CITY OF
NEW CASTLE
COMPREHENSIVE
PLAN

RESOLUTION #04022018-1
LOCAL RESOLUTION APPROVING THE PLAN

WHEREAS, the City of New Castle had identified adequate reason to analyze a comprehensive plan for the City, and

WHEREAS, the City of New Castle has hired American Structurepoint, Inc. to define and describe the issues, advise us of our options, and make recommendations to address this issue in the near future, and

WHEREAS, the City of New Castle has received federal Community Development Block Grant dollars from the Indiana Office of Community and Rural Affairs to fund this study and has contributed $5,560 as local match for this project, and

WHEREAS, the City of New Castle has reviewed the process and completed study thoroughly and is satisfied with the services performed, information contained therein, and methodology applied;

WHEREAS, the City of New Castle has received 10 copies of this document for our records and will keep them on file in the town offices for future reference, and

BE IT RESOLVED by the City of New Castle that the final document is hereby approved.

ADOPTED BY THE COMMON COUNCIL OF THE CITY OF NEW CASTLE THIS 2nd DAY OF _____April_____, 2018.

_____
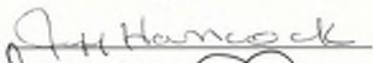Greg York, Presiding
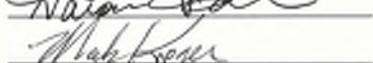Officer, Common Council, City
of New Castle, Indiana

ATTEST:

_____
Christy York
Clerk-Treasurer

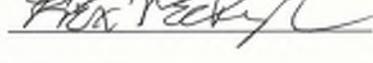| AYE	NAY
Jeff Hancock	

APPROVED BY ME THIS 2nd DAY OF _____April_____, 2018.

_____
Greg York, Mayor of the City
Of New Castle, Indiana

ATTEST:

_____
Christy York
Clerk-Treasurer

TABLE OF CONTENTS

ACKNOWLEDGMENTS

STEERING COMMITTEE

Greg York | Mayor
Carrie Barrett | Main Street Group
Patty Broyles | City Park Board
Emily Farris | Henry County Farmers Market
Brenda Grider | New Castle Bookkeeper
Cathy Hamilton | HOPE Initiative
Ed Hill | City GIS/MS4/ADA
Kendra Kennedy | Mayor's Office
Missy Modesitt | Chamber of Commerce
Corey Murphy | New Castle / Henry County EDC
Dave Nantz | Historic Preservation Commission
Rex Peckinpaugh | City Council
Lynn Perdue | City Council

CITY COUNCIL

Mark Koger | City Council President
Jeff Hancock | City Council VP
Mary Brewington | City Council
Aaron Dicken | City Council
Rex Peckinpaugh | City Council
Lynn Perdue | City Council
Jerry Walden | City Council

SPECIAL THANKS

Thank you to everyone who participated in the stakeholder focus group meetings, online survey, and public workshop event. The participation and feedback from the community of New Castle helped make this planning process a success.

STRUCTUREPOINT

INTRODUCTION
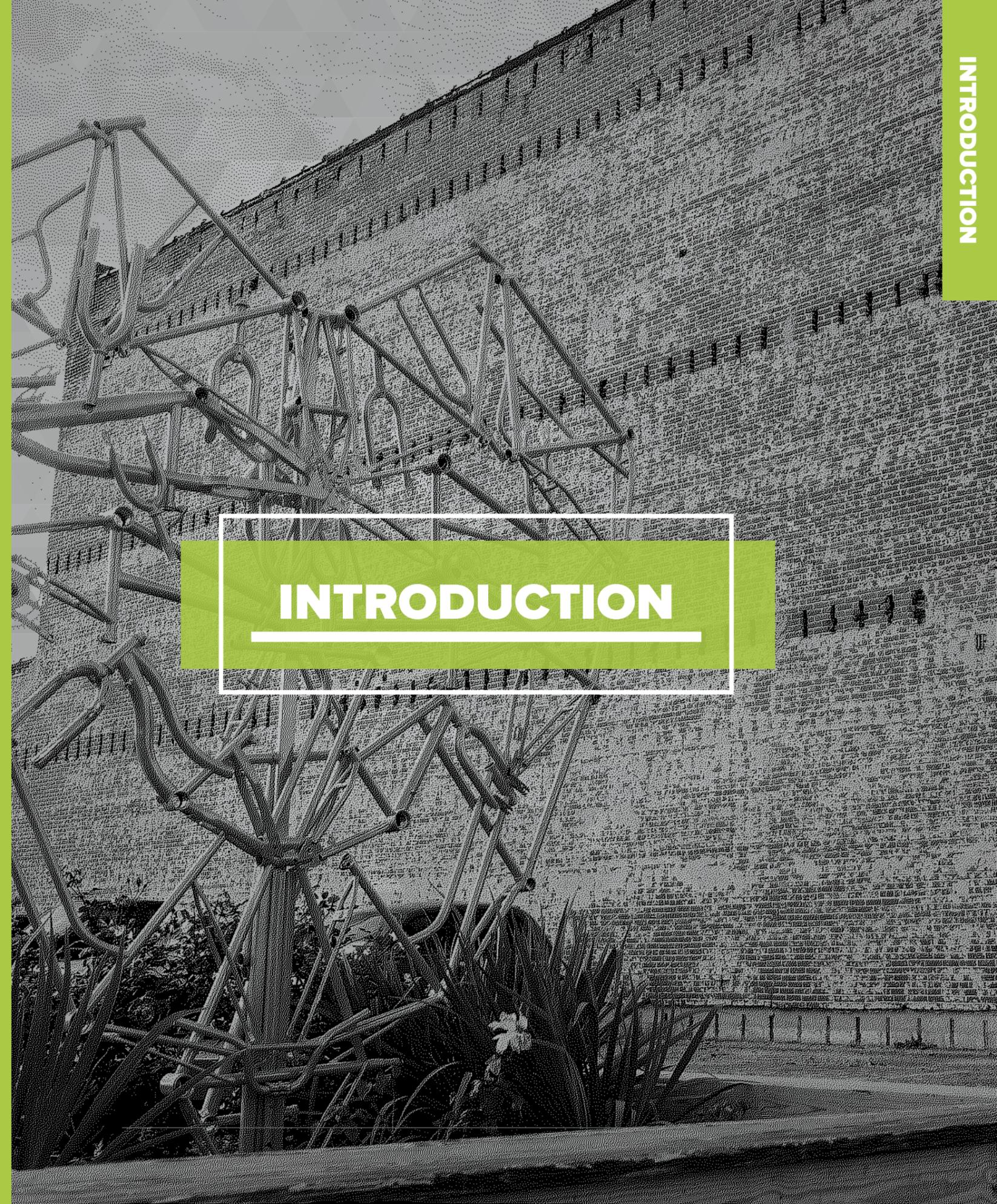
PLAN OVERVIEW

WHAT IS A COMPREHENSIVE PLAN?

A comprehensive plan is a strategic guide containing policy statements for effective decision-making in both private development projects and community initiatives for the public good. The purpose of the plan is to guide the community through the realization of their vision. A comprehensive plan is the vehicle with which a community's decision makers are able to control the quality, quantity, and location of their growth. It provides both a snapshot of the current point in time and a vision for the future, guiding long-term investment, growth, and development.

A comprehensive plan assists policy, land use, and infrastructure decisions, and helps gather input from a variety of sources to build consensus around the plan. In its most effective form, it is a living document that should be updated as change occurs among land use, transportation, infrastructure, resources, demographics, and priorities within the community.

A comprehensive plan is not a rezoning document, and the zoning classifications within the city do not change because of the recommendations set forth. Any future zoning changes within the city, whether initiated by New Castle or by a private land owner, must follow standard Indiana law and the city's process for rezoning a property, updating, or amending, the text of the ordinances. It is not the only piece of the decision-making process and is not the solution for all the community's challenges. Recommendations within the comprehensive plan may require further, in-depth studies in order to provide the best possible solutions to certain issues.

PLAN PURPOSE

WHAT IS THE PURPOSE OF THE NEW CASTLE COMPREHENSIVE PLAN?

The New Castle Comprehensive Plan is a long-term strategic guide to help the community manage and facilitate stable and desired economic growth to achieve the desired community goals as described in this document. The plan is designed to showcase the existing conditions of the community, determine the desired goals and objectives, and illustrate appropriate strategies to achieve the overall vision. In addition to guiding local government officials, the plan also serves to guide other non-government community organizations, leaders, and all citizens in designing the future of their community.

The plan is intended to be a living document that is utilized by public and private entities as they make decisions about the future. To remain applicable and effective, the plan should be re-evaluated, and updated, if necessary annually, or when major changes occur in the economy, demographics, land uses, and infrastructure. As growth or changes occur, this plan will provide a framework to further the welfare of the people of New Castle by creating convenient, equitable, healthful, efficient, and attractive environments for present and future generations to live.

The process to develop the New Castle Comprehensive Plan began with in-depth research to understand the current state of the City including land use, transportation, demographics, the economy, and the environment to make an educated projection as to what the future holds. By understanding the starting point and the current strengths, weaknesses, and vision, the community can then start to organize goals and strategies to achieve the vision. The process engaged local leaders and organizations as part of the visioning process; without their input the vision for the future of New Castle would be unclear and potentially misguided. Bringing all these individuals together had benefits beyond the creation of this planning document. It also resulted in an open line of communication among agencies and organizations that are related and should be communicating more frequently to work together more closely to achieve their common goals. Engaging these various groups allows the plan to be relevant and meaningful to many people. It also creates some accountability between the general community and the City leadership.

DID YOU KNOW?

Communities may adopt comprehensive plans as described by Indiana Code "for the promotion of public health, safety, morals, convenience, order, or the general welfare and for the sake of efficiency and economy in the process of development."

Indiana Code 36-7-4-500 series sets forth the standards for developing and evaluating a comprehensive plan. Required elements include the following:
- A statement of objectives for the future development of the jurisdiction.
- A statement of policy for the land use development of the jurisdiction.
- A statement of policy for the development of public ways, public places, public lands, public structures, and public utilities.

THE COMMUNITY ENGAGEMENT

THE STEERING COMMITTEE

The project steering committee was comprised of a number of local volunteer leaders, organization members, businesses owners, and community members. The project steering committee was instrumental in guiding the consulting team in terms of the overall planning process and the recommendations of the final plan. During the process, the committee helped identify the city's strengths, weaknesses, threats, opportunities, future vision, and community values. Throughout the project, the committee met on a regular basis to discuss key benchmarks and review draft materials. During the process, the group challenged assumptions, ideas, and public outreach results in order to create the best plan possible for the City of New Castle.

THE STAKEHOLDER GROUPS

A team of professional planners met with community stakeholders of the City of New Castle with a direct connection to one or more of these four important topics of a community -

- City Administration and Utilities (included city staff and department leadership related to streets, public safety, parks, utilities, zoning and general administration)
- Housing and Real Estate (focused on the local housing market, housing products, and neighborhoods)
- Education and Workforce Development (included school, economic development leaders, county visitors bureau, Main Street leaders and downtown property owners)
- Local Elected Officials (focused on local and regional strengths, weaknesses, opportunities, and threats)

During the meetings, the consultant team and stakeholders were able to dig deeper into these important community topics. The detailed information provided during these meetings were instrumental in developing the initial thoughts and ideas of how best to improve the future of New Castle. The results of these stakeholder group meetings were presented back to the steering committee and used to craft and refine the draft objectives and strategies.

WORD CLOUDS

The project team used Word Clouds to compile and analyze the results of the online survey. A Word Cloud is a tool used to quantify words and illustrate them in a graphic representation of the results. The larger the word appears within the Word Cloud, the more frequently the word was used by participants responding to the questions. The detailed results of the 470 online survey responses can be found in the appendix section of this document.

THE ONLINE SURVEY

An online survey was used to gather the community's feedback on the future vision and values of New Castle. This online survey asked participants numerous open-ended questions to discuss their opinions on their likes, dislikes, strengths, and weaknesses of the City of New Castle. The thoughts and ideas generated from the survey helped the project team generate the goals, objectives, and strategies identified in this plan in order to achieve the community vision.

The Steering Committee was impressed with the amount of feedback and variety of participants that contributed via the online survey. This response was expected given their success with previous efforts and the level of public interest in community planning.

THE PUBLIC WORKSHOP

On December 12, 2017, the project team hosted an open-house style public workshop event at the City of New Castle Council Chambers. The public was invited to attend the event in order to provide feedback to the draft vision, goals, and objective statements. In addition, a mapping exercise invited participants to draw on the map to illustrate potential projects, problem areas, recently completed projects, and more.

The feedback gathered from the public workshop and the online survey was presented back to the Steering Committee to further refine the vision, goals, and objective statements developed in this plan. The more detailed comments and mapping exercise along with the information gathered from the Steering Committee and Stakeholder groups contributed to the development of the strategies within this plan.

COMMUNITY PROFILE

Context Map
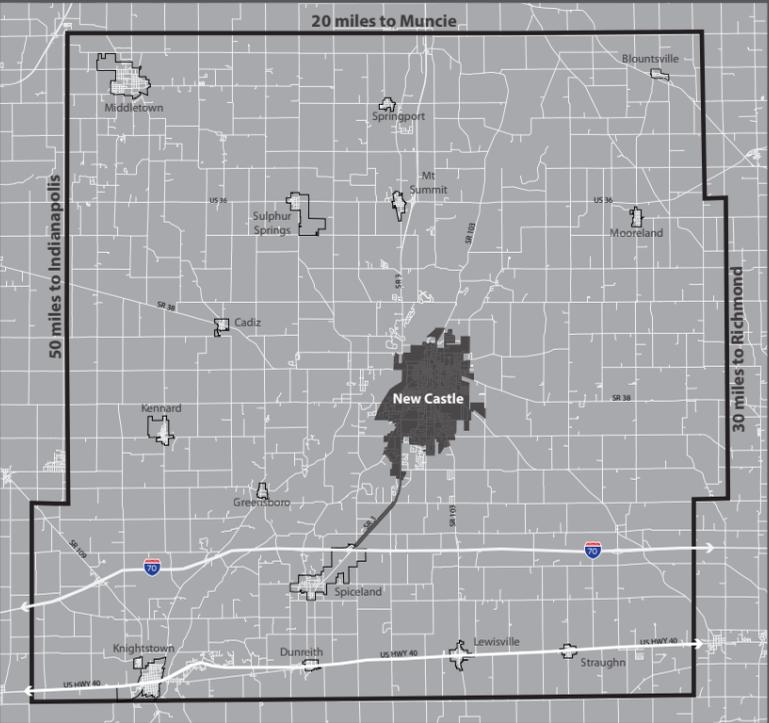
HISTORY

New Castle, Indiana is located approximately 50 miles east of Indianapolis and 30 miles south of Muncie, and serves as the county seat for Henry County. The city makes up nearly 7.5 square miles along the Big Blue River. New Castle sits almost directly in the middle of the county and is the largest incorporated area in the county. It was founded in 1821 by Ezekiel Leavell and named after his hometown in Kentucky. By the 1890s the city's manufacturing industry had taken off with the production of automobile parts and steel production. In 1907, the largest automobile assembly plant in the world opened in New Castle, Indiana. The Maxwell-Briscoe and later Chrysler Plant manufactured and assembled cars until 2009 when the economy started on a downhill trend. Today, New Castle is home to the largest high school fieldhouse and the Indiana Basketball Hall of Fame, among other notable destinations.

PAST PLANNING EFFORTS

The following pages provide an overview of the past planning efforts to guide, or prepare for, future development and redevelopment opportunities throughout the city. There have been several plans and studies completed in the last 10 years that reveal the community's desire to not only prepare for the future, but to improve the quality of life offered in New Castle.

Each past planning effort is unique and offers a special perspective into the desired goals and outcomes of the city. A brief summary for each past plan is provided to better understand the content and its purpose.

A Master Plan Program for New Castle, Indiana, 1964

Overall objectives
- Development of well-balanced neighborhoods
- Community facilities
- Improvement of existing streets and installations of new streets
- Recommendation and solicitation of adequate transportation facilities
- Elimination of substandard structures and environments in all neighborhoods
- Continued planning

The City of New Castle 10-Year Plan, 2006

Identifies 12 desired projects
- Airport runway expansion
- New Aquatic park
- Centralized fueling system
- Downtown redevelopment
- New Emergency training center
- Fire station relocation
- Long-term control plan
- Introduce Semi-automated trash removal
- New Senior citizens center
- Sewer infrastructure expansion
- Truck bypass
- Washington Street improvement

City of New Castle Wellhead Protection Program and Management Plan, 2000

- Provides location of well fields and wellheads surrounding New Castle
- Includes an inventory list with the well number, diameter, screen interval, aquifer thickness, and capacity
- Identifies the one-year and five-year time of travel surrounding the wellheads
- Discusses the land use and implications associated with the land surrounding the wellheads
- Identifies potential pollution sources using a map and a table containing additional information

Long-Term Control Plan, 2007

- Provides a phased approach to control combined sewer overflow
- The goal is for the city to have a system that will be in compliance with the state water quality standards and Clean Water Act requirements.
- Provides exact locations, improvement requirements, and cost estimates

Northside Study, 2011

- Focuses on the Livability Principles created through the Partnership for Sustainable Communities, U.S. Department of Housing and Urban Development (2009)
- Includes an analysis of the area north of Broad Street
- Provides the resident survey results that covers questions regarding housing, code enforcement, sidewalk, and street conditions in their neighborhood
- Provides matrix tables for each goal that includes the recommendations, time frame, estimated cost, funding resources, and implementation

Bike and Pedestrian Master Plan, 2014

- Establishes on-road bicycle facilities, pedestrian facilities, and shared-use paths for users
- Includes the public participation process and summaries of each meeting
- Illustrates exact dimensions and lay outs of various types of roadways in section view drawings
- Provides over 80 BLOS/PLOS (bicycle/pedestrian level of service) ratings for nearly all road segments
- Includes an extensive list of recommended priority routes and phasing
- Addresses design specifications, funding opportunities, and cost estimates

Comprehensive Plan, 2013
(Started but not completed)

- Established a vision as, "Seeking to have current citizens and those yet to come feel safe and welcome and to know there is a critically thought-out plan that includes them, this city will take proactive steps in creating a healthier environment that is both safe and aesthetic, visible by our love for the arts and our sidewalk and bike path system, as well as a renown rails-to-trails program."
- Organized into four chapters
- Provides matrix charts for each objective answering the questions- what, why, who, when, and how

Downtown Strategy Plan, 2014

- Identifies key issues and opportunities for the downtown
- Included three primary strategies; create a downtown core of new activity, improve impression of downtown entry corridors and connections to New Castle, and strengthen downtown organization, programming, and business mix
- Each primary strategy has secondary strategies to support/accomplish the primary
- Provides an action plan matrix that identifies the next steps, who is responsible, partnerships funding resources, cost estimates, and time frame

Housing and Livability Study, 2014

- Focuses on the Livability Principles created through the Partnership for Sustainable Communities, U.S. Department of Housing and Urban Development (2009).
- Provides 10 final recommendations ranging from branding of the city to removing functionally obsolete and unusable structures
- Includes demographic, economic, and housing supply analysis for New Castle
- Offers resident engagement and housing strategies that correlate with the Livability Principles

Indiana Comparative Rate Study Sewer, 2016

- Summarizes a study of rates and charges for sewage treatment by many (370) municipally owned systems in Indiana
- Compares rates and charges from October 2011 to December 2015
- Calculates the percent change of monthly billing from October 2011 to December 2015
- Analyzes the percent increase of other expenses during this time such as medical care, electricity, natural gas, gasoline, etc.

New Castle- Henry County Municipal Airport Plan, 2016

- Provides existing airport facility map with approximate acreage, runway lengths, and taxiway length
- Includes future airport facility map illustrating improvements, additions, and expansions.
- Lists the last four airport improvement grants, how much money was awarded, and how it was used.
- Recognizes the completed efforts-environmental assessment plan, airport layout plan, land acquisition for construction and partial approach protection, Phase 1 West Grading and Drainage
- Updated annually

Indiana Comparative Rate Study Water, 2016

- Summarizes a study of rates and charges for water works by many (356) municipally owned systems in Indiana
- Compares rates and charges from October 2011 to December 2015
- The report shows an 18.4 percent increase in the cost water based on usage of 4,000 gallons per month
- The statewide average charge for 4,000 gallons of water usage was $26.47.
- For communities, like New Castle, with a population between 15,001-25,000, the average charge was $20.16.

Active Living Workshop, 2016

- Focuses on the value of active living to the overall health and well-being of residents, as well as how New Castle can enhance livability, economic development, and environmental quality by developing and supporting a comprehensive network of opportunities for active transportation
- Includes the top priorities identified by participants and resources to support the implementation
- Summarizes the feedback given during a one-hour walk audit and a mapping exercise for walking and biking

Income Study, 2017

- Provides the income survey methodology used to determine how many people were selected to participate, how they were selected, and how they were replaced if chosen not to complete the survey
- Includes final survey results revealing that an estimated 52.8 percent of people in New Castle are in the low-moderate income group

Five-Year Park Master Plan, 2016

- Provides an in-depth analysis of endangered, threatened, and rare species, geology and soils, and natural resources found in New Castle
- Recognizes five historic districts within the city
- Developed four goals; continue to maintain and upgrade facilities and equipment; provide family friendly and inclusive park experience; grow funding for parks; and support the implementation of the trail plan
- Calls for the completion of an accessibility/transition plan in order to replace structures and improve accessibility to New Castle's local parks and recreation facilities

New Castle Water Works Annual Water Quality Report, 2017

- Provides an overview of the regulatory organizations and agencies that mandate and regulate rules and procedures for the New Castle Water Works
- Explains the level of service that is provided to residences and fire hydrants
- Includes New Castle's water source and the treatment process of the water
- Gives a chart that breaks down the evaluation of the water quality and how it is analyzed

DEMOGRAPHICS

The following analysis is based on data collected by the U.S. Census Bureau. For better understanding of the quantitative data, New Castle was compared to the state of Indiana, Henry County, and surrounding communities such as Knightstown, Middletown, and Spiceland. Greenfield, Richmond, and Muncie were used as comparison communities outside of Henry County. The Community Profile reveals the past, present, and future demographic and economic trends of New Castle, Indiana.

- In 2015, New Castle's total population was listed as 17,755 with a male population of 8,438 (47%) and female population of 9,317 (53%).
- Henry County as a whole had a total population of 48,958 in which 52% were male and 48% were female. In the same year, Indiana's total population was listed as 6,612,768 with a male population of 49% and female population of 51%.
- New Castle's population change over time reflects the same pattern as Henry County. The city continued to grow every year until 1970. Between 1980 and 1990, there was an 11.5% decrease in population. Since then, the population has hovered around 18,000 with very little movement in the last 15 years. From 2010-2015, there was only a 1% decrease.

- New Castle is the most populated community in Henry County followed by Town of or City of Middletown with a population of 2,272, Town of Knightstown (2,123), and Town of Spiceland (917).
- New Castle has an aging population with 30% of the population between the ages of 45-64 and 17% of the population over the age of 65.
- Older adults, ages 45-64, make up the largest age group in New Castle. Similarly, older adults make up the largest age group in Henry County (28.7%) and Indiana (26.4%) as well.
- The population pyramid shows that there is a significantly larger amount of older (85+ years) women (4.3%) than men (1.3%) in New Castle.
- More aging women than men seems to be a common trend in both the county and state, but the difference is that the percentage is relatively higher (3%) for New Castle. In Henry County, there are 2.2% more older women than men. In Indiana, there is only a 1.3% difference.
- The median age in New Castle is 41.4, which is 4 years older than the state median at 37.3.

Population Change (1930-2015)

Legend: Knightstown, Middletown, Spiceland, New Castle
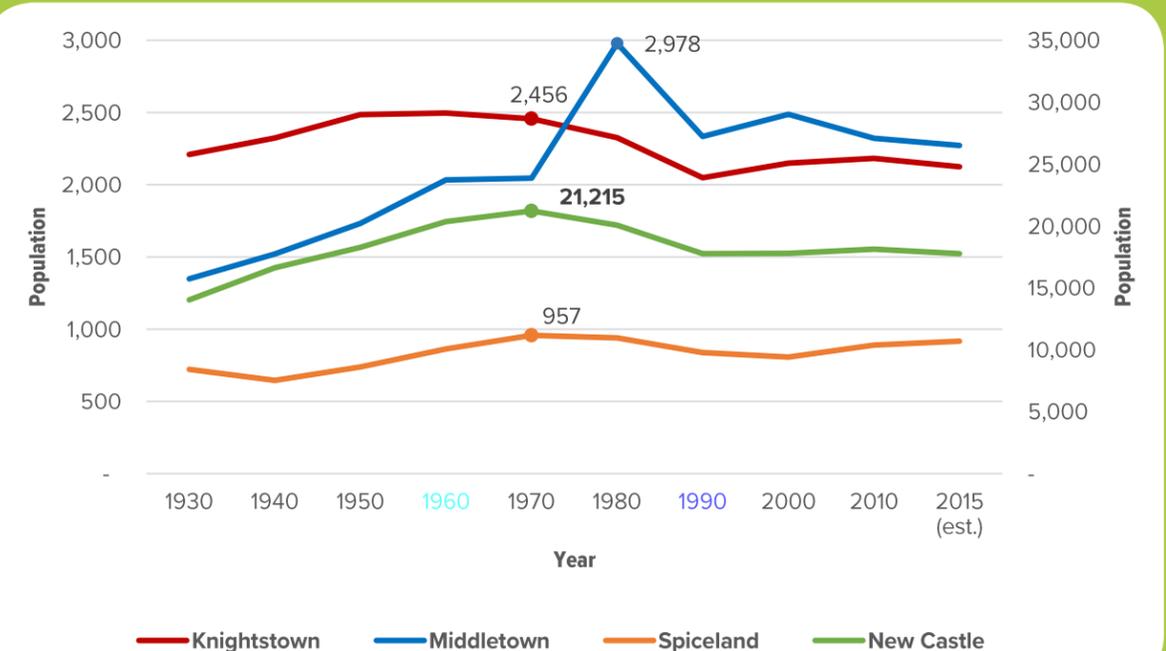
Source: U.S Census Bureau, American Community Survey

New Castle, IN Population (1930-2015)

Population

80,000					
70,000					
60,000					
50,000					
40,000					
30,000					
20,000	**14,027**	**18,271**	**21,215**	**17,753**	**17,755**
10,000					
-					

Year: 1930 1940 1950 1960 1970 1980 1990 2000 2010 2015 (est.)

