development.

Public Use District: The district is designated for and limited to uses, which serve as a benefit to the public. These uses may or may not be taxed, and may be uses, which are owned and operated either privately or publicly.

Agricultural District: The purpose of this district is to protect prime agricultural land and related uses from undesirable urban growth, and establish a quarter (1/4) mile (1,320 feet) protective zone for livestock operations, to protect such operations from urban development that is not compatible.

Agriculture II: Purpose is to allow the development of some tracts of marginal agricultural land into low density, rural atmosphere residential subdivisions. It allows the mixing of residential and agriculture use.

Residential District: The residential district is limited to dwellings, public and semi-public uses which are normally associated with residential neighborhoods.

Commercial District: The commercial district is primarily for retail or service uses.

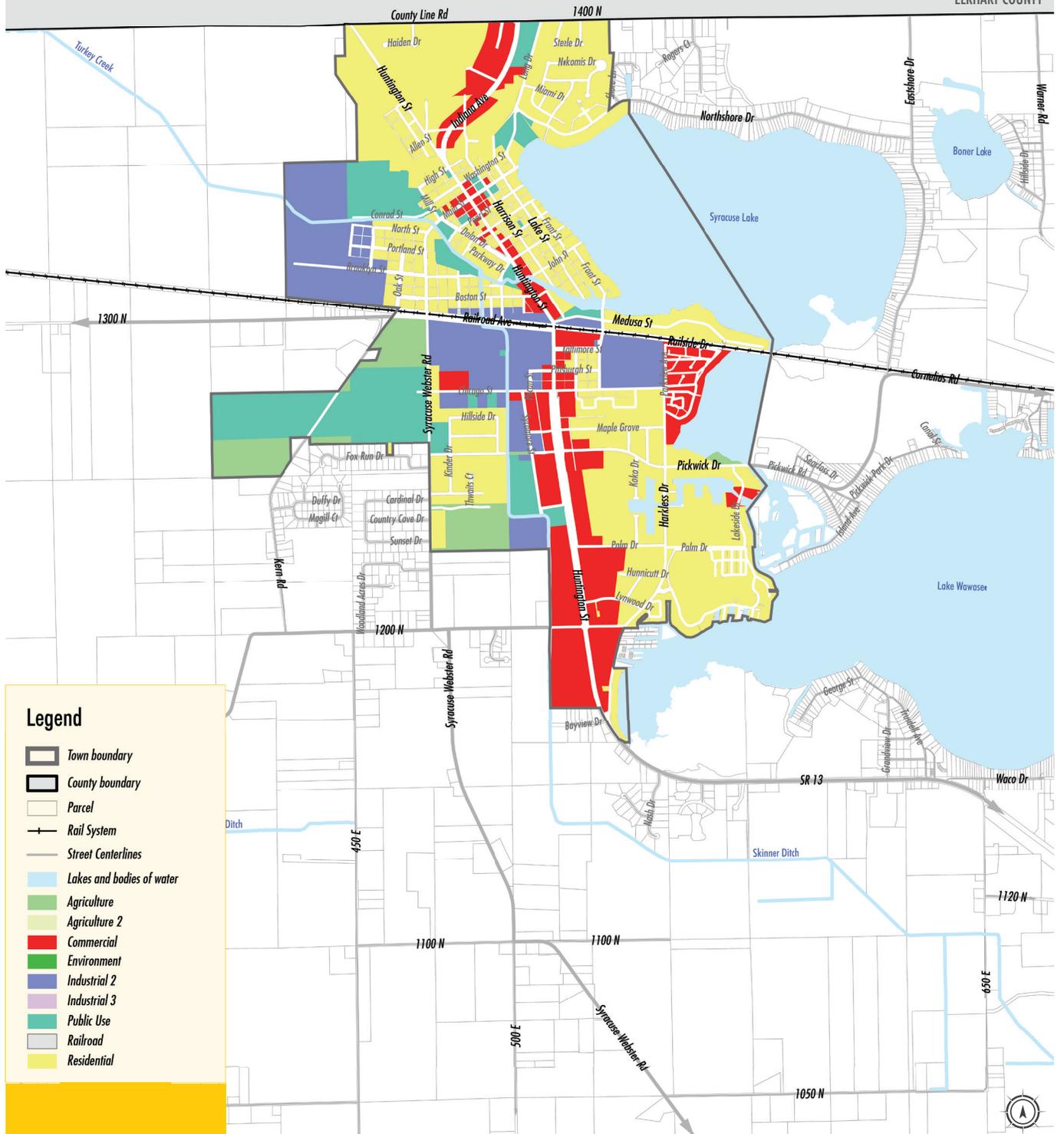
Industrial I: Limited Industrial: Limited to industrial uses having high standards of performance and limited impact on adjacent areas. This use can be located in close proximity to a residential zone.

Industrial II: Light Industrial District: Limited to the development of industrial uses for the operation of fabricating, manufacturing, processing, wholesaling, warehousing and ancillary related offices.

Industrial III: Heavy Industrial District (not located in Syracuse): Limited to development of heavy industrial uses including heavy fabricating, manufacturing, processing, extraction, heavy repair, and dismantling industries.

Existing Zoning Map

ELKHART COUNTY



Legend

- Town boundary
- County boundary
- Parcel
- Rail System
- Street Centerlines
- Lakes and bodies of water
- Agriculture
- Agriculture 2
- Commercial
- Environment
- Industrial 2
- Industrial 3
- Public Use
- Railroad
- Residential

Redevelopment and Development Opportunities

A key component to planning for future growth and development requires addressing the unique opportunities and needs of older or transitioning parts of the Town. These areas present an opportunity to conserve land resources, leverage existing infrastructure, repurpose existing structures and capitalize on economic development tools, if appropriate.

Historic Features and Districts

Syracuse has a strong downtown core that spans approximately two blocks along Main Street and N. Huntington Street. The area includes multiple buildings including a mix of local shops and restaurants. While the area serves as the center of the Community, there is no “Main Street” organization and no defined downtown district.

Contributing to the district and the downtown core, there are a number of structures classified by the Indiana Department of Natural Resources (IDNR) Office of Historic Preservation. The Indiana State Historic Architectural and Archaeological Research Database (SHAARD) allows users to search cultural resource information on known historic resources throughout Indiana and collected from previously conducted cultural resource inventories and nominations. The SHAARD is an ongoing initiative, and the associated data will undergo staged enhancements and constant updating. However, it offers insight into properties that may be of historical significance. The database uses four primary classifications for properties and structures:

Outstanding: The property has sufficient historic or architectural significance that is listed, or is eligible for individual listing, in the National Register of Historic Places. Outstanding resources can be of local, state, or national importance.

Notable: The property does not merit the outstanding rating, but is still above average in its importance. Notable structures may be eligible for the National Register.

Contributing: The property is at least 40 years old, but does not meet the criteria of outstanding or notable. These resources are important to the density or continuity of the area’s historic fabric. Contributing structures can only be listed in the National Register as part of a historic district.

Non-contributing: The property is not included in an inventory unless it is located within the boundaries of a historic district. These properties may be less than 50 years old, or may be older structures that have been altered in such a way that they have lost their historic character. These properties are not eligible for listing in the National Register.

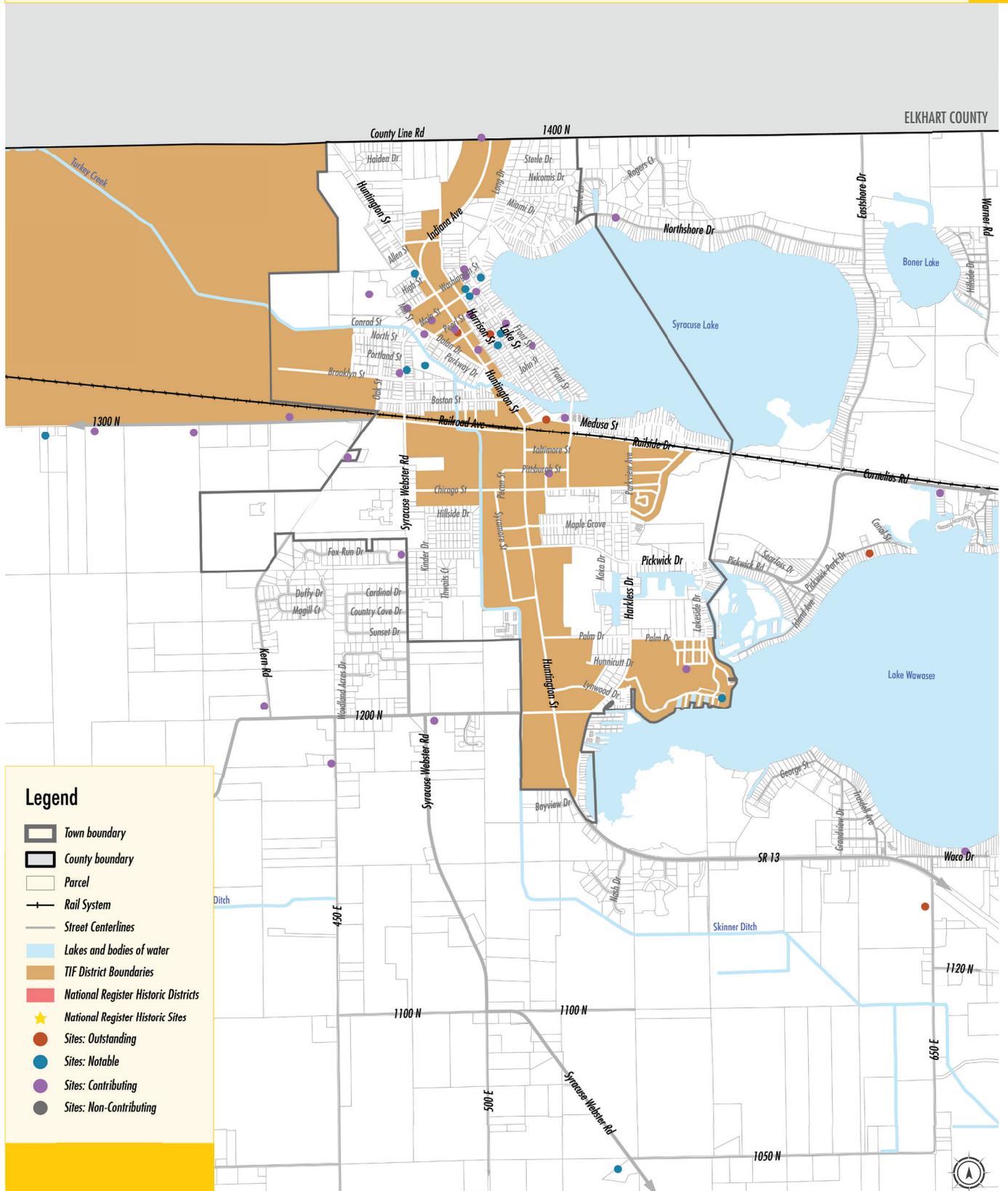
There are numerous properties within Syracuse mapped on the SHAARD database. The most significant being the Schleeter House located near the intersection of Huntington Street and Carroll Street, the Trinity Evangelical Church located near the intersection of Harrison Street and Benton Street and the Baltimore and Ohio Depot building located near the intersection of Huntington Street and the CSX railroad.

Development Incentive Districts

There are three tax increment finance (TIF) districts within the municipal boundary of Syracuse. The Syracuse TIF District, the largest of the three, includes the majority of the properties that are located along Huntington Street. The district also extends along Railroad Avenue and along Indiana Avenue to the boundary of Syracuse. The Syracuse TIF 2012-1 includes a specific area of the Community on the edge of Lake Wawasee. This district includes the Oakwood Resort, which houses an event center. The third district, Syracuse Polywood TIF, builds upon the Syracuse TIF District and includes property being used for the expansion of Polywood’s development.

Adjacent to Syracuse, the Trupoint TIF district is approximately 1,100 acres and is located to the west of Town. It is immediately west of the Polywood property and extends west to the Kosciusko County- Elkhart County boundary.

Existing Development and Redevelopment Opportunities Map



Legend

- Town boundary
- County boundary
- Parcel
- Rail System
- Street Centerlines
- Lakes and bodies of water
- TIF District Boundaries
- National Register Historic Districts
- National Register Historic Sites
- Sites: Outstanding
- Sites: Notable
- Sites: Contributing
- Sites: Non-Contributing

TOWN OF SYRACUSE

TRANSPORTATION SYSTEMS

Motorized

Roadways within and surrounding the City of Syracuse can be classified under the Highway Functional Classification system established by the Federal Highway Administration. This system was established to group streets and highways into classes based on the level of service they are intended to provide. These classifications not only allow the roads system to be evaluated and maintained in an efficient manner, but also rate roadways based on the level of mobility and accessibility.

Within Syracuse, there are no roadways classified as arterials, and all cross-community functions are served by SR 13. This has the practical impact of combining cross-community traffic with through-community traffic and potentially exacerbates congested conditions on the roadway. The Town should consider upgrading Main Street and/or CR 1300 N up to a minor arterial status and implement appropriate improvements.

Roadway volumes are heaviest along SR 13 approaching 30,000 vehicles per day. The rest of the State Highway network within the Town generally shows volumes under 5,000 vehicles per day.

