

CITY OF KNOX COMPREHENSIVE PLAN

2015

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EXECUTIVE SUMMARY

The City of Knox has undergone changes similar to those of many small communities in Indiana, and has seen the vibrancy of its core diminished over time. This plan supports the long-term economic development goals of the City to support the revitalization of the core of the community. As the county seat, Knox has a strong base of buildings, land, and public spaces that can be used to create opportunities for growth and development and enhance the quality of life for Knox residents.

The comprehensive planning process for Knox has resulted in an actionable five-year plan focused on implementing projects, programs, or initiatives in five target areas in the City’s core. The target areas are Parkview Heights, Downtown, Main Street, the Campus Corridor, and Main Street South.

The proposed projects, programs, or initiatives support the following general goals:

- Strengthen the Sense of Place
- Encourage Investment
- Attract and Retain Residents

Recommendations for each of the other target areas are grouped into the following four categories:

- Placemaking Programming - events and activities that creatively build on Knox’s unique assets
- Resident and Visitor Attraction - initiatives that raise the profile of Knox, increase awareness of Knox’s assets, and help to promote the community
- Urban Design - improvements in the built environment that positively impact quality of life, increase pride that the community has in Knox, and improve visual appeal
- Infrastructure and Utilities - improvements that support the implementation of projects in the above categories and that also address basic issues of system age and capacity which affect economic development. Several infrastructure- and utility-related items were also identified that were applicable across target areas and city-wide.

An implementation plan for each target area has been developed that identifies the timeline and costs associated with each project. Additionally, the appendices contain case studies that provide insight into other communities’ efforts to address issues similar to those detailed in this plan.



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INTRODUCTION

KNOX COMPREHENSIVE PLAN

Comprehensive Plans have the ability to make big and lasting impacts in communities. By addressing diverse tasks such as defining land uses, preparing for economic growth, and responding to population changes, these plans not only affect community indicators in the short term but also influence how a community changes over time. The Knox Comprehensive Plan was made possible by a planning grant from the Indiana Office of Community and Rural Affairs (OCRA), administered by the Kankakee-Iroquois Regional Planning Commission (KIRPC).

In early 2014, the City of Knox selected Green3, an Indianapolis-based environmental planning and design firm, to develop the plan. Subconsultants included Abonmarche, a civil engineering firm; and the da Vinci Pursuit, a non-profit public art consultant. A Steering Committee was formed to guide the project and is comprised of members from various sectors of the community. The final plan is the result of a public, consensus-driven process.

PLAN GOALS

This plan was undertaken to assist the City of Knox in identifying successful strategies for growth and development and to build the consensus required for successful implementation with strong community support. The Steering Committee determined that the comprehensive planning efforts should be directed towards Knox's core instead of the entire city limits. The group set the focus of the plan on connectivity, downtown revitalization, redevelopment of a World War II housing area, and image and brand development. The following goals guided the development of this comprehensive plan:

- Strengthen the Sense of Place
- Encourage Investment
- Attract and Retain Residents

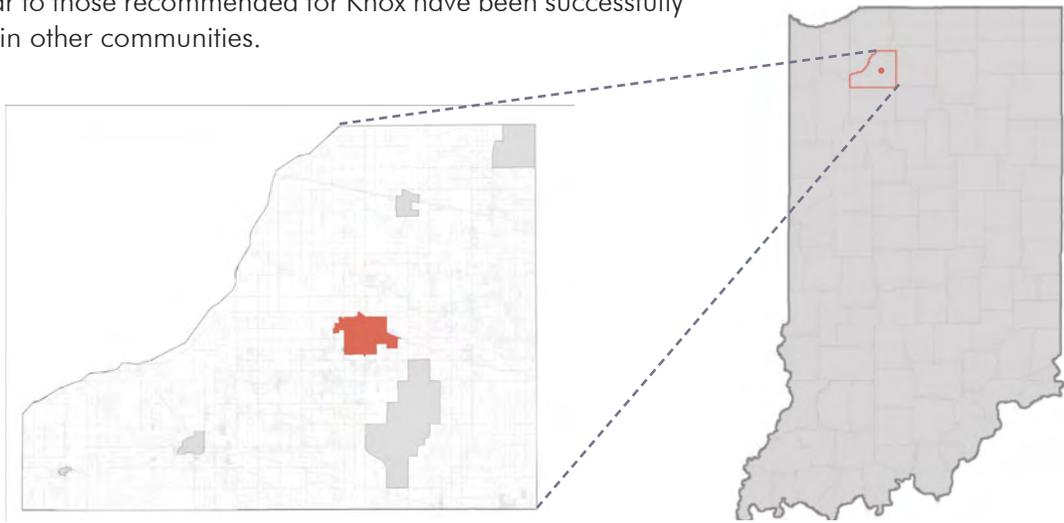
PLANNING AREA

The map at the top of p.5 show the location of Knox and Starke County in Indiana. As stated above, the Knox Comprehensive Plan is focused on the core of Knox, which is shown on the map at the bottom of p. 5. During the planning process five target areas within this core were identified. These target areas (see map on p. 6) are Parkview Heights, Downtown, Main Street, the Campus Corridor, and Main Street South.

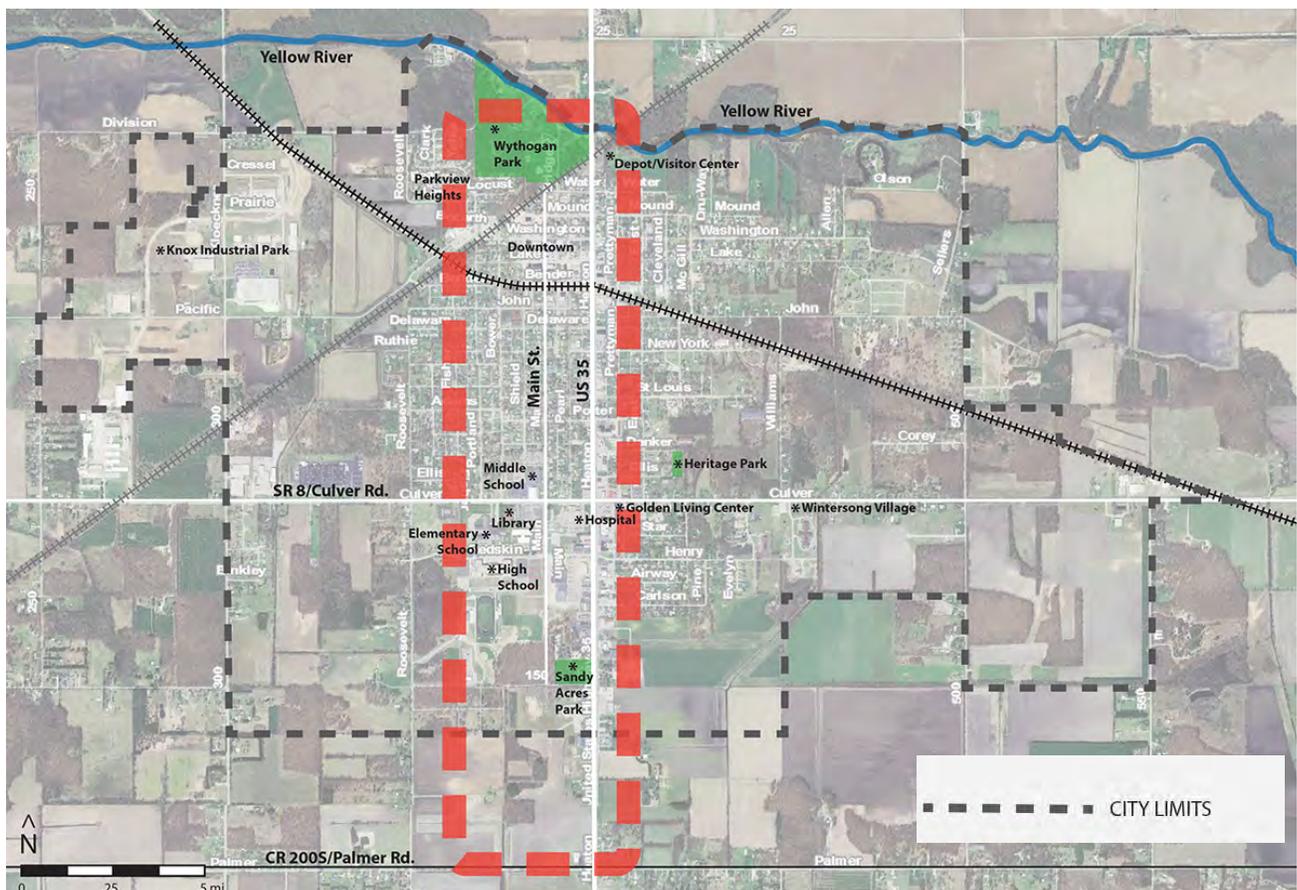
HOW TO USE THIS PLAN

The plan is designed as a "how to action guide" to spur activity in the private sector as well as direct public sector efforts to support the plan goals. Recommendations for each of the target areas are grouped into four categories: placemaking programming of events and activities that creatively build on Knox's unique assets; visitor attraction and business development initiatives; urban design and improvements to the built environment, and improvements to infrastructure and utilities.