━●━ Henry County   ━●━ New Castle
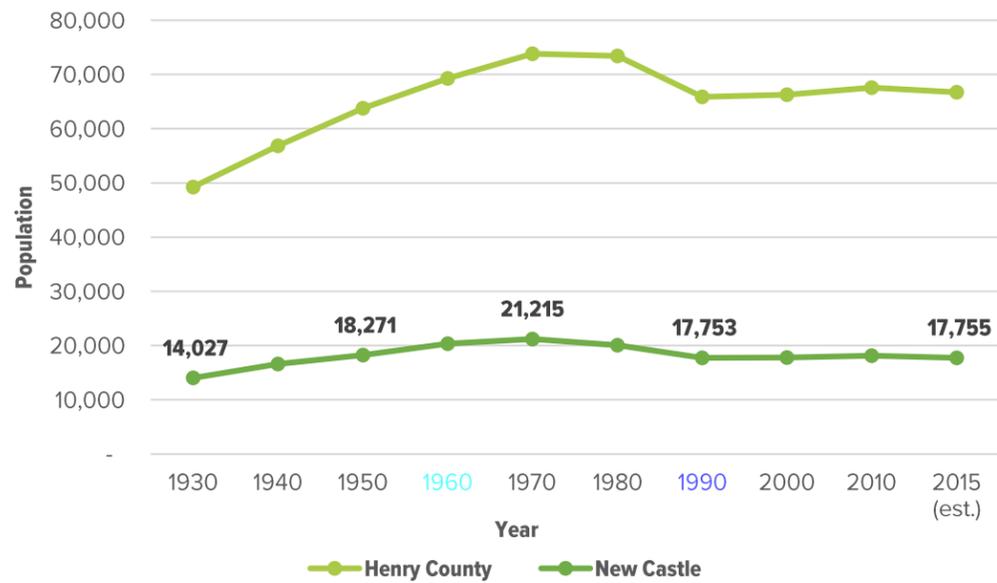
Source: U.S Census Bureau, American Community Survey

Henry County, IN City & Town Populations (1930-2015)

Population

90,000	
80,000	
70,000	
60,000	
50,000	
40,000	
30,000	
20,000	**21,215**
10,000	**18,114** **17,755**
-	

Year: 1930 1940 1950 1960 1970 1980 1990 2000 2010 2015 (est.)

━ Greenfield   ━ Richmond   ━ Muncie   ━ New Castle
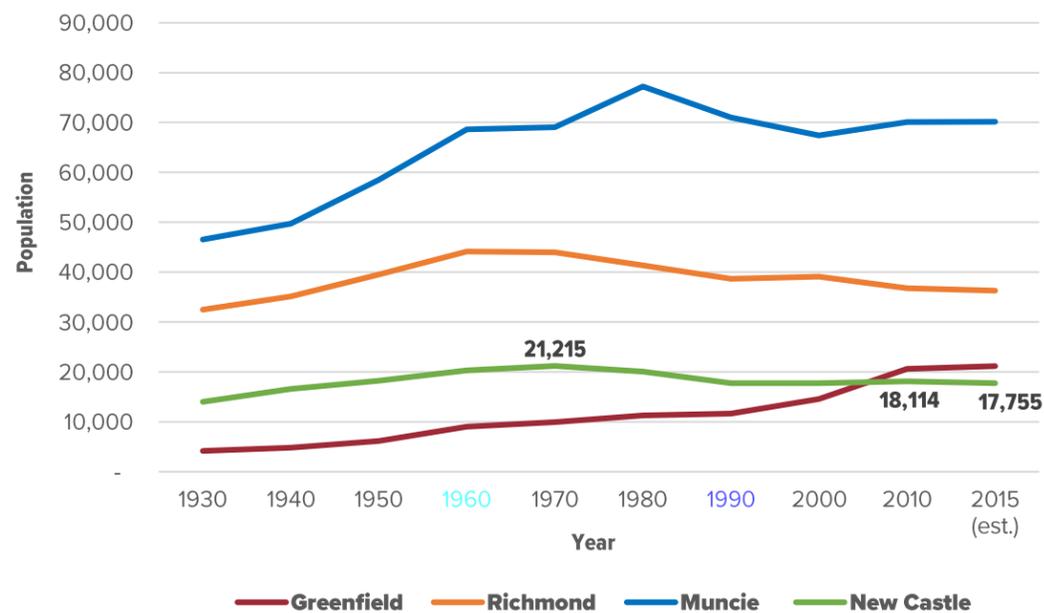
Source: U.S Census Bureau, American Community Survey

RACE & HISPANIC ORIGIN

- The vast majority of New Castle identifies as Caucasian (94.4%). New Castle has a significantly larger percentage compared to the State of Indiana at 84.4%

- New Castle's racial composition is similar to that of Henry County with 95.5% of the total population identifying as white/Caucasian.

- Approximately 2.3% of the population identifies as two or more races and 2.5% of the population identifies as being of Hispanic or Latino in origin.

- The percentage make up of people who identify as two or more races is consistent with Indiana, but the percentage of Hispanic or Latino is greater at 6.4%.

- The racial diversity of New Castle is similar to that of Henry County, while Richmond and Muncie have a lower percentage of Caucasians and a higher percentage of people who identify as black or two or more races.

New Castle, IN Population by Race (2015)
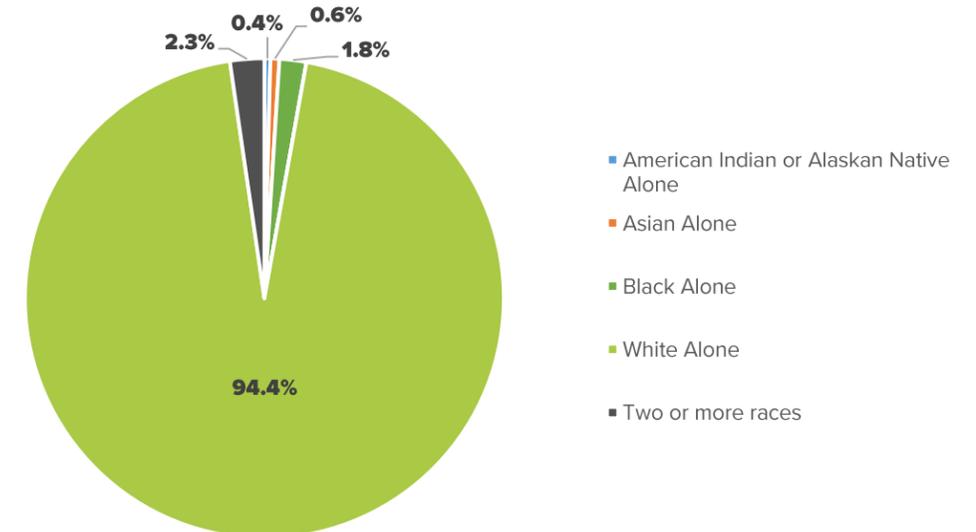
- 2.3%
- 0.4%
- 0.6%
- 1.8%
- 94.4%

■ American Indian or Alaskan Native Alone
■ Asian Alone
■ Black Alone
■ White Alone
■ Two or more races

Source: U.S. Census Bureau, American Community Survey

New Castle, IN Population by Hispanic Origin (2015)

- 2.5%
- 97.5%

■ Non-Hispanic or Latino
■ Hispanic or Latino

Source: U.S. Census Bureau, American Community Survey

Indiana Population by Race (2015)

- 2.2%
- 0.2%
- 1.9%
- 9.2%
- 0.03%
- 84.2%

Legend:
- ■ American Indian or Alaskan Native Alone
- ■ Asian Alone
- ■ Black Alone
- ■ Native Hawaiian and other Pacific Islander Alone
- ■ White Alone
- ■ Two or more races

Source: U.S Census Bureau, American Community Survey

Indiana Population by Hispanic Origin (2015)

- 6.4%
- 93.6%

Legend:
- ■ Non-Hispanic or Latino
- ■ Hispanic or Latino
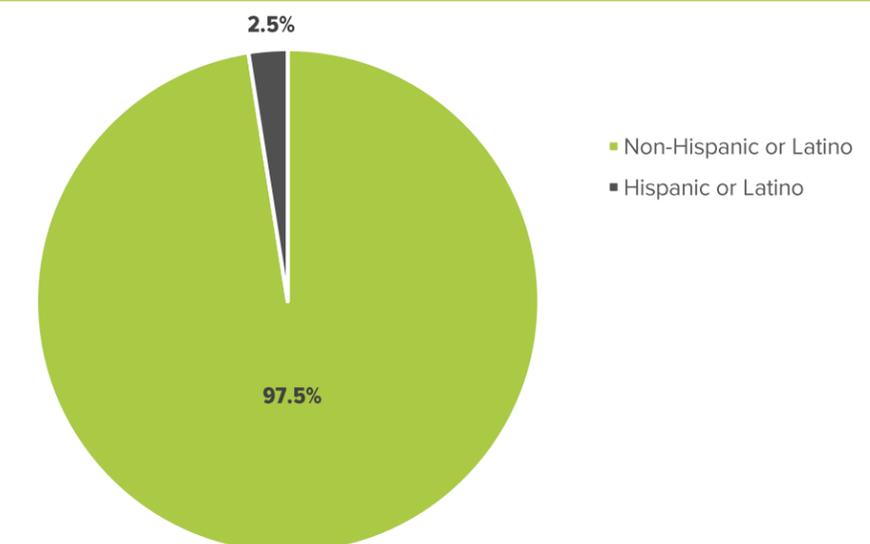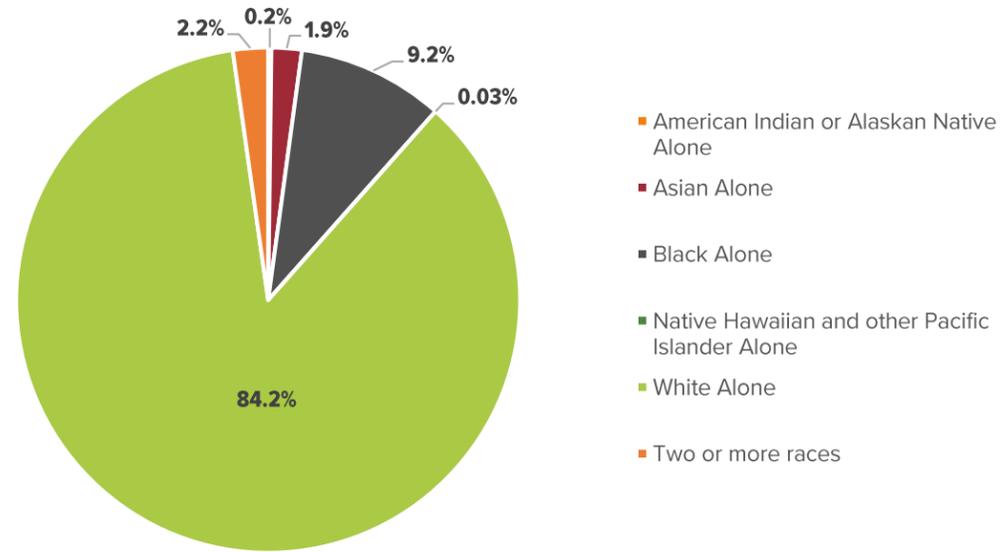
Source: U.S Census Bureau, American Community Survey

EDUCATION

- Of the communities in Henry County, educational attainment is the highest in New Castle followed by Middletown. 40% of residents have obtained a minimum of a high school diploma or equivalent.

- New Castle falls in between Henry County and Indiana. Henry County's data reveals that 43.5% of residents have obtained a high school diploma or equivalent while Indiana as a whole only has 34.6%.

- Over 22% of residents have completed some type of secondary education which includes an associate degree, bachelor's degree, and graduate, professional, or doctorate degree.

- New Castle's data reflects the same as Henry County for residents that have earned a degree, but it is significantly lower than the state's population at 32.3%.

- Of the communities in Henry County, educational attainment is the highest in New Castle followed by Middletown.

- When compared to Greenfield, Muncie, and Richmond, Greenfield has the largest amount (12.9%) of residents that have earned a bachelor's degree, while New Castle has the lowest at 9.5%.

- When compared to Greenfield, Muncie, and Richmond, Muncie has the largest amount (10.5%) of residents that have earned a graduate, professional, or doctorate degree, while New Castle has the lowest at 4.3%.

Educational Attainment (2015)

- Graduate, Professional or Doctorate Degree — 4.3%
- Bachelor's Degree — 9.5%
- Associate Degree — 8.2%
- Some College, No Degree — 20.4%
- High School Graduate (includes equivalency) — 40.4%
- 9th to 12th Grade, No Diploma — 12.0%
- Less than 9th Grade — 5.2%

Percent of Total Population 25 and Older

Legend:
- ■ New Castle
- ■ Muncie
- ■ Richmond
- ■ Greenfield
- ■ Henry County
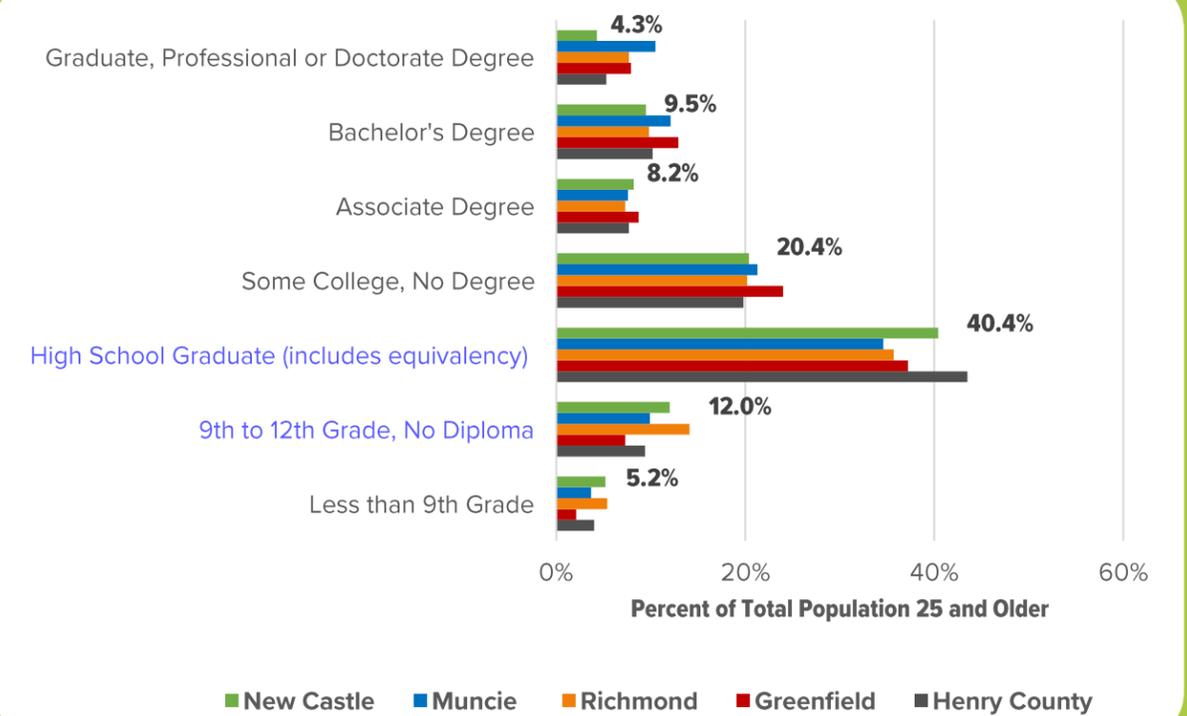
Source: U.S Census Bureau, American Community Survey

INCOME AND POVERTY

- The median household income for New Castle in 2015 was $32,840, which is significantly lower than Henry County ($41,955) and Indiana ($50,532).

- For New Castle, there was a 22% decrease in the median household income between 2000 and 2015. This is very similar to Henry County, which experienced a 23.3% decrease.

- In comparison to Richmond, Muncie, and Greenfield, Richmond was the only comparison community to have a positive (7.2%) change in median household income.

- In 2015, 24% of New Castle's population and over 30% of children under the age of 18 were living below poverty level.

- New Castle experienced a 92% increase in the poverty rate between 2000 and 2015. In comparison to Henry County, this percent change is high, but Indiana experienced an even greater percent change of 130%.

- After reviewing the national poverty rates and also some surrounding states, it suggests that New Castle and the State of Indiana had a significantly larger increase in poverty than the United States and Ohio. The nation experienced a 27.4% increase and Ohio experienced a 46.2% increase.
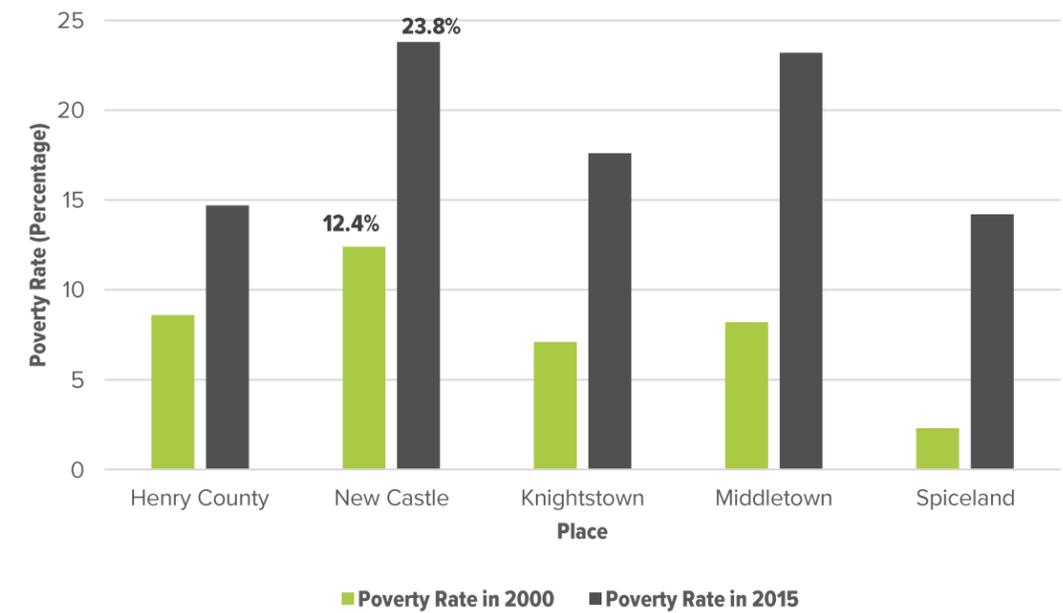
Median Household Income (2000 and 2015) Adjusted in 2015 Dollars

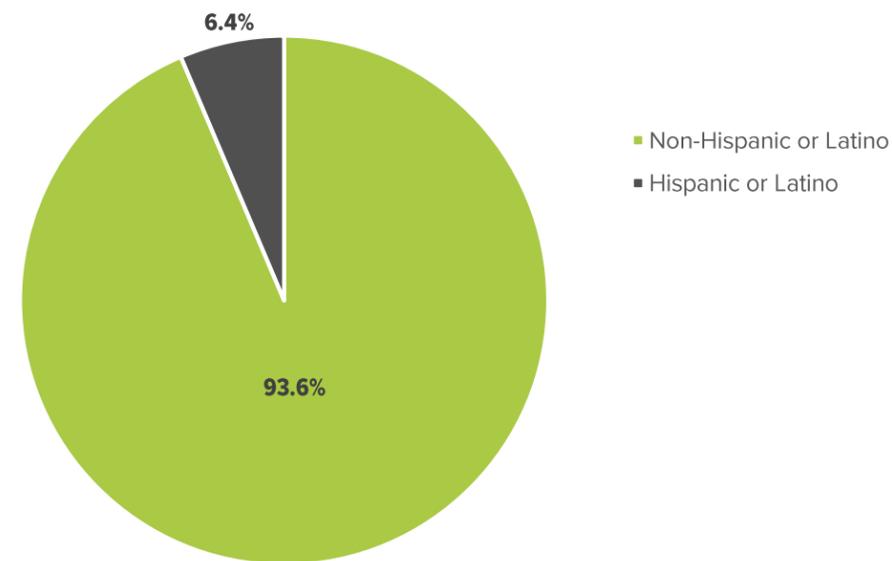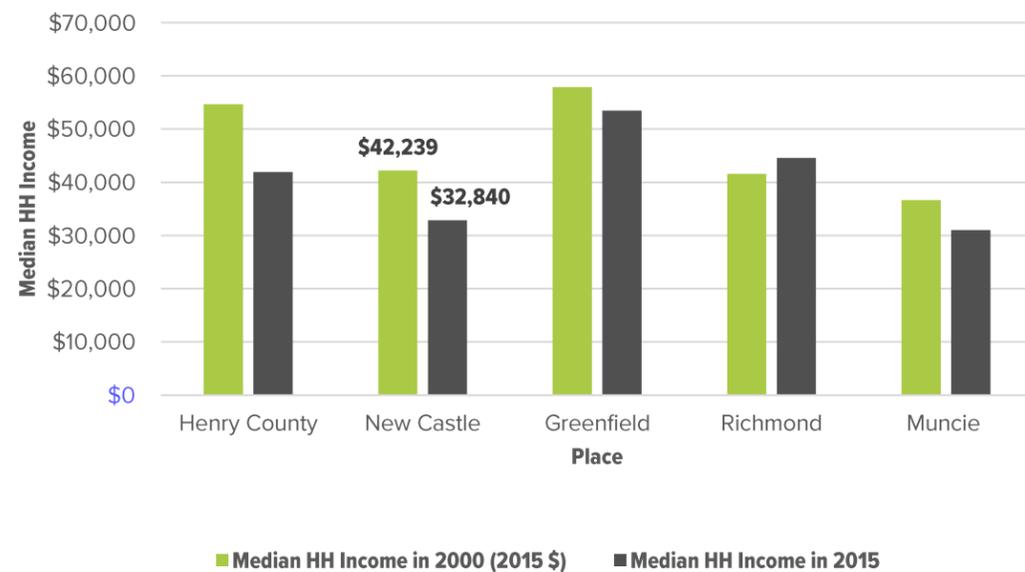

Source: U.S Census Bureau, American Community Survey
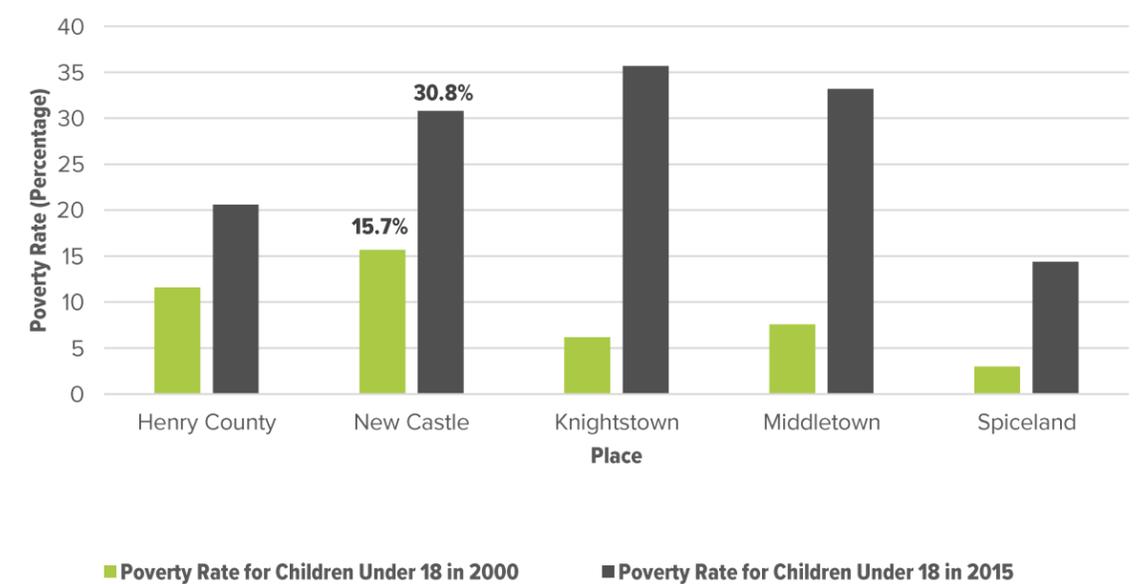
Poverty Rates (2000 and 2015)

Source: U.S Census Bureau, American Community Survey

Poverty Rates for Children Under 18 (2000 and 2015)

Source: U.S Census Bureau, American Community Survey

Poverty Rates (2000 and 2015)

Bar chart — Poverty Rate (Percentage) vs Place (New Castle, Greenfield, Richmond, Muncie). Legend: Poverty Rate in 2000, Poverty Rate in 2015. Labeled values: New Castle 12.4% (2000), 23.8% (2015).

Source: U.S Census Bureau, American Community Survey

Poverty Rates for Children Under 18 (2000 and 2015)

Bar chart — Poverty Rate (Percentage) vs Place (New Castle, Greenfield, Richmond, Muncie). Legend: Poverty Rate for Children Under 18 in 2000, Poverty Rate for Children Under 18 in 2015. Labeled values: New Castle 15.7% (2000), 30.8% (2015).
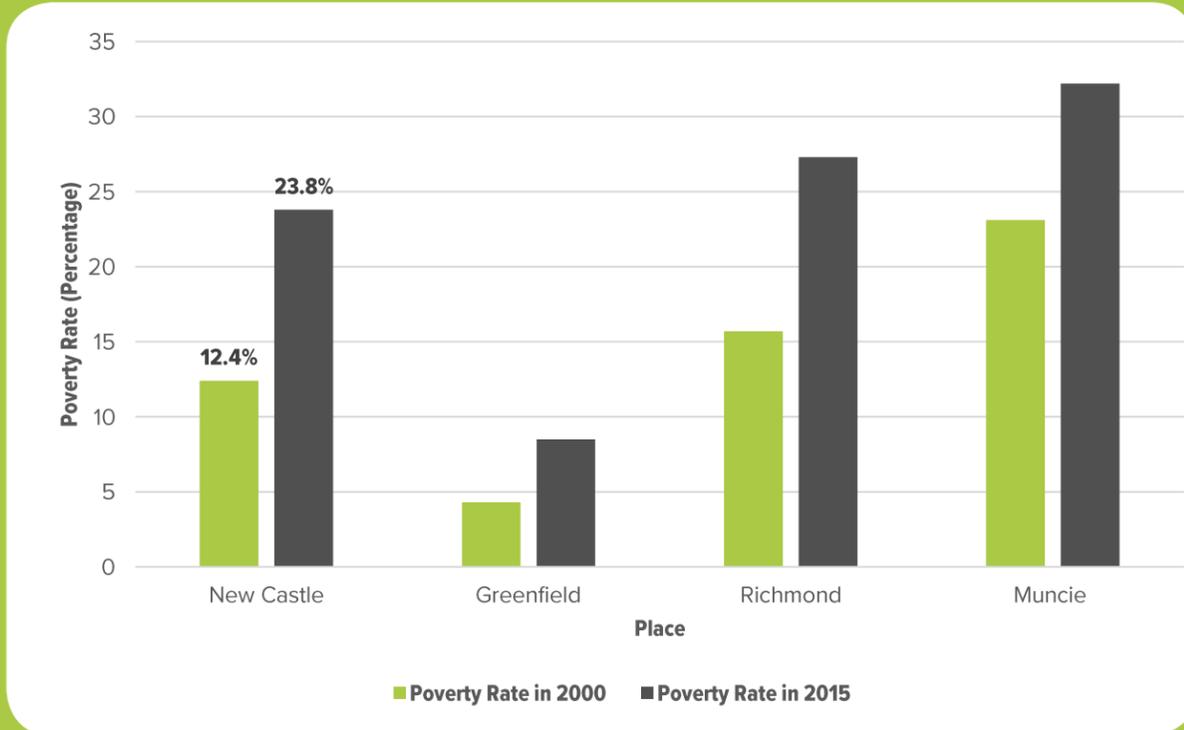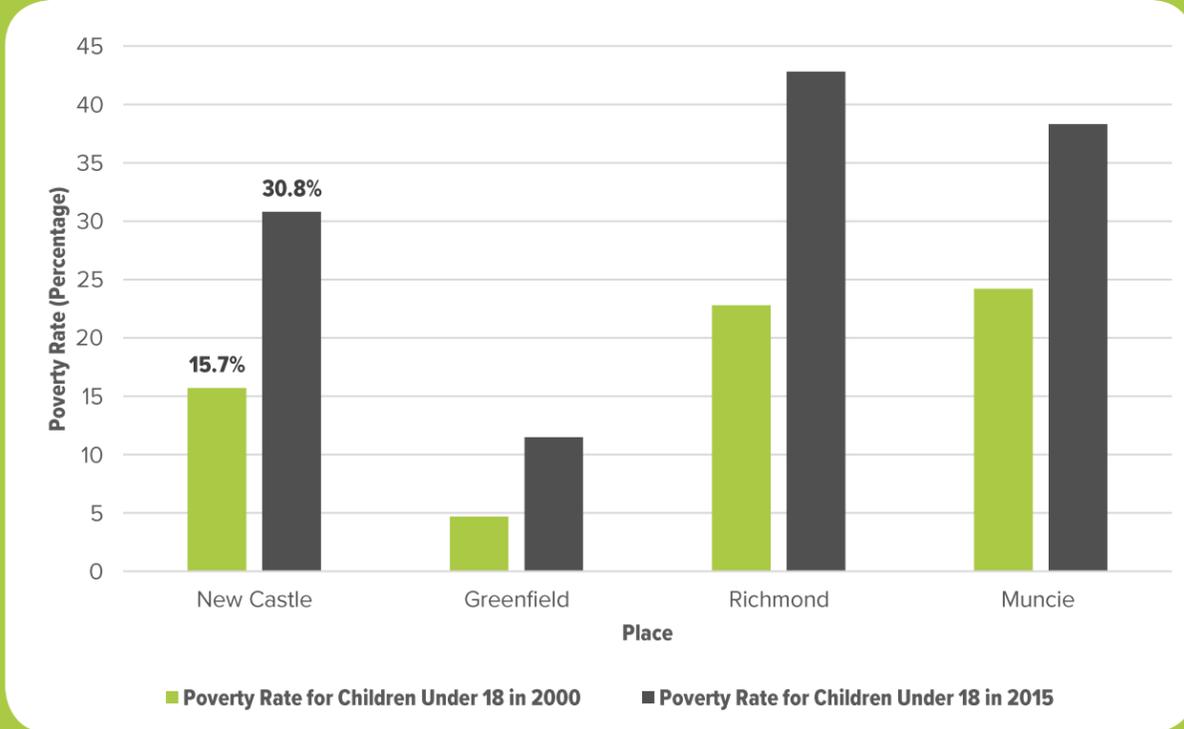
Source: U.S Census Bureau, American Community Survey

OCCUPATIONS

- Occupational trends in New Castle reflect that of Knightstown, Middletown, and Spiceland with production, transportation, material moving and management, professional, and related businesses being the top two occupation categories.
- The majority of the labor force work in either production, transportation, and material moving (21.5%), or management, professional, and related businesses (21%).
- For Indiana, management, professional, and related businesses (29.8%) has the largest percentage of people, followed by sales and office (21.5%).
- Farming, fishing, and forestry is the smallest occupation category in New Castle with only 0.5%.
- This is data is consistent with Indiana as a whole. Farming, fishing, and forestry make up only 0.4% of occupations.