Roadway Character and Condition

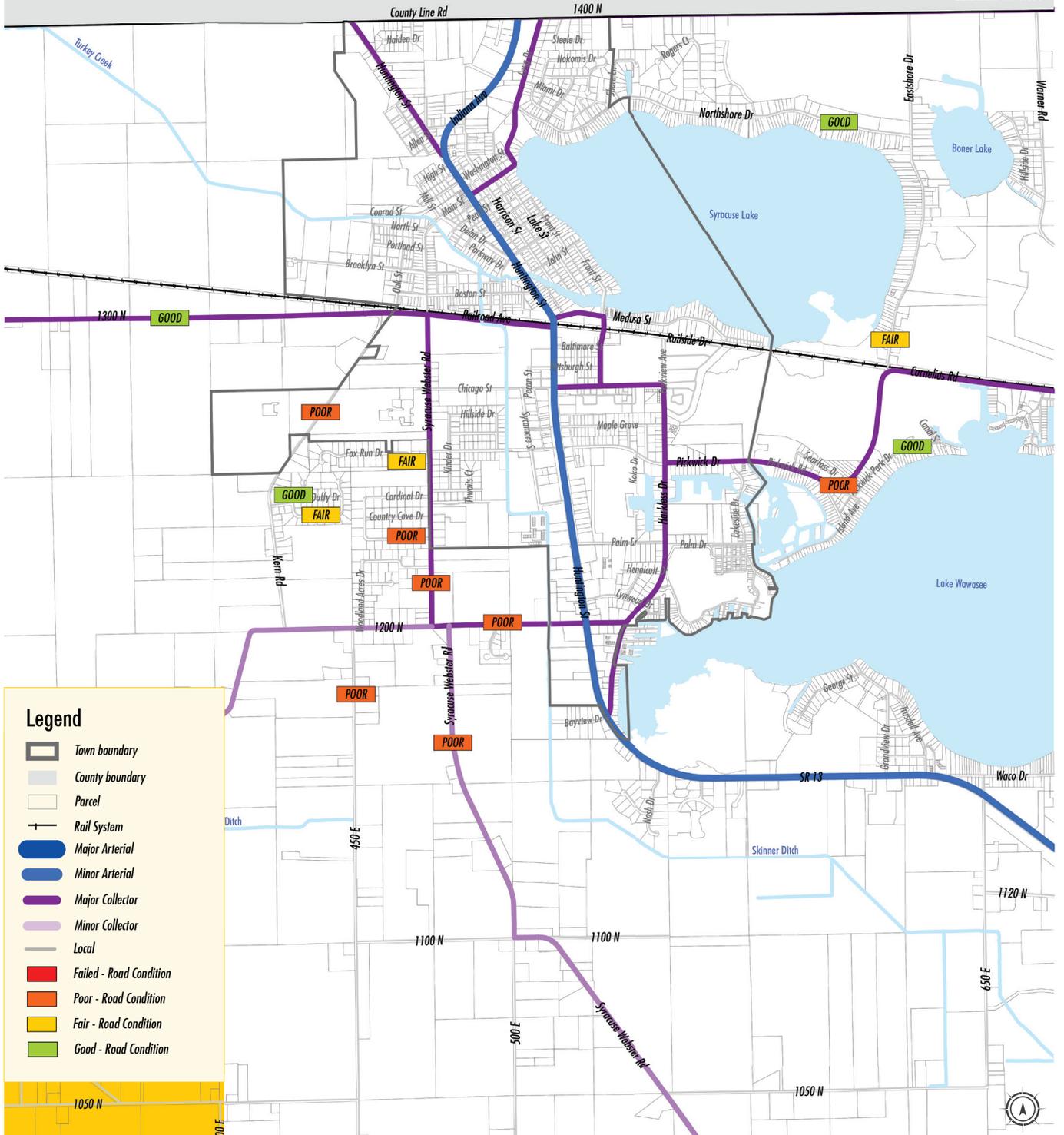
SR 13, locally known as Huntington Street, is the primary north-south corridor leading in and out of the Town. The corridor offers two travel lanes and wide shoulders. Frontage roads also run parallel to Huntington Street for portions of the roadway. North of the railroad, the frontage roads disappear as the road moves through the more constrained, older portion of Town. The corridor is predominately an urban cross section that includes curbs, tree lawns, and a pedestrian sidewalk along one or both sides.

Main Street, which runs north-south and then east-west through the downtown core, has a neighborhood scale character, consisting of two travel lanes, tree lawns and pedestrian sidewalks. Within downtown, on-street, parallel parking is provided on both sides of the street.

Outside of these two primary corridors, Syracuse is made up primarily of two-way local streets with heavy tree coverage, low-grade or nonexistent curbs, and very sparse sidewalk coverage outside of the older neighborhood core. Street lighting follows a similar pattern, being prevalent in the historic core but becoming sparse or nonexistent in the Community's northern and southern additions. Much of the Community's layout is determined by the contours of Syracuse Lake, and so the Town largely does not follow a traditional north-south grid orientation.

Existing Transportation Systems Map

ELKHART COUNTY



As an incorporated community, Syracuse is responsible for the public right of way within the Town boundary. Kosciusko County, and many of the incorporated communities, utilize the Pavement Surface Evaluation and Rating System (PASER) to visually assess and rate the condition of local roads. The PASER system rates the condition of the road from 1 (failing) to 10 (excellent). With this information, local governments are able to project future conditions of the pavement and plan for the most effective maintenance. Pavement conditions, as defined by the PASER (Pavement Surface Evaluation and Rating) visual inspection rating system, have been collected annually on the County roads from 2016 to 2020 but no data collected within the Town proper. Outside of the municipal boundary, CR 1300 N, which comes into the Town's northwest side, is rated in good condition, while Syracuse-Webster Road and CR 1200 N in the southwest are rated in poor condition. Some streets in this vicinity (outside of the Town), such as E Woodland Acres Drive, are rated in "failed" condition. Northshore Drive is in good condition, transitioning to fair condition when it becomes Eastshore Drive, and then is rated in poor condition when it becomes Pickwick Road.

Based on available data, there are no known roadway improvement projects currently being planned or considered within the Community by Kosciusko County or the Town of Syracuse.

Rail Corridor

A CSX rail line bisects the Town from east to west, effectively cutting the Community in half. The location at Huntington Street (SR 3) has a spur, making the effective crossing length over 50' long. There are two major roadways (SR-13 and Main Street) that cross the rail line with at-grade crossings and two additional minor at-grade crossing points at South Front Street and North Oak Street, possibly creating disruptions in emergency services.

According to the 2017 Indiana State Rail Plan, Kosciusko County receives a significant amount of rail traffic from other parts of the State for the manufacture of food products.

Public Transportation

The Kosciusko Area Bus Service (KABS) provides countywide, demand-responsive public transportation service. The service is operated by Cardinal Services of Indiana, a not-for-profit corporation that provides services for persons with disabilities and other life challenges. Ridership in 2019 was about 58,000 trips, a slight reduction from the 2018 figure of about 59,000 trips. The system owned 12 ADA-accessible vehicles in 2019 and received funding from fares and contributions from Kosciusko County, the Indiana Department of Transportation, and the U.S. Federal Transit Administration.

Non-Motorized

Syracuse has a very well-developed (on-street) trail network not only providing multiple transportation routes within the Town itself, but also extending eastward to reach Lake Syracuse and eventually Lake Wawasee. Some segments of the trails system are adjacent to roadways, which may allow for conflicts between trail users and motor vehicles. This can be addressed by appropriate signage and clear points for crossings. The southern edge of the Syracuse Lake Loop also has the potential to be extended further south and connect to the community of North Webster. The southern edge of the Syracuse Lake Loop also has the potential to be extended further south and connect to the community of North Webster.

In December 2021 the Finalized a local trail feasibility study to evaluate options for the expansion of the existing trail system. These proposed routes provide more than 12 miles of future trail development which doubles our current trail system! The report breaks down the sections into smaller segments to provide flexibility in evaluation. Each section can be implemented individually or combined depending on funding. A copy of the approved trails map can be found in Section 5.

Roadway Character, Syracuse, IN | TSWDG



TOWN OF SYRACUSE

UTILITY SYSTEMS

Utility Systems

The Town of Syracuse and its surrounding area is electrically serviced predominantly by the North Indiana Public Service Company (NIPSCO), with a small portion of the Community's southwest serviced by Kosciusko Rural Electric Membership Corporation (KREMC). NIPSCO's service area extends to the Community's north, east, and west, and covers the outer edge of Syracuse Lake and Lake Wawasee.

Water and Wastewater

Syracuse provides its own water treatment and distribution network. The service area extends slightly beyond the town limits on its southwest side. The water utility uses a consolidated fee system for all services, which is collected by the Town Clerk's office.

Syracuse provides its own wastewater collection and treatment infrastructure and services. The service area coincides with the town boundary. Users that provide their own water are charged a flat rate for wastewater and stormwater collection services. The wastewater treatment plant has a 0.33 MGD capacity, but it has historically underperformed because of differences in treatment loads between the winter and summer seasons. A subsequent series of projects modified the oxidation ditches to improve flow movement.

The Turkey Creek Regional Sewer District, which provides both sewer and water services within its territory, abuts the Town's service area on all sides. A wastewater treatment plant, constructed in 2015, provides a 0.37 MGD capacity with an average daily load of 0.29 MGD.

Storm sewer

The storm sewer system is comprised of pipes, ditches, catch basins, and appurtenances such as manholes, with the ultimate objective of conveying untreated stormwater to streams and lakes. The Town has a water utility to manage stormwater collection and disposal, as discussed above.

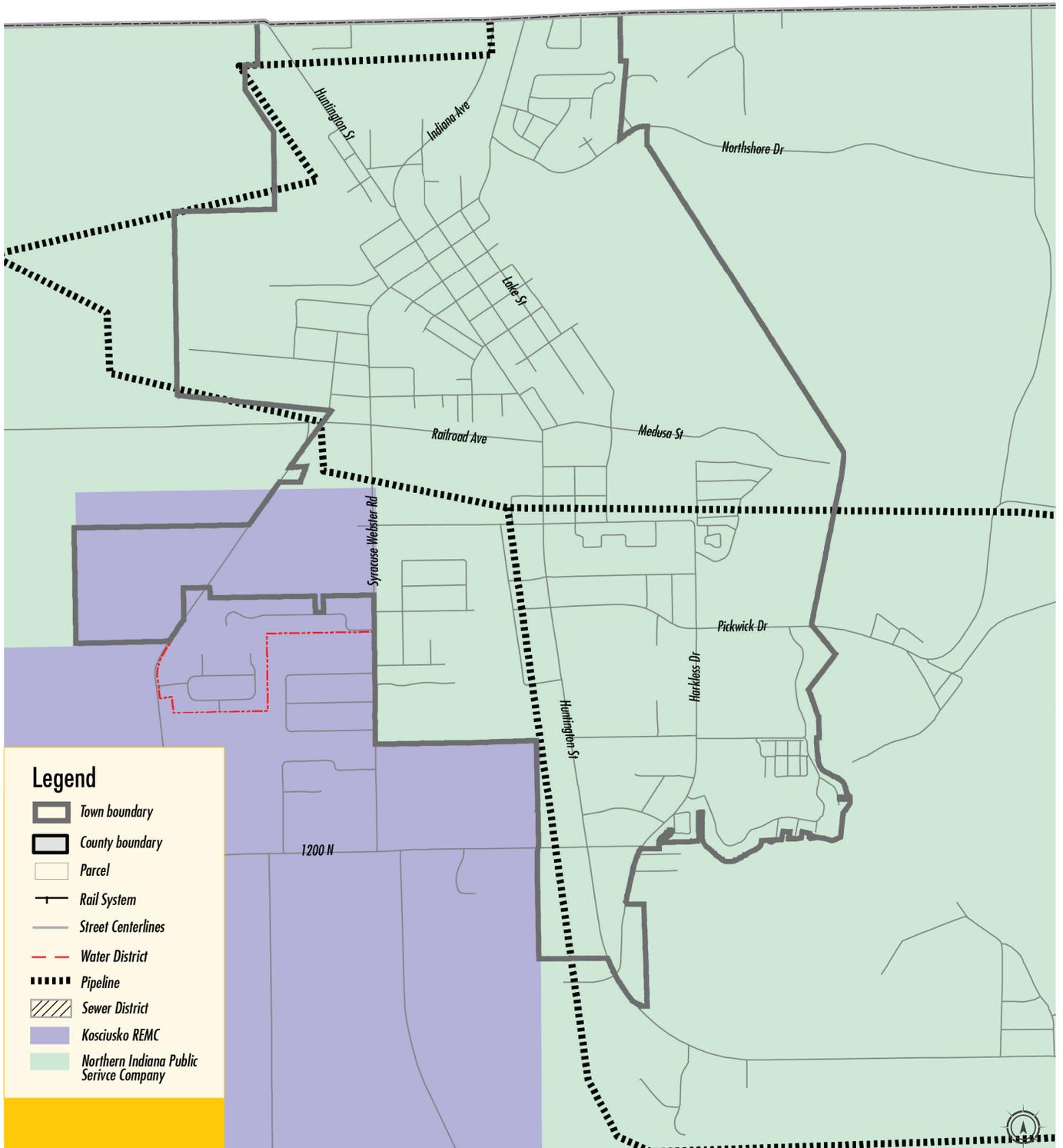
Gas and Electric

Kosciusko County possesses an extensive network of gas lines that provide natural gas to residents, including the Town of Syracuse; the Northern Indiana Public Service Company (NIPSCO) is the sole provider.

NIPSCO provides electric service to the majority of the town, as well as areas along CR 1300 N to the west of town and areas along SR 13 to the south. The westernmost area of the City is served by Kosciusko County REMC.

Existing Utility Systems Map

ELKHART COUNTY



Broadband

According to BroadbandNow, a digital database that utilizes data from the Federal Communications Commission (FCC) and local service providers, there are 16 internet providers that service Syracuse, with 12 of those offering residential service. The majority of service within the Town is gained through DSL or satellite providers, although commercial service is available through cable/fiber. Due to the way broadband data is reported and collected by the FCC, some zip codes report having a higher number of providers and subscription plans available to local residents. While there are numerous providers, coverage varies depending on the specific provider. Broadband speeds are measured by upload and download speeds in Megabytes per second (Mbps). The average download speed within Milford is 47.5 Mbps, which is 56.1% slower than Indiana's average. For reference, the Federal Communications Commission identifies effective broadband access as having a minimum download speed of 25Mbps and upload speed of 3Mbps.

Rural Indiana Stats, an application managed by Purdue University and the Indiana Office of Community & Rural Affairs, offers an alternative view of local broadband statistics. The application, which aggregates FCC data at the Census tract level, reports that 19.4% of area residents do not have internet access, 8.9% have no computing device, and 16.2% of residents use only a mobile device.

Due to the way data is aggregated and reported, both databases use geographic boundaries that include the Town of Syracuse as well as unincorporated areas of the County in the statistics identified above.

Public Safety Systems

The Town's fire station is located at the intersection of Henry and Huntington Streets. Fire service is provided through Turkey Creek Fire Territory, and the Town provides operational funds to the department.

The Syracuse Police Station is located directly south of the fire station, within the Town Hall, and has a total of ten active officers and one reserve.

EMS is also provided to the Community through the township.

Typical Streetscape Character, Syracuse, IN | TSWDG



TOWN OF SYRACUSE

DESTINATIONS

Community Facilities and Support Services

Government Facilities

The majority of all government facilities are located within the northern section of Syracuse, including all emergency services, Town Hall, the library, a water treatment facility, community center, and post office.

Public Health Facilities

Syracuse has multiple local doctor's offices that cover not only primary care but also dental, eye care, and other specialized practices. These not only help serve the Community but also address the medical needs of those living on the lakes and others within more rural regions of the County. For major medical issues, residents still must travel to larger facilities in Warsaw or Goshen.

Schools and Learning Institutions

Syracuse is home to both an elementary and Wawasee High School (grades 9-12), which serve the north western corner of Kosciusko County. Wawasee Middle School (grades 6-8) is located south of Town along State Road 13 near the southern end of Lake Wawasee.

Child Care and Early Childhood Facilities

Based on a search of INconnect, an online database of childcare or early childhood facilities, Syracuse has four established early childhood and daycare facilities within the Town. The facilities include individual, home-based providers, church ministries and services offered through the local school corporation. These facilities offer multiple programs to meet the daytime needs of working caregivers and include care options for preschool-age children, toddlers and infants. Aside from these facilities, parents are forced to take their children outside the Community for childcare needs. The nearest facilities lie in Goshen which is approximately 12 miles away. INconnect allows any individual to search for care providers by a variety of criteria and provides listings for both licensed and unlicensed centers, homes and ministry-based facilities.

Grocery and Convenience Stores

Syracuse is one of the few communities with multiple options for fresh food and pantry staples. The Town has a standalone grocery store (Neighborhood Fresh), a butcher shop, Family Dollar, and multiple convenience gas stations which help supply seasonal and year-round residents.

Civic and Entertainment Facilities

Syracuse has a wide range of entertainment options, varying from the Syracuse-Wawasee Historical Museum and Pickwick Theatre to lakeside resorts and golf courses to a variety of dining options for both residents and visitors. For activities not found within the Community, Syracuse is located between the larger communities of Warsaw and Goshen.