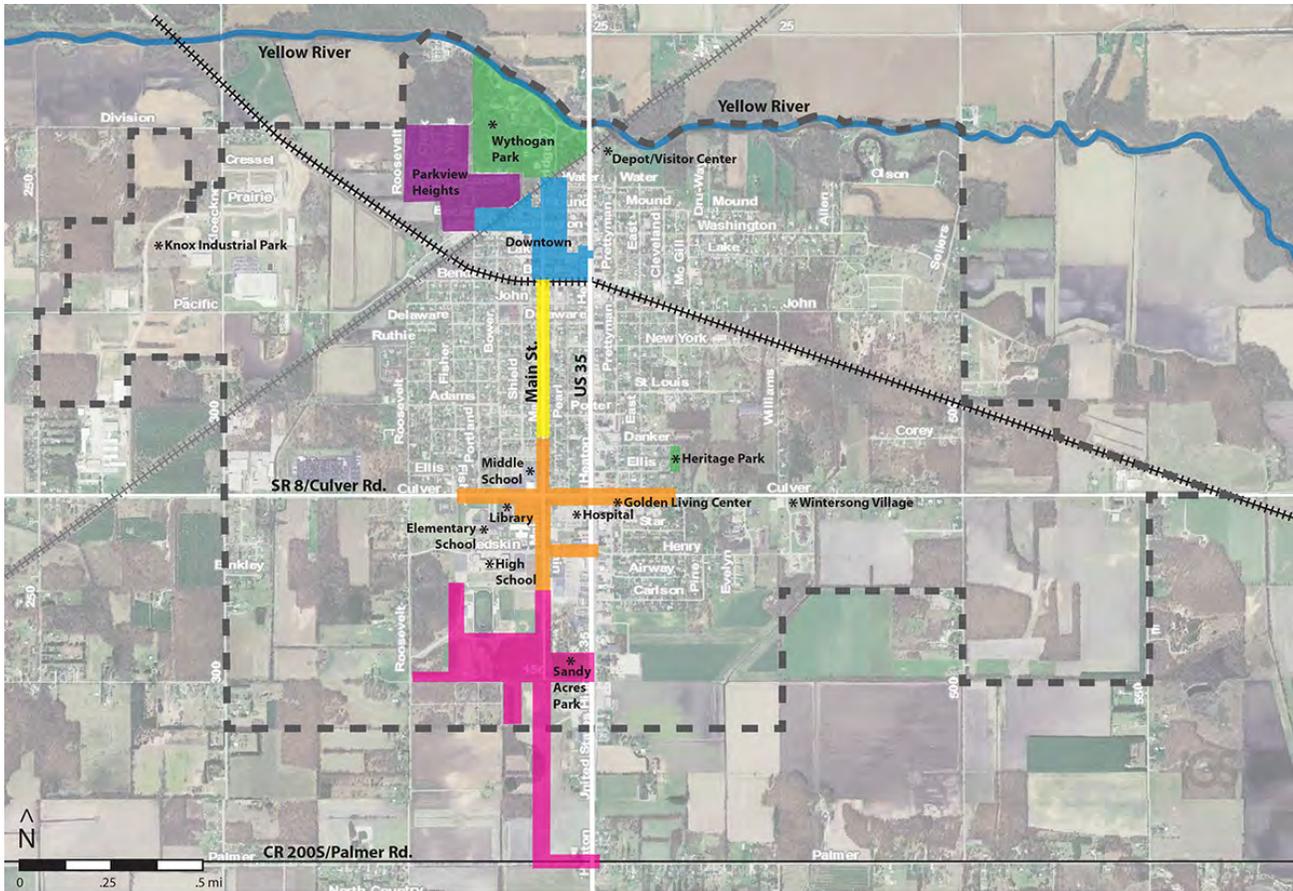
Implementation plans with a five-year horizon for each target area are located in the Plan Recommendations section beginning on p. 29. Case studies have been included in the plan to provide examples of how projects similar to those recommended for Knox have been successfully implemented in other communities.



The City of Knox is centrally located in Starke County, which is in the northwestern part of Indiana. Knox, the county seat, is 120 miles north of Indianapolis and 86 miles south of Chicago.



The linear core of Knox extends from the north end of the City to the south beyond the current city limits. The area contains many key assets including the city's largest park, downtown, and the schools. (Google Earth aerial photo, 2015)



The locations and boundaries of the five target areas for this plan are shown above. The target areas are Parkview Heights, Downtown, Main Street, the Campus Corridor, and Main Street South. **(Google Earth aerial photo, 2015)**

COMMUNITY PORTRAIT

COMMUNITY PORTRAIT

It is important to know an area's historical context, as described by its natural and cultural history, when making planning proposals. In this way, it can be ensured that all plans make sense for the specific place a community inhabits in both space and time.

NATURAL HISTORY

Knox is located in what was once one of the largest wetlands of North America, the Grand Kankakee Marsh. The incredible bounty and diversity of wildlife that once inhabited the area led it to be called "Chicago's food pantry." The Grand Kankakee Marsh occupied about a million acres in northwest Indiana and eastern Illinois (Everglades of the North, 2012). Most of the marshes have now been drained for agriculture, but fish and wildlife preserves allow glimpses of what was once present (Post, 1997).

EARLY HISTORY

The first people to settle the area were Native Americans, who had been living in the area for thousands of years by the time French explorers entered northern Indiana between 1670 and 1672. Over the next century, European involvement in Indiana consisted primarily of French trade with the Miami and other Native American tribes (Banta, 1888). The Potawatomi tribe was already living in the area when white settlers arrived, enjoying the resources and refuge provided by the marsh (Everglades of the North, 2012).

One prominent French explorer of the time was Rene-Robert Cavalier de LaSalle, who traveled the Kankakee westward from the Great Lakes hoping to reach the Orient (HLFI/DHPA 2005, p. 12). LaSalle wished to establish a trade empire rather than to settle the area, but his exploration of northwestern Indiana paved the way for settlement by the French trappers and traders who would follow him (HLFI/DHPA 2005, p. 12). These Frenchmen would live peacefully alongside the Potawatomi, intermarrying and thriving (Everglades of the North, 2012).

SETTLEMENT

During the early days of white settlement there was little interest in Starke County due to the quality of the land, which was submerged under water most of the year due to the Kankakee Marsh (HLFI/DHPA 2005, p. 12). Interest in the area continued to be focused on trade until the westward expansion of the United States began after the Constitutional Convention in 1787 (HLFI/DHPA 2005, p. 12).

Beginning in 1788, the new Indiana Territory grew from the Ohio Valley to the Canadian border, and in 1835, the Indiana legislature organized the last fifteen counties of the state, including Starke County, which did not officially organize with a local government until several years later (HLFI/DHPA 2005, p. 12). In 1838, land conflicts in nearby counties lead to the forceful removal of the Potawatomi by Governor

David Wallace; 800 Potawatomi were removed and led to Kansas on a march known as the Trail of Death, during which forty-two Potawatomi died (HLFI/DHPA 2009, p. 13).

In 1850, Starke County was officially organized and named after General John Stark, a hero of the American Revolution (HLFI/DHPA 2005, p. 12). Knox, named after General Henry Knox, was laid out in 1850 and became the county seat.



The Knox courthouse was under construction from 1897-1898. A temporary railroad track was used to move heavy equipment and stone blocks. (Photo courtesy of the Starke County Historical Society)

IMPACT OF TRANSPORTATION & DEVELOPMENT

The arrival of the railroads accelerated the rate of settlement of the county. In 1853, the first line was built through the western part of Starke County; the first of many lines, the Monon Railroad, also known as the New Albany & Salem Railroad and later the Louisville, New Albany & Chicago Railroad, responded to the growth of the Chicago and Lake Michigan region (HLFI/DHPA 2005, p. 12). Early on, the railroads had limited effects, with their first real impact being the exportation of the region's natural resources, including furs, ice, hay, and freshwater pearls, to Chicago markets by entrepreneurial industrialists (HLFI/DHPA 2005, p. 12).