New Castle, IN Resident Occupations (2015)

Pie chart: Production, transportation, and material moving, 21.5%; Management, professional, and related, 21.0%; Service, 17.7%; Sales and office, 19.4%; Farming, fishing, and forestry, 0.5%; Construction, extraction, and maintenance, 6.0%.
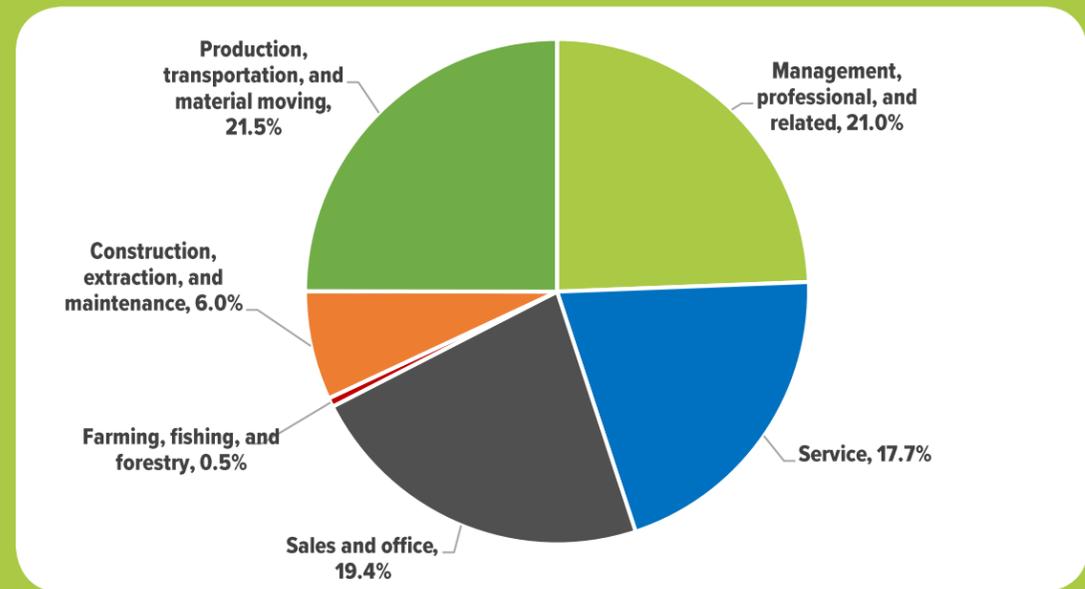
Source: U.S Census Bureau, American Community Survey

Indiana Resident Occupations (2015)

Pie chart: Production, transportation, and material moving, 17.0%; Management, professional, and related, 29.8%; Service, 15.7%; Sales and office, 21.5%; Farming, fishing, and forestry, 0.4%; Construction, extraction, and maintenance, 7.7%.
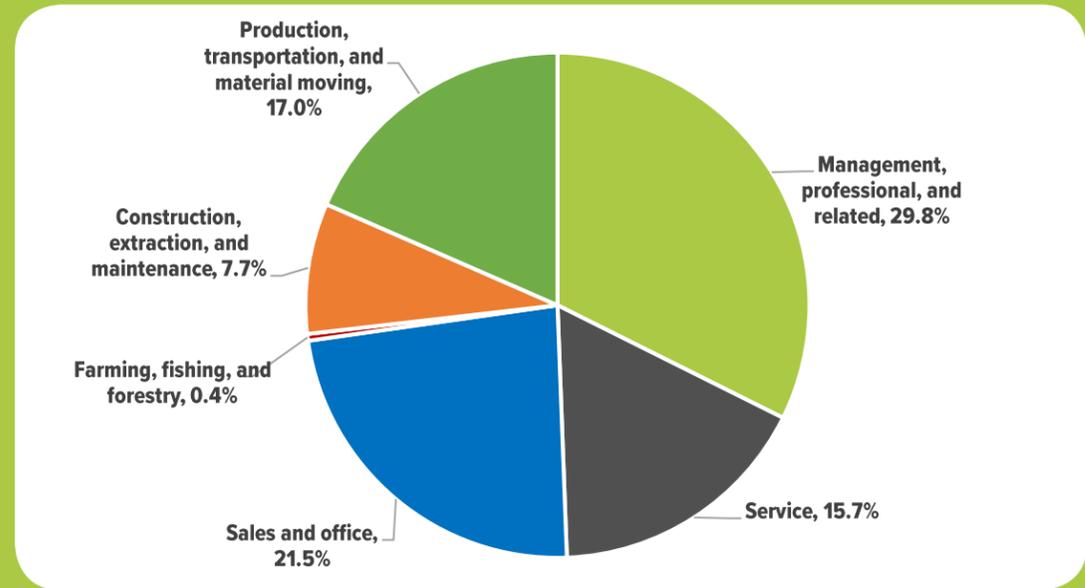
Source: U.S Census Bureau, American Community Survey

LABOR FORCE & INDUSTRY

- As of 2016, New Castle had an unemployment rate of 11.6%, which is significantly higher than Henry County and Indiana. Henry County has an unemployment rate of 4.6% and Indiana has a rate of 4.4%.
- In 2015, New Castle's total labor force consisted of over 7,500 workers, of which nearly 86% were employed.

- The largest job providing industry in Henry County is in health care and social services, closely followed by retail trade, manufacturing, and accommodation and food services.
- By average earning per job, the utilities trade far surpasses any industry, providing an average earning of $81,304.00. It is followed by finance and insurance at an annual average wage of $46,711 and manufacturing at $45,845.

Henry County, IN Distribution of Jobs and Wages (2015)
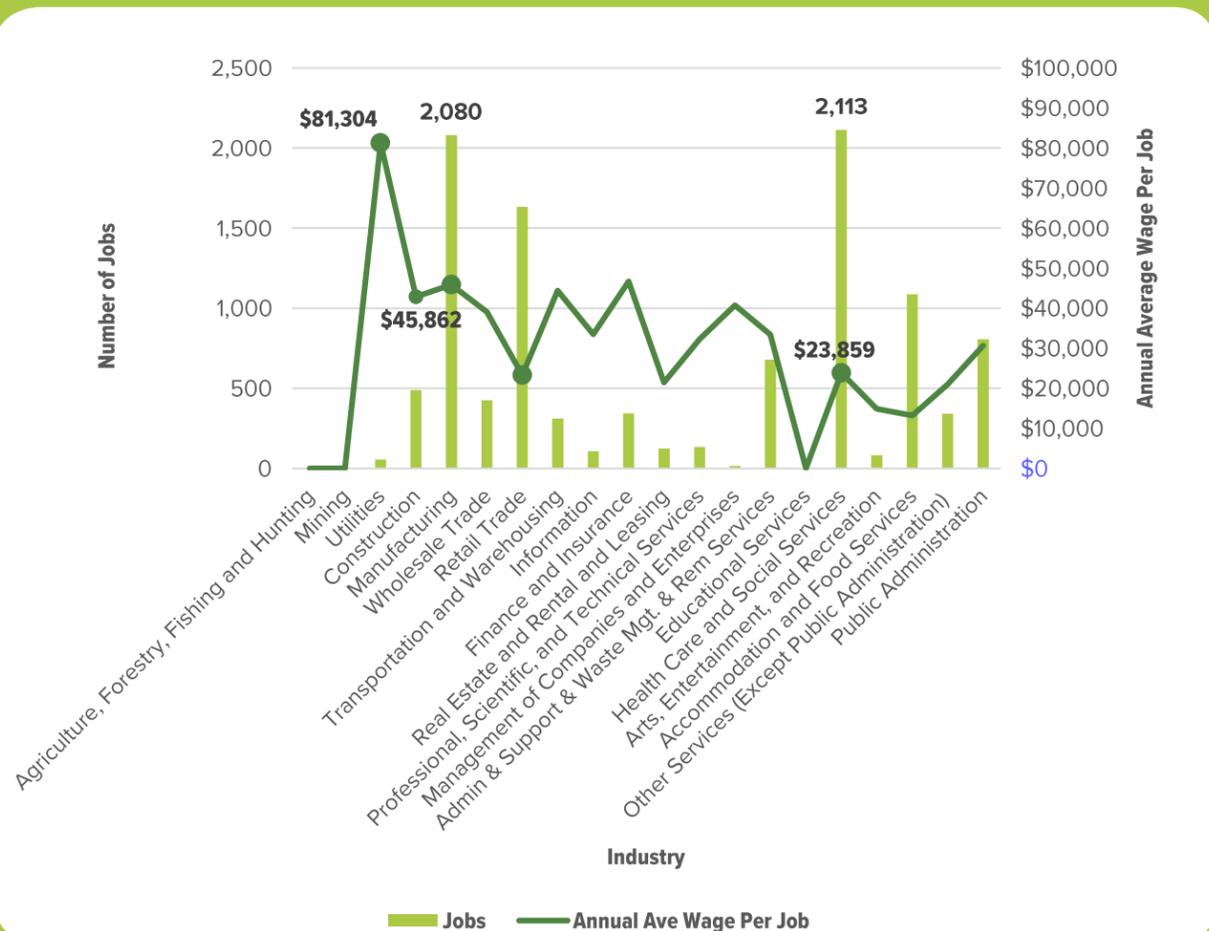
Source: U.S Census Bureau, American Community Survey

HOUSEHOLDS

- New Castle households consist of 58.3% family and 41.7% non-family households. This data reveals that New Castle has more non-family households than Henry County (33.1%) or Indiana (33.8%).
- In New Castle and Henry County, the majority of family households are married couples without children.
- New Castle has the highest percentage of residents living alone when compared to all other comparison communities (Knightstown, Middletown, Spiceland, Greenfield, Richmond, and Muncie).

- In 2015, the average household size of 2.3 is smaller than the average for Henry County and Indiana. Because New Castle has a larger percentage of non-family households, it isn't uncommon for the average household size to be smaller.
- In 2015, 75% of housing units in New Castle were 2-3 bedroom units, only 10% of units had 4 or more bedrooms. This data reveals that a larger household size may not be possible with the current housing stock due to the number of bedrooms in the majority of the units.

Henry County Communities: Household by Type of Household (2015)
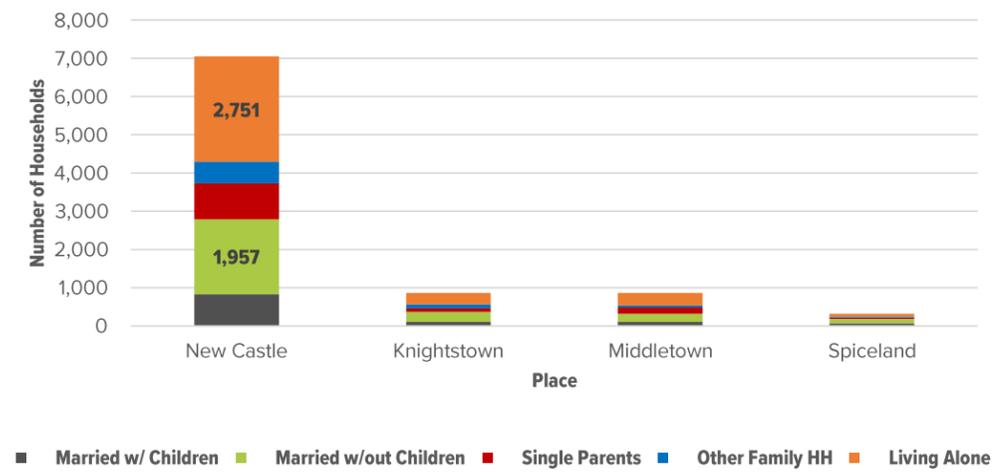
Source: U.S Census Bureau, American Community Survey

Comparison Communities: Household by Type of Household (2015)
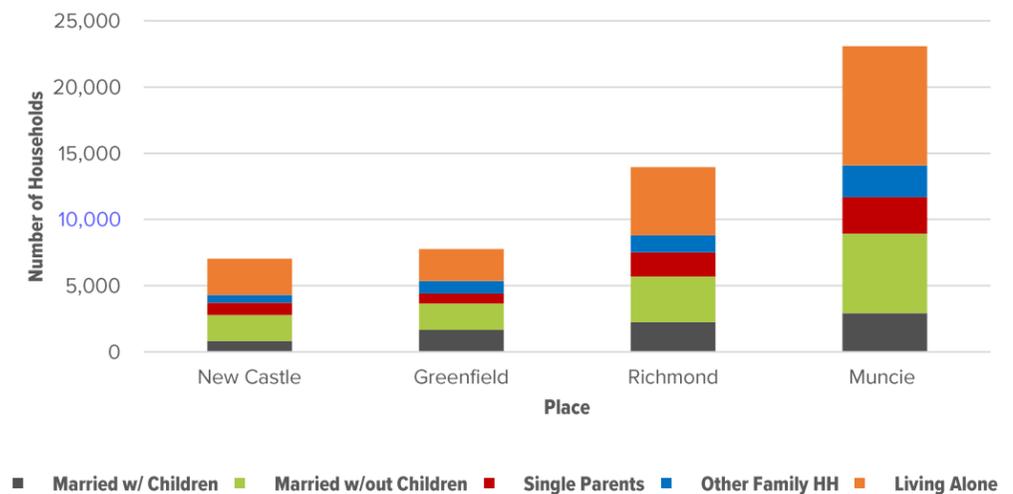
Source: U.S Census Bureau, American Community Survey

Housing Units by Occupancy (2015)

Source: U.S Census Bureau, American Community Survey

Housing Units by Occupancy (2015)
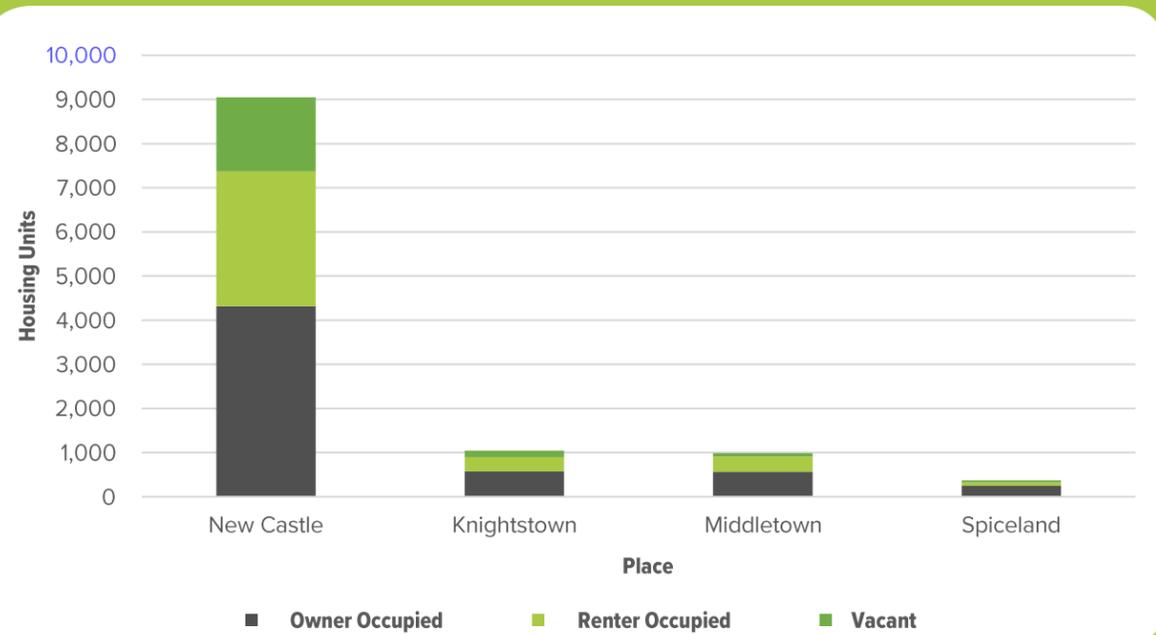
Source: U.S Census Bureau, American Community Survey

Housing Units by Type of Housing Unit (2015)
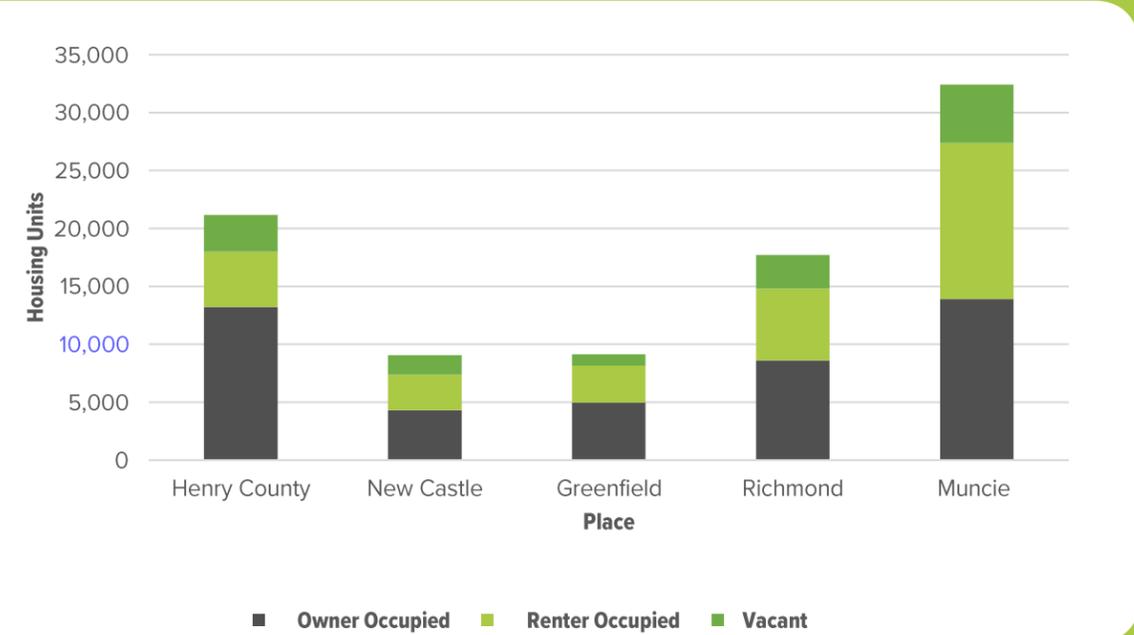
Source: U.S Census Bureau, American Community Survey

HOUSING UNITS

- In New Castle, nearly 82% of the housing stock is occupied. Of these, 47.7% are owner-occupied units and 33.8% are renter-occupied units.
- Henry County had 85% of the housing stock is occupied. Of these, 62% are owner-occupied and 23% were renter-occupied units. Therefore, New Castle has over 10% more renter-occupied units when compared to the county.
- In Indiana, 61% of housing units are owner-occupied, leaving 28% of the units renter-occupied.

- New Castle's renter-occupied housing trend is similar to that of Greenfield (35%) and Richmond (35%).
- The vacancy rate of 18.5% is the highest in Henry County compared to Knightstown, Middletown, and Spiceland.
- Only 28% of the housing stock in New Castle was built prior to 1940. This percentage is much smaller than that of Knightstown (61%) and Spiceland (56%). But compared to Indiana (18%), New Castle has more than the average in housing that was built prior to 1940.

Means of Transportation to Work (2015)

Source: U.S Census Bureau, American Community Survey

Means of Transportation to Work (2015)
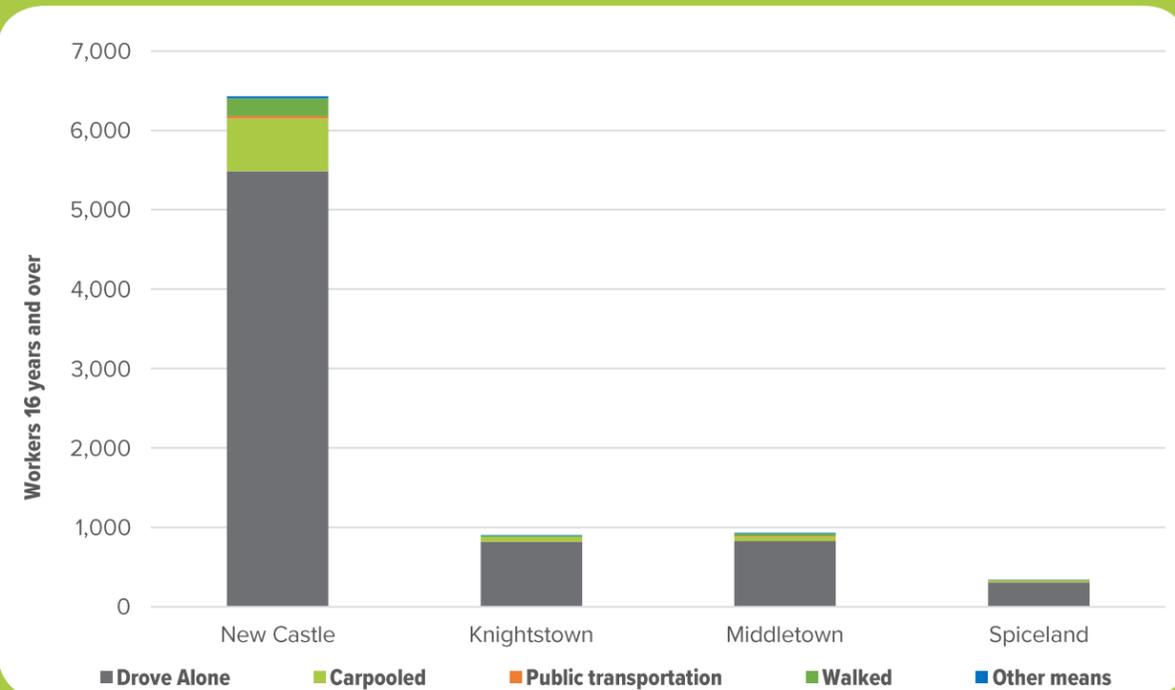
Source: U.S Census Bureau, American Community Survey

MODES OF TRANSPORTATION

- Similar to most communities, the majority of New Castle workers drive alone to and from work.
- Compared to Henry County and Indiana, New Castle has a relatively high percentage (10%) of people that carpool to and from work.
- In New Castle, less than 2% of residents work from home whereas in Spiceland, nearly 6% of residents work from home. Indiana's average for people who work from home is slightly higher than New Castle at 3.3%.
- The mean travel time to work is 23 minutes for New Castle residents. The mean travel time to work is the same as the Indiana average. In comparison to Knightstown (28 minutes), Middletown (28 minutes), and Spiceland (25 minutes), New Castle residents have less of a commute to work.
- Out of the 6,644 workers over the age of 16 in New Castle, 82.6% of them drove alone to work. This percentage is very similar to the Indiana average at 81.6%. Although, New Castle has a higher percentage (3.4%) of people who walk to work than Indiana (2.1%).

COMMUTING TRENDS

- About 75% of Henry County workers live and work in Henry County, while the remaining 25% live in the county but work elsewhere. This data shows that not all residents are finding careers within the county limits.
- Although there are some residents leaving for work, Henry County attracts 2,549 workers from outside of the county each day. These commuters make up 10% of the workers in Henry County.
- Commuting trends are important because the data reveals a lot about the labor force and job opportunities in the community. Some top issues attributable to the types of commuting trends and patterns experienced in Henry County include:
- There are likely to be more jobs outside of Henry County than inside the county, both in terms or the number of jobs as well as the jobs that match the skills, interests, and needs of Henry County's working population.
- There is a need for New Castle to better match the job needs of its resident labor force with the jobs available, while meeting the needs of the local labor force.
- The degree to which residents purchase goods and services locally declines, while the degree to which residents purchase goods and services out-of-town increases.
- Fewer consumers can lead to even fewer retail establishments, smaller selections of goods and services, and relatively higher prices for the goods and services that are offered.

INTO HENRY
STATS Indiana Commuting Profiles Tax Year: 2014

MADISON 341
DELAWARE 466
HANCOCK 261
HENRY
WAYNE 451
RUSH 252

OUT OF HENRY
STATS Indiana Commuting Profiles Tax Year: 2014

MADISON 1,334
DELAWARE 1,306
MARION 1,597
HANCOCK 1,320
HENRY
WAYNE 509
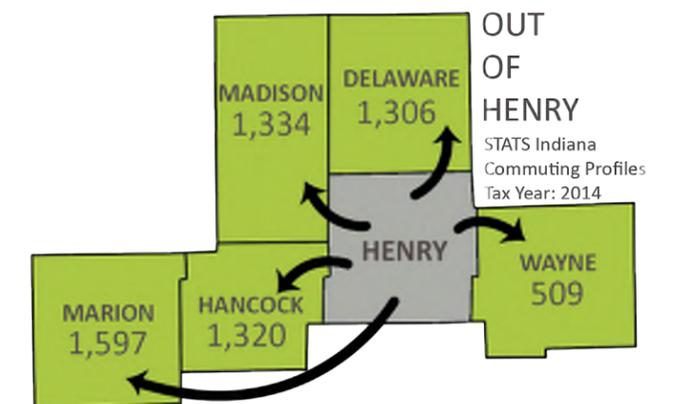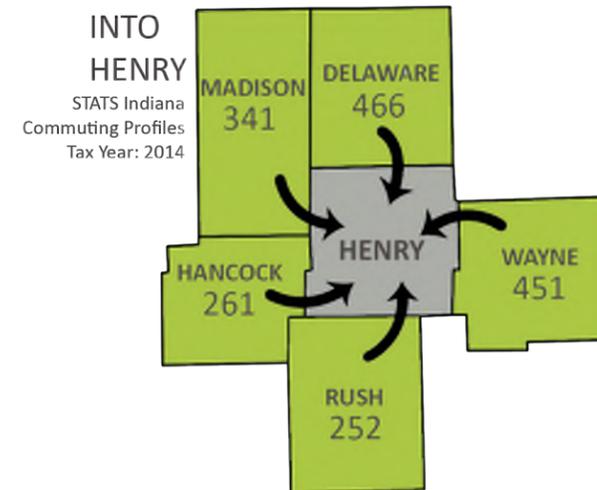
EXISTING CONDITIONS

WHAT IS ZONING?