Religious and Cultural Facilities

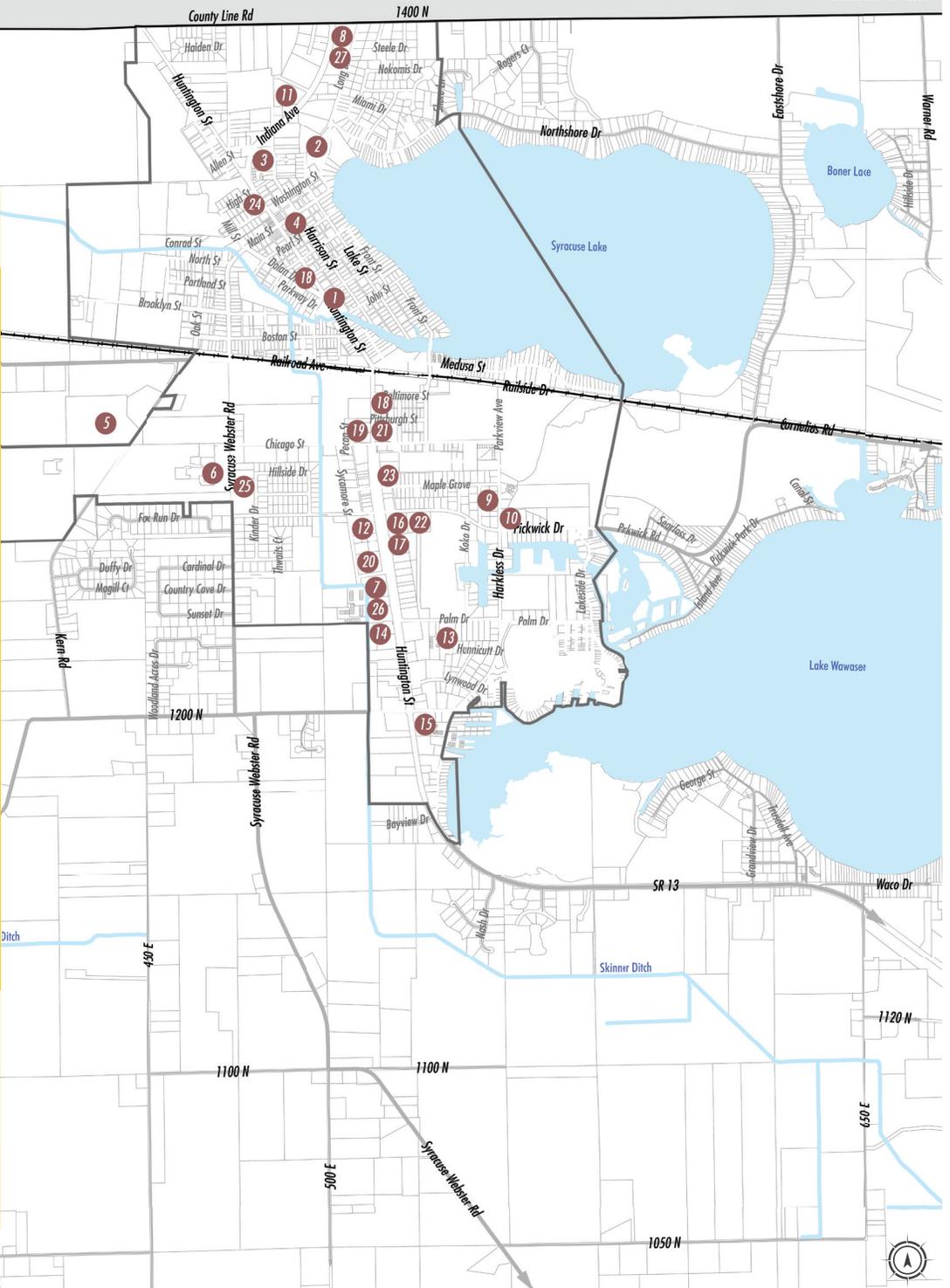
There are five religious' institutions within Syracuse.

Existing Community Destinations Map

ELKHART COUNTY

Legend

-  Town boundary
-  County boundary
-  Parcel
-  Rail System
-  Street Centerlines
-  Lakes and bodies of water
-  1 Syracuse Police/Fire Departments
-  2 Syracuse Community Center
-  3 Syracuse Post Office
-  4 Syracuse Public Library
-  5 Syracuse Elementary School
-  6 Wawasee High School
-  7 Little Lamb Ministry
-  8 Syracuse Community Preschool
-  9 Teen Parents Succeeding
-  10 Miller's Merry Manor
-  11 Goshen Physicians Family Medicine
-  12 Kosciusko Medical Group
-  13 Integrity Medical
-  14 The Bowen Center
-  15 Wilby's
-  16 Neighborhood Fresh
-  17 Dollar General
-  18 Marathon Gas
-  19 Syracuse Quick Mart
-  20 Casey's
-  21 CVS
-  22 Family Dollar
-  23 Bale's Butcher Shop
-  24 Church of God - Syracuse
-  25 Wawasee Heights Baptist Church
-  26 Calvary United Methodist Church
-  27 St. Andrews of Syracuse



Parks and Recreation

The Town of Syracuse includes five public parks: Lakeside Park, Veteran’s Memorial Park, Henry Ward Park, Syracuse State Park, and Laudeman Family Park. They vary in size and amenities offered.

Located at the intersection of North Long Drive and E Northshore Drive, Lakeside Park is the largest park in the Syracuse Parks System covering approximately 3.2 acres. Park amenities include the Kenneth & Lela Harless Gazebo, an open-air pavilion, playground, and beach with a sand volleyball court and dedicated swimming area. The Park is known for its multitude of Saucer Magnolia trees that define the park edges and provide a show of blooms every spring. The Town of Syracuse Parks Department is located across North Long Drive from Lakeside Park and the surrounding lots are residential.

Veteran’s Memorial Park at Crosson Mill is located off Huntington Street (State Road 13) and bordered to the south by Turkey Creek. The Park covers nearly 1.4 acres and includes a cannon and a memorial to veterans with the names of those individuals from the Syracuse area who served in the Armed Forces. Park amenities include the Laudeman Family Pavilion and Playground, which are available for rent of special events.

About a quarter mile from Veteran’s Memorial Park on East Medusa Street sits another small park space, Henry Ward Park (named after one of the Town’s first founders), that covers approximately 2.25 acres at the channel juncture where Turkey Creek meets Syracuse Lake. The site is next to the location of the public access boat launch for the Lake.

The Syracuse Skate Park is located behind the Syracuse Community Center off North Long Drive. The site was constructed in 2006 using money from local fundraisers and grants via area foundations and civic organizations. The park can accommodate skateboards, in-line skates, and bikes.

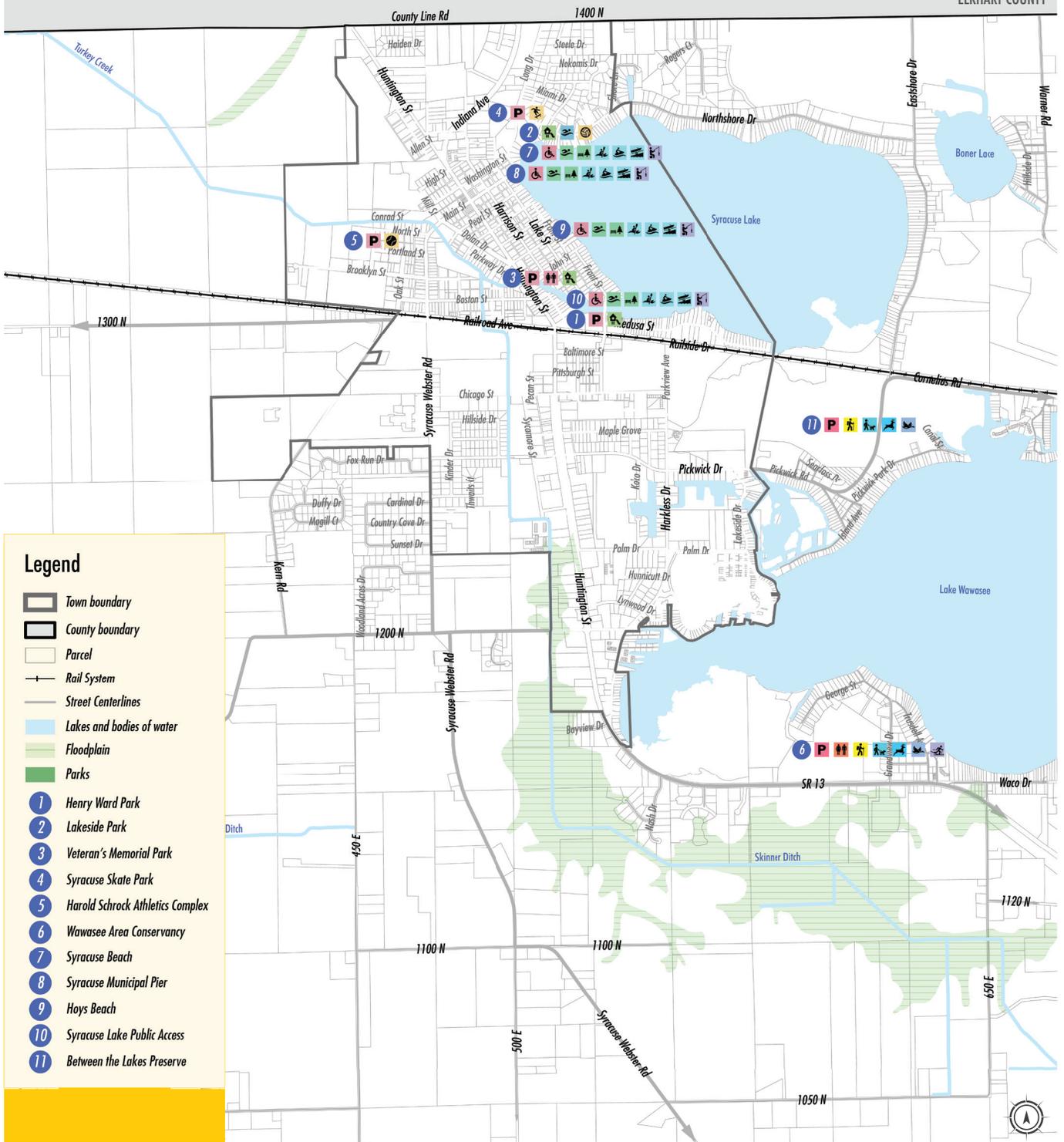
The final public park, Laudeman Family Park, is 6.5 acres located at the end of West Wildwood Drive. The site was formerly owned by the Syracuse-Wawasee Rotary Club, until it was purchased by the Laudeman Family in 2014. The Family donated the property to the Syracuse-Wawasee Park Foundation and the Town of Syracuse. A master plan was developed for the site in 2019 with input from the surrounding neighbors and Community. The design included the installation of prairie plantings along the periphery with a surrounding trail that connects to the interior of the site. The middle of the site includes interior walking paths with benches around the pond and a pavilion with picnic tables. Implementation of the master plan began in 2020.

The Town of Syracuse Parks and Recreation Department also offers some great athletic amenities including a free, small scale fitness center, municipal pier, Hoy’s Beach, and the Syracuse-Wawasee Trail System. Hoy’s Beach is a small park covering around 0.2 acres at the intersection of East Henry Street and North Front Street along Syracuse Lake. The site includes mature trees, ornamental plantings, picnic tables, benches, and a sand beach to access the lake. The Harold Schrock Athletic Complex (founded in 2013 with funds made possible by the Schrock Family, K21 Health Foundation, Wawasee Kiwanis, Wawasee Pee Wee Football, and community members) is located at 900 W. Brooklyn Street and includes four standard ball fields, two children-size ball fields, a football field, and a seasonal ice rink. The complex is used by the Wawasee Community Summer Baseball and Softball Leagues and Wawasee Pee Wee Football. The site also includes a half-mile walking trail with a trailhead along the Syracuse-Wawasee Trail System. This system includes over 12 miles of walking/cycling trails that connect Syracuse, Syracuse Lake, and small sections on the northern and eastern part of Lake Wawasee. The Town has expressed interest in continuing to grow this network of trails.

Syracuse has a fully-staffed Parks and Recreation Board that meets the second Monday of each month. The Parks and Recreation Department is stationed in the Syracuse Community Center across from Lakeside Park. The Town publishes a Spring/Summer Recreation Guide that details many of the park and public amenities and the events and festivals held within those spaces.

Existing Parks, Recreation and Waterways Map

ELKHART COUNTY



Legend

- Town boundary
- County boundary
- Parcel
- Rail System
- Street Centerlines
- Lakes and bodies of water
- Floodplain
- Parks
- 1 Henry Ward Park
- 2 Lakeside Park
- 3 Veteran's Memorial Park
- 4 Syracuse Skate Park
- 5 Harold Schrock Athletics Complex
- 6 Wawasee Area Conservancy
- 7 Syracuse Beach
- 8 Syracuse Municipal Pier
- 9 Hays Beach
- 10 Syracuse Lake Public Access
- 11 Between the Lakes Preserve

Lakes and waterways

Syracuse has the unique situation of having direct access to two separate lakes within the County, one of which being the largest natural lake in Indiana. These lakes are connected by small canals, allowing kayaks or canoes to cross under the train tracks and access each lake. The lakes also bring a challenge to the Community in the form of seasonal populations. The Town's population nearly triples during summer months and shrinks during the off season. While other lake communities deal with this issue as well, Syracuse is the largest town facing this issue within the County.

Syracuse Lake covers roughly 411 acres with a watershed of approximately 24,498 acres. The Lake has an average depth of 13 feet and is 34 feet at its deepest point. Water flow enters the Lake from Meyer Ditch in the east and Lake Wawasee in the south. Water flow exits Syracuse Lake via Turkey Creek in the west. There is a public access point with boat launch located on the northwest corner of Front and East Medusa Streets adjacent to Henry Ward Park. Recreational activities on the lake include boating, swimming along the beaches at Lakeside Park and Hoy's Beach, and fishing for Largemouth Bass, Bluegill, Redear and Northern Pike.

Lake Wawasee covers 3,006 acres with a watershed of approximately 24,448 acres. The Lake has an average depth of 22 feet and is 81 feet at its deepest point. Water flow enters the Lake from Howard Bentz Creek, Launer Creek and Dillon Creek all in the east, Turkey Creek in the southeast, and Papakeechee Lake in the south. Water flow exits Lake Wawasee to Syracuse Lake in the north. There is a public access point at Bayshore Drive Piers off Hatchery Road. Recreational activities on the lake include boating, water skiing, and fishing for Bluegill, Crappie, Largemouth Bass, Northern Pike, Pumpkinseed, Redear, Rock Bass and Yellow Perch.