Later, the lines brought tourists into the county to hunt and vacation. Eventually, towns such as Hamlet and North Judson sprung up along railroad lines, and market access expanded to Indianapolis and beyond (HLFI/DHPA 2005, p. 15).

As settlement of the area increased, many discovered that the county had an abundance of resources, which translated into an abundance of monetary wealth. Beginning in the 1890s, Knox began to boom, and commercial and social organizations formed to serve local residents, contributing to the overall development of the area.

The landscape would continue to impact settlement, as the area was under water for a portion of the year. Boats were a primary form of transportation, and tourism became a major draw for the area with wealthy city-dwellers coming from far and wide to relax, hunt, camp, fish, and vacation.

Eventually, though, the marsh was drained. Knox would continue to boom into the 1930s as technology drove commerce, industry, and agriculture forward.

It is typically the case that settlement patterns follow transportation routes. As technology continued to allow greater connectivity throughout Indiana, Knox continued to expand. Over time, the city became connected to Indianapolis and other cities and towns via the electric interurban railroad lines, which developed as an expansion of streetcar lines in urban areas. Large lines owned by companies such as the Union Traction Company, the Fort Wayne and Northern Traction Company, and the Chicago, South Shore and South Bend Railroad connected Indiana's major cities and towns together such that by the 1920s, one could travel from any part of the state to the Union Traction terminal in Indianapolis (HLFI/DHPA 2005, p. 16).

As commerce grew in Knox, permanent structures were built to serve as storefronts, offices, and social centers along Main Street and adjacent streets to form the city's downtown commercial center (HLFI/DHPA 2005, p. 35).

Today, the downtown commercial center, which was part of the original plat of the city, is contained in the Knox Courthouse Historic District in downtown Knox. The district encompasses the area alongside Main Street from Washington Street south to Bender Street and includes the Starke County Courthouse, which is a Romanesque Revival structure built with Bedford limestone in 1897-98 and listed on the National Register of Historic Places. Buildings in the district date from the 1890s through the mid-20th century and reflect Knox's past as a booming railroad and agricultural city.

In addition to commercial and industrial development, Knox also

enjoyed agricultural development and innovation. In 1884, Henry Robbins, a resident of Knox, initiated local action to finance drainage of the Grand Kankakee Marsh in order to open it up for agricultural use. In 1901, the Kankakee Reclamation Company formed to straighten and dredge the river into an engineered channel, and by 1910, this work was nearly complete.

Once the streams were dredged and channelized, the fields were available for use by modern agriculture, and the marsh shrank significantly; today it occupies 5% of its former footprint. Combined with the draining of the marsh, the development of transportation lines in Starke County led to rapid advances in technology that would expand agriculture in the state beyond the subsistence level and increase the diversification of crops (HLFI/DHPA 2005, p. 23). As a result, productivity increased along with prosperity until increased urbanization would lead to the erosion of agriculture's dominance of rural economies and lifestyles (HLFI/DHPA 2005, p. 24).

Economic conditions in Knox continued to change depending on the evolution of transportation technology and routes. The interurban lines were replaced with roads and highways as the automobile grew in popularity, bringing about changes in culture and commerce. Starke County's road system improved greatly as a result and included the construction of the Lincoln Highway, the nation's first coast-to-coast route, through northern Indiana (HLFI/DHPA 2005, p. 16). According to the 2005 Starke County Interim Report, "By 1930, a large percentage of Indiana's rural population owned automobiles and were able to drive to larger towns to conduct their business." (HLFI/DHPA 2005, p. 35).

In addition to changes occurring as a result of the Great Depression, which saw a population shift from rural to urban areas, increasing suburbanization after World War II led people to move away from downtown areas, and traditional commercial centers began to decline (HLFI/DHPA 2005, p. 35). While Knox still has much of its historic downtown intact, commercial development and activity shifted over time from downtown to the US 35 corridor.

Today, the natural, cultural, and historical conditions responsible for the formation and growth of the City of Knox continue to impact its development. From the unique natural resources once present in the Grand Kankakee Marsh to the architectural resources present in the Courthouse Historic District to the rich heritage passed down from early settlers, residents, businessmen, and vacationers, the city has a strong foundation that can be built upon in order to foster growth and greater livability.

KNOX TODAY

The existing conditions of a city or town set the tone for what is to come by providing a starting point from which to grow and a physical canvas on which to build. These conditions reveal information about how form, as shaped through buildings, structures, and public spaces, and function, as provided by infrastructure, utilities, etc., compose the urban fabric of a community. The conditions also describe the unique assets that set Knox apart and can be built or expanded upon to spur investment, activity, and engagement. Overall, the review of these existing conditions serves as a snapshot in time for where Knox is now and the challenges it faces, as well as a map of the resources currently available to help take the city where it would like to go.

DEMOGRAPHICS

The City of Knox has maintained steady population levels over the ten years between 2000 and 2010, losing only 17 net residents over the course of the decade. Most of this loss was in the 25-44 age group, which fell by 26.1%, and the over-65 age group, which fell by 23.7%. These losses were offset by gains in other age groups but are notable in that they indicate an area of possible focused efforts to retain young adults and seniors in the city with focused programming and attention.

RACE & ETHNICITY

Racially, the city is predominately white (96.3%), but has experienced a net growth in its Latino and mixed-race population, which grew by 28.2% and 64.1% respectively from 2000 to 2010. While these segments of the population still only represent 4.6% of the total population of Knox, their presence reveals a growing diversity of the population that may represent a burgeoning opportunity for engagement, inclusion, and cultural exchange.

EDUCATION

The data available regarding educational attainment for Knox residents from 2000 to 2013 reveals a shift in priorities among those aged 18 to 24. During the time period described, there was a 7.5% decrease in those who completed high school and a 10.3% increase in those who completed a Bachelor's degree or higher. All other changes were negligible. The data show a significant increase in those who finish four or more years of college that is generally reflective of national trends for this age group as well as a developing need to focus resources toward increasing high school graduation rates in order to retain competitiveness of the emerging workforce.

For those aged 25 and over, the only notable statistic is an 8.3% increase in the number of Knox residents who are high school graduates or hold higher levels of education. Coupled with the data available for the 18 to 24 age group, this change seems to indicate an increase in the number of those who go on to obtain their high school equivalencies and beyond after age 25, which is a positive indicator of personal

aspirations and achievement on the part of Knox residents as well as effective efforts toward workforce development.

EMPLOYMENT

Where employment is concerned, the unemployment rate in Knox increased from 5.4% to 8.8% from 2000 to 2013, which mirrors the increase in unemployment across the State of Indiana and the country at large due to the Great Recession. The largest industries in which residents are employed are Educational Services, Health Care, and Social Assistance; Manufacturing; and Retail Trade, which employ 22.8%, 20%, and 15.5% of the Knox population respectively. The number of residents employed in the Educational Services, Health Care, and Social Assistance industry showed 51.4% growth from 2000 to 2013, and the number employed in the Retail Trade industry experienced 69.3% growth during the same time period. In contrast, the number of residents employed in the Manufacturing industry fell by 55.8%. Many of those formerly employed in the manufacturing industry likely moved to the retail trade industry; regardless, there is an opportunity to expand manufacturing to former levels if more stable occupants can be found for the existing industrial park in Knox.

ECONOMICS

Incomes in Knox coincide with those typically earned in the industries with the highest employment percentages. As of 2013, approximately 40% of Knox households earn less than \$25,000 per year, and approximately 50% of Knox households earn between \$25,000 per year and \$75,000 per year, leaving approximately 10% of households earning over \$75,000 per year. Reflecting national trends toward increasing income polarization, there was a 57.7% increase in the number of households making between \$10,000 and \$15,000 and a 51.9% increase in the number of households making between \$75,000 and \$100,000 from 2000 to 2013. During the same time period, the number of households earning between \$15,000 to \$25,000, between \$25,000 and \$35,000, and between \$35,000 and \$50,000, decreased by about 28% for each income bracket for a total decrease of about 84%.

Because retail and service industries typically pay less than manufacturing industries until reaching upper level management, these income changes reflect changes in employment trends, and these changes can be seen at a national level. At the same time, they indicate an opportunity to increase incomes and employment rates for middle class households by bolstering the manufacturing industry and/or kickstarting new industries that can become employment and income generators for Knox.