Zoning is a tool used to prevent incompatible uses in certain areas or from locating within proximity to conflicting land uses. A zoning map and/or ordinance includes designated districts that determine the appropriate land uses 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. In order to ensure that New Castle is economically sustainable and a viable place to live, there should be a balance of uses including residential, commercial, industrial, etc.

The City of New Castle's existing zoning[1] includes the following zoning districts:

R1- Single-Family Residence - This district comprises the majority of the jurisdictional area inside of New Castle. The district is reserved for single-family dwellings only.

R2- Single- and Two-Family Residence - This district is a medium density residential district. In addition to single-family dwellings, two-family dwellings are permitted in this area.

R3- Single-, Two-, and Multi-Family Residence- This district includes the more densely built-up sections of New Castle. Single-family, two-family, and multi-family dwellings are permitted. The R3 district contains the lowest minimum lot size and building area requirements in New Castle.

C1- Local Business - This district is located in neighborhoods to provide the necessary shopping and services for residents. The primary function is to place convenience and goods close to the consumer. Banks, grocery stores, beauty shops, and movie theaters are just a few examples of permitted businesses in this district.

C2- General Business - This district can provide all types of business and service uses including warehouses, storage facilities, and some light industrial operations.

I1- Industry - This district embodies a substantial part of the existing industrial developments in New Castle. Only enclosed industrial operations are permitted in this district. The enclosed space can be used for storage, fabrication, and manufacturing.

I2- General Industry - This industrial district provides space for both enclosed and unenclosed operation for storage, fabricating, and manufacturing.

Often times, a zoning map is out of date the minute it is completed because there are new proposals, permits, and/or variances submitted daily to the city. For this reason, it is essential to review the zoning ordinance and map with the built environment. By doing this, it reveals problematic areas that should be addressed in the comprehensive plan. The following areas are just a few examples that will require further analysis:

- The wastewater treatment plant that is located along the Big Blue River is zoned R1 Single Family Residential.
- Osborne Park and Baker Park are zoned R1 Single Family Residential.
- Multiple parcels zoned for Industrial are being used as agriculture land.

At first glance, it appears that based on the descriptions for C1 and C2 commercial districts, that the zoning districts should be almost completely switched. The existing zoning map reveals that most of downtown New Castle is C2 commercial. This district can provide all types of business and service uses including warehouses, storage facilities, and some light industrial operations. Whereas, C1 commercial is meant for neighborhood convenient shopping and services. As it is now, all C1 neighborhood commercial is along Memorial Drive. This forces people to the commercial corridor rather than encouraging people to eat and shop downtown.

[1] City of New Castle, Indiana Code of Ordinances
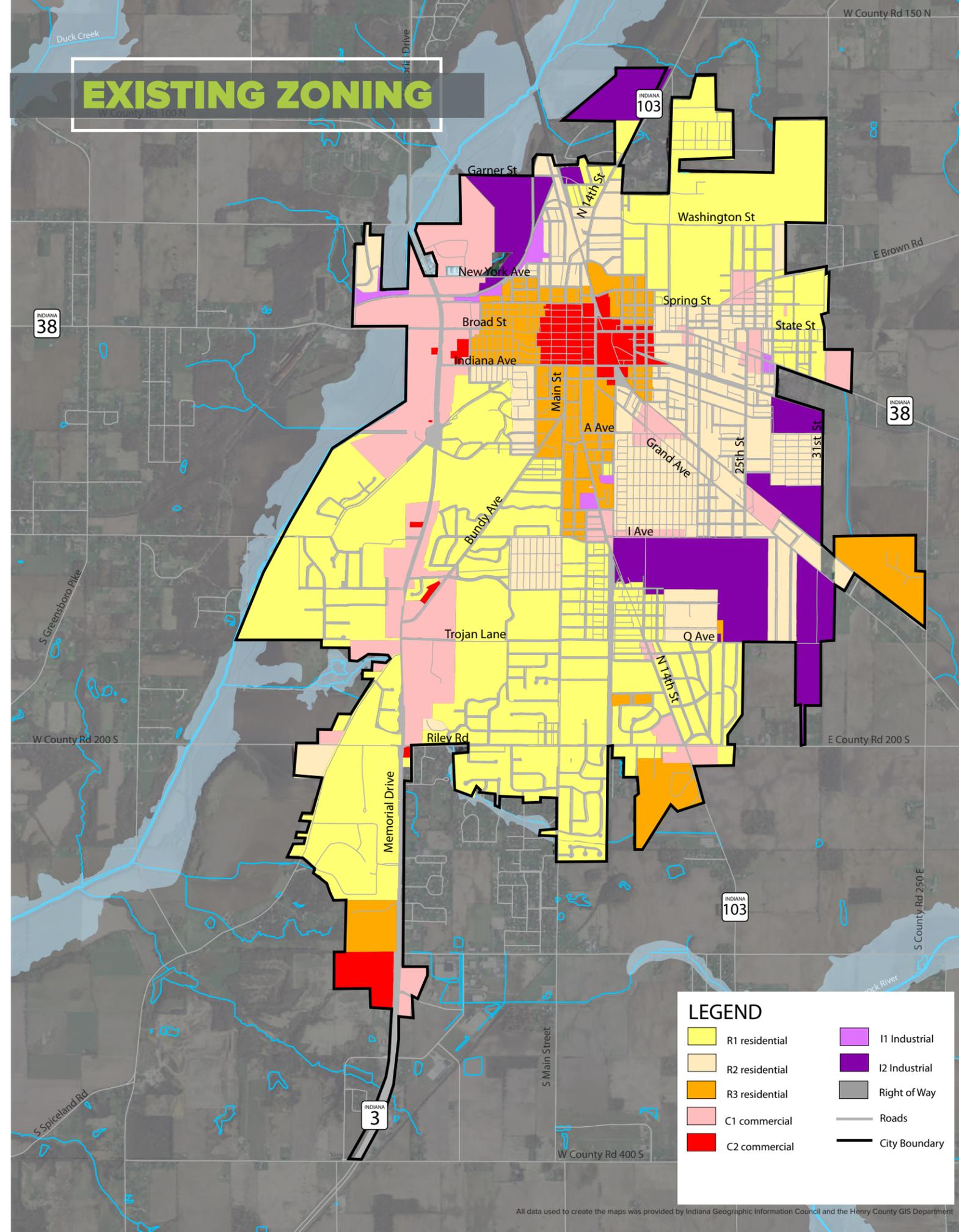
EXISTING ZONING

LEGEND

R1 residential	I1 Industrial
R2 residential	I2 Industrial
R3 residential	Right of Way
C1 commercial	Roads
C2 commercial	City Boundary

All data used to create the maps was provided by Indiana Geographic Information Council and the Henry County GIS Department

EXISTING LAND USE

EXISTING LAND USE

Land Use is the term used to describe the type of acitivity that is allowed to occured on a parcel or in a structure located on the parcel. The map reveals development patterns that have occurred over time, potential conflicts or challenges, and opportunities for growth. The existing land use map shows not only New Castle but the surrounding area in Henry Township. This context is important in order to understand what is going on around the city limits and how it could affect New Castle. The table below includes the acreage and the percentage of total for each land use classification specifically in the New Castle City boundary.

By looking at the Existing Land Use map and the table below[1], it is apparent that most of the land in New Castle is used for housing. Development clusters have formed along Memorial Drive and Broad Street, which isn't uncommon since both roadways are classified as arterials through New Castle. These clusters are a mix of government/civic uses and commercial uses. According to the table, recreation accounts for 7 percent of the land in New Castle, but Memorial Park, which lies outside of the city limits, was included in that calculation. Therefore, recreational land use makes up a relatively small portion of New Castle. One finding to note is that Baker Park is considered to be a government/civic use on the map. Other places in New Castle that are considered government/civic uses include the wastewater treatment plant, school property, and government offices. Industrial uses in New Castle are mostly found along I Avenue on the east side of the city. Located directly outside of the jurisdiction are two fairly large industrial areas that offer convenient employment opportunities to New Castle residents.

LEGEND

- Residential
- Commercial
- Government/Civic
- Agriculture
- Recreation
- Industrial
- Exempt
- Right of Way
- City Boundary

EXISTING LAND AREA

Land Use	Acreage	Percentage of Total
Residential	2412	36%
Commercial	564	8.5%
Industrial	366	5.5%
Government	533	8%
Agriculture	579	9%
Recreation	478	7%
Exempt	280	4%
Right of Way	1397	21%
Utilities	59	1%
Total	6,668	100%

1 Henry County Geographic Information System (GIS) data

All data used to create the maps was provided by Indiana Geographic Information Council and the Henry County GIS Department

TRANSPORTATION & CONNECTIVITY

Before making strategies and recommendations for New Castle's infrastructure system, a thorough analysis of the existing conditions must be completed. The U.S. Department of Transportation has created the Highway Functional Classification System which groups roads and streets into a class or group according to the character of service they intend to provide. Each year, the state department of transportation assigns a functional classification according to how the roadway is operating[1]. In New Castle, there are roadways that are classified, "Other Principle Arterial," "Minor Arterial," and "Major Collectors." Minor Collectoss tend to be within the county's jurisdiction and all other roads are considered a local road. Listed below are some of the roadways in New Castle.[2]

Public Transportation

New Castle has a city bus that runs from 8 a.m. to 4 p.m. on the weekdays. There are three scheduled stops throughout the city located at the hospital, Walmart, and Maplewood Terrance apartments.

In addition to the scheduled stops, residents can make reservations by calling the dispatch number. It is a curb-to-curb service that allows the rider to tell the driver where they want to be picked up and when they want to arrive/return. All buses are handicap accessibility, and riders are required to wear seatbelts regardless of age or disability. The bus does include one-way fares which consist of $1.00 for regular tickets and $0.50 for youth, seniors, and qualified disabled.[3]

EXISTING ROAD CLASSIFICATIONS

Other Principle Arterials

- State Road 3
- Memorial Drive
- State Road 103
- S 14th Street
- State Road 38
- Broad Street

Minor Arterials

- N 14th Street
- Grand Ave
- Bundy Ave
- Indiana Ave
- Parkside Drive
- A Ave
- I Ave

Major Collectors

- Garner Street
- New York Ave
- Washington St
- Spring St
- Brown Rd
- Main St

EXISTING TRANSPORTATION

LEGEND

Other Principle Arterial	Water Features
Minor Arterial	Flood Plains
Major Collectors	Active Railroad
Minor Collectors	Abandoned Railroad
Local Roads	City Boundary
Scheduled Stop	

All data used to create the maps was provided by Indiana Geographic Information Council and the Henry County GIS Department

LEGEND

Flood Plains		Clean up Sites	
Wetlands		Wellhead Location	
Water Features		Wellhead- 1 year travel time	
Wilbur Wright Trail		Active Railroad	
Parks/Recreation		Abandoned Railroad	
Hayes Landfill		City Boundary	

All data used to create the maps was provided by Indiana Geographic Information Council and the Henry County GIS Department
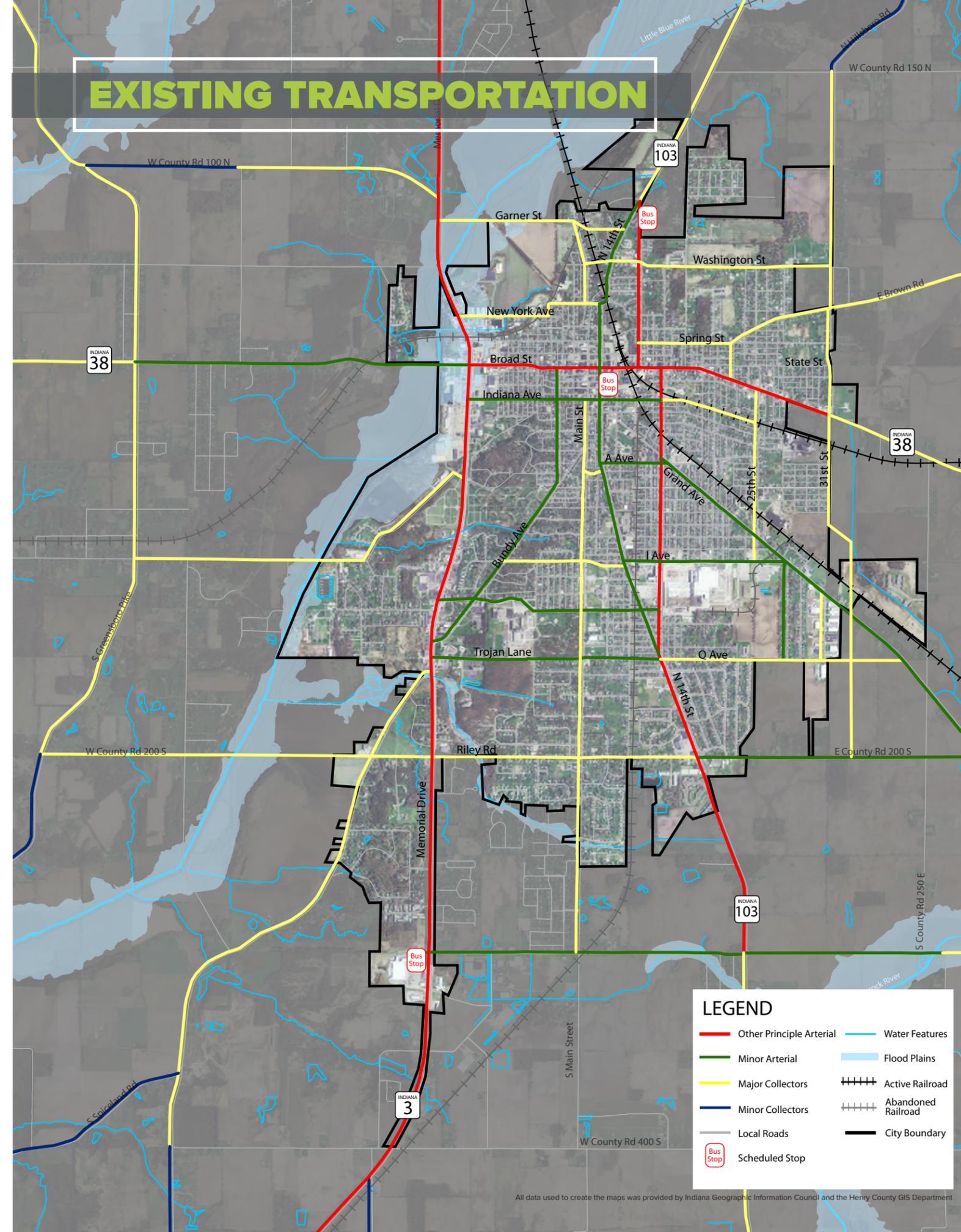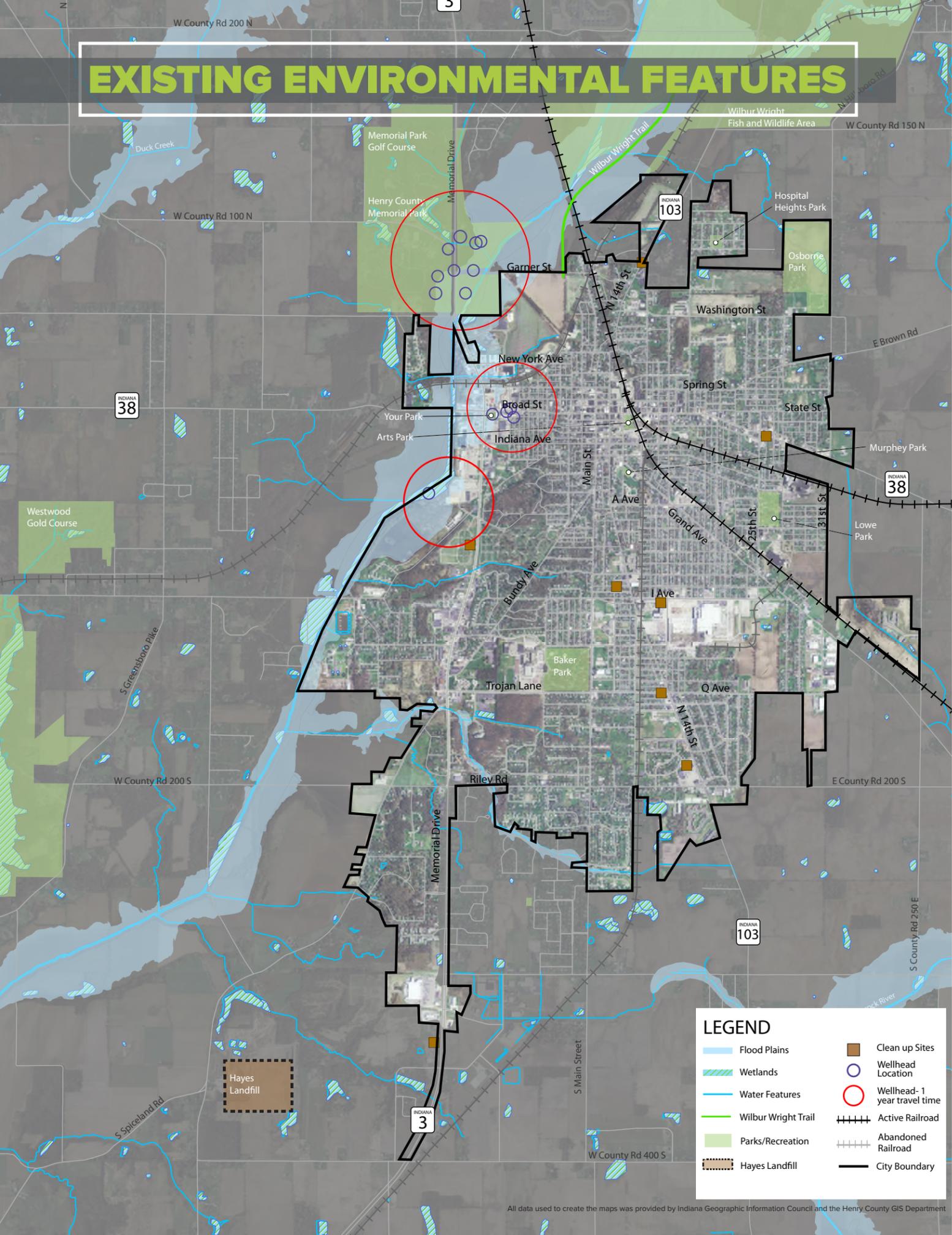
PARKS, RECREATION, AND ENVIRONEMNTALLY SENSITIVE AREAS

Parks and Recreation

New Castle has several park and recreation areas throughout the city. New Castle is home to the largest city park in Henry County, **Baker Park**. It is located near Main Street and Parkside Drive. At Baker Park, residents can play shuffleboard, horseshoes, or basketball. The park includes two large shelter houses with water and electrical hook up nearby for rent and four small shelters available first come, first serve. There is a covered stage area for events, a large playground for youth, and a dog park. Also, Baker Park is known for the **Aquatic Center** with a large pool, splash pads, bath house, and concessions. Across the street from Baker Park is New Castle's **Action Sports Park** for skateboarding and BMX. The park was just recently built in 2017 by Hunger Skate Park in Bloomington, Indiana. The 11,000-square-foot area is surrounded by an observation deck and includes many ramps, edges, and props to use. **Osborne Park** is another large park in New Castle. Opening in 2018, the park will have new ADA-accessible restrooms and playground equipment for ages 2-12. In addition to the football field, basketball courts, and softball diamonds, there are walking trails throughout the park. Located near the downtown is New Castle's **Arts Park.** This area includes an art gallery walk with a pavilion and gazebo available for rent. Many concerts and public events are hosted in Arts Park by local agencies. Also, the park is a popular venue for weddings and private parties. The **New Castle Armory** was recently renovated to become a community center. This new community center has an occupancy capacity of 500 making it a great place for events, receptions, concerts, or luncheons. Backing up to the New Castle Armory is **Murphey Park**. This sculpture garden is known for displaying the Robert Indiana's LOVE sculpture. On the east side of New Castle, **Lowe Park** provides another location with a playground, open space, and shelters. Even though it may be small, **Your Park** is filled with beautiful flower beds surrounding a flag pole and monument. A "Welcome to New Castle" greets visitors as they enter into city. Additionally, there are two neighborhood parks in New Castle; Hospital Heights and North Main.

Although located just outside of the New Castle boundary, **Henry County Memorial Park** is a great asset to the city. The park encompasses over 360 acres of land stretching along Memorial Drive. Inside the park you can find a rustic shelter house, three log

cabins, softball diamonds, tennis courts, playgrounds, fishing areas, and more.[1]

Westwood Park is another recreational opportunity located about 3 miles west of New Castle. Visitors can enjoy a variety of activities such as fishing, hiking, camping, and mountain biking. This park is governed by the Blue River Conservancy District, which is responsible for building and maintaining flood control structures along the Big Blue River. Westwood Lake is the result of one of those structures.[2]

1 City of New Castle Parks & Pool- Recreation Website
2 Westwood Park Website

Water Features

New Castle's largest water feature is the Big Blue River. The river runs along the city boundary on the west side of New Castle. Because of the Big Blue River, there are parts of New Castle that lays within the flood plain. For the most part, the rest of New Castle is relatively dry. There are a few small water features such as Baker Branch, Mound Run, and Cemetery Run. Baker Branch has a flood plain associated with the water feature. This is located near the southern portion of New Castle, crossing County Road 200 South.

In addition to the river and streams, It is important to locate watersheds. A watershed is an area of land that drains all the streams and rainfall to a common outlet such as a reservoir or any point along a stream channel. There are two large watersheds located in close proximity to New Castle. One of the watersheds encompasses a small portion of the city along with east boundary. The second watershed is to the west of New Castle near Westwood Park and Reservoir.

Other Environmentally Sensitive Areas

Landfills, cleanup sites, and abandoned railroads are all things that should be addressed in an environmental analysis. New Castle has a significant amount of abandoned railroad throughout the city. This can be both a challenge and opportunity in the future. The opportunity would be the rail-to-trail conversion. On the other hand, railroads are considered a brownfield due to the types of contamination found in the ties, metals, and spills along the corridor. The state has identified six cleanup sites in New Castle, most of them being from heavier uses like Firestone and Chrysler. New Castle does not have a landfill within the city boundaries, but Hayes Landfill is located just south of the border. [1]

Trails

Starting at the Henry County YMCA off State Road 3, is New Castle's only trail. The Wilbur Wright Trail is a 4-mile paved greenway. The trail runs along parts of the Big Blue River and ends in the Wilbur Wright Fish and Wildlife Area. This area is the only park shown on the map that is managed by Indiana Department of Natural Resources (INDR). Wilbur Wright Fish and Wildlife includes over 1,000 acres of recreation space. It is located just 2 miles north of New Castle.

Located in Henry County, northeast of New Castle, is Summit Lake State Park. This park is managed by the DNR Parks and Reservoirs. The park includes over 2500 acres with a large lake, three boat ramps, a beach bathhouse, campground, and two large shelter houses. Within the park, there are four trails that connect various destinations including the nature trails, campground, and beach. [2]

In 2014, New Castle completed a Bicycle and Pedestrian Master Plan. The plan included recommendations for future trails, bike routes, and pedestrian routes. Shown on the Bike + Pedestrian Connectivity map are the recommended routes. A portion of the existing conditions analysis will include determining which routes have been completed since 2014. Completing the recommended routes will increase not only the connectivity throughout New Castle but also throughout the county. [3]

Beginning in early 2018, the City of New Castle has plans to construct a new sidewalk starting at Riley Elementary and continuing along Main Street. Additionally, the city will be working on constructing the Ted Fitzgerald Memorial Trail that will start at Wilbur Wright School, go through Osborne Park, and end at Hillsboro Road.

EXISTING CONNECTIVITY

LEGEND

** Data gathered from New Castle Bicycle + Pedestrian Master Plan, 2014

- Planned On Road Routes
- Planned Off Road Routes (Trails)
- Planned Pedestrain Routes
- Wilbur Wright Trail
- Local Roads
- Parks/Recreation
- School Location
- Active Railroad
- Abandoned Railroad
- Flood Plains
- Water Features
- City Boundary

All data used to create the maps was provided by Indiana Geographic Information Council and the Henry County GIS Department

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1 Indiana Geographic Information Council, Indiana Map
2 Indiana Department of Natural Resources
3 City of New Castle, Bike + Pedestrian Master Plan 2014

COMMUNITY SERVICES

Public Safety

The New Castle Fire and Rescue Department include 28 full-time firefighters housed in three different stations around the city. There are nine personnel available during all three shifts; an assistant chief, captain, lieutenant, three engineers, and three fireground specialists. The three fire station locations are shown as the red circle on the Community Services map. They are located at:

- 229 N Main Street
- 312 S Main Street
- 920 S 25th Street

The New Castle Police Department is located in City Hall at 227 N Main Street. There are 26 officers assigned to the divisions with one serving as a K-9 officer. The department operates in three shifts and each shift has a captain, who serves as the commander, and one lieutenant and one sergeant. All officers are certified as instructors in firearms, general studies, canine, defensive tactics, tasers, emergency vehicle operators, and DARE.

The Henry County Emergency Medical Service operates out of New Castle to service the entire county. The staff includes 13 paramedics, 14 basic EMT's, and one billing clerk. The service operated on a four shift schedule where each shift includes three paramedics, one lieutenant, and four EMTs. The service has 4 State of Indiana-certified ALS ambulances, and two ALS-certified non-transport quick response vehicles (QRVs). EMS is available in Henry County 24 hours a day, 365 days a year.[1]

Educational Institutions

There are a few day care and preschool institutions that offer early childhood education in New Castle. With a limited amount of options, it is essential for New Castle to consider more daycare and early education options for residents. The city has several facilities available including but not limited to:[2]

- Kids' Corner Preschool
- Building Blocks Day Care
- Renaissance Children Learning Center
- Henry County YMCA

- Firm Foundation
- Agape Learning Center-Inter-local Community Action Program (ICAP) Head Start

The New Castle Community School Corporation includes a total of eight schools throughout the district. There are six elementary schools in which five of them are within the New Castle boundary; Sunnyside Elementary, Wilbur Wright Elementary, Parker Elementary, Eastwood Elementary, and Riley Elementary. Westwood Elementary is the only school outside of the city. There is one middle school and one high school located in New Castle that serve the entire community. The New Castle Community School Corporation strives to provide high quality education. For an example, every year the U.S. Department of Education recognizes schools based on their overall academic excellences. In 2017, Riley Elementary received the award. Additionally, each school offers sports, music, and band programs.[3]

A unique asset for education in New Castle is the Career Center that provides skill development opportunities and career exploration for high school juniors and seniors. The New Castle Career Center offers over 18 programs including cosmetology, machine trades, broadcasting, graphic design, welding, and many more. Students attend their high school course for half of the day and spend the other half completing the three-credit-hour program. There are eight high schools in the surrounding area that contribute to the 500 student enrollment. In addition to the various programs offered, the career center is participating in a pilot program for the Governor's Work Ethic Certification Program. This program serves as a tool to help provide a pipeline of skilled high school graduates into today's workforce.[4]

Ivy Tech Community College offers residents the ability to gain further education in New Castle. Ivy Tech is located on South Memorial Drive and offers nearly 40 degree programs.[5]

1 City of New Castle Public Safety Website
2 New Castle-Henry County Economic Development Corporation Website
3 New Castle Community School Corporation Website
4 New Castle Career Center Website
5 Ivy Tech East Central Website

Major Employers

According to the New Castle Henry County Economic Development Corporation[1], the top 10 Henry County Employers are:

- Henry Community Health
- New Castle Community Schools
- Draper, Inc.
- New Castle Correctional Facility
- Boar's Head Provisions Co. Inc.
- TS Tech Indiana, LLC
- American Axel Manufacturing
- Bethany Cares Home
- Henry County Government
- Crown Equipment, Corp.