Lake Wawasee, Syracuse, IN | Visit Kosciukso County



TOWN OF SYRACUSE

KEY FINDINGS

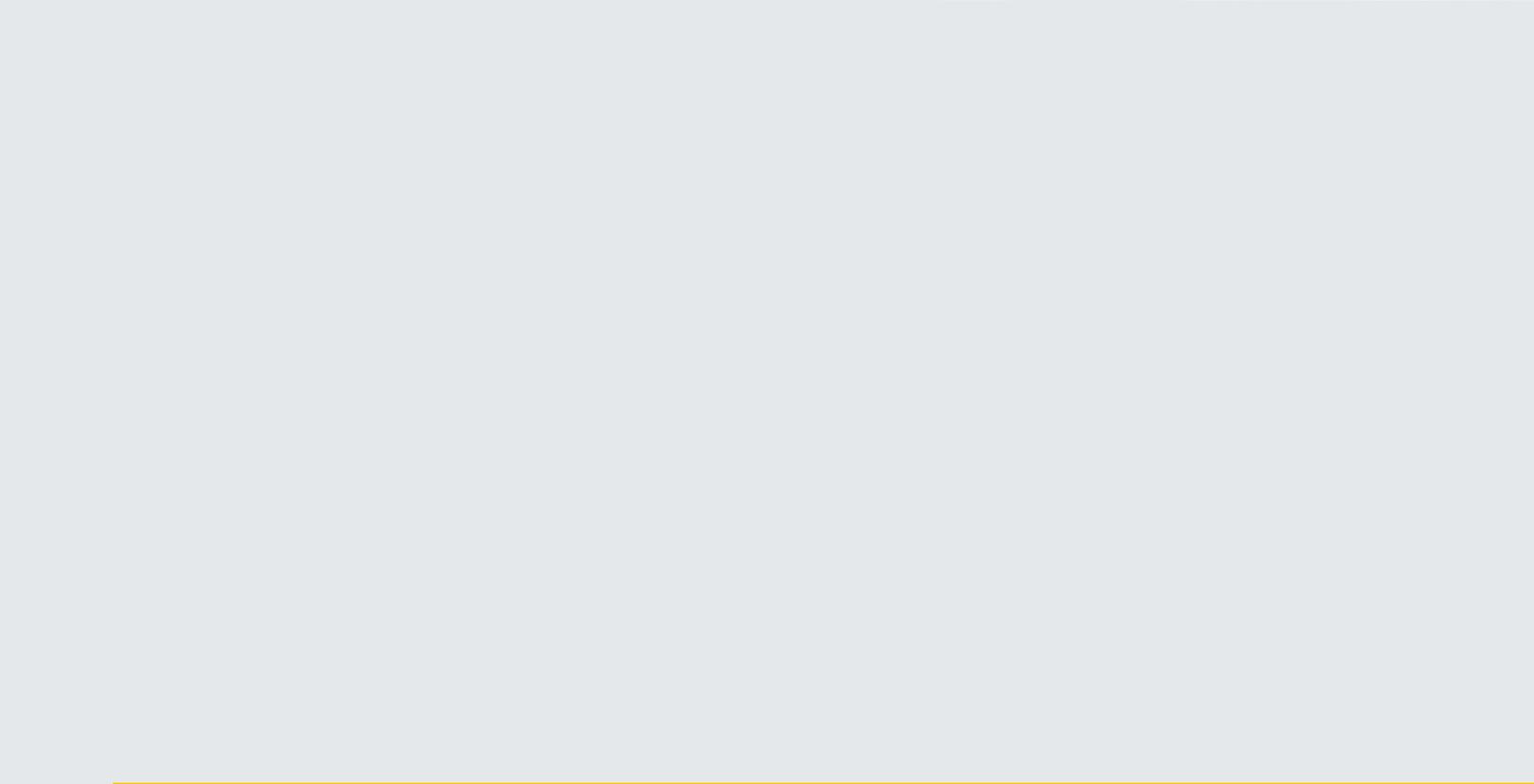
The key findings of the Syracuse community condition assessment have been organized into two key categories: Strengths/ Opportunities and Weaknesses/ Threats. Strengths and opportunities are internal, positive attributes that are within control of the Town. Opportunities are external environmental factors that are likely to contribute to the Town's success. Conversely, weaknesses and threats are negative factors that detract from these strengths. These may require improvement in order for the Town to be competitive as an attractive community. Threats are external factors that the Town has no control over. It may be considered that a contingency plan be put in place for dealing with them as/ if they occur.

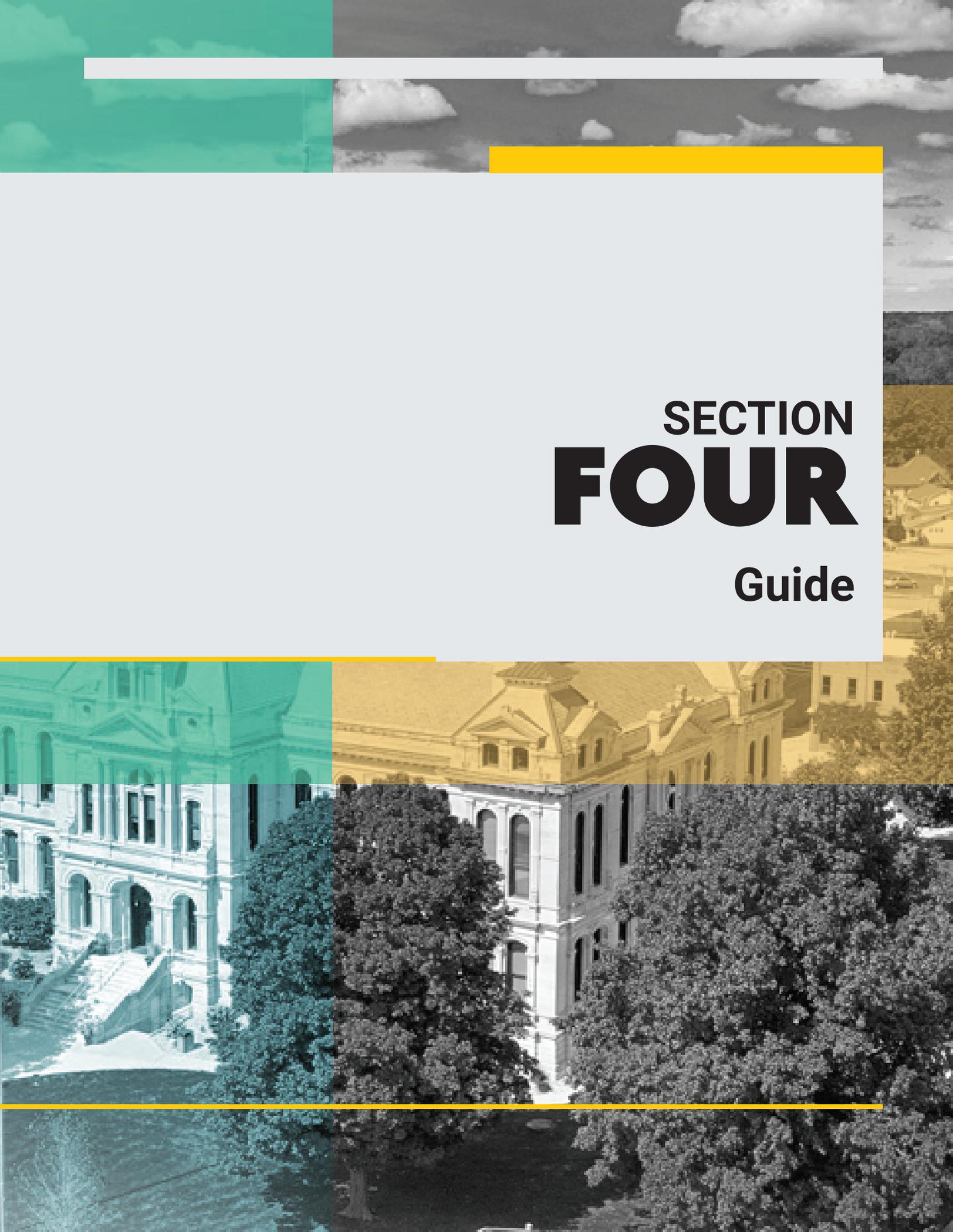
Strengths and Opportunities:

- Syracuse's population nearly triples during the on-season months which provides major economic boosts to the Community.
- While the lakes are the Town's main attraction, there are various other entertainment options that are only rivaled by those in neighboring Warsaw.
- Syracuse has its own comprehensive plan, but it is too broad to accurately identify future growth and development needs of the Community.
- The existing tax increment finance (TIF) districts located within and adjacent to Town are assets. The available land in the TIF districts pose opportunity for the Town, if development were to occur within the defined areas.
- The existing sidewalk infrastructure within the Town can be improved and expanded to provide alternative transportation routes to local residents.
- There are multiple properties of historic significance in the Community.
- The Town of Syracuse promotes the Syracuse 6 & 13 Technology Park located in Elkhart County. The Town provides water and wastewater services to the area. Additional incentives are provided through the Town of Syracuse including \$1,000 grant for every job created up to \$10,000 and waived water and sewer tap fees.
- Syracuse is working to establish an affiliate of the Main Street organization.
- The Town hopes to finalize additional placemaking projects to include benches, planters, crosswalks, and murals within Uptown. The Town has undertaken and is continually planning for new beautification and placemaking initiatives within Uptown and the Village. A Placemaking Taskforce does exist.
- The Village portion of Town does not have a lot of vacancies which is a strength; however, this is also a weakness because it can limit growth and expansion within the area.
- Syracuse has strong, established TIF districts. These districts fund new infrastructure.

Weaknesses and Threats:

- New housing is needed within the Community, as seasonal home owners have begun to inflate housing prices outside of what local residents can afford.
- The Town would like to expand housing options but is currently looking for land to develop. The Town is partnering with the Kosciusko County Economic Development Corporation (KEDCO) to find property.
- Sidewalk infrastructure is present but portions of the system are in varying conditions. Improvements may be needed to repair existing segments.
- The Town has portions of roadways that have been categorized as 'Poor' condition per the PASER rating system. Improvements and maintenance will be needed.
- Local broadband services fall far below the national baseline of 25 Mbps download and 3Mbps upload. Additionally, most services are based off wireless and satellite technologies, which can be unreliable.
- The Town has largely been operating independently of the County. While there is an independent spirit/culture, officials would like to partner more with the County and find ways to move forward together.
- There is no formal Main Street organization that is recognized by the State of Indiana (or the National parent organization). This could limit the Town's ability to apply for a receive funds for downtown initiatives.





SECTION
FOUR
Guide

Syracuse Business, Syracuse, IN | Syracuse-Wawasee Chamber of Commerce





FORWARD Kosciusko County captures the vision of where the county and each local community wants to be at some point in the future. The *FORWARD Kosciusko County: Town of Syracuse Action Plan* includes recommendations for land use, housing, economic development, transportation (vehicular, pedestrian and bicycle), utilities, parks and recreation, community facilities, health and wellness initiatives, and placemaking components.

The information included within this section is deliberately broad. While specific topics are addressed, the details of how ideas and recommendations are implemented is left open ended. This allows for flexibility and adaption in how the Plan is used moving forward.

To provide county governments, local governments and strategic partners with strategic direction on any number of issues that are critical to the County's future, a series of guidance tools were developed as a part of the FORWARD Kosciusko County effort. These tools are intended to serve as a check point when considering new projects and initiatives, because they represent the values and needs of the community, local leaders and key stakeholders.

Syracuse Community Center, Syracuse, IN | TSWDG



To allow for efficient decision making across the community, this GUIDE section is organized into five parts that individually and collectively will contribute to the Town of Silver Lake's success.

County-wide Vision

A **VISION STATEMENT** reflects the values and aspirations of a community; it broadly captures the desired direction of the community and begins setting the stage for unique goals and strategies within a plan. Vision statements form a strategic framework which gives appointed officials and decision makers the long-term perspective needed to make rational decisions as community issues arise.

County and local officials should follow the plan's vision when identifying future projects and policies impacting the greater community.

Goals and Objectives

GOALS broadly identify the community's desired physical, social, cultural, and economic outcomes from the unique strategies and projects identified in a comprehensive plan. **POLICY OBJECTIVES** express the type of action necessary to achieve the vision and goals and are typically action focused, incorporating specific strategies, projects, partners, and funding to assist in their successful completion.

Goals and Policy Objectives begin to indicate how local decision makers should begin taking action in order to achieve the vision of the community, identifying where responsibility should fall and what steps are needed to achieve success.

Land Use and Development

The **FUTURE LAND USE PLAN** identifies desired land-use classifications, densities, and locations for growth within Kosciusko County's urban and rural regions. Based upon existing conditions analyses, current land uses, and community input, the map provides a foundation for elected officials and community leaders to follow when addressing land use decisions such as rezoning requests or development plans.

Recommendations have been provided on how the Town of Syracuse can incorporate additional objectives into their existing Future Land Use Plan to align with County goals and development patterns.

Transportation and Infrastructure

The **FUTURE INFRASTRUCTURE PLAN** addresses the current challenges and future demands of the community, presenting a number of strategies and projects identified throughout the plan's creation which target specific needs of each town and city. This plan assists community leaders in meeting both the financial and physical needs for infrastructure that supports new residential, commercial, and industrial growth.

Recommendations have been provided on how the Town of Syracuse can incorporate additional objectives into their existing Future Transportation and Utility Plans to align with County goals and development patterns.

County-wide Connectivity

Although supporting enhancements to roadways and vehicle infrastructure is a key aspect of community planning, so is the development of pedestrian connections and linkages between communities. The **FUTURE CONNECTIVITY PLAN** identifies projects that begin to connect residents and visitors to destinations within the County through trail systems, sidewalk extensions, and dedicated bike routes. All of these networks are working together to improve the safety of users and efficiency of travel.

Recommendations have been provided on how the Town of Syracuse can incorporate additional objectives into their existing Pedestrian and Trail Plans to align with County goals and development patterns.

Lakeside Park, Syracuse, IN | TSWDG



COUNTY-WIDE

FUTURE VISION

Our past has provided us with a strong foundation.

Kosciusko County has a history of fostering the industries of agriculture, medical device manufacturing, and businesses serving the recreation sector. Today, the County is home to just under 80,000 individuals; we are known for our unique destinations and waterways, our strong economy and our high quality of life. Kosciusko County, and our local city and towns, are full of assets and opportunities that can build a bright future.

Our future is reliant on our ability to work together to become a stronger community.

Kosciusko County, and our local city and towns, aspire to be a strong community of welcoming, engaged people, businesses and organizations that continually work to improve the lives of our residents and the condition of our businesses, industries, destinations and natural assets.

Our collaborative actions will allow us to create a thriving community that all can enjoy.

Kosciusko County, and our local city and towns, are committed to prioritizing the needs of our community's people, places, systems, destinations and partnerships to cultivate a community that:

1. Ensures the safety, wellness and success of our local residents, employers and business owners.
2. Provides for balanced, planned and orderly growth.
3. Plans for effective public services and facilities.
4. Creates and nurtures unique destinations for local and regional enjoyment.
5. Manages local resources and plans for continued reinvestment throughout the County.

OUR COUNTY-WIDE

GOALS AND OBJECTIVES**PEOPLE**

Ensures the safety, wellness and success of our local residents, employers and business owners.

We will EMBRACE our strong sense of community and our growing cultural diversity.

We will STRENGTHEN our local communities and residents by providing increased opportunities for housing, education, child care, workforce development, recreation and personal health and well-being.