Coinciding with the number of households earning lower incomes described above, the percentage of Knox residents below poverty level, as of 2013, is 25.6%, having increased by 10.1% since 2000. Notably,

the percentage of seniors below poverty level decreased by 10.5% during the same time period, which may reflect growing resources available to this age group. Also notable is that the percentage of those under 18 who live below poverty level is higher than the percentage for all Knox residents at 33.1%, indicating a need to invest more resources in alleviating childhood poverty.

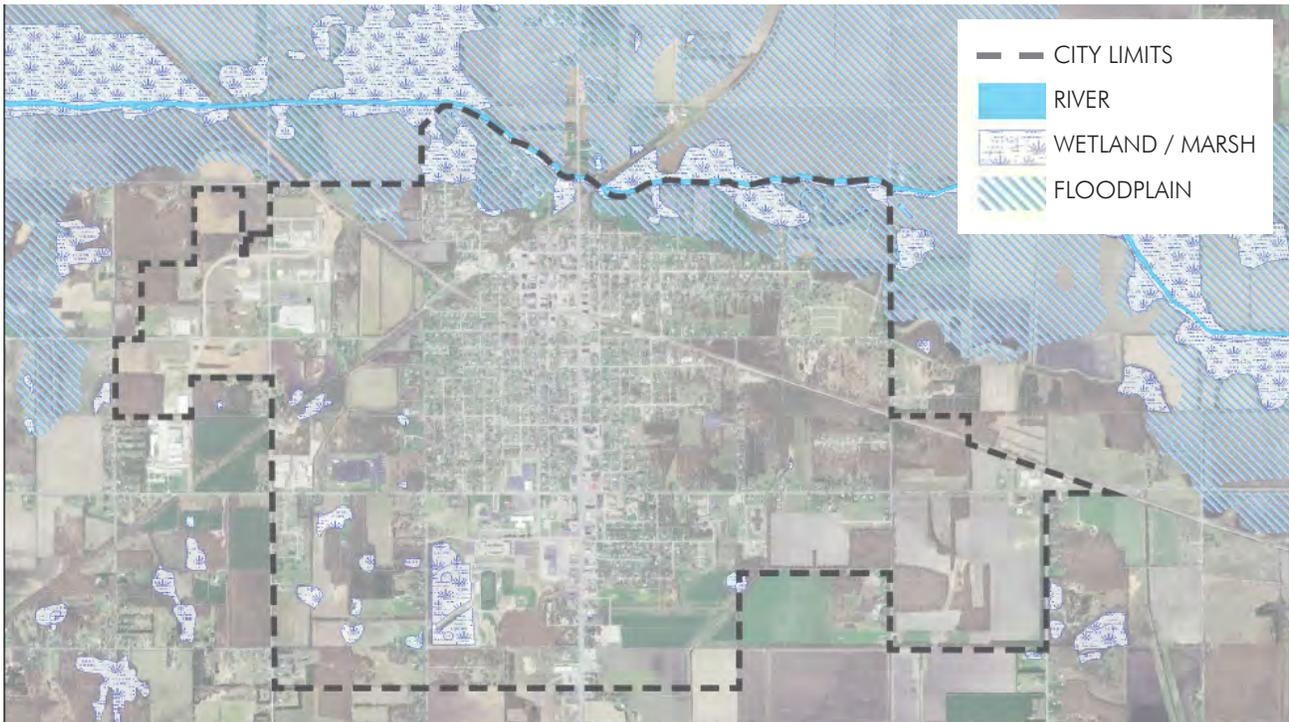
Overall, the demographics above paint a picture of Knox as it is currently and describe, in numerical form, some of the challenges the city faces and some of its positive trends as well. From retaining and growing population to expanding the number of employers present in the city to increasing incomes and matching educational opportunities to the skills needed in the marketplace, Knox has many possible targets to reach for as it considers its developmental goals and priorities.

GENERAL CONDITIONS

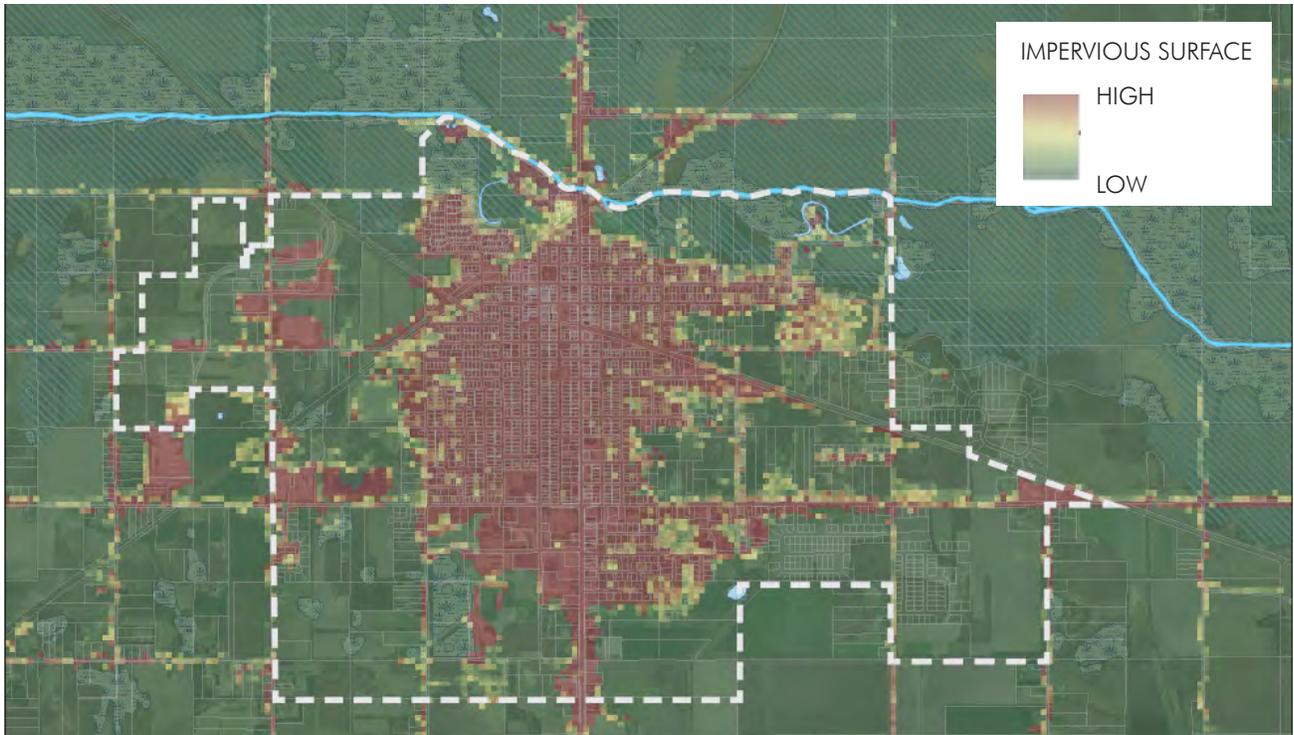
Even though the extensive wetlands that once dominated the local landscape currently only occupy about 5% of their former footprint, the natural environment still impacts the development of Knox today. The northern edge of the City is formed by the Yellow River, and the expansive floodplain shown in the map below limits development potential to the north.

SURFACE WATER

The City's sewer and storm water systems are combined, and during rain events, the lack of permeable surfaces (see map on following page) within the city's core and beyond contribute to flooding. The



The map above shows the location of the Yellow River floodplain and wetlands.



Yellow River is classified by the Indiana Department of Environmental Management as being impaired due to pollutant levels that are, as in many other areas of the state, likely related to water runoff content from the city as well as from the surrounding agricultural fields.

The impervious surfaces such as concrete, asphalt, and building roofs decrease the amount of stormwater absorption. The central area of Knox has a high level of impervious surfaces.

STORM SEWER

Knox's storm sewer system is not fully mapped. Watersheds are not clearly visualized and the topography of the City is not delineated on the City maps. Some small areas of ponding are evident and there are numerous known downspouts and a catch basin connection to the sanitary sewer system.

SANITARY SEWER

Knox is well covered by the sanitary sewer system. There are a variety of lines and lift stations servicing most populated areas. A few residential areas on the east side of the City appear to not have direct access to sanitary sewer lines. The waste water treatment plant has some capacity issues with its infiltration during rainfall events. Knox has been making steady improvements to the sanitary sewer system since 1993 when a lift station was added on South US 35 south of CR 150S to service surrounding areas. In 1994 the Knox Waste Water Treatment Plant upgraded capacity from 0.5 MGD to 0.7 GGD. That same year, a new pretreatment facility came online with two secondary clarifiers and a switch to aerobic digestion. In 1998 a lift station was added on East Highway 8 east of CR 500 E. Just last year the lift station at Clabaugh Drive was upgraded.