COMMUNITY AMENITIES

In addition to community services that are usually essential for a community, New Castle has many different types of amenities. An amenity is defined as a desirable or useful feature or facility of a place. Our analysis grouped the various amenities into the following categories:

Destinations

The destinations identified were places that were unique to New Castle. These types of amenities help create an identity for the city. For example, New Castle has the largest high school fieldhouse and the Basketball Hall of Fame. These destinations support the history and importance of basketball in Indiana. Other destination points include Henry County Saddle Club, New Castle Armory, New Castle Public Library, and the Henry County Art Association.

Athletic Facilities

An athletic facility can be anything from a basketball court to a horseshoe pit. There are several athletic facilities throughout New Castle. Fortunately, there is a wide-spread selection of facilities and many locations available throughout New Castle. Many of the athletic facilities are located in or around a park such as Osborne or Baker Park.

Map labels

Wilbur Wright Fish and Wildlife Area
Henry County Memorial Park
Hospital Heights Park
Osborne Park
Memorial Park Saddle Club
Washington St
Garner St
New York Ave
Castle Theater
Spring St
Henry County Art Association
New Castle Public Library
Murphey Park
State St
Broad St
Your Park
Arts Park
Indiana Ave
New Castle Armory Park
Westwood Gold Course
Henry County Historical Society
A Ave
Lowe Park
Westminister Community Center
Bundy Ave
I Ave
Grand Ave
Basketball Hall of Fame
Baker Park
Trojan Lane
Q Ave
Riley Rd
Big Blue River
Duck Creek
Little Blue River
Wilbur Wright Trail
Memorial Drive
Main St
25th St
31st St
N 14th St
S Greensboro Pike
S Main Street
S Spiceland Rd
Memorial Drive
W County Rd 100 N
W County Rd 150 N
E Brown Rd
W County Rd 200 S
E County Rd 200 S
S County Rd 250 E
W County Rd 400 S

LEGEND

- Destinations
- Athletic facility
- Aquatic Center
- Conservation Area
- Golf Course
- Religious Organizations
- Parks/Recreation
- Existing Trail
- Flood Plains
- Water Features
- Active Railroad
- Abandoned Railroad
- City Boundary

All data used to create the maps was provided by Indiana Geographic Information Council and the Henry County GIS Department

Aquatic Center

Along with the athletic facilities at Baker Park, there is Henry County's one and only aquatic center in New Castle. Baker Park Aquatic Center offers a zero-entry pool area with spray toys for children, 25-meter lap swim area, and 2 water slides.[1]

Conservation Areas

There are three wildlife and conservation areas near New Castle. The Red Tail Conservancy is located just outside of city limits. It is privately operated and funded entirely by contributions from individuals, businesses, and foundations. Wilbur Wright Fish and Wildlife area is north of New Castle. The recreational area is operated and maintained by the Indiana Department of Natural Resources. The only conservation area in the city is Trojan Woods. The local schools use the 40-acre area as an outdoor observation laboratory.[2]

Golf Courses

Although, they are not located directly in New Castle, there are two golf courses in close proximity. Westwood Golf Course offers an 18-hole course, a driving range, a pro shop, and a clubhouse for snacks and events. Located just slightly northwest of New Castle is Memorial Park Golf Course. This public golf course has an 18-hole course and three sets of tee areas for all skill levels.

Religious Institutions

The Community Services analysis map reveals that there are over 50 religious institutions throughout New Castle. These institutions provide residents a place to identify with others of the same beliefs and/or faith. New Castle's religious institutions include a wide-range of organizations such as Methodist, Baptist, Lutheran, and Christian.[3] Many of the organizations such a Foursquare Gospel Church, Christian Love Help Center, Southside Nazarene Church, and more offer additional services like food pantries. Another popular service offered by religious institutions are day care centers. For an example, Agape Learning Center is a Christian-based day care that offers preschool and kindergarten.

1 City of New Castle, Parks - Pool - Concessions
2 City of New Castle, Mini Parks
3 Henry County Geographic Information System (GIS) data

EXISTING UTILITIES

Utility Infrastructure plays a major role in communities. Residents need access to high-quality electricity, water, and sanitary sewage every day. In addition to the essential utilities, internet and cell service is not only desirable but necessary for many residents and businesses. Accessibility and quality of utility infrastructure can influence the quality of life that is offered in a community. It also can be a deciding factor for investors and developers when they are considering expanding or relocating. For these reasons, it is important to maintain the existing infrastructure and make recommendations for the future within the comprehensive plan.

Gas and Electric

Henry County REMC and Duke Energy are the suppliers for electric in and around New Castle. The majority of New Castle is powered by Duke Energy, leaving only a small portion in the southwest corner of the city to be powered by Henry County REMC. As shown on the Existing Utilities map, there are natural gas lines that run along the west side of New Castle. One of the lines runs almost parallel with Memorial Drive. In the north, near New York Avenue, there is a small cluster of gas lines that branch off of the line that runs along Memorial Drive.[1]

Broadband and Cell Towers

The Federal Communications Commission (FCC) is an agency responsible for implementing and enforcing communication law and regulations. The Commission oversees radio, television, wire, satellite, and cable in the United States. The website offers a variety of information regarding the access, speed, and providers for broadband.

As of 2016, the FFC considers 8.86% of Henry County's Urban Population to be without broadband access and 27.14% of Henry County's Rural Population to be without broadband access. The table below shows the providers in the area along with the upload and download speed that have been identified by the FCC.[2]

BROADBAND PROVIDERS

Provider	Tech	Down Speed	Up Speed
AT&T Indiana	ADSL	6	1
AT&T Indiana	ADSL	24	3
Comcast	Cable	150	2
HughesNet	Satellite	15	2
Netronet	FTTP	1000	50
Skycasters	Satellite	2	1.3
ViaSat Inc	Satellite	12	3

In terms of cellular service, there are three cell towers in close proximity to the city. The only tower located directly in New Castle is near I Avenue and East Dublin Pike, but there is another cell tower just slightly outside of the city boundary near State Road 38. The third cell towers is on the other side of Westwood. Technology has become an essential part of our everyday life; because of this, New Castle should be exploring every opportunity to improve or expand their services.[23]

Water and Sanitary Sewage

For the most part, water and sanitary sewer lines follow the roadway pattern throughout New Castle. In some areas, there are sanitary sewer lines that stray from the roadway patterns and cross into developments.

Overall, New Castle's water is supplied by ground water that is pumped from 13 wells. These wellheads that are clustered into three groups in and around New Castle. One cluster is located just outside of New Castle near Memorial Park. The other two are located within the city limits. There is one wellhead along the Big Blue River and a clustered group near the intersection of State Road 38 and Broad Street. An aquifer at depths of 90-120 feet provides an adequate source of high-quality water for New Castle.

Located along the Big Blue River is New Castle's Wastewater Treatment Plant. The facility is a 10 million gallon per day, Class IV, activated sludge-type Water Pollution Control Department (WPCD). The department provides services such as wastewater treatment, maintenance of sanitary and storm sewers, and municipal separate storm sewer systems. In 2010, the facility was evaluated and improvements were completed to allow for higher wet weather flow treatment. The water treatment process begins with aeration and then moves through eight pressure filters. The disinfection process includes removing iron and minerals and adding chlorine gas that kills disease-causing organisms. Additionally, fluoride is added to the water to help prevent dental cavities for the customers.[3]

1 Henry County Geographic Information System (GIS) data
2 Federal Communication Commission
3 2017 Water Quality Report

EXISTING UTILITIES
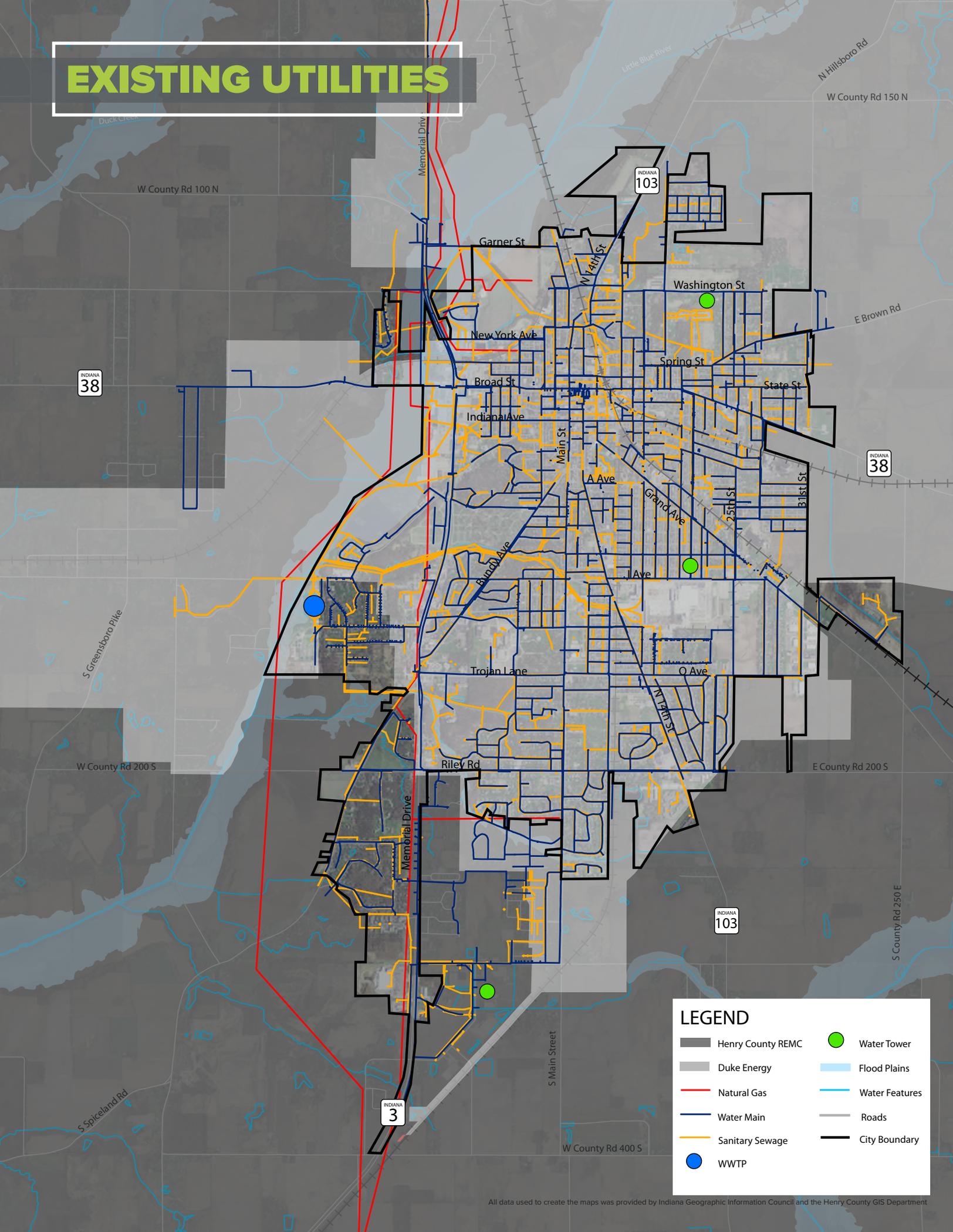
LEGEND

▊ Henry County REMC	●	Water Tower
▊ Duke Energy	▬	Flood Plains
▬ Natural Gas	▬	Water Features
▬ Water Main	▬	Roads
▬ Sanitary Sewage	▬	City Boundary
● WWTP		

All data used to create the maps was provided by Indiana Geographic Information Council and the Henry County GIS Department

RECOMMENDATIONS

THE ANALYSIS

Prior to making any recommendations for New Castle, it was critical for the consulting team to analyze the existing conditions of the community, understand all past planning efforts, learn about the proposed future projects, discuss the wants and needs of the community, and record observations that were made along the way. Each of these tasks informed the analysis map. The purpose of the analysis map is to provide a graphic representation of key findings during the planning process. The key findings shown on the analysis map support and/or influence the recommendations discussed in the plan and illustrated on the Future Land Use and Transportation Map.

Each call out box is color-coded to make it easier to identify common results. There are three categories;

- **General Observations** - These comments are shown on the Analysis Map in pink. These observations were developed mainly from reviewing GIS data and completing a windshield survey of the city.
- **Zoning and Land Use Observations** - These comments are shown on the Analysis Map in red. These observations are restricted to only zoning and land use challenges that were identified by reviewing the existing conditions data,
- **Planned Projects** - These comments are shown on the Analysis Map in green and identify significant projects that are under development.

Most of the comments on the Analysis Map have been migrated to the Future Land Use and Transportation Map to service as support or guidance as to why proposed changes were made to each map.

Map labels:

- W County Rd 200 N
- Duck Creek
- Little Blue River
- Memorial Drive
- Wilbur Wright Fish and Wildlife Area
- W County Rd 150 N
- N Hillsboro Rd
- Henry County Memorial Park
- W County Rd 100 N
- Development Opportunity but utilities will need to be extended
- INDIANA 103
- Development Opportunity but utilities will need to be extended
- Development Opportunity
- Garner St
- Proposed Ted Fitzgerald Memorial Trail- starts at school and goes through Osborne Park connecting to Hillsboro Rd.
- Proposed Movie Theater, Apartments, and Condos
- Washington St
- N 14th St
- E Brown Rd
- Zoned C2- all types of business and services including warehouse and storage facilities, as well as some light industrial. This is not conducive to the vision for downtown
- New York Ave
- Spring St
- Planned Plaza that will connect Downtown with Arts Park
- State St
- INDIANA 38
- Broad St
- Most of Memorial Drive is zoned C1- This district is designed and located in neighborhoods to accommodate the primary shopping and service needs of the locality.
- Indiana Ave
- State Roads usually act as primary roadways with high levels of traffic
- INDIANA 38
- Sanitary Sewage lines extend service into the county
- Westwood Gold Course
- INDIANA 38
- A Ave
- Main St
- 25th St
- 21st St
- Grand Ave
- Transition to Industrial due to conflicts between residential and adjacent industrial uses
- A lot of commercial currently located in the flood plain
- Former industrial uses, existing brownfield site, on-going clean-up efforts, has rail access
- Bundy Ave
- I Ave
- Sanitary Sewage lines extend service into the county
- Traffic congestion issues at major intersections along State Road 3
- Wastewater Treatment Plant is currently zoned R1
- Trojan Lane
- Q Ave
- N 14th St
- Potential road extension opportunity
- Majority of Industrial uses are located in this area
- Riley Rd
- W County Rd 200 S
- E County Rd 200 S
- Large recreation area Baker Park, Skate Park, and Baseball diamonds
- Secondary roadways were identified by common routes and connectivity to destinations and primary roadways
- Residential located in the county but New Castle supplies the utilities
- Memorial Drive
- Vacant commercial strip available for redevelopment
- S Greensboro Pike
- 2018- Sidewalk construction from school along Main St.
- INDIANA 103
- S County Rd 250 E
- Industrial uses located in the county but New Castle supplies the utilities
- S Main Street
- INDIANA 3
- S Spiceland Rd
- W County Rd 400 S

LEGEND

Primary roadway	Intersection Improvement
Secondary roadway	Active Railroad
Local roadway	Abandoned Railroad
Zoning/Land Use Observation	Flood Plains
General Observation	Water Features
Planned Project	City Boundary
Parks/Recreation	

> " **NEW CASTLE** IS AN **EVOLVING COMMUNITY** KNOWN FOR ITS **COMPASSION**, **GENEROSITY**, AND **COLLABORATION**. WE ARE **DEDICATED** TO **EMBRACING OUR PAST**, **MAXIMIZING TODAY**, AND **IMPROVING OUR TOMORROW** IN ORDER TO **ENHANCE** OUR **QUALITY OF LIFE** AND **ATTRACT DIVERSE PEOPLE** AND **THRIVING BUSINESSES**. "

THE COMMUNITY VISION

This community vision was created by the Steering Committee members for the purpose of this comprehensive plan update. The community vision is a statement that is unique to the personality and aspirations of the community. In a city that has seen many changes throughout the years, the community vision was designed to strike a balance between embracing the past, maximizing the present, and improving the future in order to create a successful community for people and business. The following goals, objectives, and strategies identified within this plan all strive to help the city achieve this community vision.

GOAL TOPICS

A comprehensive plan is important because it is the overarching plan to outline and guide the community to achieve its future vision. In order to do this, a comprehensive plan must address a wide range of topics that make up a community. These topics become the goals that influence the objectives and strategies within this plan. The goal topics for the City of New Castle Comprehensive Plan include -

LAND USE & DEVELOPMENT
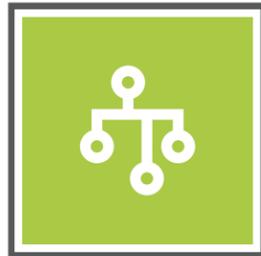
TRANSPORTATION & CONNECTIVITY

UTILITY INFRASTRUCTURE

HOUSING & NEIGHBORHOODS

ENVIRONMENT & SUSTAINABILITY

COMMUNITY SERVICES & FACILITIES

EDUCATION & WORKFORCE DEVELOPMENT

COMMUNICATION & IDENTITY

SPECIAL DISTRICTS

OBJECTIVE STATEMENTS

The Objective Statements are an important step in establishing a better understanding for the more detailed strategies mentioned later within this plan.

The objective statements are policy objectives related to each of the nine previously mentioned Goal Topics. These objective statements are aspirational in order to guide the community toward its future Goals and overall Community Vision. They were created using a variety of data and input. The main sources used when crafting these statements include -

- Past planning documents from the community
- Conclusions from the Analysis Map
- Input from the Vision and Values Online Survey
- Input from the Steering Committee
- Input from the various Stakeholder Groups
- Input from the Public Workshop Event

As a community, we should all strive to achieve these objective statements in order ot achieve our vision.

EXAMPLE GOAL & OBJECTIVE PAGE

GOAL TOPIC
Goal Statement

Objective Statements

Goal Related Images

LAND USE & DEVELOPMENT

Encourage orderly and responsible development to promote the health, safety, and quality of life of residents in New Castle while continuing to diversify the local economy and development/redevelopment opportunities.

OBJECTIVE STATEMENTS

- Organize appropriate land uses to meet low- and high-density uses while providing quality places to live, work, and play.

- Establish a land use pattern that supports the stability of existing residential neighborhoods.

- Support commercial, office, and industrial land use mix to provide a diversified tax base.

- Support existing land uses and mitigate conflicting land use patterns.

- Promote revitalization and residential infill within current boundaries of infrastructure and urbanized areas.

- Focus new growth at strategic locations that are part of economic development strategies and/or initiatives.

- Coordinate future land uses with changes in transportation, community facilities and utility infrastructure.

- Improve the county's collective ability to deliver attractive sites for development and redevelopment.

- Enhance the character and identity of the physical environment through the creation of district-specific design guidelines related to scale, form, massing, and connectivity.

- Allow for developments that are compact with convenient access to jobs, services, and amenities, while limiting those that are not.

- Promote mixed-use developments in the downtown urban center, special districts, and along primary or secondary thoroughfares where appropriate.

- Promote neighborhood commercial-type developments in the downtown.

- Support commercial development and redevelopment in established commercial districts.

- Support changes to the zoning code to encourage development and redevelopment and remove barriers to implementing the community vision.

Example Photos:

FUTURE LAND USE MAP

Future Single Family Residential

Future Senior Living Community

Planned church and baseball field facility

Proposed Movie Theater, Apartments, and Condos

Update zoning ordinance so that downtown allows for mixed use

Planned Plaza that will connect Downtown with Arts Park

Encourage and allow for commerical development on the east side of Memorial Drive to avoid flooding.

Transition to parks and recreation space due to the flood plain.

Transition to Industrial due to conflicts between residential and adjacent industrial uses

Former industrial uses, existing brownfield site, and on-going clean-up effort

Update zoning ordinance to correct this area. Wastewater Treatment Plan is currently zoned R1

Majority of Industrial uses are located in this area

Large recreation area Baker Park, Skate Park, and Baseball diamonds

Vacant commercial strip available for redevelopment

Industrial uses located in the county but New Castle supplies the utilities

LEGEND

Residential		Primary Roadway
Mixed Use		Secondary Roadway
Commercial		Local Roadway
Government/Civic		Gateway
Parks/Recreation		Active Railroad
Industrial		Abandoned Railroad
Zoning/Land Use Observation		Special District
General Observation		Flood Plains
Planned Project		Water Features

TRANSPORTATION & CONNECTIVITY

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

OBJECTIVE STATEMENTS

- Enhance and maintain an efficient transportation system using a hierarchy of transportation facilities and intersections.

- Coordinate an integrated system of vehicular, rail, air, pedestrian, and bicycle networks.

- Provide improved mobility through New Castle along key corridors.

- Utilize context-sensitive solutions to create roadways that are compatible with their physical environment and adjacent land uses.

- Coordinate the transportation network with appropriate land use development strategies.

- Coordinate with federal and state government regarding regional transportation projects like SR 3 Corridor improvements, airport improvements, or railroad improvements or abandonments.

- Maintain and implement the current Bicycle and Pedestrian Master Plan for implementation and phasing.

- Leverage the use of the rail network to support the local economy and economic development efforts.

- Ensure accessibility for police, fire, emergency, and school vehicles.

- Propose improvements for the intersections identified on the future land use and transportation map.

- Coordinate, communicate, and cooperate with funding agencies as it relates to completing transportation/utility improvements within project limits where possible.

Example Photos:

FUTURE TRANSPORTATION MAP

Proposed Ted Fitzgerald Memorial Trail- starts at school and goes through Osborne Park connecting to Hillsboro Rd.

Active Rail through industrial area

Evaluate and improve major intersections along SR 3

Plans to extend 31st Street

2018- Sidewalk construction from school along Main St.

LEGEND

** Data gathered from New Castle Bicycle + Pedestrian Master Plan, 2014

- Other Principle Arterial
- Minor Arterial
- Major Collectors
- Minor Collectors
- Local Roads
- Road Project Extension
- Planned On Road Routes*
- Planned Off Road Routes (Trails)*
- Planned Pedestrian Routes*
- Wilbur Wright Trail
- General Observation
- Planned Project
- Intersection Improvement
- Active Railroad
- Abandoned Railroad
- Flood Plains
- Water Features
- City Boundary

UTILITY INFRASTRUCTURE

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

OBJECTIVE STATEMENTS

- Maintain a high level of service for all infrastructure through continuous monitoring and evaluation.

- Improve or replace failing or deficient water, sewer system, and stormwater infrastructure.

- Remove local barriers to the installation, expansion or upgrading of broadband throughout the city.

- Coordinate utility infrastructure extensions with land use, growth, and economic development policies.

- Protect the groundwater resources to maintain the integrity of the water supplies (municipal and individual wells).

- Encourage and facilitate the individual use of stormwater management tools.

- Establish opportunities for coordination and communication among all water, sewer, electric, gas, and broadband providers to ensure efficient and cost-effective expansion.

- Engage in capital improvement planning to identify long-term utility projects and priorities.

- Establish policies and standards related to alternative energy.

- Ensure that all applicable land use and subdivision control regulations are an accurate reflection of the need to effectively deliver sustainable utility infrastructure.

- Coordinate, communicate, and cooperate with funding agencies as it relates to completing transportation/utility improvements within project limits where possible.

Example Photos:

HOUSING & NEIGHBORHOODS

Encourage the development of quality, affordable housing for residents of all income levels, while ensuring the livability of existing housing in existing neighborhoods.

OBJECTIVE STATEMENTS

- Foster safe, connected, and livable neighborhoods.

- Accommodate all housing types and densities.

- Encourage and support home ownership.

- Create opportunities for life-long residency (young professionals, young adults, families, and senior adults)

- Refine and enforce local ordinances and permit processes to encourage quality neighborhoods.

- Develop neighborhoods that are connected and supported by all necessary infrastructure.

- Redevelop neighborhoods and utilize infill in locations where necessary infrastructure, community services, and facilities exist.

- Modify local policies and regulations to accommodate housing developments and individual housing units suitable for an elderly population, and to the extent that they are different, for low-income residents.

Example Photos:
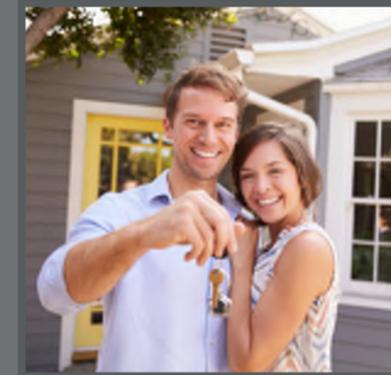
ENVIRONMENT & SUSTAINABILITY

Promote preservation of environmentally sensitive areas and ecosystems and increase conservation of air, water, and land resources in order to keep and maintain the natural features, resources, and character of the community.

OBJECTIVE STATEMENTS

- Reduce the risk of flood damage now and in the future by: restricting (re)development in the 100-year floodplain; expressly prohibiting (re)development in the 100-year floodway.

- Allow for both active and passive recreational opportunities within the 100-year floodplain where desirable.

- Prevent contaminants from reaching levels that present a risk to people's health and maintain a safe and adequate drinking water supply.

- Minimize conflicts between development and the natural environment.

- Protect, connect, and restore natural areas, including wood lots, wetlands, floodplains, and other ecologically sensitive areas.

- Improve and maintain air quality.

Example Photos:
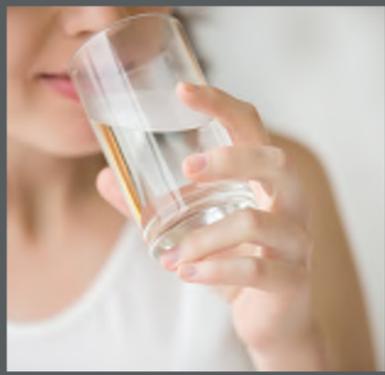
COMMUNITY SERVICES & FACILITIES

Ensure accessible, high-quality, efficient, and effective public amenities and community services to address the needs of both existing and future residents at all stages of life.

OBJECTIVE STATEMENTS

- Maintain a high level of service for all community facilities through continuous monitoring and evaluation (medical, police, and fire facilities)

- Maintain and strengthen north-south and east-west roadway networks to ensure that emergency responders can move about the city with relative ease.

- Provide quick and efficient emergency response from the time dispatch is called to the time emergency responders arrive on location.