We will ATTRACT new residents by providing thriving residential neighborhoods, vibrant commercial and retail destinations, high quality business areas and active civic places.

1. Support the development of programming which assists new residents with entering and becoming integrated into the community.
2. Encourage collaboration and sharing of resources between each community in order to continue annual festivals and other events.
3. Encourage the development of diverse and attainable housing options within the county to fill the needs of new home buyers and those working, but not living, within the county.
4. Support the development of child care and early learning facilities and programs.
5. Promote the development of grocery stores and fresh food markets within each community to improve access to produce and shrink food deserts.
6. Support improvements to alternative transportation systems (sidewalks, trails, public transit) to increase access to community amenities throughout the County.
7. Support equitable access to healthcare in all areas of the County.
8. Support the development and growth of local arts and theater facilities and initiatives within the County which promote and enhance local culture.
9. Encourage the development and expansion of outdoor recreation facilities and amenities.
10. Encourage the development and use of a county-wide brand to promote the strengths and opportunities of the City, Towns and County.

ROLES AND RESPONSIBILITIES			
COUNTY	LOCAL CITY AND TOWNS	ORGANIZATIONS	
---	LEAD <i>By identifying local needs and opportunities</i>	---	
SUPPORT <i>By sharing the knowledge and expertise of staff</i>	LEAD <i>By identifying specific community needs</i>	SUPPORT <i>By sharing the knowledge and expertise of staff</i>	
LEAD <i>Through development decisions and incentives</i>	SUPPORT <i>By participating in the development review process</i>	SUPPORT <i>Through research, studies and financial discussions</i>	
SUPPORT <i>By using development and regulatory tools</i>	---	LEAD <i>By developing training programs and local advocacy</i>	
SUPPORT <i>Through development decisions and incentives</i>	---	LEAD <i>Through site identification and marketing</i>	
LEAD <i>Through strategic public planning and investment</i>	SUPPORT <i>Through strategic public planning and investment</i>	SUPPORT <i>By providing administrative and financial assistance</i>	
SUPPORT <i>Through development decisions and incentives</i>	---	---	
SUPPORT <i>Through development decisions and incentives</i>	LEAD <i>By identifying specific community needs</i>	SUPPORT <i>Through research, studies and financial discussions</i>	
LEAD <i>Through strategic public planning and investment</i>	LEAD <i>Through strategic public planning and investment</i>	SUPPORT <i>By providing administrative and financial assistance</i>	
SUPPORT <i>Through adoption and implementation of brand</i>	SUPPORT <i>Through adoption and implementation of brand</i>	LEAD <i>Through the development of a consistent brand</i>	

OUR COUNTY-WIDE

GOALS AND OBJECTIVES**PLACES**

Provides for balanced, planned and orderly growth.

We will **VALUE** our historic and historically significant resources, districts and structures.

We will **GROW** our mix of land uses to include various housing types, employment opportunities, hospitality facilities and residential support services.

We will **BALANCE** the needs of our County's agricultural industries by protecting prime farmland from incompatible development

1. Encourage commercial development and redevelopment within existing downtowns and commercial corridors.

2. Support the redevelopment of historic buildings and sites and ensure that the character remains consistent with the surrounding context.

3. Encourage mixed-use and higher density residential developments within each community and support the availability of a greater range of housing types and sizes (single-family, duplexes, multi-family, etc.).

4. Support the increase of code enforcement capacity within each community to ensure compliance with site design, building, construction and maintenance standards.

5. Support the development of alternative housing types such as tiny homes, accessory dwelling units, and manufactured/modular housing to improve housing affordability and availability within the county.

6. Encourage and prioritize the repurposing of existing commercial and industrial sites.

7. Encourage building practices and infrastructure improvements which preserve natural areas and amenities.

8. Encourage the preservation and conservation of productive agricultural land.

9. Support the expansion of agritourism by providing for appropriate industrial and commercial uses within agricultural areas.

10. Encourage partnerships between local organizations, educational institutions, and farmers to identify current innovations and sustainable practices for agricultural uses.

ROLES AND RESPONSIBILITIES			
COUNTY	LOCAL CITY AND TOWNS	ORGANIZATIONS	
LEAD <i>Through development decisions and incentives</i>	SUPPORT <i>By participating in the development review process</i>	SUPPORT <i>Through research, studies and financial discussions</i>	
LEAD <i>By using development and regulatory tools</i>	SUPPORT <i>By participating in the development review process</i>	SUPPORT <i>Through research, studies and financial discussions</i>	
LEAD <i>By using development and regulatory tools</i>	SUPPORT <i>By participating in the development review process</i>	SUPPORT <i>Through research, studies and financial discussions</i>	
LEAD <i>By using development and regulatory tools</i>	SUPPORT <i>By identifying specific community needs</i>	---	
LEAD <i>By using development and regulatory tools</i>	SUPPORT <i>By identifying specific community needs</i>	SUPPORT <i>Through research, studies and financial discussions</i>	
LEAD <i>By using development and regulatory tools</i>	SUPPORT <i>By identifying specific community needs</i>	SUPPORT <i>Through research, studies and financial discussions</i>	
LEAD <i>By using development and regulatory tools</i>	SUPPORT <i>By identifying specific community needs</i>	SUPPORT <i>Through research, studies and financial discussions</i>	
LEAD <i>By using development and regulatory tools</i>	SUPPORT <i>By identifying specific community needs</i>	SUPPORT <i>Through research, studies and financial discussions</i>	
LEAD <i>By using development and regulatory tools</i>	SUPPORT <i>By participating in the development review process</i>	SUPPORT <i>By providing administrative and financial assistance</i>	
SUPPORT <i>Through research, studies and financial discussions</i>	---	LEAD <i>By convening local parties and moderating discussions</i>	

OUR COUNTY-WIDE

GOALS AND OBJECTIVES**SYSTEMS***Plans for effective public services and facilities.*

We will ensure that public and private utility systems are maintained, improved and modernized so that they can adequately SERVE current and future residents and businesses.

We will maintain and improve our vehicular transportation system to safely and efficiently MOVE residents, visitors and products.

Through new routes and facilities, we will LINK residents, visitors and communities to one another.

1. Support equitable access to reliable and affordable broadband services within both urban and rural areas of the county.

2. Encourage the development, expansion and maintenance of wastewater systems along lakefronts to protect water quality.

3. Support the extension or expansion of public and private utilities into appropriate underdeveloped areas.

4. Support the expansion of local emergency services (police, fire, EMS) as development occurs and new residents enter the county.

5. Partner with INDOT to improve safety along state roadways traveling through local communities.

6. Encourage the maintenance, repair and enhancement of high-traffic county roads which connect residents and visitors to employment centers and amenities within Kosciusko County.

7. Encourage new growth to minimize access points on to high-traffic roads and encourage the development of new collector streets and roads.

8. Support the development of transportation alternatives, such as bike infrastructure and trails, which can connect to communities outside the county and draw visitors.

9. Support the expansion of pedestrian infrastructure to increase pedestrian accessibility within communities and connect residents to destinations.

10. Support complete street policies within the county to encourage the creation of safe pedestrian and bicycle infrastructure during planned roadway improvement projects and new development.

ROLES AND RESPONSIBILITIES			
COUNTY	LOCAL CITY AND TOWNS	ORGANIZATIONS	
SUPPORT <i>Through strategic public planning and investment</i>	SUPPORT <i>Through strategic public planning and investment</i>	LEAD <i>Through strategic public planning and investment</i>	
LEAD <i>Through strategic public planning and investment</i>	SUPPORT <i>Through strategic public planning and investment</i>	SUPPORT <i>Through research, studies and financial discussions</i>	
LEAD <i>Through strategic public planning and investment</i>	SUPPORT <i>Through strategic public planning and investment</i>	SUPPORT <i>Through research, studies and financial discussions</i>	
LEAD <i>Through strategic public planning and investment</i>	SUPPORT <i>Through strategic public planning and investment</i>	SUPPORT <i>Through research, studies and financial discussions</i>	
LEAD <i>Through strategic public planning and investment</i>	SUPPORT <i>Through strategic public planning and investment</i>	---	
LEAD <i>Through strategic public planning and investment</i>	SUPPORT <i>By identifying specific community needs</i>	---	
LEAD <i>By using development and regulatory tools</i>	---	---	
LEAD <i>Through strategic public planning and investment</i>	LEAD <i>By identifying specific community needs</i>	SUPPORT <i>Through research, studies and financial discussions</i>	
LEAD <i>Through strategic public planning and investment</i>	LEAD <i>Through strategic public planning and investment</i>	SUPPORT <i>Through research, studies and financial discussions</i>	
LEAD <i>By using development and regulatory tools</i>	SUPPORT <i>By identifying specific community needs</i>	SUPPORT <i>Through research, studies and financial discussions</i>	

OUR COUNTY-WIDE

GOALS AND OBJECTIVES**DESTINATIONS**

Creates and nurtures unique destinations for local and regional enjoyment.

We will PRESERVE our unique lakes, waterways, natural features and environmentally sensitive areas.

We will develop new opportunities for ENJOYMENT by creating, enhancing and activating local parks and open spaces.

We will highlight, PROMOTE and educate the community on the unique experiences and features found throughout Kosciusko County.

1. Support the protection and restoration of local lakes, watersheds, natural drains, rivers and riverbank areas, forested lands, and natural habitats.
2. Support the preservation and use of public easements and rights-of-way to access local lakes and water bodies.
3. Support safe access and activities along the Tippecanoe River.
4. Support an increase in parkland to ensure an equitable access to parks, and open spaces based on the needs of county residents.
5. Support the development of facilities and programming that enhance and promote park, recreation, and cultural destinations.
6. Support the development of new connections between park spaces within the incorporated communities which allow for pedestrians and cyclists to access multiple sites without the need of a vehicle.
7. Support the development of additional destinations, attractions and amenities as they become feasible.
8. Promote the educational opportunities offered by Grace College-Lilly Center for Lakes and Streams, The Watershed Foundation, and the Wawasee Area Conservancy Foundation for residents and visitors interested in exploring the county's natural features.
9. Encourage the promotion of each community's unique assets in promotional campaigns which tie into a county-wide marketing effort.
10. Support the development and use of a county-wide brand for Kosciusko County and the incorporated communities.

ROLES AND RESPONSIBILITIES			
	COUNTY	LOCAL CITY AND TOWNS	ORGANIZATIONS
	LEAD <i>By using development and regulatory tools</i>	SUPPORT <i>By participating in the development review process</i>	SUPPORT <i>Through research, studies and financial discussions</i>
	LEAD <i>By using development and regulatory tools</i>	SUPPORT <i>By participating in the development review process</i>	SUPPORT <i>By sharing the knowledge and expertise of staff</i>
	LEAD <i>Through strategic public planning and investment</i>	SUPPORT <i>Through strategic public planning and investment</i>	SUPPORT <i>Through research, studies and financial discussions</i>
	LEAD <i>Through strategic public planning and investment</i>	SUPPORT <i>By identifying specific community needs</i>	SUPPORT <i>Through research, studies and financial discussions</i>
	LEAD <i>Through strategic public planning and investment</i>	SUPPORT <i>By identifying specific community needs</i>	SUPPORT <i>Through research, studies and financial discussions</i>
	LEAD <i>Through strategic public planning and investment</i>	SUPPORT <i>By identifying specific community needs</i>	SUPPORT <i>Through research, studies and financial discussions</i>
	SUPPORT <i>Through development decisions and incentives</i>	SUPPORT <i>By identifying specific community needs</i>	SUPPORT <i>Through site identification and marketing</i>
	SUPPORT <i>By sharing the knowledge and expertise of staff</i>	SUPPORT <i>By sharing the knowledge and expertise of staff</i>	LEAD <i>Through research, studies and financial discussions</i>
	SUPPORT <i>Through adoption and implementation of brand</i>	SUPPORT <i>Through adoption and implementation of brand</i>	LEAD <i>Through the development of a consistent brand</i>
	SUPPORT <i>Through adoption and implementation of brand</i>	SUPPORT <i>Through adoption and implementation of brand</i>	LEAD <i>Through the development of a consistent brand</i>

OUR COUNTY-WIDE

GOALS AND OBJECTIVES**PARTNERSHIPS**

Manage local resources and plans for continued reinvestment throughout the County.

We will **COLLABORATE** with one another to better understand our local assets, concerns and goals.

We will **SUPPORT** the goals of the County and local communities by providing resources and assistance.

We will **INVEST** in policy, programs and capital improvements that support the shared success of our local communities and Kosciusko County.

1. Encourage partnerships with local, regional, and state partners to ensure funding for future transportation projects matches the current and projected needs of communities within the County.
2. Encourage community engagement and increased communication between residents, businesses, town staff, and community leaders.
3. Continue to strengthen partnerships between towns and county, regional, and statewide governmental bodies which can provide administrative assistance or funding.
4. Promote the achievements and ongoing actions of community members who are advancing the vision of this plan within their community.
5. Develop programming in coordination with local schools to introduce students to civic leadership and encourage them to enter leadership roles within their communities.
6. Encourage collaboration between municipalities, transportation agencies and organizations to facilitate the expansion of existing transportation systems and inform residents of their progress and availability.
7. Support the sharing and distribution of resources throughout the county so no individual community is unable to progress their future initiatives.
8. Support the exploration and adoption of economic development tools to increase and diversify revenue and funding sources.
9. Support the implementation of the recommendations outlined within this document to plan for and implement future facility and infrastructure improvement projects needed to guide and support growth.
10. Support the concentration of resources around highly visible projects that stimulate additional investment and local benefits.

ROLES AND RESPONSIBILITIES			
COUNTY	LOCAL CITY AND TOWNS	ORGANIZATIONS	
LEAD <i>Through strategic public planning and investment</i>	LEAD <i>By identifying local needs and opportunities</i>	---	
SUPPORT <i>By participating in collaborative discussions</i>	SUPPORT <i>By participating in collaborative discussions</i>	LEAD <i>By convening local parties and moderating discussions</i>	
LEAD <i>By convening local parties and moderating discussions</i>	SUPPORT <i>By participating in collaborative discussions</i>	---	
SUPPORT <i>Through continued communication</i>	SUPPORT <i>Through continued communication</i>	LEAD <i>Through the development of marketing platforms</i>	
SUPPORT <i>By participating in training program efforts</i>	SUPPORT <i>By participating in training program efforts</i>	LEAD <i>By developing training programs and local advocacy</i>	
LEAD <i>By convening local parties and moderating discussions</i>	SUPPORT <i>By participating in collaborative discussions</i>	---	
LEAD <i>Through strategic public planning and investment</i>	SUPPORT <i>By identifying local needs and opportunities</i>	SUPPORT <i>Through research, studies and financial discussions</i>	
SUPPORT <i>Through development decisions and incentives</i>	SUPPORT <i>By identifying specific community needs</i>	LEAD <i>Through tool identification and education</i>	
LEAD <i>Through strategic public planning and investment</i>	SUPPORT <i>Through strategic public planning and investment</i>	SUPPORT <i>By providing administrative and financial assistance</i>	
LEAD <i>Through strategic public planning and investment</i>	SUPPORT <i>Through strategic public planning and investment</i>	SUPPORT <i>By providing administrative and financial assistance</i>	

TOWN OF SYRACUSE

FUTURE LAND USE PLAN

While a prominent community within Kosciusko County, the Town of Syracuse facilitates planning and zoning decisions through the Kosciusko County Area Plan Commission and a local Syracuse Board of Zoning Appeals. The Town is a participant in the Area Plan Commission, and the community's size and staff capacity have allowed them to complete long-term planning efforts prior to this planning effort. The FORWARD Kosciusko County process sees value in finding opportunities to align the County and Town goals and objectives.