WATER SYSTEM

The water system is an aged system serviced by two separate water towers. The west side water tower is located in the industrial complex on the North West side of the City. The other water tower is located on East and Danker Streets. There are approximately 210 hydrants servicing the emergency service's needs. The water mains throughout the City are in differing conditions. Reports of undersized mains feeding larger areas, and undocumented and possible illegally placed infrastructure on private property were recorded.

ROADWAYS AND SIDEWALKS

The roads are set up on a grid system throughout Knox. The traffic flows well, as the main arterials, US Highway 35 (Heaton Street) and Indiana 8 (Culver Road), are state-managed highways. Many driveway cuts are along both their arterials; however, the relatively moderate traffic flow is not detrimentally affected by the users of these cuts. The road surfaces are a mix of mostly asphalt in varying states of deterioration and a very minor amount of brick around the courthouse area.

The city is well covered with sidewalks and pedestrian infrastructure. Most sidewalks are in moderate to good condition, but there are gaps, and walkability could be improved by interventions that increase pedestrian comfort and interest. ADA-compliant crosswalks with detectable surfaces are lacking in some areas. There is a lack of backbone trails connecting the park facilities to other city assets and amenities.

PHYSICAL CONDITIONS IN TARGET AREAS

As mentioned earlier, this plan is focused on the core of Knox which includes Wythogan Park and Parkview Heights to the north and follows along the Main Street corridor from Downtown to the current terminus of Main Street and extends through undeveloped area to CR 200 (see map on p. 6). The different areas that comprise Knox's core vary in use and character.



A W.P.A. stone gateway flanks the main entrance to Wythogan Park.

WYTHOGAN PARK

Wythogan Park sits within the floodplain between Downtown and the Yellow River. It is Knox's oldest and largest park and has a mixture of forest and open areas, which are primarily ball fields. The forests have mature hardwoods with an open and inviting understory. The main vehicular entrance to the park is aligned with the Courthouse and passes through an attractive W.P.A. stone gateway. There is a pedestrian trail through the park that is linked to Downtown by a historic county bridge that was relocated to the site to provide passage over the rail corridor. The pedestrian trail also connects the park to the beautifully renovated Nickel Plate Depot relocated to its current location on the east side of US 35. The park is well-maintained and there are several shelters, a variety of ball fields, and a skatepark for visitors to enjoy. Even though the level of pollution in the Yellow River limits the extent to which residents can interact with it, it is an important amenity and

provides recreational opportunities such as fishing, canoeing, and nature watching. Swimming, however, is discouraged.

PARKVIEW HEIGHTS

The Parkview Heights World War II era housing development has such a high amount of vacancy and blight, that the effect has been to “hollow out” Parkview, leaving behind a patchwork of under-improved and poorly maintained properties and structures situated among some well-cared for homes.

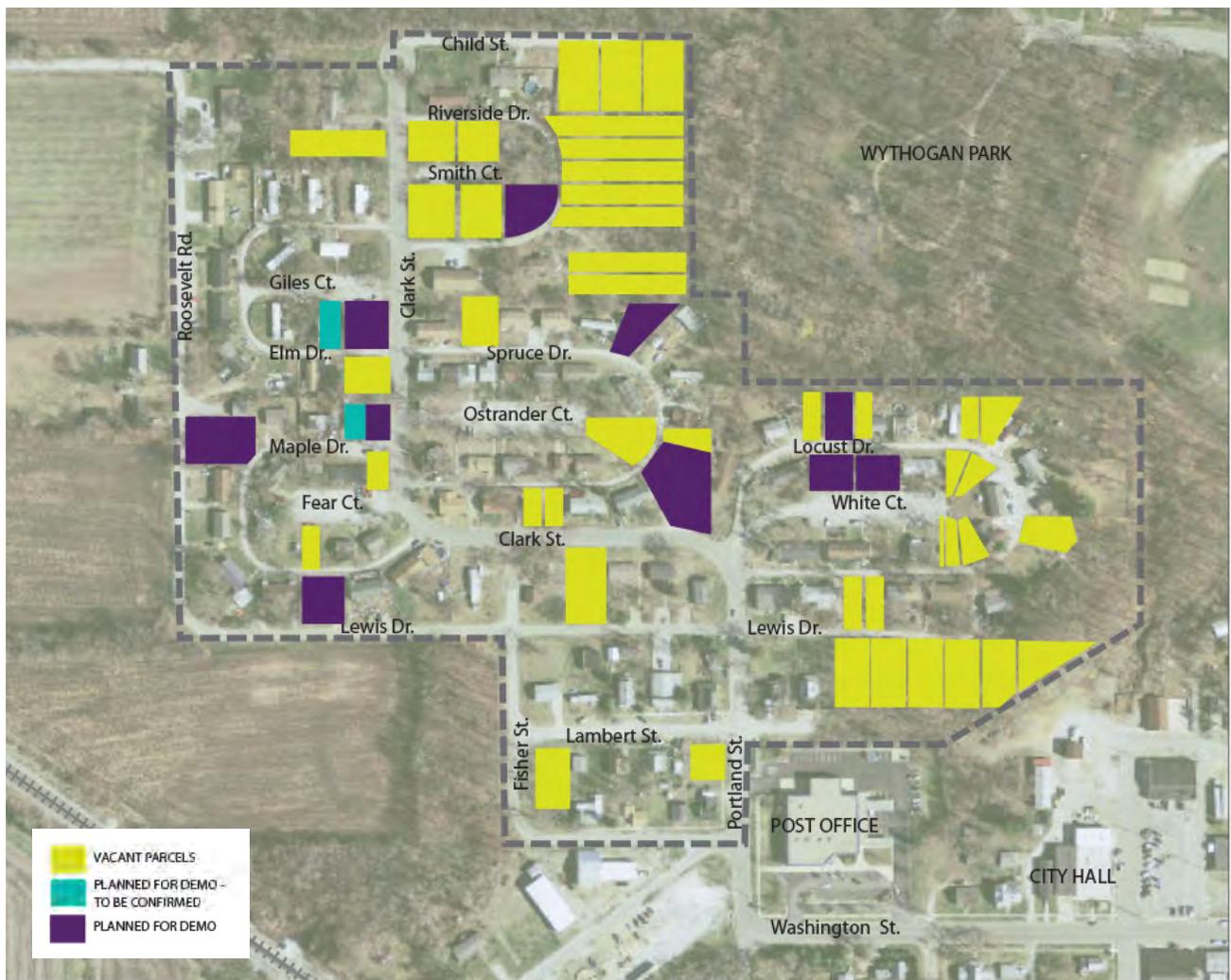


Small homes and interior parking courts are features of Parkview Heights. (Google Earth image)

Parkview Heights’s winding, narrow roads (8-10 ft wide); tightly looped areas; and houses set very close to the right-of-way; all contribute to difficult to negotiate conditions. Driveways, garages, and individual dedicated parking spots are sporadic. The roads are in fair condition. Pedestrian sidewalks are not present, and walkers utilize the narrow streets, making the unsafe travel path even more unsafe.

The sanitary sewer system is aged, having been built just after World War II. While the area appears to be well-covered with sanitary service,

This map shows the high concentration of vacant parcels and properties that may be demolished.



there are no upsized pipes for other areas though. The storm sewer system seems spotty at best. There are some grate drainage structures visible at the intersections, but the system is not mapped digitally in County/City records. The water system appears to be adequate. Water lines are present and run down the roads to each house. The water system does not appear to be looped, except within itself.

DOWNTOWN

The historic buildings of Downtown are used for retail, office space, and some residential. Despite several vacant or underutilized buildings, and the existence of a few vacant lots, the blocks are primarily intact and have a strong historic character. General clean-up and façade improvements would benefit many of the buildings. The iconic Starke County Courthouse, which is on the National Register of Historic Places, and the Nancy J. Dembowski Community Building are key assets.

The generous width and good condition of Downtown’s sidewalks positively affect the area’s walkability. However, accessible ramps and crosswalks with detectable surfaces are generally lacking. Crosswalks are also not optimally aligned in some places, especially around the Courthouse, to allow for the shortest possible roadway crossing for pedestrians.

The brick streets are starting to deteriorate, but the asphalt roads are generally in good condition, and traffic seems to flow well. There is ample on-street parking. The parking spaces are painted and appear to stand out, however, the driving assist lines are needed to clearly delineate drive lanes.