- Coordinate with all service providers to establish policies and infrastructure to communicate effectively and continue to work as a team.

- Provide open space and recreation opportunities for current and future residents.

- Develop a trail system that connects education, recreation, cultural amenities, regional destinations, and regional trails.

- Support facilities and programming that enhance and promote park, recreation, and cultural destinations.

- Support programming and encourage collaboration to address local health and wellness issues.

Example Photos:

EDUCATION & WORKFORCE DEVELOPMENT

Create and support an environment that provides educational opportunities for lifelong learning and workforce opportunities that provide financially satisfying and intellectually satisfying employment to support a robust local economy.

OBJECTIVE STATEMENTS

- Establish an integrated approach to support post-secondary education.

- Allow for the incorporation of life skills course in school curriculum and training programs.

- Continue to support college credit courses in school curriculum and training programs.

- Support and encourage collaboration between educational institutions, local employers, and local workforce development partners to create opportunities for students.

- Promote and enhance local career pathways strategy or strategies that can offer continued training to advance a worker's skills, pay, and future employment opportunities over time.

- Provide high-quality early childhood development and Pre-K childcare options for residents.

- Support growth of existing businesses and attract new high-quality business opportunities that create jobs and wealth for residents.

Example Photos:

COMMUNICATION & IDENTITY

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

OBJECTIVE STATEMENTS

- Create a brand, identity, and environment that serves residents, visitors, and potential future partners and residents.

- Encourage and promote arts and culture throughout the community.

- Celebrate and grow local events and activities.

- Utilize the built environment to create a sense of place and identity.

- Preserve, enhance, and celebrate the local history of New Castle.

- Strengthen the digital presence, brand, and identity of New Castle.

- Create a media relations and marketing plan for regional city promotion.

- Employ the use of best practices in the creation, branding, and maintenance of each gateway, and give careful consideration to the need for wayfinding.

- Support and promote key points of interest to residents and visitors.

Example Photos:

SPECIAL DISTRICTS

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

OBJECTIVE STATEMENTS

- Provide safe and efficient access and connectivity to and within the special districts.

- Utilize unique environmental aesthetics and branding within overall brand to distinguish between districts.

- Encourage a mix of uses in the downtown core to create a pedestrian-focused environment, a live-work-play environment, and a vibrant heart of the community.

- Strengthen housing, retail, and demographic diversity in downtown.

- Identify and preserve historically significant features in downtown.

- Promote infill and redevelopment in downtown.

- Support the retention and addition of anchors to drive activity to the downtown.

- Explore creative funding opportunities and partners for housing and commercial projects in downtown.

- Balance the need to redevelop areas with a number of vacant, abandoned, or underutilized properties, with the desire to expand the developed area.

Example Photos:

STRATEGIES

While the objective statements are created to support the goal topics and the vision through policy, the strategies are used to implement the objective statements. Breaking down the community vision can provide recommendations that encourage action. Furthermore, the recommendations can include detailed strategies that help answer the questions - who? where? when? and how? The strategies listed within this plan were created using multiple sources of data and input. The main sources used to craft these strategies include -

- Unfinished/unimplemented strategies from past planning documents
- Input from the Online Vision and Values Public Survey
- Input from the Public Workshop Event
- Input from the Steering Committee Members
- Input from the various Stakeholder Groups
- Professional recommendations from demographic, mapping, and site analysis

Unlike the goal topics and objective statements, the strategies do not follow the same linear progression. At the detailed strategy level, it is likely that one strategy may influence multiple goal topics. Because of this, the strategies within this plan have been separated from the goal topics and objective statements into a strategy matrix.

EXAMPLE STRATEGY TABLE

Strategy Statement	Icons

Related Goals:
- Land Use & Development
- Transportation & Connectivity
- Utility Infrastructure
- Housing & Neighborhoods
- Environment & Sustainability
- Community Services & Facilities
- Education & Workforce Development
- Communication & Identity
- Special Districts

ICONS

Icons are used within the strategy matrix to identify the type of strategy, priority, and relative cost estimate. The icons used include -

Priority	Type	Cost
1ST PRIORITY	POLICY	HIGH COST
2ND PRIORITY	PROGRAM	MID COST
3RD PRIORITY	PROJECT	LOW COST

STRATEGIES

1. Create industrial sites within City Limits by utilizing acquisition, amending zoning regulations, conducting due diligence and publishing reports, creating fact sheets, identify incentives, and market sites to develop and redevelop suitable sites within the City of New Castle.

Priority	Type	Cost

2. Diagnose and update the zoning regulations to implement this comprehensive plan.

Priority	Type	Cost

3. Create a City Land Bank and establish a process to acquire properties in desired redevelopment areas.

Priority	Type	Cost

4. Create a Complete Streets policy and ordinance to strengthen connectivity and walkability within the community.

Priority	Type	Cost

5. Perform a corridor study for the purpose of improving the intersections of SR 3/Memorial Drive and Riley, Trojan Lane, and Bundy Street(s) for all mode of travel.

Priority	Type	Cost

6. Engage in Capital Improvement Planning to identify specific projects, funding sources, and prioritization for road, bicycle, pedestrian, water, sewer, stormwater, and other infrastructure related projects.

Priority	Type	Cost

7. Create an asset management plan for each utility system (water, sewer, and stormwater) to identify and prioritize utility infrastructure related projects.

Priority	Type	Cost

8. Encourage best practices in stormwater quantity and quality management for all new public and private infrastructure investments.

Priority	Type	Cost

9. Explore recreational and open space land uses and activities, such as trails and water recreation, within the riparian corridor of the Blue River and the 100-year floodplain.

Priority	Type	Cost

10. Develop policies for downtown related to housing and mixed-use (re)development.

Priority	Type	Cost

11. Utilize social media, websites, and other digital communications to connect community to government news, programs, events, and project updates.

Priority	Type	Cost

16. Adequately staff and fund the visitors' bureau, chamber of commerce, Main Street, and other tourism related organizations in order to strengthen branding, marketing, networking, tourism, and support within the community.

Priority	Type	Cost

12. Use local, state, and federal funding opportunities to adequately fund each department and city run organization so that they have the resources they need to, at a minimum, maintain and operate existing facilities and programs and pursue new projects.

Priority	Type	Cost

17. Continue to integrate, encourage, and expand Life after High School℠ Program, STEM Programs, Internships, Vocational Training, College Savings Plans, and other opportunities beyond traditional curriculum into the education system in order to strengthen the local workforce.

Priority	Type	Cost

13. Identify gaps and priorities to ensure that existing and future segments of the city's trail system connects to and provide access between the following types of destinations: schools, community centers, commercial shopping areas, government facilities, healthcare campuses, and parks, and residential neighborhoods.

Priority	Type	Cost

18. Complete a Public Art Master Plan to identify and prioritize additional sculptures, murals, streetscape amenities and other creative public art pieces.

Priority	Type	Cost

14. Maintain, an when necessary update the existing 5-Year Park and Recreation Master Plan to reflect the ever-changing demands and desires of the park and recreation-related projects within New Castle.

Priority	Type	Cost

19. Secure the funding needed to make necessary upgrades and improvements to the existing waste water treatment facility.

Priority	Type	Cost

15. Increase code enforcement activities to adequately enforce local regulations to ensure clean, safe, quality neighborhoods and commercial areas.

Priority	Type	Cost

20. Enhance public transportation services like providing fixed routes, fixed schedules and safe connections along routes and to stops.

Priority	Type	Cost

21. Create a unique identity for the Northside defining the district, utilizing wayfinding signage, and promoting and marketing the medical businesses within the district.	Priority	Type	Cost

22. Continue to pursue and investigate the feasibility of mixed-use development to create additional housing, recreation, and commercial development opportunities near the Henry County YMCA.	Priority	Type	Cost

23. Collaborate with community services and facilities, such as HOPE Initiative, ICAP, Henry County Hospital, Henry County YMCA, Schools, Churches, Senior Centers, EDC, Main Street, Chamber of Commerce, Henry County Convention and Visitors Bureau, and more in order to better disseminate news and information throughout the community.	Priority	Type	Cost

24. Study the 31st Street Extension to better understand the potential impacts to the overall transportation system and design the corridor accordingly.	Priority	Type	Cost

25. Design and install Ted Fitzgerald Memorial Trail through Osborne Park to make key connections to Hillsboro Road and future developments.	Priority	Type	Cost

26. Actively market and pursue industrial land uses that would utilize rail access at the former Firestone Factory site.	Priority	Type	Cost

27. Study and create marketing graphics to illustrate potential uses for the Payne Village Shopping Center – Former Marsh Store.	Priority	Type	Cost

28. Explore communication technology resources for all emergency responders to ensure practical and efficient working relationships during emergency situations.	Priority	Type	Cost

CRITICAL PATH STRATEGIES

Critical path strategies are the most essential strategies in achieving the vision and goals set forth by this plan. All of the strategies are important but the critical path strategies are actions that should be initiated and completed first. The critical path strategies are a combination of short-term projects that can create momentum and near-term progress for the community and committee members while others are long-term projects that may require a longer timeframe to complete but that are integral to achieving the community vision.

The critical path strategies identified from the list of previous strategies within this plan include:

- Diagnose and update the zoning regulations to implement this comprehensive plan.
- Create a City Land Bank and establish a process to acquire properties in desired redevelopment areas.
- Create a Complete Streets policy and ordinance to strengthen connectivity and walkability within the community.
- Develop policies for downtown related to housing and mixed-use (re)development.
- Utilize social media, websites, and other digital communications to connect community to government news, programs, events, and project updates.
- Increase code enforcement activities to adequately enforce local regulations to ensure clean, safe, quality neighborhoods and commercial areas.
- Complete a Public Art Master Plan to identify and prioritize additional sculptures, murals, streetscape amenities and other creative public art pieces.
- Enhance public transportation services like providing fixed routes, fixed schedules and safe connections along routes and to stops.

2. Diagnose and update the zoning regulations to implement this comprehensive plan.

Action Item(s)	Responsible Party/ Parties	Resources
2a. Develop and issue a Request for Information (RFI) to select a consultant (or team of consultants) to assist in the development and adoption of updates to the City's Unified Development Ordinance (the UDO. The updated UDO is expected to: • implement the Comprehensive Plan, • eliminate the need for variances that are continuously granted, • remove barriers to development, • clarify and streamline process and procedures of Board of Zoning Appeals and Plan Commission, • address specific changes as it relates to number and type of zoning districts, introduce mixed-use districts, relax parking restrictions, increase residential densities, restrict development in floodplain, streamline permitting processes, enhance code enforcement, reduce known land use conflicts, and allow for areas to transition from one land use category to another	• City • Plan Commission • BZA • EDC • Main Street • Chamber of Commerce	Professional Planning/ Zoning Expert

Example Photos:

3. Create a City Land Bank and establish a process to acquire properties in desired redevelopment areas.

Action Item(s)	Responsible Party/ Parties	Resources

3a. Study the benefits and legality of establishing a land bank.
 	
3b. Develop an ordinance to outline the land bank process.
• Use the following links as resources
   • https://iga.in.gov/static-documents/3/8/f/4/38f4e3f7/SB0232.05.ENRH.pdf
   • https://www.hudexchange.info/resources/documents/LandBankingBasics.pdf
   • https://www.hudexchange.info/resources/documents/LandBankAuthoritiesGuideforCreationandOperation.pdf
   • https://www.smartgrowthamerica.org/app/legacy/documents/sga_statepolicy_toolkit.pdf
 	
3c. Formally adopt the land bank through the City Council.
• Develop an ordinance to establish the Land Bank.
	• City
	• City Attorney
	• Planning Department
	• Housing Authority
		Land Bank Attorney/ Professional

Example Photos:

4. Create a Complete Streets policy and ordinance to strengthen connectivity and walkability within the community.

Action Item(s)	Responsible Party/ Parties	Resources
4a. Develop and adopt an ordinance to establish a Complete Streets policy/program to guide infrastructure investment that supports all modes of transportation.	• City, • EDC, • Main Street • Chamber of Commerce	State Department of Health, Professional Planning/ Landscape Architecture Consultant
4b. Create a Complete Street Master Plan/Alternative Transportation Plan to implement the Complete Streets Policy		
4c. Review development proposals and rezonings against the policy and ordinance to comply with connectivity goals and best practices.		
4d. Prioritize and incorporate improvements in the Master Plan/Alternative Transportation Plan		

Example Photos:

10. Develop policies for downtown related to housing and mixed use (re)development.

Action Item(s)	Responsible Party/ Parties	Resources
10a. Define Downtown Boundary	• City • Main Street • EDC • Chamber of Commerce	Professional Planning/ Landscape Architecture Consultant
10b. Develop and adopt a mixed-use downtown zoning district in order to achieve the desired vision and developments for downtown as part of overall zoning update or as a separate process.		
10c. Pursue additional phases and funding to the Downtown Façade Program to continue to incentivize downtown property owners to renovate and redevelop unique structures for both residential and non-residential uses.		
10d. Identify priority buildings downtown for upper-story rehab, determine funding resources and position for obtaining resources, incentives, tax credits, etc.		
10e. Update Downtown Revitalization Plan		
10f. Publish and promote policies, programs, and incentives		

Example Photos:

11. Utilize social media, websites, and other digital communications to connect community to government news, programs, events, and project updates.

Action Item(s)	Responsible Party/ Parties	Resources
11a. Create a Communications and Marketing Plan to address branding, logo, website, and all communications.	• City • Main Street • EDC • Chamber of Commerce	Consultant, New Castle Visitor Bureau
11b. Make sure all current ordinances, meeting minutes, codes, plans, and contact information is up-to-date on the website for all government departments.		
11c. Develop an interactive community calendar		
11d. Modify and update city website to fit overall branding design that is established in the Communication and Marketing Plan.		
11e. Continue to maintain and update all social media pages and apps.		

Example Photos:

15. Increase code enforcement activities to adequately enforce local regulations to ensure clean, safe, quality neighborhoods and commercial areas.

Action Item(s)	Responsible Party/ Parties	Resources
15a. Study and amend code enforcement policies and ordinances related to: • notice procedures • evaluate fees for permits related to maintenance • evaluate procedures of BZA and Plan Commission	• City • Plan Commission • BZA	Professional Planning Consultant
15b. Evaluate staffing and responsibilities against policies and ordinances and explore staffing and responsibilities of a building commissioner		
15c. Create a schedule for focused enforcement by neighborhood and publish and communicate map and schedule. Publish and communicate policies and tools for cleanup and compliance to community residents.		

Example Photos:

18. Complete a Public Art Master Plan to identify and prioritize additional sculptures, murals, streetscape amenities and other creative public art pieces.

Action Item(s)	Responsible Party/ Parties	Resources
18a. Explore and identify a funding source for a Public Art Master Plan	• City • Main Street • EDC • Chamber of Commerce • Tourism/ Visitors Bureau	Professional Planning/ Landscape Architecture Consultant, Indiana Arts Commission, Indiana Office of Tourism Development
18b. Develop and issue a Request for Information (RFI) to select a consultant (or team of consultants) to assist in the development and adoption of a Public Art Master Plan to include: • Identify locations for potential public art • Identify appropriate styles of public art • Identify potential funding and resources of public art • Network and collaborate with local artists and organizations • Develop a sense of community identity		
18c. Upon completion and adoption, explore implementation funding for action items identified in master plan.		

Example Photos:

20. Enhance public transportation services like providing fixed routes, fixed schedules and safe connections along routes and to stops.

Action Item(s)	Responsible Party/ Parties	Resources
20a. Identify areas of New Castle without access to public transportation and the most appropriate destinations/locations for additional bus stops.	• City • New Castle Community Transit • Schools • EDC	Professional Transportation Planning Consultant

20b. Develop and adopt a Public Transportation System Master Plan that focuses on:
    • Policies
    • routes and schedules
    • fares and pricing
    • partnerships and funding sources
    • implementation plan		

20c. Integrate the master plan with pedestrian and bicycle improvements and overall capital improvement plan		

Example Photos:
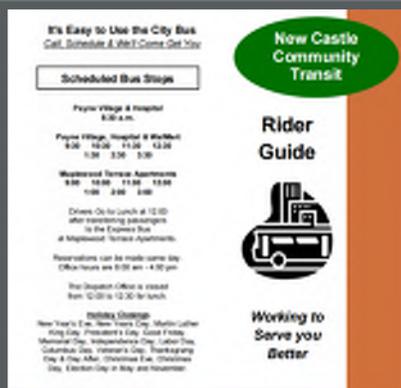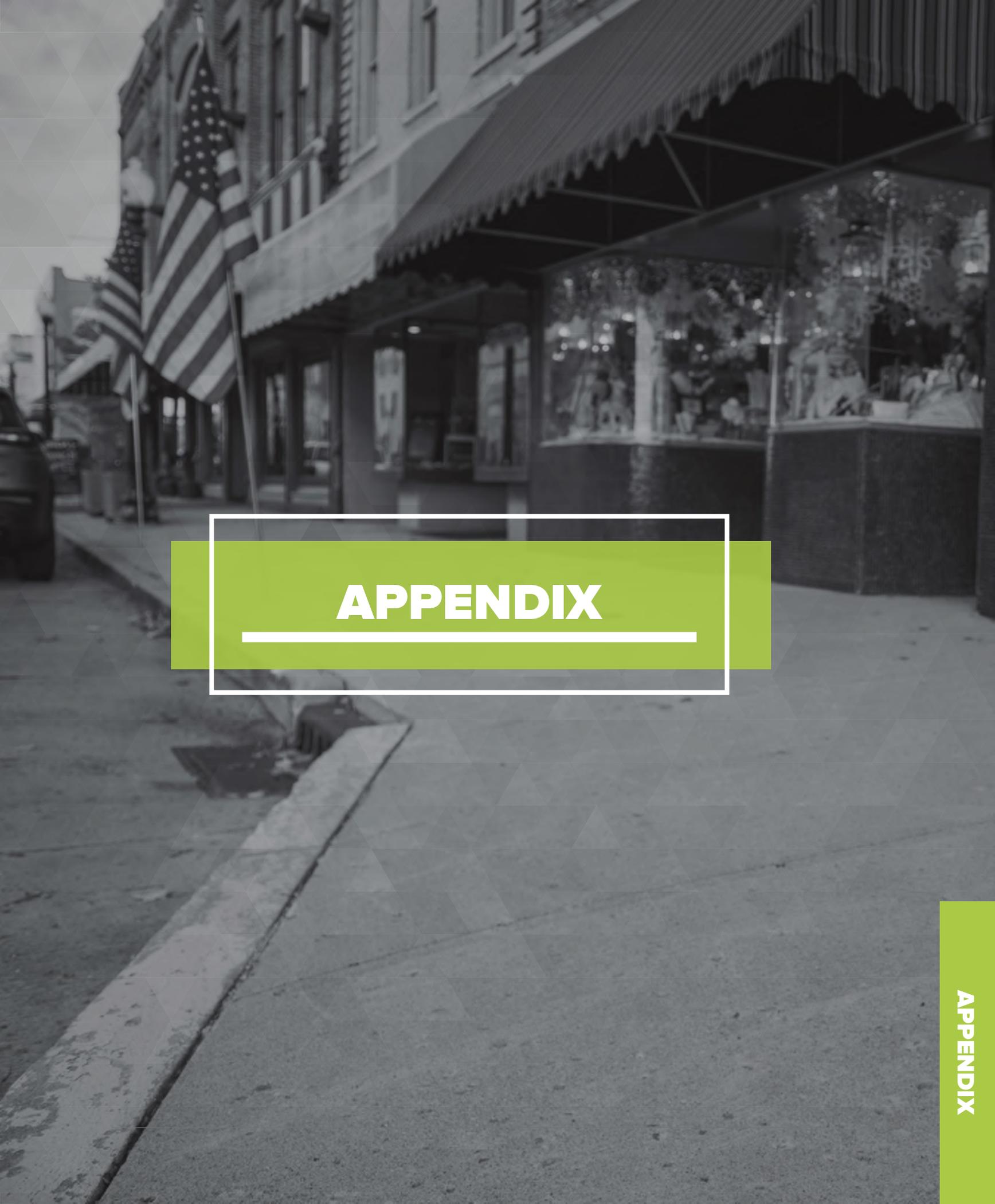
APPENDIX

CITY OF
NEW CASTLE COMPREHENSIVE PLAN

ONLINE SURVEY RESULTS

470 TOTAL PARTICIPANTS

HOW PEOPLE HEARD ABOUT THE SURVEY...

26.16%
10.13%
63.71%
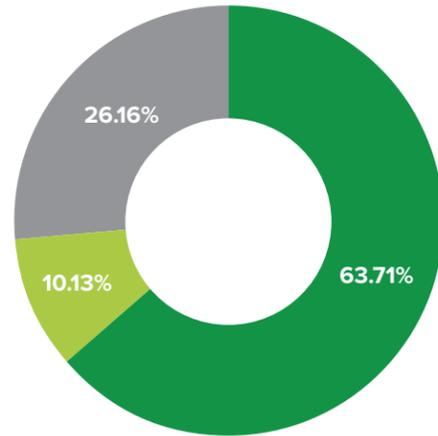
- ■ Social Media
- ■ Family or Friend
- ■ Other (mainly teachers, newspaper, and EDC email)

WHERE DO YOU **WORK**?
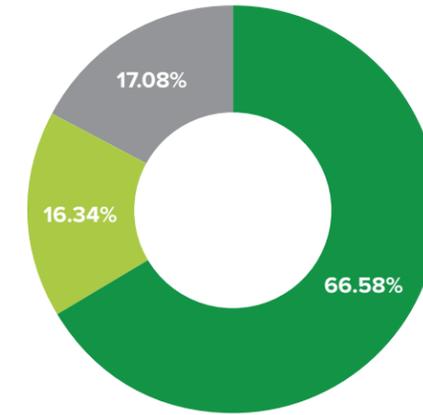
17.08%
16.34%
66.58%

- ■ Inside New Castle city limits
- ■ Outside New Castle city limits but elsewhere inside Henry County
- ■ Outside of Henry County

WHERE DO YOU **LIVE**?
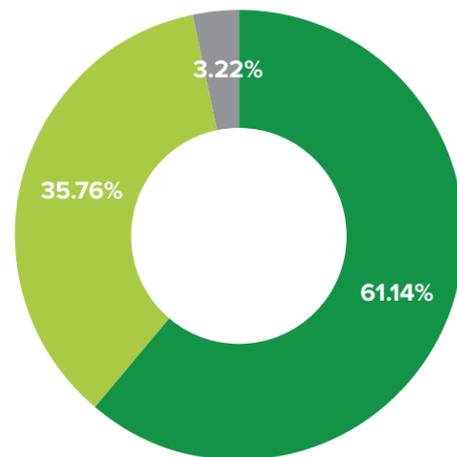
3.22%
35.76%
61.14%

- ■ Inside New Castle city limits
- ■ Outside New Castle city limits but elsewhere inside Henry County
- ■ Outside of Henry County

WHERE DO YOU **PLAY**?

19.55%
4.70%
12.38%
63.37%

- ■ Inside New Castle city limits
- ■ Outside New Castle city limits but elsewhere inside Henry County
- ■ Outside of Henry County
- ■ All of the above

TOP 10 COMMUNITY VALUES

Value	
Roads and Bridges	284
Community Gathering Spaces	
Parks and Recreation	294
Community Services and Utilities	195
Primary and Secondary Education	234
Higher Education	
Single Family Residential	
Apartments for Young Adults and Families	
Townhouses and Condos	
Social Services	
Sidewalks and Trails	228
Open Space and Nature Preserves	
Agriculture	
Vibrant Downtown	215
Environmental Sustainability	
Public Arts and Culture	
Community Identity	
Diverse and Balanced Economy	166
Healthy and Safe Community	281
Cell, Cable, and Internet Service	177
Diverse Quality jobs	255
Entrepreneurship	
Other (please specify)	

TOP 5 COMMUNITY VALUES

Value	
Roads and Bridges	192
Community Gathering Spaces	
Parks and Recreation	151
Community Services and Utilities	
Primary and Secondary Education	162
Higher Education	
Single Family Residential	
Apartments for Young Adults and Families	
Townhouses and Condos	
Social Services	
Sidewalks and Trails	
Open Space and Nature Preserves	
Agriculture	
Vibrant Downtown	
Environmental Sustainability	
Public Arts and Culture	
Community Identity	
Diverse and Balanced Economy	
Healthy and Safe Community	188
Cell, Cable, and Internet Service	
Diverse Quality jobs	142
Entrepreneurship	
Other (please specify)	

WHAT I **LOVE** ABOUT NEW CASTLE...

MY **FAVORITE** THING ABOUT NEW CASTLE IS...

- HOME
- COMMUNITY
- LOCATION
- PARKS
- HISTORICAL

- FIELDHOUSE
- COMMUNITY
- HOME TOWN
- BELONGING
- DOWNTOWN

WE HAVE THE BEST...

SmallTownValues VolleyballTeam
CommunityInvolvement
Hospital AthleticPrograms
ArtsPark Mayor FastFood
Heritage
PublicLibrary CommunitySupport
PawnShop
MemorialDayParade People SportsTeams
ElectedOfficials
Families skatepark
churches Schools BikeTrail
Potential
Fieldhouse
Potholes museum
Teachers Volunteers YouthAthletics Attitude
Land Neighbors
VocationalProgram Parks
HolidayDisplay Fireworks
Tenderloins MovieTheater
Water Trails Rural
Food King
Donuts
CareerCenter
I-70Access
MusicProgram
PoliceDepartment
Community
NonprofitOrganizations
Farmers'Market SmallBusinesses
BasketballTeam

- PARKS
- FIELDHOUSE
- SCHOOLS
- PEOPLE
- PUBLIC LIBRARY

I HAVE TO TELL YOU ABOUT...

WestwoodPark
MayorGregYork
MainStreetProgram Jack'sDonuts
FutureHousingHurdles
trails EarlyBirdDiner affordability
IceHouseSteakSandwiches MemorialPark
Fieldhouse
airport SummitLakeStatePark Armory
LosAmigos CruisingBroadStreet NCAthletics
EquineFacilities ArtsAssociation HealthScienceProgram RoseBowl
Library Primo TheHopeInitiative crime
TacoBell TrojanMarchingBand MainStreetMingles
HistoricalSociety RuralKing roads music
Downtown skatepark Parkspeople WaterManagement
litter HSVocationalProgram income
volunteering BeautifulOlderHomes History
potholes CommunityFoundation meth
ArtsPark Life charities HCCommunityBand
generosity schools GreatLakesChampions housing
mistrust CastleTheatre
RelayforLife

- PARKS
- TROJAN MARCHING BAND
- ARTS ASSOCIATION
- VOLUNTEERING
- FIELDHOUSE

WE HAVE A WORLD CLASS...

CommunityFoundation
IndoorPercussionEnsemble Hospital
Agriculture **Parks** MainStreet
Library VocationalSchool
Teachers **Community**
Go-Karting
CareerCenter **skatepark** BaseballLeagues
Farmer'sMarket
Fieldhouse
Leaders
Choir **HallofFame** Mayor
Manufacturing **Schools** GymnasticCenter
Cemetery
HorseShowFacility **People** donuts
YMCA
AmateurSportsProgram
MusicDepartment

- FIELDHOUSE
- HALL OF FAME
- SKATE PARK
- LIBRARY
- SCHOOLS

I BET YOU DIDN'T KNOW...