The *2017 Town of Syracuse Comprehensive Plan* addresses future land use and development by establishing a primary goal that is founded on available facts, known issues and process key findings. To support the identified goal, a series of specific objectives, strategies and priorities were generated as part of the Town's Future Land Use Plan.

In regards to the development, preservation and enhancement of land, the Town of Syracuse's plan establishes the following planning principle and high priority objectives:

Encourage orderly and responsible development to promote health, safety, and quality of life of residents in the Town of Syracuse while continuing to diversify the local economy and opportunities.

1. Encourage long-range planning efforts outside of the Syracuse corporate limits to include Turkey Creek Township, Benton Township, and Kosciusko County.
2. Continue to pursue additional long-range plans for the Town of Syracuse to provide more details and recommendations for achieving the overall community vision.
3. Encourage new development that occurs outside of and adjacent to the corporate limits to be annexed into the Town of Syracuse.
4. Pursue annexation of existing developments, especially housing, within Town service areas but not included within the corporate boundaries.
5. Encourage infill development and rehabilitation of existing structures.
6. Use the Future Land Use Map as a guideline for new development and policy decisions.
7. Strongly discourage conflicting land uses adjacent to, or in close proximity to, one another.
8. Support a mix of commercial, office, and industrial land uses to provide a diverse economic tax base.
9. Coordinate and align future land uses with the desired changes and improvements in transportation, utilities, and infrastructure.
10. Require land uses that are sensitive to adjacent environmental features in areas where necessary.
11. Strategically annex new land where feasible and possible outside of current corporate boundaries in areas of expected and desired future growth.

The Plan's primary objectives align with those identified during the FORWARD Kosciusko County planning effort. As the Town of Syracuse continues to monitor, amend and update their *Comprehensive Plan*, Town leaders should consider adding and elevating these additional objectives to further align initiatives with county-wide efforts.

1. Continue to support the development of a diverse set of housing types to meet the needs of older and younger residents who may not prefer traditional single-family detached homes.
2. Continue to collaborate with Kosciusko County leaders to more effectively manage growth and development in areas around the Town.
3. Evaluate the costs and benefits of expanding the Town's corporate limits through voluntary annexation, or involuntary annexation when deemed essential to the Town's future.
4. Promote the development of grocery stores and fresh food markets within each community to improve access to produce and shrink food deserts.
5. Support the development of child care and early learning facilities and programs.
6. Encourage the development and use of a county-wide brand to promote the strengths and opportunities of the City, Towns and County.
7. Support the development and growth of local arts and theater facilities and initiatives within the County which promote and enhance local culture.

TOWN OF SYRACUSE

FUTURE INFRASTRUCTURE PLAN

While a prominent community within Kosciusko County, the Town of Syracuse facilitates transportation and utility investment decisions internally and coordinates projects as needed with County and State partners. The community's size and staff capacity have allowed them to complete long-term planning efforts prior to this planning effort. The FORWARD Kosciusko County process sees value in finding opportunities to align the County and Town goals and objectives.

The *2017 Town of Syracuse Comprehensive Plan* addresses future land use and development by establishing a primary goal that is founded on available facts, known issues and process key findings. To support the identified goal, a series of specific objectives, strategies and priorities are listed that are also illustrated within the Town's Future Land Use Plan.

In regards to the development of transportation and utility systems, the Town of Syracuse's plan establishes the following planning principle and high priority objectives:

Enhance connections throughout the Town for improved safety, function, and efficiency for all modes of transportation including vehicular, bicycle, and pedestrian networks.

Ensure high-quality, efficient, and effective utility infrastructure to address the needs of both existing and potential future residents and protect natural resources.

1. Continue to expand the transportation networks for pedestrians and cyclists.
2. Minimize congestion on primary corridors by providing a more efficient network for truck routes.
3. Increase safety precautions and safety awareness for crossing the railroad.
4. Provide efficient accessibility for emergency services including police and fire vehicles.
5. Explore additional economic development opportunities for the existing rail network.
6. Engage the community in capital improvement planning to identify specific transportation projects and priorities.
7. Identify and update any roadway classification changes necessary within the Thoroughfare Plan based on changes in transportation loads, demand, and capacity.
8. When appropriate, follow an appropriate standard when improving corridors within the Town.
9. Target specific areas for future development by planning for extensions of utilities.
10. Maintain a high level of service for all community infrastructure throughout continuous monitoring and evaluation.
11. Improve and replace failing or deficient water, sewer, and storm water infrastructure.
12. Establish opportunities for coordination and communication between all private utility companies to ensure cost-effective and strategic expansion.
13. Engage in capital improvement planning to identify long-term utility projects and priorities.

The Plan's primary objectives align with those identified during the FORWARD Kosciusko County planning effort. As the Town continues to monitor, amend and update their *Comprehensive Plan*, Town leaders should consider elevating these second- and third-tier objectives to further align initiatives with county-wide efforts.

1. Support equitable access to reliable and affordable broadband services within both urban and rural areas of the County.
2. Encourage collaboration with local transportation and utility infrastructure improvements with County land use, growth, and economic development policies.
3. Encourage the development, expansion and maintenance of wastewater systems along lakefronts to protect water quality.
4. Encourage the maintenance, repair and enhancement of high-traffic county roads which connect residents and visitors to employment centers and amenities within Kosciusko County.
5. Encourage new growth to minimize access points on to high-traffic roads and encourage the development of new collector streets and roads.

TOWN OF SYRACUSE

FUTURE CONNECTIVITY PLAN

While a prominent community within Kosciusko County, the Town of Syracuse facilitates trail, pathway and sidewalk investment decisions internally and coordinates projects as needed with County and State partners. The community's size and staff capacity have allowed them to complete long-term planning efforts prior to this planning process. The FORWARD Kosciusko County process sees value in finding opportunities to align the County and Town goals and objectives.

The *2017 Town of Syracuse Comprehensive Plan* addresses future land use and development by establishing a primary goal that is founded on available facts, known issues and process key findings. Additionally, the Town, in partnership with the Syracuse-Wawasee Trail Committee, finalized a town-wide trail feasibility study in December of 2021. The plan features options for expansion and connection of the existing trail system, expanding connectivity to neighborhoods, parks, and businesses through safe routes for the exploration of Lake Wawasee. A map of the proposed system improvements is included within Section 5.

In regards to the development of pedestrian and bicycle infrastructure, the Town of Syracuse's plan establishes the following planning principle and high priority objectives:

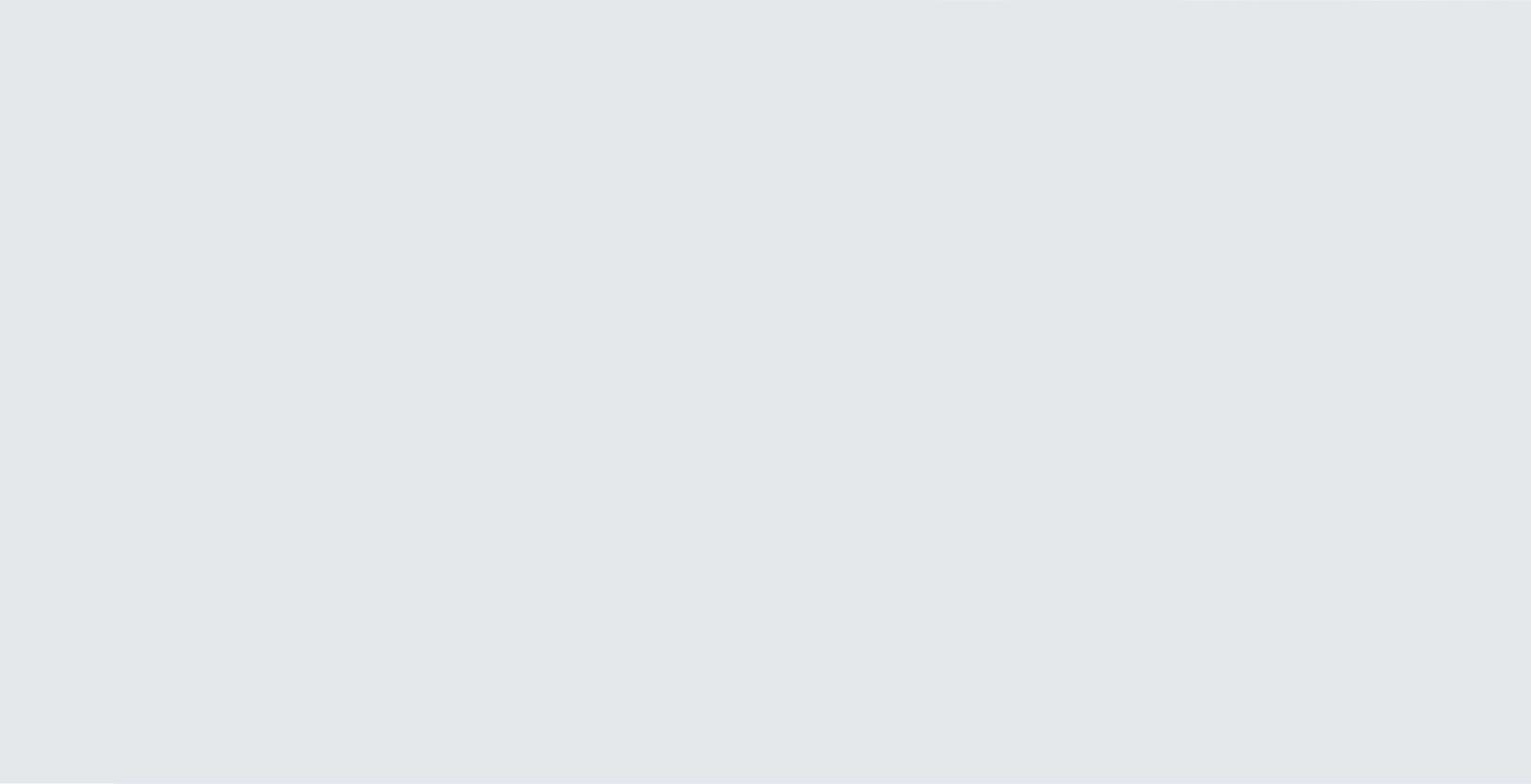
Enhance connections throughout the Town for improved safety, function, and efficiency for all modes of transportation including vehicular, bicycle, and pedestrian networks.

1. Support the Syracuse-Wawasee Trail Committee in creating a policy for trail maintenance, improvements, and additions for trails in and around Syracuse.
2. In conjunction with the trails committee, support and explore creating and implementing a local Safe Routes to School Policy.
3. Support the trail committee's new construction of a boardwalk trail through the Syracuse Lake wetlands that connects to the WACF Wetland Education Center.
4. Continue Syracuse's Sidewalk Program where the Town provides labor and property owners pay for materials for new and reconstructed sidewalks.

The Plan's primary objectives align with those identified during the FORWARD Kosciusko County planning effort. Recent planning efforts have solidified that trail and overall pedestrian and bicycle connectivity is a priority for the Town. As the Town continues to monitor, amend and update their Comprehensive Plan, Town leaders should consider adding objectives to further align initiatives with county-wide efforts.

1. Support the development of transportation alternatives, such as bike infrastructure and trails, which can connect to communities outside the County and draw visitors.
2. Support the expansion of pedestrian infrastructure to increase pedestrian accessibility within communities and connect residents to destinations.
3. Support the development of new connections between park spaces within the incorporated communities to allow for pedestrians and cyclists to access multiple sites without the need of a vehicle.

Additionally, the Town of Syracuse should continue to collaborate with Kosciusko County leaders and stakeholders as they begin an effort to identify and analyze potential routes that connect local communities and destinations. The Town facilitated these types of planning and design efforts in the past, saw success with implementation, and can likely provide insight into applicable steps, resources and parties to be included in the process.





**SECTION
FIVE**
Act

Neighborhood Character, Syracuse, IN | TSWDG





While components of the Plan's final recommendations will rely on the efforts of private companies and community organizations, the County and local municipalities have the opportunity to make strategic actions in the short and long term to meet county-wide goals related to development, preservation, maintenance, modernization and long-term enhancement.

This ACT section provides implementation guidance by applying FORWARD Kosciusko's county-vision, goals and policy objectives to both county-wide and local contexts. The projects and initiatives included are efforts that county departments and local officials can execute within the roles and responsibilities of their current municipal structure, which provides a realistic framework for change.

The identified projects and initiatives are all expected to contribute to Kosciusko County's shared vision and goals for the future; however, it is critical to remember that no single project is a complete solution for the County's documented challenges. While the list of projects and initiatives will make a county-wide impact, what might be more impactful is the introduction of a cooperative strategic investment planning effort that aligns the activities at a county and local level.

Pickwick Movie Theater, Syracuse, IN | TSWDG



TOWN OF SYRACUSE

PRIORITIES AND ACTIONS

FORWARD Kosciusko County: Town of Syracuse Comprehensive Plan is intended to provide guidance as to how capital improvements and strategic administrative actions can be integrated into both the County and local jurisdiction's annual budgeting and grant application processes.

The efforts and initiatives contained within the action plan represent those identified as the highest priority by the greatest number of residents. These high-priority actions will require resources from multiple sources and partners. Due to the diverse nature of the County's priorities, the action plan is shown as a series of Mid- to Long-Term Priorities.

Mid- to Long-Term Priorities are projects and initiatives that provide opportunities for strategic investment in Kosciusko County's people, places, systems and destinations and feature actions that focus on maintenance, modernization, streetscape enhancements, connectivity, community programs and recreation efforts. The listed projects, while critical to the maintenance and improvement of the Town, will require significant capital investment.

Funding resources have been identified for each proposed project and while some projects can be done primarily with local funds, some also have the opportunity to utilize state or federal funding sources as well. An estimated investment horizon has been recommended based on physical conditions, local interest and overall improvement need. At any time, projects can be elevated or downgraded based on available funds and regional need. The action plan should be used as a tool to begin discussion and planning for these projects now, so that the construction/implementation can occur within a 10- to 20-year timeframe.

Identified projects have been organized by location to outline how the Town of Syracuse can provide investment at differing scales. Within any given municipality, projects have not been further prioritized.

Using the Recommendations

Although the *FORWARD Kosciusko County* effort outlined several specific projects and unique programming opportunities for the Town, it does not identify local priorities and or make recommendations on yearly capital improvement allocations to cover proposed improvement initiatives.

A capital improvement plan (CIP) is a community planning and fiscal management tool used to coordinate the location, timing and financing of capital improvements over a multi-year period — usually 4-6 years. Capital improvements refer to major, non-recurring physical expenditures such as land, buildings, public infrastructure and equipment. However, smaller initiatives and local programs can also be accommodated within the format.

The Town of Syracuse should undertake a prioritization process to formally rank the benefits and projected impacts of each proposed effort against County goals and objectives. Once finalized, the priority list can be used to create a yearly capital budget for implementation.