Historic buildings line Main Street in Downtown Knox.



Some localized flooding occurs during larger rainfall events, which is likely related to the stormwater drainage system being connected to the sanitary sewer system. Manholes and sanitary lines are routed down the alleys or center of the roads, and there are at least two known storm line tie-ins.



The County Courthouse is an iconic Downtown structure.



The Community Center is located in the heart of Downtown on Lake Street.

MAIN STREET

The Main Street residential corridor, which is about one half mile long, begins at the railroad tracks running along the south edge of Downtown and extends to Culver Road. The two-lane road is almost fully tree-lined and is flanked by well-kept homes and yards. Most of the sidewalks are 5 ft. wide and are in good condition, but there are some sections that have deteriorated and are in need of replacement. The paint on the curbs just south of the railroad tracks is wearing away. Accessible ramps and crosswalks with detectable surfaces are needed at all intersections.

The photos below are of the Main Street residential corridor. The top photo is of the north end of the corridor. There are gaps in the trees lining the street as shown in the bottom photo, a view north toward the intersection of Main and Potter Streets.

The infrastructure for the sanitary sewer system is in alleys behind the homes. The storm sewer system has not been mapped digitally, but storm grates are visible at each intersection with an occasional grate in between intersections. The water system is aging and the water lines run down the road.



CAMPUS CORRIDOR

South of the residential corridor of Main Street, the City's schools form the hub of the Campus Corridor which also contains the Starke County Library; Golden Living Center for senior citizens; Heritage Park; IU Health Starke Hospital; and various retail and health-related businesses. The area is generally well kept, but the the visual character is not strong and resident feedback indicated that it is not attractive. This is partly due to the backs of the retail complex that face Main St. at the southeast corner of Clabaugh Drive and Main Street. The area's varied building setbacks, lack of consistent landscaping, and the abundance of parking lots also negatively affects the visual character.

The sidewalks that are present in the area are in good condition, but there are gaps and also a need for accessible ramps and crosswalks with detectable surfaces at all intersections. The roadway is in good condition, and traffic flows well. While there is a traffic signal for cars at the intersection of Culver Road and Main Street, there is no signal for pedestrians. The conditions of the storm sewer, sanitary sewer, and water systems are similar to that of the Main Street residential corridor.



A view of the Main Street and Clabaugh Drive intersection in the Campus Corridor.

MAIN STREET SOUTH

South of the Campus Corridor, Main Street extends to CR 150 S, and has been proposed to extend to CR 200 S/Palmer Road. The area includes Sandy Acres Park and is primarily undeveloped land currently in use as agricultural fields. Sandy Acres Park currently hosts a seasonal weekly farmers market and has a playground, shade structures, and an attractive stone gateway entrance on CR 150 S.

Sidewalks exist and are in good condition, but residents have provided feedback indicating that the area felt secluded and should be improved aesthetically. The roadway is in good condition. Other than sidewalks and roads, infrastructure in the area is very limited. The schools appears to have a large private storm sewer system with a detention pond for their infrastructure. There is no additional storm sewer, sanitary sewer, or water system in the area.



Main Street currently terminates at CR E 150 S. This view looks north on Main Street and shows undeveloped land on either side of the street.

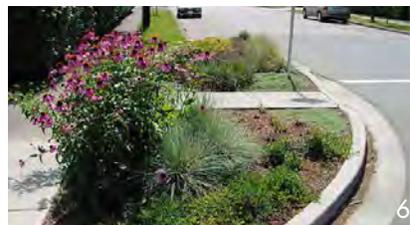
THE PLANNING PROCESS & COMMUNITY INPUT

This plan was developed over a period of seven months, during which the planning team facilitated five meetings with the Plan Steering Committee and two with the public. The planning process began with the consultant team meeting in September 2014 with the Plan Steering Committee to discuss goals and objectives and to tour the city and the planning area. The following general goals were identified by the Steering Committee:

- Strengthen the Sense of Place
- Encourage Investment
- Attract and Retain Residents

The Planning Team held a focus group meeting with individuals representing a variety of perspectives - new businesses, established businesses, parks, educators, elderly, youth, public services, etc. There were 32 community members in attendance. After the planning team presented an overview of the project and the planning process, the focus group attendees provided input on assets and opportunities, and constraints and concerns. Attendees also discussed opportunities for integrating arts into development and revitalization efforts.

A second focus group meeting was held approximately one month later to gather input that would help to establish a basis for identity and branding work and to solidify the boundaries of the target areas. There were 11 community members in attendance. Attendees were asked to identify what made Knox special, what was unique, iconic, memorable, or meaningful. Attendees also provided input on target areas, the general priorities for each, and commented on precedent images, such as the ones below - indicating what they liked, what they found interesting, and what they thought might be projects in the target areas and why. The precedents reviewed are in Appendix C.



These are some of the precedent images reviewed during the focus group.

The Target Areas were identified as Downtown, Main Street, Campus Corridor, and Main Street South. A breakout session was held with attendees who were particularly interested in the use of arts and culture to re-activate Downtown. Participants in this discussion developed recommendations for the creation of a health and wellness corridor and an entertainment district downtown organized around culture, arts, and music.

INPUT ANALYSIS

The input gathered from the community has been summarized and organized into categories. The Assets & Opportunities list contains elements that residents identified as positive assets, places of opportunity, things to be proud of, or things going well in Knox. The Desired Outcomes list identifies things that residents would like to see addressed or implemented within a five-year horizon. The list of Identity & Branding elements are items that residents considered as contributing positively to the identity of Knox that could potentially form the basis for developing branding:

ASSETS & OPPORTUNITIES

- The historic Depot - beautifully renovated and houses the Starke County Historical Society
- Three parks: Wythogan Park, Sandy Acres, and Heritage Park
- Knox Industrial Park/Starke County Rail Park
- Starke County Courthouse
- Starke County Library
- Multiple Wifi Locations
- Nancy J. Dembrowski Community Building
- Community Services of Starke County – provides senior services, food pantry, transportation
- Golden Living Center and Winter Song nursing homes serve seniors– have had upgrades to address adequacy and structural needs, and are progressive facilities
- IU Starke Health
- Schools - have a campus environment and outdoor programs; are close to the library and health centers
- Starke County Historical Museum (Henry Schricker Home)
- Soccer League and Complex - over 300 children participate per year, grades PK-8th
- Starke County Youth Club – after school and summer programs, service learning
- Leadership Starke County sessions – builds pride and leadership, fosters collaboration
- SCILL Center – provides job training, middle management training, basic skills and remedial math, vocational, offers certifications, serves 10 school corps in 4 counties, has superior graduation placement and certification rates, offers transferable skills
- Yellow River Farms – agricultural tourism draw; holds Fall Fest
- Main Street & Pearl Street – pretty residential area, tree-lined

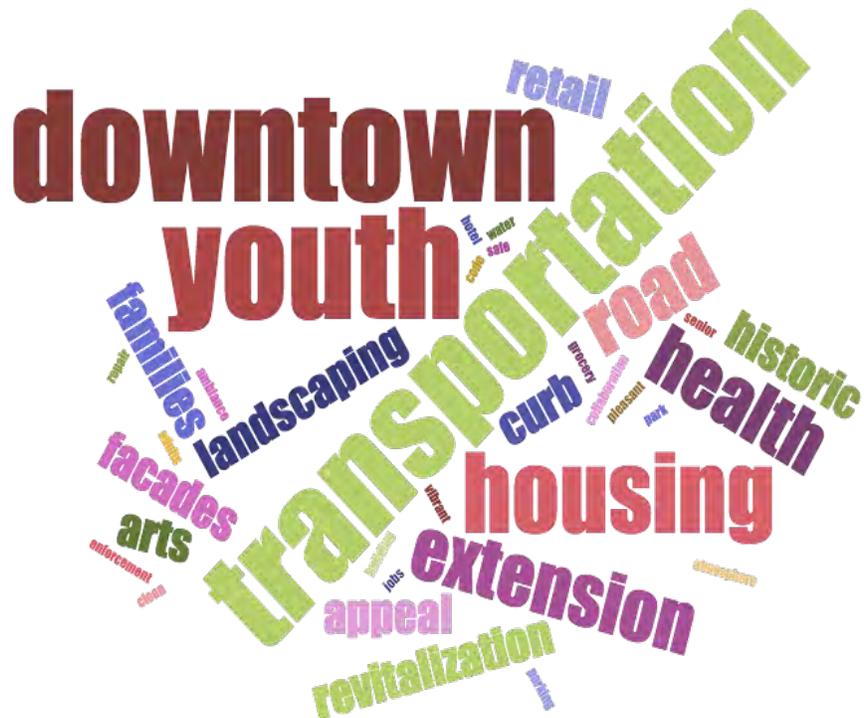
- Yellow River – provides opportunities for interacting with nature, relaxing, and recreating
- Downtown – brick streets and architecture give it a special feel
- Businesses on US 35 – strong tax base, easy access, local shopping, good variety, active financial institutions
- Businesses downtown – Dollar General, Key Bank
- Great Youth Sports Teams
- Knox HS graphic arts department – eligible for college credit from ISU and BSU, skills for workplace