MusicProgram
WilburWright
MarchingBand
WestwoodLake
AgingPopulation
CloudgateSculptureSteelPlates
UnifiedTrackTeam
CatherineWinters
ArtsPark VocationalProgram
AmericanBeautyRose
BluegrassMusicians
VolunteerOpportunities
IndoorPercussionEnsemble DogPark
WinningestWrestlingCoach HistoricalMuseum
GreatChoirDepartment
PrimoOneofLargestPrivatePrisonsinAmerica
Courier-Times **GreatParks** StateChampionships CareerCenter
Mr.Basketball HistoricNeighborhood
RoseCity **LibraryPrograms** OptimistClub
skatepark **HallofFame** SleddingHill
SteveAlford factories
BiggestFieldhouse
parades **Hospital**
DowntownRevitalization
DrainageIssues **Trails** HeadStart
Visitors
FiberOpticInternet
Kell-FrenchPiano
OvercrowdedJails
SmallBusinesses
ElChilePoblanos
EarlyBirdDiner
RaintreeCounty
RobertIndiana
HuntingRange
MemorialPark
WaterSupply
DrugProblem

- BIGGEST FIELDHOUSE
- HALL OF FAME
- LIBRARY PROGRAMS
- GREAT PARKS
- TRAILS

WE ARE THE BEST AT...

PEOPLE FROM EVERYWHERE COME HERE FOR...

- WORKING TOGETHER
- COMING TOGETHER
- DOING THE MOST
- SUPPORTING
- COMMUNITY INVOLVEMENT

- HALL OF FAME
- FIELDHOUSE
- HORSE SHOWS
- PARKS
- FIREWORKS

MY WISH FOR NEW CASTLE IS...

- BETTER JOBS
- MORE JOBS
- DOWNTOWN BUSINESSES
- NICER ROADS
- VIBRANT DOWNTOWN

WE NEED MORE OF...

- COMMUNICATION
- CAREERS
- SHOPPING
- DOWNTOWN BUSINESSES

WE **NEED** NEW...

PublicTransportation

PlaygroundEquipment
UpgradedSeniorHousing
DevelopmentRegulations

Apartments

Doctors
Businesses Art
Parks

Infrastructure
CellTowers **Restaurants** Industry
Government StreetLights
UpdateSchools

TourismPlan **MovieTheater** Residents
Architecture CityBuilding

Houses Jail Vision Outlook **Jobs** **Roads**

ElementarySportsFields People CommunityBuilding

DowntownBusinesses

Mayor Ideas YouthOrganization
SmallStores MiddleSchoolPool

ElementarySchoolTech
Sidewalks WayfindingSigns
Streetscapes
Schools ParkRestrooms
Groceries HangoutSpots
DrugTreatmentFacility TrashCans
CityDevelopmentPlans
InternetProvider
SewageSystem
BandRooms

- JOBS
- DOWNTOWN BUSINESSES
- SMALL STORES
- RESTAURANTS
- SIDEWALKS

WE **NEED** TO **FIX**...

PovertyRate
DilapidatedNeighborhoods
SewerSystem
DrugProblem
Sidewalks

PoolSchedule BroadStreet
Budget BikeTrails
PublicImage

Bigotry
OurReputation
AbandonedHomes
Infrastructure
SchoolPlayground
ConstructionTime
RecyclingProgram
TrafficLightTiming

Schools
Roads
Parks Jail
ParkEquipment EDC
CrimeRate

PublicTransportation
OuterDriveDrainage
HousingCrisis
Downtown
InvestmentAttitude
UnemploymentRate
CityGovernment
Communication
OldBuildings
RoadFlooding
OurCommunity
BandRoom
GovernmentCorruption
CountyRoads

- SIDEWALKS
- ROADS
- NEIGHBORHOODS
- DRUG PROBLEM
- POVERTY

WE NEED LESS OF...

DividingIssues GovernmentEmployees
TaxRaises NewMedicalBuildings skateparks
"Good-old-boy" Politics WindFarmTalk
Parks FocusOnCollegeVS.Trade DowntownFocus
WaterBillFees Criticism StoplightsOnIndiana
CellphoneStores EntryLevelJobs
OfficeSpace FastFood WastefulSpending
Pocket-parks LowIncomeHousing
IllegalDrugs Bullying
Vandalism Potholes
Poverty Negativity CareerPoliticians
Drug-relatedCrime RoadConstruction
EmptyParkingLots JunkyYards 4-way-stops
GasStations AbandonedBuildings
LifetimeResidents Crime
LiquorStores&Bars SubsidizedHousing
housing OverlappingCommittees Talking

- ILLEGAL DRUGS
- FAST FOOD
- NEGATIVITY
- JUNKY YARDS
- CRITICISM

WE NEED BETTER...

Healthcare
SnowRemoval
ParkRestrooms
EntrepreneurPrograms
GradeschoolMaintenance
InfrastructureMaintenance
CommunityGardens&Orchards Housing
Entertainment Politicians
ParkMaintenance HangoutSpots
Police Recreation
publicity Communication
Schools Income
Groceries Restaurants RetailStores
journalists SeniorHousing
SportsClubOpportunities Roads BuildingCodeEnforcement
At-RiskYouthSolutions AttitudesAboutChange
PlaygroundEquipment CommunityInvolvement
LibrarySecurity SchoolAdministration DaycareOptions
MovieTheater PublicTransportation Opportunities
Bike-lanes InternetConnectivity Cooperation
VocationalTraining
BusinessIncentives
EMS&FirefighterPay
WorkoutFacilities
GatewayAppearance
ConstructionTeams
HostingFacilities
SchoolFacilities
FundManagement
TrashService
Technology
Hospitals Sidewalks
Marketing

- RESTAURANTS
- COMMUNICATION
- ROADS
- PARK MAINTENANCE
- ENTERTAINMENT

WE NEED TO REPLACE...

HallofFameTax
DowntownTrashCans
BikePartsAroundTown WaterSystem
FairGrounds@MemorialPark StateRoad3
SewerSystem BakerParkBasketballGoals BlightedAreas
DowntownBusinesses Drainage@3
Walmart PlaygroundEquipment
OldThoughts
Run-downBuildings
UnderperformingOfficials RailroadTracks
ResistanceToChange Jobs CityCouncil
OldAttitudes DoughBoy
UndersizedFlags Mayor
Bridges

Drugs CitySigns
Lights Downtown
Teachers School Jail Fast-foodPlaces
Factories
PayneVillage sidewalks
FieldhouseSeats Police
RailroadCrossings HighschoolTennisCourts
ConstructionTeam Roads CountyCommissioners
SignalEquipment CodeEnforcementTeam
FailingHousing
Chrysler ParkEquipment
Marsh
UnlivableHomes WelfareSystem
MovieTheater
DowntownWindowDisplays
"GoodOldBoy"System
DowntownParking

- ROADS
- PARK EQUIPMENT
- RUN-DOWN BUILDINGS
- SIDEWALKS
- OLD ATTITUDES

WE NEED TO GET BETTER AT...

AdmittingFaults
ImprovingDowntown funding
RepresentingConstituents
transparency Recycling
CivilDiscourse BuildingIdentity
CreatingJobs School Sports ClearingSnow
Sustainability
ListeningToYouth CelebratingSuccess AcceptingChange
PoolingResources planning PromotingNewCastle
MakingADifference RetainingYouth Kid-FriendlyAreas
PayingTeachers EconomicDevelopment ThinkingOutsideTheBox Friendship EmptyingDowntownTrash
FixingRoads SeparateChurch&State caring Compromise ParentingSkills
ElderlyCare FundingSchools
BeingPositive Listening WorkingFaster
CollectiveVision Education StopBullying
DoingThingsRight PreventingDrugUse CrimeWatch
CivicPride
DevelopingSmallBusiness Diversity Inclusivity
ActiveCommunity Communicaton
CommunityInvolvement ResponsibleSpending
CommunityEvents Discussion
CompletingTasks ChildhoodInvolvement
Picking-UpTrash UsingOutsideExamples
EnforcingOrdinances
AssistingStudents
SavingHistoricBuildings
EnforcingDrugLaws
Maintenance

- CREATING JOBS
- PREVENTING DRUG USE
- PROMOTING NEW CASTLE
- ACCEPTING CHANGE
- COMMUNICATION

WE NEED TO
DO SOMETHING ABOUT...

NIMBYIssues
Homelessness
YouthPrograms
ParkVolunteers
EarlyChildhoodEducation
I-70Growth
Poverty
School
PoorLighting
Jobs
CitizenHealth
PolicePresence
Vandalism
ChildhoodHunger
Crime
KidActivities
CombinedSewerSystem
Sidewalks
GovernmentAccountability
Bullying
OutsourcingOnLocalProjects
14thStreet
RisingUtitliyBills
Roads
Pollution
EvergreenLibrary
Sports
NewCastleAirport
Litter
PoliticalDivisiveness
Drugs
PropertyValues
Signage
People
Downtown
PublicTransportation
LoiteringAtLibrary
WaterProblems

- DRUGS
- ROADS
- CRIME
- JOBS
- POVERTY

WE NEED TO **THINK ABOUT**...

CapitalizingOnNearbyExpansion
CommunityIdentity
NewJail
BringingInNewBusinesses
RetainingYouth
Downtown
IncentivizeBuilders
SidewalksAlong3
EffectsOfCountyWindFarms
CommunityAppearance
Planning
NeedForChange
OurVision
Jobs
PublicTransportation
Education
EffectsOfDrugs
CurbsideRecycling
CommunityInvolvement
Sportsplex
BecomingADestination
GunSafety
Safety
FixingRoads
SavingOurHistory
SpendingMoney
PurdueDept.ofAg
AdditionalPolice
Funding
AdditionalSportsFacilitiesAtHS
TaxBaseImprovements
TheFuture
ThoseLessFortunate
People,notPoliticians
EngagingMorePeople
RacialJustice
PreservingOurLandscape
PedestrianSafety
DrugProblem
BeingThankful
GenderEquality
TechIndustry
Roundabouts
Diversity
Workers
PromotingNewCastle
School
Communication
TeenagersActivites
Kids
EnvironmentalImpact
Zoning&Planning
HempIndustry
SexEducation

- THE FUTURE
- PROMOTING NEW CASTLE
- COMMUNITY APPEARANCE
- JOBS
- FIXING ROADS

CITY OF
NEW CASTLE COMPREHENSIVE PLAN

12.12.17 PUBLIC WORKSHOP RESULTS

VISION STATEMENT

"New Castle is an evolving community known for its compassion, generosity, and collaboration. New Castle is dedicated to providing a healthy lifestyle, improving our identity, and preserving our history in order to enhance the quality of life and attract diverse people and thriving businesses."

THE VISION STATEMENT...	I AGREE	I DISAGREE
is proactive.	4	We have lost too many downtown buildings to decay.
reflects our community values.	4	Ordinances need to be followed and enforced
is inspirational.	4	
is realistically attainable.	5	
creates a competitive edge for the community.	3	
requires innovative local governance, organizational collaborations, and partnerships.	4	
requires the community to embrace change.	6	
Thoughts/Comments:	I want this statement to be more concise. I do agree with it - but needs to be shorter.	

COMMUNITY VALUES
TOP 5

PARKS AND RECREATION – FACILITIES AND PROGRAMMING — 6

SIDEWALKS, TRAILS, AND PEDESTRIAN CROSSINGS — 6

PRIMARY AND SECONDARY EDUCATION — 4

COMMUNITY IDENTITY — 1
Hi my name is

OPEN SPACE AND NATURE PRESERVES — 1

SUSTAINABILITY AND ENVIRONMENT — 1

HIGHER EDUCATION AND VOCATIONAL TRAINING — 1

SOCIAL SERVICES — 1

ROADS, BRIDGES AND TRANSIT — 1

COMMUNITY SERVICES (UTILITIES, TRASH PICKUP, ETC.) — 1

VIBRANT DOWNTOWN — 3

PUBLIC ART AND CULTURAL AMENITIES

DIVERSE, QUALITY JOBS — 1

SINGLE FAMILY RESIDENTIAL – TRADITIONAL

SINGLE FAMILY RESIDENTIAL – TOWNHOUSES/CONDOS

APARTMENTS - YOUNG ADULTS AND FAMILIES — 1

DIVERSE AND BALANCED LOCAL ECONOMY

COMMUNITY HEALTH AND SAFETY — 5

COMMUNITY GATHERING SPACES

OPPORTUNITIES FOR ENTREPRENEURSHIP

MAPPING EXERCISE

GENERAL NOTES

Downtown parking not well identified, ID as short term (2HR)

No lighted crosswalks on Memorial Dr./SR 3

Need for more grocery stores

Too many access points entering businesses at Indiana and SR 3
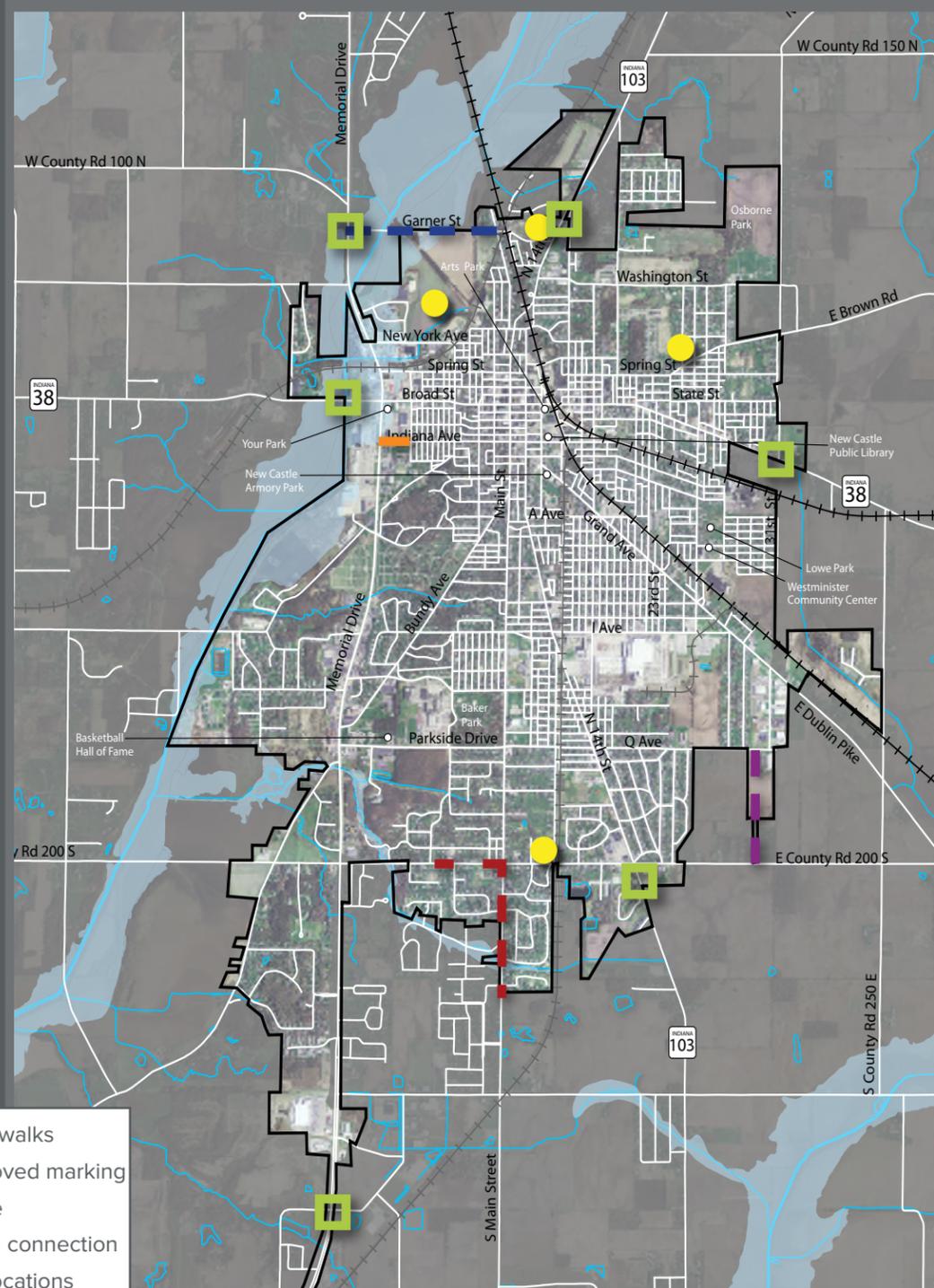
Legend:
- Needs sidewalks
- Need improved marking
- Traffic Issue
- Future road connection
- Gateway locations
- Residential locations

LAND USE & DEVELOPMENT

GOAL: Encourage orderly and responsible development to promote the health, safety, and quality of life of residents in New Castle while continuing to diversify the local economy and development opportunities.

OBJECTIVE STATEMENTS...	I AGREE	I DISAGREE
Organize appropriate land uses to meet low and high density uses while providing quality places to live, work, and play.	6	
Establish land use patterns that support the stability of existing residential neighborhoods.	6	
Support a commercial, office, and industrial land use mix in order to provide a diversified tax base.	6	
Support existing land uses and mitigate conflicting land use patterns.	6	
Promote revitalization and infill within current infrastructure boundaries and the urbanized area.	6	
Focus new growth at strategic locations that are consistent with economic development strategy or initiatives.	5	
Coordinate future land uses with changes in transportation, community facilities, and utility infrastructure.	6	
Enhance the character and identity of the physical environment through the creation of district specific design guidelines related to scale, form, massing, and connectivity.	5	
Allow for developments that are compact with convenient access to jobs, services, and amenities, while limiting those that are not.	5	
Seek out areas for new mixed-use developments in downtown urban centers, and along primary or secondary thoroughfares.	5	
New neighborhood or community commercial developments should be limited to the downtown area.	1	- Not limited to downtown - - Shouldn't be just downtown - - We have a city in need - not just a few blocks "downtown" -
Improve the county's collective ability to deliver "shovel-ready" sites for (re)development.	6	

TRANSPORTATION & CONNECTIVITY

GOAL: Enhance connections throughout the city for improved safety, function, and efficiency for all modes of transportation including vehicular, rail, air, bicycle, and pedestrian networks.

OBJECTIVE STATEMENTS...	I AGREE	I DISAGREE
Enhance and maintain an efficient transportation system using a hierarchy of transportation facilities and intersections.	6	
Coordinate an integrated system of vehicular, rail, air, pedestrian, and bicycle networks.	7	
Provide improved mobility through New Castle along key corridors.	6	
Utilize context-sensitive design principles to create roadways that are compatible with their physical environment and adjacent land uses.	5	
Coordinate the transportation network with appropriate land use development strategies.	5	
Coordinate with federal, state, and local government regarding regional transportation projects like SR 3 Corridor improvements, airport improvements, or railroad improvements or abandonments.	5	
Utilize the Bicycle and Pedestrian Master Plan for implementation and phasing.	9	
Enhance utilization of the rail network to support local economy and economic development efforts.	2	How can be control rail unless we build bridges?
Ensure accessibility for police, fire, emergency, and school vehicles.	5	
Ensure that existing and future segments of the city's trail system(s) connect to and provide access between the following types of destinations: schools, community centers, commercial shopping areas, government facilities, healthcare campuses, and parks, and residential neighborhoods.	7	
Propose improvements for the intersections identified on the future land use and transportation map.	4	

UTILITY INFRASTRUCTURE

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

OBJECTIVE STATEMENTS...	I AGREE	I DISAGREE
Maintain a high level of service for all infrastructure through continuous monitoring and evaluation.	4	
Improve or replace failing or deficient water, sanitary sewer and stormwater infrastructure.	4	
Remove local barriers to the installation, expansion or upgrading of broadband throughout the city.	4	
Coordinate utility infrastructure extensions with land use, growth, and economic development policies.	4	
Protect the groundwater resources to maintain the integrity of the water supplies (municipal and individual wells).	4	
Establish opportunities for coordination and communication among all water, sewer, electric, gas, and broadband providers to ensure efficient and cost-effective expansion.	4	
Encourage and facilitate the individual use of stormwater management tools.	4	
Engage in capital improvement planning to identify long-term utility projects and priorities.	5	
Establish policies and standards related to alternative energy.	4	
Ensure that all applicable land use and subdivision control regulations are an accurate reflection of the need to effectively deliver sustainable utility infrastructure.	4	

HOUSING & NEIGHBORHOODS

GOAL: Encourage the development of quality, affordable housing for residents of all income levels, while ensuring the livability of existing housing in existing neighborhoods.

OBJECTIVE STATEMENTS...	I AGREE	I DISAGREE
Create safe, connected, and livable neighborhoods.	8	
Provide housing type and density diversity.	5	
Encourage and support home ownership.	7	
Create opportunities for life-long residency (young professionals, young adults, young families, families, senior adults).	8	
Refine ordinances, code enforcement, and permit processes to encourage quality neighborhoods.	7	
Adequately staff and fund code enforcement activities.	5	
Develop neighborhoods that are connected and supported by all necessary infrastructure.	7	
Redevelop neighborhoods and utilize infill in locations where necessary infrastructure, community services, and facilities exist.	5	
Modify local policies and regulations to accommodate housing developments and individual housing units suitable for an elderly population and low-income residents.	6	

ENVIRONMENT & SUSTAINABILITY

GOAL: Promote preservation of sensitive areas and systems and increase conservation of air, water, and land resources keep and maintain the natural features, resources and character of the community.

OBJECTIVE STATEMENTS...	I AGREE	I DISAGREE
Develop a system of trails that connect education, recreation, cultural amenities, regional destinations and other regional trials.	8	
Reduce the risk of flood damage now and in the future by restricting (re)development in the 100-year floodplain.	7	
Allow for both active and passive recreational opportunities within the 100-year floodplain where desirable.	6	
Prevent contaminants from reaching levels that present a risk to people's health and maintain a safe and adequate drinking water supply.	7	
Protect scenic view sheds and rural character.	6	
Minimize conflicts between development and the natural environment.	6	
Protect, connect, and restore natural areas, including wood lots, wetlands, floodplains and other ecologically sensitive areas.	5	
Improve and maintain air quality.	6	

COMMUNITY SERVICES & FACILITIES

GOAL: Ensure accessible, high-quality, efficient, and effective public facilities and services, and community support services, to address the needs of both existing and future residents at all stages of life.

OBJECTIVE STATEMENTS...	I AGREE	I DISAGREE
Maintain a high level of service for all community facilities through continuous monitoring and evaluation (medical, police, fire facilities).	7	
Establish an integrated approach to support school system to support various 'after high school paths'.	7	
Determine future needs for open space and recreation.	6	
Adequately fund each taxing agency so that they have the resources they need to, at a minimum, maintain and operate existing facilities and programs.	6	- Agree, but after maintaining and fully developing existing open space and recreation -
Maintain and strengthen roadway networks to ensure that emergency responders can move about the county with relative ease.	7	
A community that ensures an easy construction process to site, permit, license, and construct dependent care facilities and early childhood learning centers.	8	
A community that provides quick and efficient emergency response from the time dispatch is called to the time emergency responders arrive on location.	7	
A community that enhances existing park and recreation destinations.	7	

EDUCATION & WORKFORCE DEVELOPMENT

GOAL: Create and support an environment that provides educational opportunities for lifelong learning and workforce opportunities that provide financially satisfying and intellectually satisfying employment.

OBJECTIVE STATEMENTS...	I AGREE	I DISAGREE
Establish an integrated approach to support post-secondary education.	7	- I think we already have this -
Allow for the incorporation of life skills course and college credit course in school curriculum and training programs.	6	
Integrate Life after High SchoolSM Program, STEM Programs, and College Savings Plans into the education system.	7	
Support and encourage collaboration between educational institutions, local employers, and local workforce development partners to create opportunities for students.	6	
Promote and enhance local career pathways strategy or strategies that can offer continued training to advance a worker's skills, pay, and future employment opportunities over time.	6	
Reduce or remove (local) barriers to siting, permitting, licensing, or constructing early childhood learning establishments.	7	
Provide high-quality early childhood development and Pre-K childcare options for residents.	9	
Support growth of existing businesses and attract new high-quality business opportunities that create jobs and wealth for residents.	7	

IDENTITY & COMMUNICATION

GOAL: Create a community brand and identity for New Castle to promote a true community image for citizens, businesses, and visitors and utilize marketing and outreach to communicate progress between and among governmental and non-governmental groups.

OBJECTIVE STATEMENTS...	I AGREE	I DISAGREE
Create a brand, identity, and environment that serves residents, visitors and potential future partners and residents.	6	
Encourage and promote arts and culture throughout the community.	8	
Celebrate and grow local events and activities.	7	
Utilize the built environment to create a sense of place and identity.	6	
Preserve, enhance and celebrate the local history of New Castle.	7	- But not at the expense of "now" and "future" -
Strengthen the digital presence, brand, and identity of New Castle.	6	
Employ the use of best practices in the maintenance and branding of gateways and community wayfinding.	7	
Support and promote key points of interest to residents and visitors.	8	
Did we forget something?		Enhance training of code enforcement

SPECIAL DISTRICTS

GOAL: Create special districts that are harmonious with current land uses, encourages future uses and supports the small-town charm of New Castle while creating a unique sense of place that supports the community vision.

OBJECTIVE STATEMENTS...	I AGREE	I DISAGREE
Provide safe and efficient access and connectivity to and within the special districts.	7	
Utilize unique environmental aesthetics and branding within overall brand to distinguish between districts.	6	
Create a mixed use downtown district.	8	
Strengthen housing, retail and demographic diversity in downtown.	7	
Identify and preserve historically significant features in downtown.	7	
Promote infill, adaptive reuse, and redevelopment in downtown.	6	
Explore creative funding opportunities and partners for housing and commercial projects in downtown.	6	
Balance the need to redevelop areas with a number of vacant, abandoned, or underutilized properties with the desire to expand the developed area.	8	

HENRY COUNTY COMPREHENSIVE PLAN
WELCOME HOME

NC

The Henry County Comprehensive Plan was created in late 2017. The plan identifies policy objectives and strategies for the county. As the county seat, the City of New Castle recognizes the direct relationship that many of these strategies have with the city. Because of this, strategy pages from the Henry County Comprehensive Plan have been included in this appendix. Strategies that have a direct relationship with the City of New Castle have been highlighted and marked with a "NC" icon. The city can play a role in implementing this shared strategies by -

- Replacing "Henry County" as "New Castle" to make it their own.
- Replacing "City Centers" as "New Castle" to make it their own.
- Supporting the county to accomplish the strategy.
- Partnering with the county and other local organizations to accomplish the strategy.

STRATEGY

Reduce both the number and severity of land use conflicts in both the developed and undeveloped parts of the county.

Action Steps

1. Develop and adopt a new agricultural zoning district and exclusively zone so as to preserve much of the county's prime agricultural land.

2. Use agricultural land, parks, and opens spaces, and natural features to buffer prime agricultural land from non-agricultural land.

3. Amend all applicable development standard regulations to require a minimum distance and treatment (e.g., landscaped buffer) between the farm and non-farm uses, residential and non-residential uses, and environmentally sensitive areas and all other land uses.

4. Revisit both the definitions, zoning district classifications, and the zoning district standards for their ability to distinguish and govern the following manufacturing uses, or their performance: heavy, medium, light, hazardous, and food production (animal and human) manufacturing.

NC

5. Establish an environmentally sensitive areas overlay district and standards for the county's riparian corridors, and initiate commission-sponsored rezonings for the county's critical natural environments and resources.

6. Develop and maintain an inventory of key community assets to be considered as a part of the (re) development process.

7. Periodically review the WECS ordinance to make sure that it reflects the best available data in regards to the siting and regulating of wind energy conversion systems in Henry County.

NC

8. Develop and adopt an ordinance for the siting and regulation of solar energy conversion systems in Henry County.

STRATEGY

Expand housing and transportation options, and social networks, to meet the changing needs of older residents.