Determination of which projects should take precedence should be decided upon by local governing bodies and should be based on available resources. Additional public input can be used to finalize the improvements listed within the yearly capital budget.

Industrial Business Along Railroad, Syracuse, IN | TSWDG



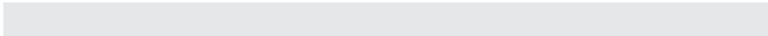
TOWN OF SYRACUSE

MID- TO LONG-TERM PRIORITIES

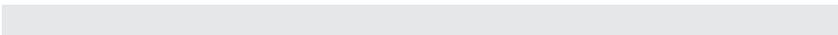
Project (by Category)	Estimated Expenditures by Time Period Ending Date					Funding Source
	2025	2030	2035	2040	2045	
Administrative and Planning						
Strategically annex new areas into the Town as growth occurs	Costs can be accommodated through existing staff roles					Local
Plan for the expansion of public utilities based on the future land use map	Costs can be accommodated through existing staff roles					Local
Partner with the County to identify and map prospective locations for child care or early learning facilities	Costs can be accommodated through existing staff roles					Local
Partner with KEDCO to incentivize the development of workforce housing within the Town	Costs are dependent on specific site and development needs					Local
Partner with KEDCO to incentivize the redevelopment of vacant commercial and industrial buildings	Costs are dependent on specific site and development needs					Local
Update Town of Syracuse Comprehensive Plan to align with the FORWARD Kosciusko County vision, objectives and recommendations	Costs are dependent on project specific needs					OCRA
Review existing county ordinances and create overlay district ordinances that address landscaping, buffering, open space, storm water management, site access, architectural standards, lighting, signage, and parking.	Costs are dependent on project specific needs					Local
Encourage voluntary annexation of existing housing developments and neighborhoods in primary growth areas.	Costs can be accommodated through existing staff roles					Local

Project (by Category)	Estimated Expenditures by Time Period Ending Date					Funding Source
	2025	2030	2035	2040	2045	
Continue and expand the use of building façade loans for business owners	Costs can be accommodated through existing staff roles					Local
Branding and Wayfinding		\$30,000				
Establish a comprehensive wayfinding signage system within Town		\$30,000				Local
Bike/Pedestrian Facilities						
Expand the local trail system by implementing the 2021 approved trails plan	Costs will be dependent on the findings and recommendations of the trails master plan (See page 101)					Local
Community Development	\$10,000	\$75,000	\$25,000			
Establish Main Street Affiliate Organization	\$10,000					Local
Implement alley way improvements (murals, seating, walkways) within the Uptown and Downtown business area	\$50,000	\$50,000				TIF
Establish an Art District in the Riverwalk area	\$15,000					Local
Strategically plan for community amenities and event infrastructure within the Riverwalk Art District	\$25,000	\$25,000	\$25,000			Local
Parks and Recreation	\$40,000	\$1,290,000	\$75,000	\$75,000	\$25,000	
Establish an Arts Center by reusing an existing building within the proposed Arts District		\$1,000,000				Local
Establish a Dog Park along Dolan Street	\$15,000	\$15,000				Local
Establish a year round water feature (splash pad/ ice rink) at Lakeside Park		\$250,000				IDNR
Enhance town pier at Lakeside Park			\$50,000	\$50,000		IDNR
Strategically plan for park improvements within new parks and open spaces	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000	IDNR

Project (by Category)	Estimated Expenditures by Time Period Ending Date					Funding Source
	2025	2030	2035	2040	2045	
Roads	\$155,000	\$1,000,000	\$500,000			
Coordinate with MACOG to document PASER road data	\$5,000					Local
Strategically plan for roadway improvements and reconstruction based on available PASER road data	\$150,000	\$1,000,000	\$500,000			FHWA INDOT Local

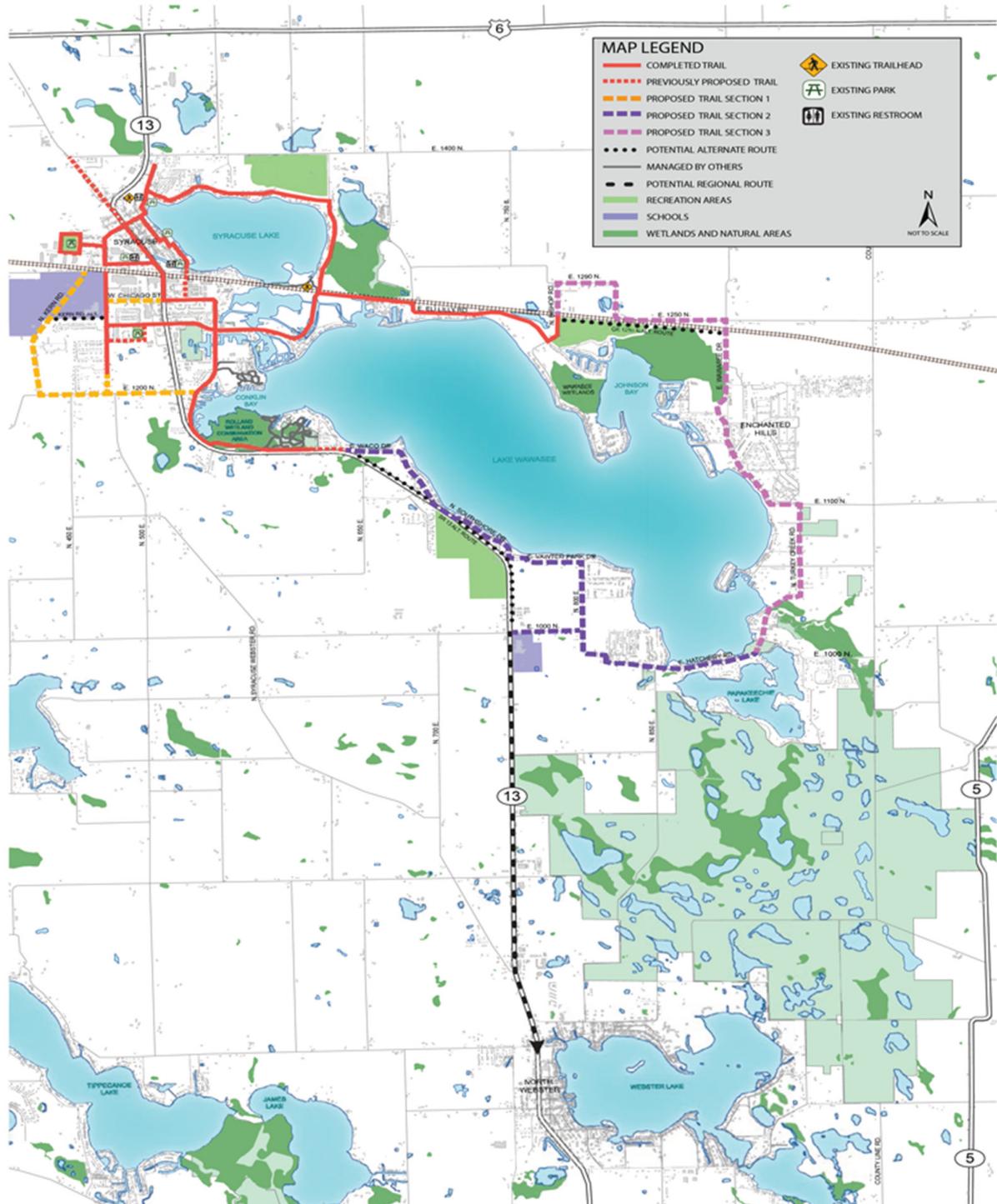


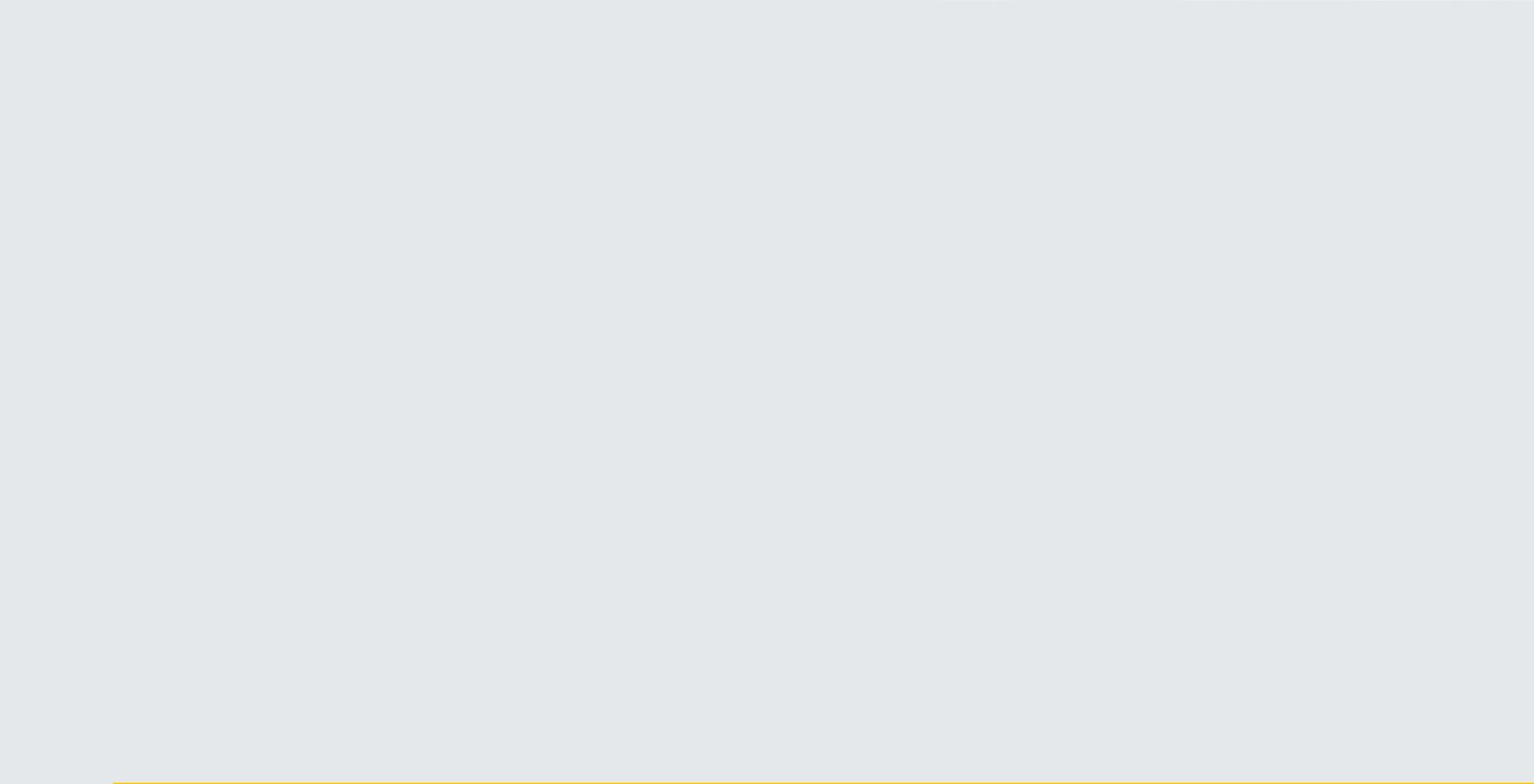
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SYRACUSE-WAWASEE TRAILS ARE GROWING IN YOUR COMMUNITY







SECTION
SIX
Partner

Oakwood Resort Beach, Syracuse, IN | Visit Kosciusko





Plan implementation is the process of putting a set of recommendations into effect. It is a process that takes time, technical knowledge, staff availability and financial resources. During the creation of the Plan, there were multiple engagement opportunities where organizations, businesses, and residents were able to express their concerns and aspirations about the community's future. In addition to sharing ideas for consideration, residents, business owners and community partners were also able to weigh in on how their organization or interest group could support the Town's efforts in the future.

A major benefit for the Town of Syracuse, which sets it apart from other communities, is the support from local organizations and businesses who push the initiatives and programs within the Town and broader County. Communities such as KEDCO, the Community Foundation, and K21 Health Foundation actively support efforts at the regional and local levels, providing technical and monetary support for towns working to improve the quality of life for their residents. While many of the community's organizations have already been part of this planning process, all groups within the County could assist with the final implementation of this plan and should be encouraged to do so.

Kosciusko County Courthouse, Warsaw, IN | Visit Kosciusko County



While the *FORWARD Kosciusko County: Town of Syracuse Comprehensive Plan* is primarily a tool for County and municipal staff, the Plan can also be used to inform the development of individual business and organization strategic planning efforts. Though each separate organization or group has its unique structure and set of resources, many of the County's future needs rely on the assistance and cooperation of these specialty groups. In some cases, these groups are better suited to lead local improvement and enhancement efforts. Aligning organizational plans with county-wide efforts could yield larger and quicker results- especially related to topics outside of land use, development and public infrastructure improvements.

Local community organizations and special interest groups were integral in the development of the FORWARD Kosciusko County materials and recommendations. While these groups do not play a primary role in private development decisions or the implementation of municipal projects, they do have the ability to advance efforts related to community services and specialty development interests. The potential partners listed within the ***potential local and regional allied organizations*** section are intended to identify potential ways in which local community partners can assist in County and local efforts moving forward.

Local community organizations and special interest groups can also apply their available staffing resources to support local government in specific ways including technical research, local education, and marketing. These groups can serve a critical fiduciary role as the County or local communities seek out and apply for available grants and funding mechanisms. The ***potential financial resources*** and tools listed within this 'Partner' section are intended to identify potential funding opportunities or tools that may apply to the projects, programs and initiatives outlined with this Plan.

Partnership opportunities, including organization and funding recommendations, are organized by the FORWARD Kosciusko County goal topics of PEOPLE, PLACES, SYSTEMS, DESTINATIONS and PARTNERSHIPS.

TOWN OF SYRACUSE

POTENTIAL PARTNERS AND RESOURCES: PEOPLE

Ensures the safety, wellness and success of our residents, employers and business owners.

Local and Regional Allied Organizations

K21 Health Foundation

K21 Health Foundation is a private foundation that focuses on improving health and wellness for the residents of Kosciusko County. The foundation leverages funds to identify health needs in the community and advance prevention and healthy living through investments and grants.

Kosciusko Cares

Kosciusko Cares is a Youth Services Bureau that advocates for, supports, and promotes healthy youth development within the county. Their goal is to develop a safe community with abundant positive lifestyle choices for children and families.

Kosciusko Community Senior Services

This organization develops programming in response to the needs of seniors in Kosciusko County, with major programs including Mobile Meals, handicapped van transportation, and a Senior Activity Center.

Kosciusko County Community Foundation

The foundation works to strengthen connections and build the community by acting as a catalyst and providing strategic funding to projects and organizations which create lasting impacts in the county.

Kosciusko Leadership Academy (KLA)

The mission of KLA is to develop informed and innovative leaders who can skillfully guide the community in the future through educational programs, unique seminars, building networks, and supporting the next generation of leaders.

LaunchPad

LaunchPad seeks to strengthen the climate of early learning in Kosciusko County by focusing on the most recent research for children, birth to age five, and meeting the needs of our youngest citizens.