Nearby assets that serve as regional draws include the following:

- Bailey’s Discount Center in North Judson
- Bass Lake (6 miles to the south)
- Kankakee State Fish and Wildlife Area (7 miles to the west)
- Tippecanoe River State Park (10 miles to the south)

DESIRED OUTCOMES:

- Increase Access to Community Resources/Improve the Transportation System
- Enhance Youth and Senior Engagement
- Create Arts Infrastructure and Organize Arts Events
- Attract Tourism
- Capitalize on a Trained Workforce/Encourage Entrepreneurism
- Catalyze Downtown Development and Promote Downtown Site Activation



Input gathered regarding desired outcomes generated this word cloud. The larger the word, the more times it appeared in comments.

IDENTITY & BRANDING ELEMENTS

- Courthouse
- Yellow River
- Knox Parks (Wythogan Park, Sandy Acres, and Heritage Park)
- Historical Society
- Historic Depot
- Hospitals
- Library
- Railroad
- Kankakee Marsh
- Community Center
- Development Potential

DEVELOPMENT OF PLAN RECOMMENDATIONS

The Planning Team met with the Steering Committee to discuss possible projects, programs, and/or initiatives for each of the Target Areas. The boundaries of each Target Area were refined by the consultant team and reviewed by the Steering Committee (see map on page 6). Additional discussion guided the development of concepts for each of the Target Areas, and these concepts were presented along with additional contextual information at a public meeting on Thursday, January 29 at 6:30pm. At this meeting, a brief presentation was given on the fifth target area, Parkview Heights, with a discussion of possible options for the area's redevelopment.

After the presentation of each of the concepts, the Planning Team compiled all of the proposed projects, programs, and initiatives contained within each of the concepts and organized them into categories including Placemaking Programming, Resident and Visitor Attraction, Urban Design, and Infrastructure and Utilities. After thorough review and discussion of the project list, the Steering Committee completed a prioritized ranking of the list to identify those that were highest priority. All of the projects were previously on the list for implementation, but the ranking served to indicate preferences for how soon each project should be scheduled for implementation. The results of the ranking exercise were converted into a strategic action plan for phased implementation of the final concepts detailed in the Plan Recommendations section beginning on p. 29.

PUBLIC HEARING

The official Public Hearing of the Knox Comprehensive Plan was held on Tuesday, March 24th, 2015 at 6:30pm in the Town Hall. The Public Hearing was required by the terms of the planning grant awarded to the City of Knox by the Indiana Office of Community and Rural Affairs. Official notice of the hearing was published in the *Leader* ten days before the meeting. The Planning Team reviewed the plan process, presented the recommendations for the target areas, and solicited feedback from attendees.

INPUT CONCLUSIONS

As stated earlier, the general goals for this plan were to develop recommendations that would do the following:

Strengthen the Sense of Place
Encourage Investment
Attract and Retain Residents

Careful consideration of these goals, the guidance received from the Steering Committee, input received from the community during focus groups and public meetings, information collected on demographics, and research and fieldwork on Knox's history and existing conditions led to the development of recommendations for each Target Area of projects, programs, and initiatives that fall into the following categories:

Placemaking Programming - events and activities that creatively build on Knox's unique assets

Resident and Visitor Attraction - initiatives that raise the profile of Knox, increase awareness of Knox's assets, and help to promote the community

Urban Design - improvements in the built environment that positively impact quality of life, increase pride that the community has in Knox, and improve visual appeal

Infrastructure and Utilities - improvements that support the implementation of projects in the above categories and that also address basic issues of system age and capacity which affect economic development

The projects, programs, and initiatives for each Target Area are presented in the following section. Implementation summaries are also included in this section. A template for detailed implementation planning is in Appendix B. Relevant Case Studies are included in Appendix A.

PLAN RECOMMENDATIONS & IMPLEMENTATION

This plan supports the long-term economic development goals of the City of Knox and of the Kankakee-Iroquois Regional Planning Commission's Comprehensive Economic Development Strategy, particularly in the areas of resident retention and attraction, and improving infrastructure.

IMPLEMENTING THE PLAN

In this section, the plan recommendations of each target area are followed by a summary implementation plan with timelines and rough budgets. The Implementation Plan reflects the prioritization developed during the planning process and also takes into account the capacity of project leaders. Wherever possible, overloading project leaders was avoided.

Detailed digital implementation plan templates supplied by the planning team can be used to track implementation progress and to document specific action items, project leaders, and funding status. A detailed implementation planning template is included in Appendix B.

The Knox Implementation Plan is practical, doable, and realistic with regard to cost and level of effort. It provides a framework for action that is well within the means of Knox to accomplish and if even half of the items listed in the plan are accomplished within the next five years, Knox will have made tremendous forward progress toward improved vitality and quality of life.

ORGANIZATIONAL STRUCTURE FOR IMPLEMENTATION

Below are some overarching recommendations to help organize the local effort to implement the planned actions.

COMMITTEES

- The plan has been structured around four target areas. This structure provides a solid foundation for Knox to organize around to implement the plan priorities. The Steering Committee should break into small subcommittees, one for each target area, to lead implementation forward.
- A Parkview Redevelopment committee including representatives of the City of Knox, the Knox Park Board, and Parkview Heights, should be formed to push the redevelopment plan forward.

MEETING SCHEDULES

- Monthly committee meetings should be held and a combined meeting for all groups should be held quarterly. Monthly and quarterly meetings should focus on review and updates to Implementation Plans.

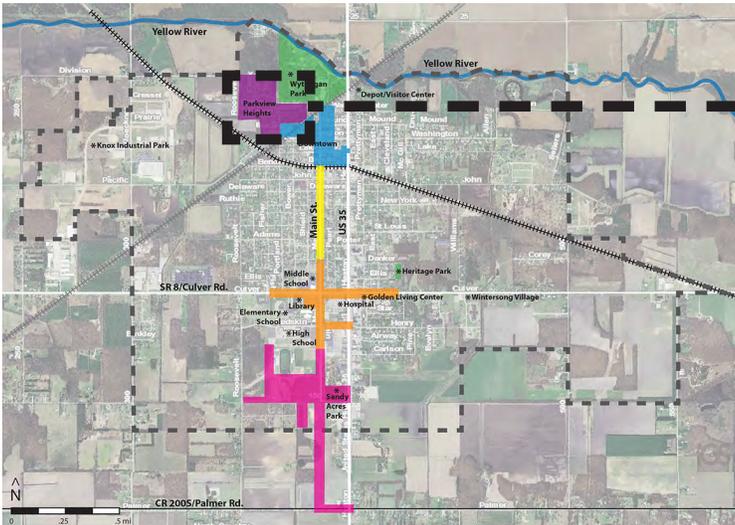
- Monthly reports of progress should be released to the local media.
- Meet annually with Starke County Community Foundation to provide update on progress and identify shared objectives and possible funding opportunities.