Action Steps

1. Ensure that local land use regulations and building codes will allow for a variety of house types suitable for an older or aging population, including accessory dwelling units such as "granny flats," which are a part of a house made into self-contained accommodations suitable for an elderly member of the family that resides in the main house.

2. Identify the most desirable housing types for seniors in Henry County, evaluate the current supply of desirable housing types, and identify areas for the potential development of the types of housing that older residents want.

3. Allow for the clustering of senior living facilities, especially near healthcare intuitions.

4. Allow for mixed-use developments near housing developments geared toward the older population and vice versa.

5. Write visitability design standards for all new single-family, detached housing units to include accessibility features that make it possible for most people to visit another home.

6. Design and construct all future public facilities (and infrastructure) using universal design standards so that the composition can be accessed, understood, and used to the greatest extent possible by all people regardless of their age, size, ability, or disability.

See also "Residential Use" and "Mixed-Use"

Visitability design standards: at least one zero-step entrance on an accessible route leading from a driveway or public sidewalk; interior doorways that are at least 32 inches wide to allow a wheelchair to pass through; and at least a half-bathroom on the main floor

STRATEGY

Increase the County's capacity to properly administer and enforce local zoning and building regulations

Action Steps

1. Employ at least one professional staff member dedicated solely to enforcing Henry County's land use regulations and building code.

2. Ensure that zoning district standards are updated to accurately reflect and allow for the various land use categories described throughout this plan.

3. Revise the enforcement and administration sections of the county's existing zoning and subdivision control ordinance(s) to include the following: docketing of an enforcement case on the Plan Commission agenda; notice to adjacent property owners; and legal notices.

4. Create and distribute a flyer that explains the County's new policies and procedures as it relates to zoning code enforcement, and if necessary, building code enforcement.

5. Clearly define the local procedures for various actions, including: building a house, rezoning, building in a floodplain, making improvements in a wellhead protection area, among others. Make these available for the general public both in hard copy and electronically (i.e., flowcharts and checklists).

6. Institutionalize a countywide system of checks and balances for all applicable development review procedures and processes.
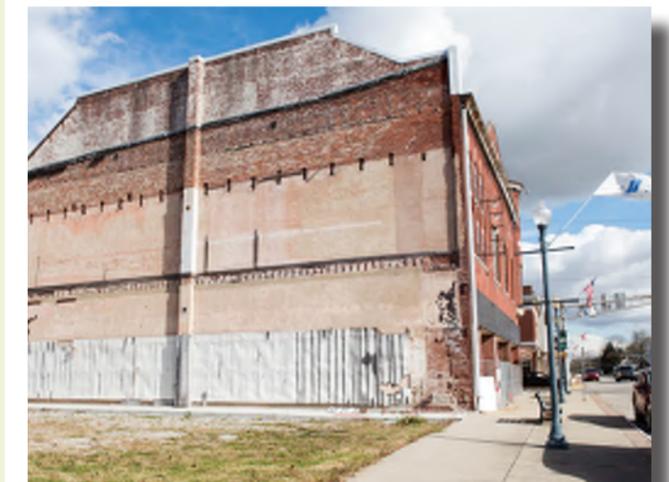
STRATEGY

Make use of the excess capacity present in existing infrastructure, assets, or services, and foster opportunities for a thriving shared economy throughout the county

Action Steps

1. Ensure that the local land use regulations allow for urban gardens and neighborhood produce sales.
2. Expressly permit uses such as shared offices and salon suites in all commercial and mixed-use zoning districts.
3. Adopt policies, procedures, and regulations that expressly permit uses intended for, or that would otherwise accommodate, the "sharing economy," including such businesses as Airbnb, Uber, Lyft, makerspaces, and shared working places.
4. Ensure that the local land use regulations allow for the establishment and operation of one or more commercial kitchens.
5. Consider updating local land use regulations to permit accessory dwelling units, by right, in one or more residential districts, and any mixed-use district.
6. Within the area around the I-70/SR 109 interchange (and in the event that it moves forward, the I-70/SR 103 interchange), plan for and allow for a phasing in of a commuter parking lot(s) and related infrastructure to accommodate commuters and further assist in maintaining the level of service currently afforded by the I-70 corridor through Henry County.
7. Study the feasibility of an intermodal yard in one of the areas designated for intensive industrial use.

STRATEGY

Improve and enhance the county's natural environments, while preserving and protecting Henry County's surface water features, groundwater resources, and wildlife habitats.

Action Steps

1. Require the preservation of existing riparian corridors around tributaries and streams, while encouraging the establishment of riparian corridors where missing.
2. Establish and protect a series of wildlife corridors capable of boosting the biodiversity of the county's plant and animal species.
3. Improve the floodplain mapping and regulations, response and warning processes, dissemination of public information, and other efforts to reduce flood damage to increase the community's standing in the Community Rating System.
4. Increase flood protections by revising the applicable flood protection ordinances to: raise the freeboard factor, and require compensatory storage at a rate of 1:1, or greater, to offset any loss of flood-storage capacity and ensure that the 100-year floodplain's capacity to store flood waters is not diminished over time.
5. Develop, adopt, and publish alternative stormwater standards.
6. Review the capacity of the county drainage systems for its ability to handle future development; and in areas where it cannot, upgrade and enhance the county system, local systems, or both.
7. Study the feasibility of a septic system elimination program.
8. Adopt and enforce a countywide wellhead protection overlay district and standards that address the one-, five- and ten-year time of travel, revising the list of permitted uses in each overlay district accordingly.
9. Create public awareness and general knowledge about the importance of wellhead protection for maintaining an adequate and safe water supply in Henry County.

STRATEGY

Re-establish and then grow the local workforce in conjunction with local education, dependent care, and economic development efforts.

Action Steps

NC

1. Explore "last dollar" scholarship programs for all county high school graduates

2. Study the current local option income tax (LIT) rate and allotment to better provide for economic development purposes, such as infrastructure, access to early childhood education and childcare, enhancing the Revolving Loan Fund and/or Deal Closing Fund.

3. Use the strong and emerging industry clusters to form a series of industry-specific roundtables and foster both formal and information communications throughout each year.

A "last dollar" scholarship program is a need-based award that serves to fill any gap that exists when the sum of what a family could be expected to pay for attendance at a college or university and their financial aid package are less than the cost of attendance

NC

4. Partner with all school corporations to increase opportunities to expose middle-schoolers and high-schoolers to: local government and elected offices; Junior Chamber of Commerce , youth sub-committee for the Henry County Plan Commission and/or Henry County Council.

5. Continue the support of the ACT Work Ready Program

The New Castle-Henry County Chamber of Commerce Academy for Community Leadership is designed to develop an informed public who will influence Henry County's future. The Academy's goal is to identify people who are emerging leaders within New Castle and Henry County. Through contact with a wide variety of experts, participants are able to expand their leadership skills, knowledge and influence in the community.

STRATEGY

Reinvest in the county's existing residential neighborhoods.

Action Steps

NC

1. Adapt elements of form-based zoning regulations to create a residential infill toolkit/guidelines that specify the appropriate building types and site design principles to be applied.

2. Amend the county's zoning ordinance to include the "missing middle" housing types, including: attached single-family residential, duplexes, triplexes, quads, apartment buildings, live-work units, and accessory dwelling units; and then revise the district standards to allow more of these housing types to occur in more districts, by right.

3. Amend all applicable zoning and subdivision control ordinances to allow convenience commercial in more districts, by right; adopting specific use standards as necessary to mitigate any potential impacts to surrounding residents.

4. Establish a set of context-sensitive solutions for infill development, such as how best to replicate street frontage characteristics, continue the established rhythm of development along the street, minimize contrasts in scale, and integrate off-street parking.

5. Conduct a housing conditions analysis.

6. Conduct a sidewalk conditions analysis in each incorporated municipality.

7. Continue working with the Indiana Brownfields Program to identify and secure technical and financial assistance opportunities for brownfield remediation.

8. Monitor the availability of county tax sale properties and purchase strategic parcels for economic development and redevelopment opportunities.

9. Work with the New Castle Housing Authority to increase their capacity to offer subsidized housing.

10. Explore opportunities to attract more market-rate apartments .

11. Continue to offer grants to homeowners who need to make improvements to their primary residence, and extend it beyond the City of New Castle.

STRATEGY

Assist law enforcement and emergency responders by ensuring that the built environment contributes to, rather than detracts from, efforts to their efforts to protect and serve the Henry County community.

Action Steps

1. Revise the local building code to include barns in the unsafe building regulations.

2. Work with the county health department to revise the unsafe structures ordinance to include language and requirements for barns and homes where methamphetamines have been shown to have been produced; impaired structures.

3. Adapt the principles and strategies of the state's Safe Routes to Schools program and identify both infrastructure and non-infrastructure improvements that can be made in all five school districts: Blue River Valley Schools, Charles A. Beard Memorial School Corporation, New Castle Community Schools, Shenandoah School Corporation, and South Henry School Corporation.

4. Adapt the principles and strategies of Crime Prevention through Environmental Design (CPTED), a multidisciplinary approach to alter the physical design of a community for the purposes of deterring crime, in updates to local zoning and subdivision control regulations, specifically in areas where there are opportunities to:

5. Maintain and enhance the natural surveillance of the community by allowing for the placement of physical features, activities, and people in such a way as to maximize the visibility of the space and its users.

6. Create or extend "territorial reinforcement" through the use of buildings, fences, pavements, signs, lighting, landscaping, or some combination thereof, to convey that a particular space belongs to someone who cares for it.

7. Control access and clearly differentiate between public and private property through careful placement of entrances and exits, eliminating design features that provide access to roofs or upper levels, and use visual cues to communicate how users might move through the space.

8. Ask that the criminal justice reform task force study issues and opportunities related to drugs and addition, mental illness, mass incarceration, repeat offenders, the arresting process, re-entry, among others, prior to siting, designing, or constructing a new jail facility.

9. Explore the establishment of fire service territories to further improve the County's collective ability to protect and serve area residences and businesses.

Did you know? Comprehensive planning is deeply rooted in the need to protect the health, safety, and general welfare of the entire community; these are the very principles upon which land use planning stand and the rational basis for all zoning ordinance regulations.

STRATEGY

Ensure that all administrative processes, procedures, and regulations continue to reflect the vision and values of the larger Henry County community.

Action Steps

1. Modernize all applicable zoning ordinances to replace hierarchical or pyramid-type land use districts with districts that accommodate their intended land uses to the exclusion of others, including the establishment of one or more industrial districts that restrict the use of industrial land for non-industrial uses.

2. Amend the plan commission rules of procedure, docketing, etc., to include code enforcement actions.

3. Using this comprehensive plan as a guide, review all development projects for their ability to, among other things, improve mobility, increase the mix of housing types and price points, and construct or otherwise incorporate components or features that benefit the larger community.

4. Make training for elected and appointed officials a part of their duties.

5. Mitigate the economic impacts of wind turbines by considering the creation of community wind projects, good-neighbor payments, independent community funds, or some combination thereof, to more evenly distribute the direct economic benefits of wind energy production across the community.

6. Mitigate any real or perceived impact to local property values through the use of strategically placed landscaping or trees.

7. Mitigate the aesthetic impacts of wind turbines by requiring that they utilize similar turbine types to create consistency and uniformity within a project area, select turbines of higher generating capacity so that fewer turbine installations are necessary to achieve a given

energy output, and place as much of the electrical infrastructure below ground.

8. Mitigate the common stress symptoms that can result from wind turbines by using predictive noise propagation models to better understand the levels of noise that potential neighbors are likely to experience, place upper bounds on the change from ambient noise resulting from wind energy facilities, and require the use of wind farm modeling software tools that have features that facilitate communication and mitigation of shadow flicker.

9. Develop and publish a list of community benefits, unique to Henry County, that are a direct or indirect result of the presence of alternative sources of energy.

STRATEGY

Reaffirm the county's commitment to good governance.

Action Steps

1. Develop and adopted zoning ordinance amendments that reflect the difference between populated, urban areas, and suburban areas.

NC
2. Employ a full-time County attorney who can address all legal matters for the county.

3. Conduct a count wide, cross-district utility rate study to accurately account for increasing operating costs and ensure that each utility is self-sufficient; and further ensure that stormwater is studied as a separate and distinct public utility, and that residences and businesses that are currently on well or septic, or both are factored into the analyses.

NC
4. Officially establish the existing site development plan review committee with representation from the planning commission, building commission, sheriff's department, fire department, water and sewer utilities, engineering department, surveyor's office, and the health department to review and, on a stamp provided by the planning and zoning department, sign off on all development proposals.

5. Because it is a competitive advantage of Henry County, continue the strategic investment and use of Food & Beverage tax revenues by: a) requiring that applicants demonstrate how their funding request(s) advances one or more strategies of this Comprehensive Plan as a part of the application and evaluation process; and b) pursue legislation that would renew the county's ability to issue bonds payable from the Food & Beverage tax.

NC
6. Improve communication about the various decision-making processes so as to become highly transparent in all matters related to land use planning and zoning.

NC
7. Restructure the operation and maintenance of the county's government website to better facilitate the dissemination of the information that it is intended to contain, without imposing a separate cost-burden to anyone agency or department.

8. Establish a non-reverting fund to allow the building inspector to send out violation letters and, when necessary, remove unsafe structures.

NC
9. Reallocate funds as necessary to ensure that zoning and permitting fees are able to be used for the interpretation, administration, and enforcement of local regulations.

STRATEGY

Advance local efforts to innovate and create, beginning with the retention and expansion of existing businesses and direct outreach to past graduates.

Action Steps

1. Using a series of ideal industrial land characteristics as evaluation criteria, identify and then protect the county's prime industrial land, which is – as the previous pages explain – inclusive of the county's prime agricultural land.

2. Modernize the county's definitions for manufacturing uses and better distinguish between what is happening or present on-site at any given time (performance), rather than the nature of what are otherwise accessory uses to the manufacturing operations (e.g., outside storage), and allow for more land uses categories related to manufacturing, including: artisan, light, medium, heavy, hazardous, and the processing and packaging of food and beverages for human or animal consumption.

NC
3. Establish an "expatriate program" designed to directly communicate with 24 – to 40-year-old former residents of the Henry County community to share with them all that Henry County has to offer: the new shopping destinations, jobs, and housing options.

4. Prepare a site development plan for the I-70/SR 3 interchange (Exit 123) as a top priority, followed by the I-70/Wilbur Wright Road interchange (Exit 131).

NC
5. Complete a cluster analysis with a supply chain focus to identify target industry sectors; match existing local businesses to a cluster and market to fill the gaps, and map out the various location of the production cycles.

6. Grow the county's industry roundtable for business-to-business networking and problem-solving.

NC
7. Enhance the county's BR&E initiatives to improve upon or include: an annual survey, business appreciation program, awards program.

8. Update and maintain the countywide clearing house for financing information for businesses, including local sources for micro-enterprise loans, angel financing, small-business investment corporations and venture capital funds and then seed the fund(s).

NC
9. Increase funding for the Revolving Loan Fund

10. Work with local businesses to increase the visibility of the opportunities to buy local.

11. Create a gateway master plan.

12. Purchase additional land for light and heavy industrial use.

13. Continue to seek funding to extend the New Castle-Henry County airport runway to 5,000 feet.

14. Rebuild rail spur along CNC railroad in New Castle.

15. Explore the establishment of a transload facility on CNC RR at former Firestone Plant.

16. With the exception of the Knightstown exit, allow for the incorporation of commuter infrastructure in future developments at one or more of the county's interchanges.

STRATEGY

Enhance the local quality of life offered by the various communities throughout the county.

Action Steps

NC 1. Create and maintain a five-year parks master plan to guide capital planning and funding of all parks (municipal or county) within the county and become eligible for grant programs administered by the Indiana Department of Natural Resources, Division of Outdoor Recreation, and others.

2. Using universal design standards, develop and adopt a plan to make every playground in the county accessible over time, and determine if a similar goal is attainable for all government facilities to create a built environment that goes beyond what is required of the Americans with Disabilities Act (ADA) and improves the experience for people of all ages and abilities.

3. Perform an asset inventory designed to identify existing community assets – those structures, places, and services that contribute to the current quality of life experienced by residents – to facilitate asset-based planning and community development decisions and contribute to the promotion of Henry County as a tourist destination.

NC 4. Revise the local zoning ordinance to allow dependent care facilities in non-residential and residential districts; and in all but a few instances, allow them by right.

5. Develop a management plan for the Big Blue River, and address the issues and opportunities associated with canoe/kayak access, parking, picnic shelters or pavilions, interpretive signage and exhibits, trails, and the establishment of user fees.

6. Conduct an economic impact study of Henry County's tourism destinations and events to quantify their economic impact to the local community.

NC 7. Create a media relations and marketing plan for Henry County.

8. Develop a set of alternative dispute resolution mechanisms to address tourism related conflicts that cannot be resolved by consensus-based processes between interested parties.

NC 9. Establish a community calendar and clearing house for all tourism destinations and events.

10. Study the feasibility of including overnight cabins at Memorial park, Summit Lake State Park and Westwood Park Reservoir.

Strategy

Improve the County's position in terms of its collective ability to operate and maintain the County's public assets and liabilities.

Action Steps

1. Because it is a competitive advantage of Henry County, continue the strategic investment and use of Food & Beverage tax revenues by: a) requiring that applicants demonstrate how their funding request(s) advances one or more strategies of this Comprehensive Plan as a part of the application and evaluation process; and b) pursue legislation that would renew the county's ability to issue bonds payable from the Food & Beverage tax.

2. Revisit all local transportation or utility-related plans and then develop and adopt both a long-range, multimodal transportation plan and a capital improvement plan that considers the possibility of reducing the total number of paved lane miles in some areas, and that only proposes new (public) roads in areas where it greatly improves mobility and economic development efforts throughout the county.

3. Update the county's subdivision control ordinance to limit development in unincorporated areas, especially the development of civic, institutional, or public-serving uses (i.e., schools, jails, hospitals, etc.), or rural residences in areas where the primary land use is (or should be) agricultural uses.

4. Develop, adopt, and maintain a five-year parks and recreation master plan for all of Henry County.

NC 5. Establish and adopt a set of evaluation criteria for extending public or private water and sewer giving consideration to:

existing and planned development, environmentally sensitive areas, economic development needs and opportunities, the opportunity costs associated with not extending water and sewer utilities, and the long-term fiscal impacts of extending water and sewer utilities.

NC 6. Using the Safe Route to Schools program as a guide, develop and adopt a set of school citing criteria for new or consolidating schools.

7. Establish open space protections in all future planning efforts to adequately buffer the airport from noise compatibility or encroachment issues that are often introduced by neighboring development.

8. Consider whether or not regulations need to be put in place to prohibit certain types of development (e.g., residential) from locating within close proximity to the airport.

Location-efficient development are residential and commercial development located and designed to maximize accessibility and overall affordability. These areas are often well served by the local transportation network and close to public services. They are often more opportunities for infill development, or redevelopment compared to new development. Both residents and employees in such areas tend to drive less, rely more on walking, and afforded more transportation options than those who live or work in the more remote parts of the community.

Strategy

Plan for the continuation, expansion, and growth of agricultural uses and agriculture-related businesses.

Action Steps

9. Explore the potential of creating or gaining access to a program that would allow staff to quickly do a cost-benefit analysis of a proposed development and using the information to make data-driven decisions pertaining to individual development proposals.

10. Map or otherwise determine where the county's "location-efficient" development areas (i.e. mixed-use areas) are, and update the future land use and transportation map accordingly.

1. Revise local regulations to require the granting of a commission-approved use for residential development in agricultural areas, as illustrated on the future land use and transportation map.

2. Work to define and map prime farmland, updating the future land use and transportation map accordingly.

3. Modify existing zoning district classifications and regulations to reflect a multi-tiered approach to regulating agricultural land to better differentiate between the various types of modern, agricultural land uses that can be accommodated throughout Henry County, and then study the need to initiate commission-sponsored rezonings in response to the new zoning districts that are created.

4. Revise local zoning and subdivision regulations to require all rural residential development to be low-impact development (e.g. cluster development, and limit all future rural residential developments to the rural residential areas illustrated on the future land use and transportation map.

5. Establish a minimum density for residential dwellings in all agricultural zoning districts (e.g., 1 d.u./20 acres in the most intensive agricultural district), and a corresponding minimum lot size for all agriculturally zoned land in the subdivision control ordinance.

6. Develop specific use regulations or buffering requirements aimed at minimizing the encroachment of non-farm uses in areas designated as agricultural.

7. Raise awareness of common agricultural practices and other realities of rural living.

8. Educate the public about CAFOs and Right-to-Farm laws through the creation and dissemination of an informative brochure that is made available in hard copy and electronically.

9. Allow smaller, hobby farms or value-added agricultural enterprises as permitted uses in agricultural zoning districts and rural residential zoning districts by right, provided the parcel is relatively large (e.g. greater than 5 acres).

10. Allow for the establishment of agritourism businesses, by right, in some zoning districts , provided that the agritoursim is consistent with the primary purposes of the respective agricultural district.

Strategy

Improve traffic conditions and enhance mobility within and around the county

Action Steps

NC

1. Develop, adopt and implement a countywide, long-range multimodal transportation plan that considers the roadway and interchange improvements illustrated on the future land use and transportation map.

2. Amend all applicable development standard regulations within the county to prohibit curb cuts within so many feet (e.g. 1,000 feet) of an intersection, requiring where necessary frontage roads (for non-residential developments) and stub streets (for residential subdivisions).

3. Limit the number of instances that cul-de-sacs can be used by revising the subdivision control ordinance to include a maximum length (e.g. 500 feet) for all new cul-de-sacs.

4. Review, and if necessary revise, the county's roadway cross-sections to ensure that they accommodate, where appropriate, the following modes: vehicles, tractor trailers, farm equipment, multi-purpose trails, sidewalks in developed areas, and public transit.

5. Develop, adopt, and implement a mobility management plan to identify the family of transportation services that include a wide range of travel options, services, and modes that are matched to the demographics and needs of the residents of Henry County.

6. Create a bicycle and pedestrian connectivity plan in conjunction with (or as a part of the county's long-range transportation plan), with an emphasis on destinations, and complete with a timeline, schedule, and potential funding options by phase.

NC

7. Require new residential development to connect to and expand upon the existing (conventional or modified) grid-street pattern of adjacent development to ensure a more efficient transportation network.

8. Establish a decision-making matrix for all future capital improvement projects that prioritizes needs over wants, infill development over greenfield development, and those things that local government can control over those things that it cannot.

9. Develop, adopt, and implement a ratio for the desired number of intersections per square mile for both non-motorized (e.g., greenways, trails, and sidewalks; on and off-street) and motorized infrastructure in the county's city and village centers.

10. Revise regulations within the local zoning and subdivision control ordinances to require larger front-yard setbacks along the county's minor arterials and major collectors to accommodate frontage roads now or in the future.

NC

11. Develop, adopt, and adhere to a set of minimum connectivity standards, or index , to be applied uniformly across all city and village centers, using the following minimum standards as a starting point:

12. Municipal Streets – characterized by lower speed limits and low carrying capacity. They are often limited in their ability to move traffic longer distances. Local roads are distinguishable from others roads in that their primary purpose is to provide direct access to private properties.

13. County Roads – characterized by faster speeds and their ability to carry vehicular traffic and heavy

Strategy

Improve the design aesthetic of developed areas and increase efforts to ensure that the condition of privately owned property contributes to the attractiveness of the community.

Action Steps

NC

1. Develop, adopt, and enforce minimum, on-site landscaping standards for residential development.

2. Revise all applicable policies and procedures to tighten regulations pertaining to illegal dumping, abandoned or inoperable vehicles, and outside storage.

3. Designate a series of corridors to be enhanced within the countywide, Long-Range Transportation Plan.

4. Amend all applicable zoning ordinances to include, among others a "scenic parkway" corridor overlay district and "historic" corridor overlay district, and further regulate development along the county's primary transportation corridors, paying special attention to enhancing site design (e.g., building orientation and layout), landscaping, signage, parking, and lighting, loading and unloading areas, and the citing and screening of outside storage and refuse areas, among other things.

5. Amend all applicable zoning ordinances to require unified development signs for unified developments.

6. Amend all applicable zoning ordinances to address performance and nuisance standards.

7. Develop and adopt regulations that enhance the site, signage, architectural, and landscape design elements to protect and enhance the character of the county's city and town centers, and remove any regulations that are known to perpetuate bad design (e.g., large windowless facades).

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8. Explore the possibility of creating downtown façade programs for all village centers to help current business owners restore their building facades in accordance with the new design standards.

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9. Revise all applicable regulations to expressly permit public art in the form of such things as wall murals, sculptures, and interactive water features throughout the entire county.

10. Incorporate public art in all public improvement projects.

Strategy

Reinvest in existing cities and towns by moderately increasing residential densities and the intensity of non-residential development.

Action Steps

1. Ensure that every city and town allows for a mixture of residential and non-residential uses, multimodal transportation options, as well as civic and public gathering spaces all at a walkable scale, but especially the City of New Castle, and areas designated as village centers on the future land use and transportation map.

2. Remove minimum off-street parking requirements for all village centers.

3. Conduct a retail market assessment of what is missing in each of the village centers.

4. Identify specific target areas for blight elimination and redevelopment to create and then maintain an inventory of areas with a number of vacant or abandoned properties.

5. Revise most application and permit fee schedules to allow for lower fees that can be applied to projects within areas that include a number of vacant or abandoned properties, or city and town centers.

6. Revise all applicable ordinances to allow for more uses to occur within long-standing vacant buildings, by right.

7. Publish a set of criteria for land use conversions, in sufficient detail to allow property owners or developers to: 1) determine if the criteria favor preservation over conversion, or vice versa; and 2) perform quick and relatively inexpensive self-assessments to determine whether or not a specific property could meet the criteria.

8. Seek funding opportunities for brownfield and blight elimination, and then develop one or more programs in conformance with the funding requirements.

9. Revise all applicable ordinances and building codes to allow for the conversion of former industrial buildings or institutions into single- or multi-family housing, or lodging in more urbanized areas, and commercial uses in less populated areas.

10. Identify non-residential buildings with adaptive re-use potential .

11. Revise all applicable ordinances and buildings codes to expressly permit the siting and construction of the missing middle housing types within city and village centers.

12. Conduct a parking study for all village centers.

A community benefit master plan, or program, is one way of granting development rights to developers in exchange for providing or otherwise funding public benefits. It often requires workforce, environmental, health, transportation, social justice and housing organizations to come together to create the plan. The result is a system that offers a conditional acceptance of growth by affirming that all growth add inherent value to the larger community

13. Create and maintain a strategic plan for areas with a number of vacant or abandoned properties.

14. Explore the feasibility of creating and maintaining dedicated staff for the Redevelopment Commission.

15. Establish density bonuses as an incentive to infill development in mixed-use areas.

16. Prepare and adopt a "community benefit master plan" to be used in conjunction with projects requiring or otherwise requesting public financial incentives or tax abatements.

17. Continue to maintain a publically available inventory of potential development sites for a wide variety of uses.

18. Perform a fine-grained analysis of industrial land supply.

19. Establish development standards (preferred), or guidelines for all mixed-use areas, beginning with the following:

20. Limits on how far back buildings can be from the roadway

21. Requirements for wider (e.g., 6'- 10') sidewalks

22. Require street trees and take the steps necessary to ensure their survival

23. Require that everything be scaled to the pedestrian, including but not limited to: buildings, signs, travel lanes, and lighting

24. Prohibit parking in all front and side yards

25. Require that all developments incorporate common open spaces into the list of features and amenities that they propose.