Live Well Kosciusko

Live Well Kosciusko seeks to transform Kosciusko County, IN into a thriving place to live, learn, work, play, and visit through four key community coalitions which focus on a tobacco-free county, employer wellness, community well-being, and fighting cancer across the community.

United Way of Kosciusko County

The United Way of Kosciusko and Whitley County has evolved over the years into an organization that focuses on the needs of young children within each community through investments, building partnerships, and being stewards of community resources.

Financial Resources and Tools

HOME Investment Partnership Program (HOME)

This program strives to provide habitable and affordable housing for low- and moderate-income persons by improving the quality of existing housing stock.

Low-Income Housing Tax Credits (LIHTC)

This program is a dollar-for-dollar federal tax credit that incentivizes the investment of private equity in the development of affordable housing. The project owner must agree to comply with Chapter 42 regulations and maintain an agreed open percentage of low-income units, as well as meet requirements for a 15-year compliance period and a subsequent 15-year extended use period. The maximum request is \$1.2 million in tax credits.

Owner-Occupied Rehabilitation Pilot Program (OOR)

This program uses Community Development Block Grant (CDBG) funds for the rehabilitation of owner-occupied housing for low- and moderate-income households. There is a local match required.

TOWN OF SYRACUSE

POTENTIAL PARTNERS AND RESOURCES: PLACES

Provides for balanced, planned and orderly growth.

Local and Regional Allied Organizations**Builders Association of North Central Indiana (BAKFC)**

The BAKFC is a membership organization that serves, advances and protects the welfare of the building industry through customer quality assurance, education of our members, and contributions to the community.

Kosciusko County Chamber of Commerce

This organization serves as the voice business community, supporting local entrepreneurs and developing partnerships to support a strong local economy and attract new industries to the county.

Kosciusko County Board of Realtors, Inc.

This organization exists to assist local realtors and businesses in obtaining education and information that will assist them in their daily work and participate in many community-wide programs within the county.

Kosciusko County Economic Development Corporation (KEDCO)

KEDCO works to build, convene, and show Kosciusko County's talent, ideas, and unique capital. They provide support to local businesses, serve as liaisons to local governments, identify sites for new development, and foster connectivity within the community.

Kosciusko County Farm Bureau

This group began as an insurance company that expanded coverage options for Hoosier farmers but has evolved into a statewide organization that provides a wide range of financial products and supports the health of agricultural-related businesses in their communities.

Local Chamber of Commerce

Local chambers exist to further the interests of small businesses in their community and are essential to economic growth in an area. They not only provide business support but also assist in marketing, developing partnerships, and hosting educational events for local business owners.

Main Street Warsaw

Also known as the Warsaw Community Development Corporation, this organization was formed to find solutions to vacant storefronts and other issues in downtown Warsaw. They work to encourage the economic development of Warsaw's Central Business District through investments in people, businesses, and land.

Financial Resources and Tools

Developer Funded Infrastructure

Similar to impact fees, communities can also fund infrastructure improvements by having the developer cover those costs directly. These can include roadway improvements, stormwater infrastructure, and other related utilities that may need to be expanded due to development. However, the improvement must be directly related to and proportionate to the new development's impact.

Impact Fees

An impact fee is a charge on new development to pay for the cost of infrastructure and related services that are necessitated by and benefit the new development. The fee is based on the type of development assessed for the increased burden on infrastructure. Fees contribute to a non-reversing fund and can be used for infrastructure improvements and amenities including park and recreation and multi-modal projects.

Residential Tax Increment Financing

Effective July 2019, new legislation was signed by Governor Holcomb to allow TIF for residential property (SEA 566). This legislation is targeted at rural communities to fund infrastructure for single-family housing growth. Residential TIF must be executed through a Redevelopment Commission.

Tax Abatement

Tax abatement is a phase-in of property taxes and is intended to encourage development in areas that would not otherwise develop. Tax abatement is one of the tools widely used by municipal governments to attract new businesses to the community. It encourages investment in new equipment or facilities that will improve the company while stabilizing the community's economy. Communities may develop procedures for abatement application and policies regarding the amount and length of the abatement that will be approved. Procedures may also be developed to ensure compliance with the terms in the statement of benefits.

TOWN OF SYRACUSE

POTENTIAL PARTNERS AND RESOURCES: SYSTEMS

Plans for effective public services and facilities.

Local and Regional Allied Organizations

Kosciusko County VELO (KVC)

Kosciusko County Velo (KCV) Cycling strives to develop and promote healthy lifestyle opportunities in and for our community through bicycling. KVC strives to make the community a better place to live, work, and play through community awareness, developing healthy opportunities, and creating mutual partnerships.

Syracuse-Wawasee Trail Committee

The purpose and mission of the Syracuse-Wawasee Trail Committee (a committee of the Syracuse-Wawasee Park Foundation) is to provide safe and attractive non-motorized transportation routes, and offer convenient access for walking, running and bicycling. Our trail system connects parks, lakes, schools, neighborhoods, businesses and exits to encourage and fulfill the need for healthy outdoor, family-oriented activities. We also encourage use of the trail through events and outreach for our community.

Kosciusko County REMC

KREMC is an electric cooperative that serves over 18,500 households and businesses within the county and greater region. The organization is also working to extend broadband services throughout Kosciusko County.

Financial Resources and Tools

Bonds

Bonds are backed by the credit and taxing power of the issuing jurisdiction. A bond is a government debt issued to raise money for needed capital improvements. Its retirement is paid for by property tax and other predictable forms of local income.

Infrastructure Revolving Loan Fund

This revolving loan fund can be used to provide low-interest loans for infrastructure projects that facilitate economic development.

Tax Increment Financing

A Tax Increment Financing (TIF) district is used by many communities to fund local infrastructure improvement projects. Tax rates for developments within the district are locked at a set rate, and as property values rise within the district, any additional tax revenue generated is used to fund improvement projects within the district instead of using it for typical purposes. TIF can be very effective at directing new development to an area.

INDOT Community Crossings Matching Grant Fund Program

In 2016 this program provided a 1-1 match for eligible projects up to \$1 million. In the second year (2017), INDOT funded 75% of the project of communities under 10,000. Eligible projects included bridge and road preservation type projects along with ADA sidewalk projects that intersect with any road project, roundabouts, and road reconstructions. Trails and enhancement-type projects are not eligible and only construction costs are eligible. In the upcoming years, this program is expected to change and the community should reference INDOT's website for more information.

Congestion Mitigation and Air Quality Improvement Program (CMAQ)

The main goal of the CMAQ Program is to fund surface transportation improvement projects to reduce overall congestion and improve air quality. These funds are released in collaboration between INDOT and local Indiana MPOs and can be used for a variety of projects including, but not limited to, acquiring alternative fuel vehicles for public transit applications, purchasing alternative fuels, and establishing publicly-owned alternative fueling stations and other needed infrastructure.

Highway Safety Improvement Program (HSIP)

The Highway Safety Improvement Program's goal is to achieve a significant reduction in traffic fatalities and serious injuries on all public roads through the implementation of infrastructure-related highway safety improvements. There are several improvements this program helps fund, such as improving the visibility of curves through signs and markers, installing emergency power battery backups at traffic signals, installing raised medians, upgrading guardrails to meet current standards, and more.

Local Public Agency (LPA) Program

INDOT shares gas tax revenue from the state Motor Vehicle Highway Fund and Local Road and Street Fund with LPAs towards capital improvement needs. Communities must have a local employee in charge of ERC training, projects must be ADA compliant, provide matching funds and meet project eligibility.

Transportation Alternatives Funding

The Transportation Alternatives (TA) program will receive about \$780 million to carry out all TA projects, including SRTS and RTP projects across the country, which represents about a 35% reduction from the current \$1.2 billion spent on these programs. Under the bill, states will sub-allocate 50% of their TA funds to Metropolitan Planning Organizations (MPO) and local communities to run a grant program to distribute funds for projects. States could use the remaining 50% for TA projects or could spend these dollars on other transportation priorities.

TOWN OF SYRACUSE

POTENTIAL PARTNERS AND RESOURCES: DESTINATIONS

Creates and nurtures unique destinations for local and regional enjoyment.

Local and Regional Allied Organizations

Clearly Kosciusko

Clearly Kosciusko is a county-wide voice created in partnership between the Lilly Center for Lakes & Streams, Kosciusko County Convention and Visitors Bureau, Kosciusko Chamber of Commerce, and the Kosciusko Economic Development Corporation which supports tourism within the county and stands as a unifying brand for all businesses and organizations within the community to rally behind.

Lily Center for Lakes and Streams

The Lilly Center is a research and education center at Grace College that studies and recommends lake-focused best practices which support the economic and social growth of the community's lakes without negatively impacting their fragile environments.

Local Lake Conservation Associations

Lake conservation associations provide several benefits to the lake they oversee and the surrounding community including general maintenance, applying for grants, educational outreach, putting on local events, and ensuring the health and safety of residents and visitors using the lake.

The Watershed Foundation

The Watershed Foundation takes a proactive approach in addressing the threats to Kosciusko County's lakes including stopping water pollution at its source, educating youth and adults on keeping the community's water clean, and partnering with local organizations to protect and enhance the community.

Visit Kosciusko County

The Kosciusko County Convention and Visitors Bureau is the official destination organization that promotes and assists in the development of the visitor brand experience to leisure, group, and corporate travel markets resulting in increased spending, economic growth and quality of place.

Financial Resources and Tools

Arts Project Support (APS)

Arts Project Support (APS) grants provide funding to Indiana arts and non-arts organizations to support a distinct aspect of the organization's art activities, such as a one-time event; a single production; an exhibition; an educational seminar; or a series of related arts activities, such as art classes or training sessions.

Land and Water Conservation Fund (LWCF)

LWCF federal grants can be used to protect important natural areas, acquire land for outdoor recreation and develop or renovate public outdoor recreation facilities such as campgrounds, picnic areas, sports/playfields, swimming facilities, boating facilities, fishing facilities, trails, natural areas and passive parks. It provides grants for 50% of the cost of acquisition and/or development. To be eligible, the group must be a legally established park board and have a current 5-year park and recreation master plan on file in the Division of Outdoor Recreation. The minimum grant request is \$50,000 and the maximum request is \$500,000 with a local match requirement.

Indiana Trails Program (ITP)

Matching assistance program that provides funding for the acquisition and/or development of multi-use recreational trail projects. The minimum funding available is \$10,000 and maximum funding available is \$200,000 and a 20% match is required. Both motorized and non-motorized projects may qualify for assistance. This program was formally recognized as the "Recreational Trails Program", but was changed to reflect the change from federal to state funding in 2021.

TOWN OF SYRACUSE

POTENTIAL PARTNERS AND RESOURCES: PARTNERSHIPS

Manages local resources and plans for continued reinvestment throughout the county.

Regional Allied Organizations

Michiana Area Council of Governments (MACOG)

MACOG is a voluntary organization of local governments that studies and attempts to resolve issues in the communities within its jurisdiction. The organization addresses issues of transportation, transit, economic development, environment, and other items which impact a specific community or the region as a whole. MACOG provides technical assistance and planning services to help its local communities create strategic plans with goals to develop as high quality hometowns. MACOG also serves as a conduit to help communities implement their priority projects by connecting them to federal and state grant resources.

Accelerate Indiana Municipalities (AIM)

AIM works as an official voice for municipal government within Indiana, with more than 460 cities and towns as members. The organization works to foster, promote, and advocate for the success of Indiana municipalities as hubs of innovation and talent, and as the driving forces of the state's economy.

Arts Organization Support (AOS)

The Arts Organization Support (AOS) provides annual operating support for the ongoing artistic and administrative functions of eligible arts organizations that align with the Indiana Arts Commission's Public Funding Imperatives. It is a two-year grant commitment.

Indiana Arts Commission (IAC)

This state program works to positively impact the cultural, economic, and educational climate of Indiana by providing opportunities to enhance the artistic resources of Indiana communities. The Commission supports the growth of arts in local settings and provides resources for regional or local organizations trying to influence and culture of arts in their community.

Indiana Department of Natural Resources (IDNR)

The mission of the Indiana Department of Natural Resources is to protect, enhance, preserve, and wisely use natural, cultural, and recreational resources for the benefit of Indiana's citizens through professional leadership, management, and education.

Indiana Department of Transportation (INDOT)

INDOT's mission is to plan, build, maintain, and operate a transportation system that encourages safety, mobility, and economic growth. They assist smaller communities through Local Public Agency (LPA) Programs, Community Crossings grants for paving projects, and Transportation Alternative funding for roadway, sidewalk, trail, and streetscape projects.

Indiana Economic Development Corporation (IEDC)

This statewide organization offers programs and initiatives for companies creating jobs in Indiana. They actively work to improve the state's quality of place, infrastructure, and developable sites to build economic strength by attracting new businesses and talent. The organization offers several incentives and programs for new or expanding businesses, which include technical support and data collection.

Indiana Finance Authority (IFA)

To provide economic efficiencies and management synergies and enable the State of Indiana (“State”) to communicate as one voice with the various participants in the financial markets, the Indiana Development Finance Authority, the State Office Building Commission, the Indiana Transportation Finance Authority, the Recreational Development Commission, the State Revolving Fund Programs and the Indiana Brownfields Program were consolidated into a new and separate entity called the Indiana Finance Authority (“IFA”) on May 15, 2005. The Indiana Health and Educational Facilities Finance Authority was also merged into the IFA, effective July 1, 2007. As the successor entity to these formerly separate debt-issuing entities, the IFA is authorized to issue revenue bonds payable from lease rentals under lease agreements with various state agencies and to finance or refinance the cost of acquiring, building and equipping structures for state use including state office buildings, garages, highways, bridges, airport facilities, correctional facilities, state hospitals and recreational facilities related to State parks. The IFA also manages the Wastewater and Drinking Water State Revolving Fund Loan Programs and the Indiana Brownfields Program.

Indiana Housing & Community Development Authority (IHCDA)

IHCDA’s partners with developers, lenders, investors, and nonprofit organizations that serve low- and moderate-income Indiana families. They provide government and private funds to invest in well-designed projects that will benefit communities and those living within. IHCDA provides funds, incentives, data collection, and educational services.

Indiana Office of Community and Rural Affairs (OCRA)

OCRA works with local, state and national partners to provide resources and technical assistance to aid communities in shaping and achieving their vision for the community and economic development. They award grants to fund projects including, but not limited to, public gathering places, water/sewer infrastructure, restoration of historic structures, community facilities, broadband infrastructure, and revitalizing commercial districts.

Indiana Office of Tourism Development (IOTD)

The Indiana Office of Tourism Development offers a matching grant to cities, towns, counties and nonprofit entities located in Indiana that are involved with tourism promotion and development.

Indiana Small Business Development Center

The Indiana Small Business Development Center offers technical support and entrepreneurial guidance through regional partners to assist small business growth and sustainability within the state. In addition to offering workshops throughout the state, they also provide market research, business planning, and valuation services for small businesses.

Prosperity Indiana

The Indiana Association for Community Economic Development (Prosperity Indiana) is a statewide membership organization that seeks to fund members, build and retain relationships, and address local and national issues which may impact Indiana communities. Prosperity Indiana provides tools, research, online resources, and technical assistance for housing rehabilitation and construction, real estate development, industrial and business development, social services, and employment generating activities.