WORK TASKS

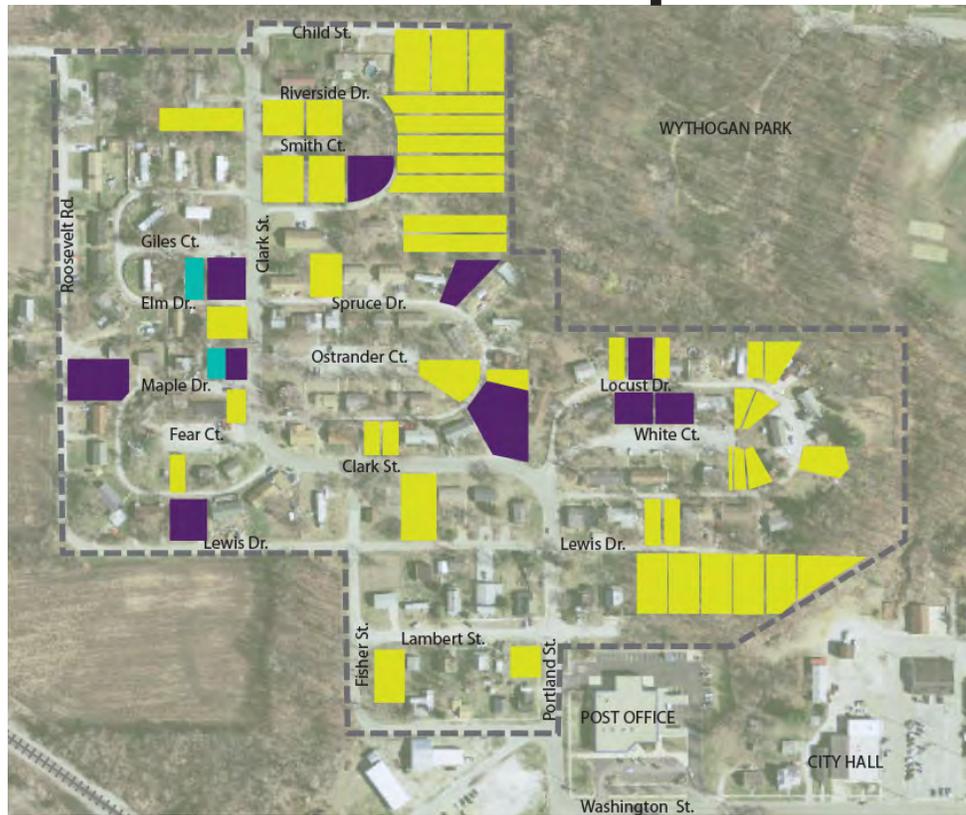
- Develop a simple graphic brand for Knox and use it consistently in the promotion and branding of implemented projects and programs.
- Using the digital Implementation Plan template supplied by the planning team, begin with the preparation of detailed Implementation Plans for the first three action items listed for their target area.
- Evaluate progress quarterly and adjust Implementation Plans as needed based on progress, opportunities, and constraints.

PARKVIEW HEIGHTS

One of the priorities for the community is to improve the current condition of Parkview Heights. The City of Knoxville was awarded \$187,000 to demolish blighted structures in the Parkview neighborhood (see map below). This work will begin in 2015 and is a major step toward long-term redevelopment of the area.



(Google Earth aerial photo, 2015)



LEGEND

-  PARKVIEW HEIGHTS BOUNDARY
-  VACANT PARCELS
-  PLANNED DEMO
-  PLANNED DEMO - TO BE CONFIRMED

(Google Earth aerial photo, 2015)

Different methods for redevelopment have been investigated as part of this plan. These range from rehabilitation of the area as a pocket neighborhood using a “tiny house” construction approach, to the absorption of the area into Wythogen Park.

The current layout of Parkview is consistent with the standards associated with pocket neighborhoods. The pocket neighborhood concept involves promotes development of high-density neighborhoods with small footprint dwellings and shared open space. The existing infrastructure in Parkview was designed over 80 years ago, but used this same philosophy so the layout is perfect for redevelopment into a contemporary pocket neighborhood.

Currently the areas of vacancy and blight are so great the effect has been to “hollow out” Parkview, leaving behind a strange patchwork of under-improved and poorly maintained properties situated among some well-cared for homes. The condition of the existing infrastructure is so poor that total replacement of all roads, drainage, water and sewer infrastructure would be required to bring the condition and quality up to standard. In addition, very little public support for this concept was offered during the planning process. For this reason, this approach to redevelopment of the area was discarded.

The second option studied was the absorption of Parkview into Wythogen Park. The current pattern of blighted and vacant properties was evaluated to determine if a logical pattern of acquisition could be identified. The goal being to absorb the majority, if not all, of Parkview, into the park over a period of time as properties and funding for acquisition became available. A three-phase approach to acquisition has been identified as a possibility, as shown on the diagram on p. 34.

Funding for acquisition of property in Parkview for the purpose of expanding the park is available through Indiana’s Bicentennial Nature Trust (BNT) program, and the Indiana Heritage Trust (IHT) program. BNT funding is only available through 2016, and offers an excellent opportunity to maintain momentum for redevelopment of Parkview through acquisition of property identified in Phase 1 (see redevelopment phasing diagram), and possibly more.

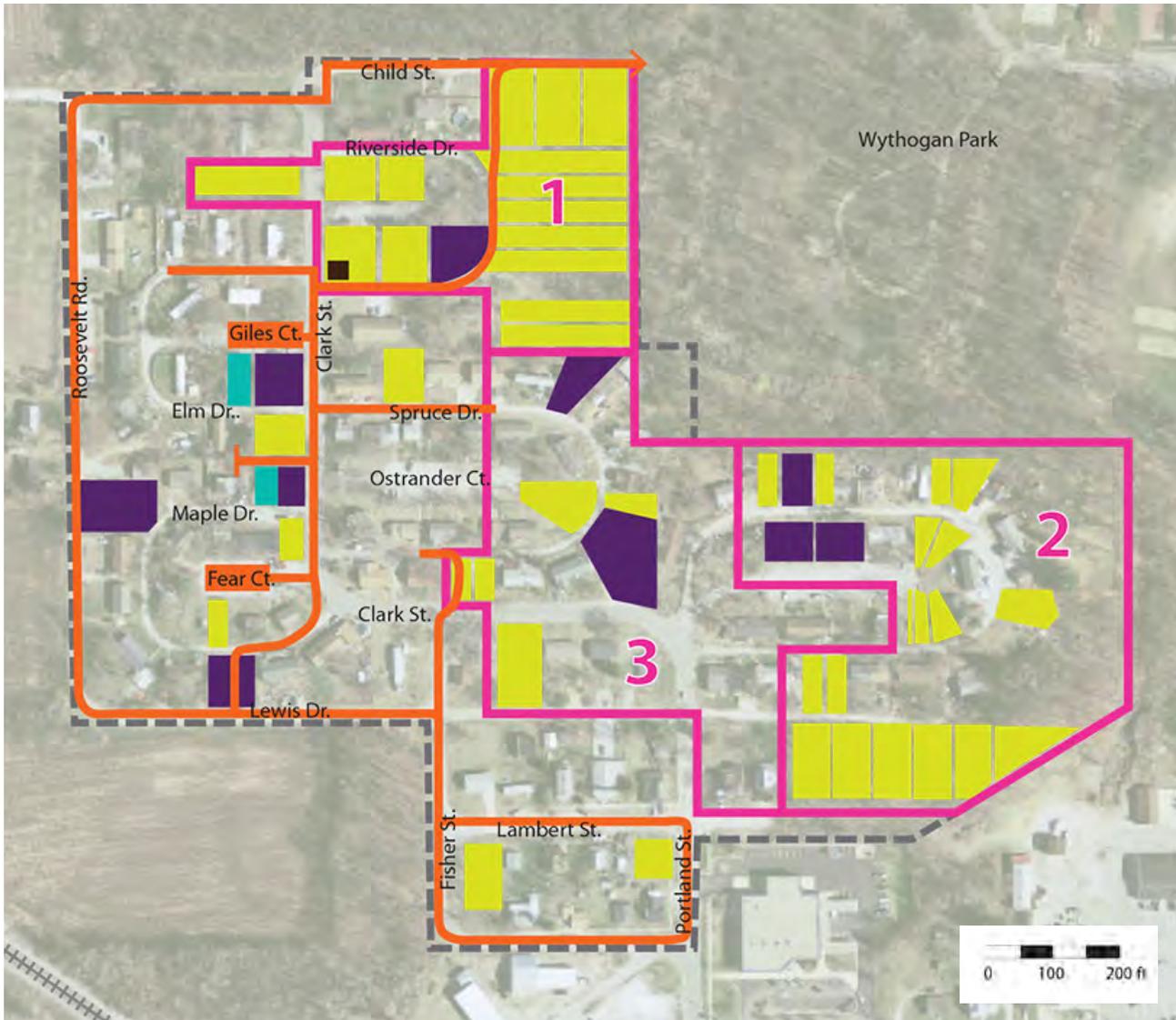
As the process of redevelopment continues to move forward, opening and maintaining a dialogue with residents and property owners of Parkview will be essential. The initial steps toward opening this conversation were taken during the planning process. As a result, members of the Knox Council and the neighborhood have agreed to continue meeting in order to work together to chart a path forward for Parkview Heights and its residents and the community at large.

Case Study: Green Community

High Point, Seattle, Washington

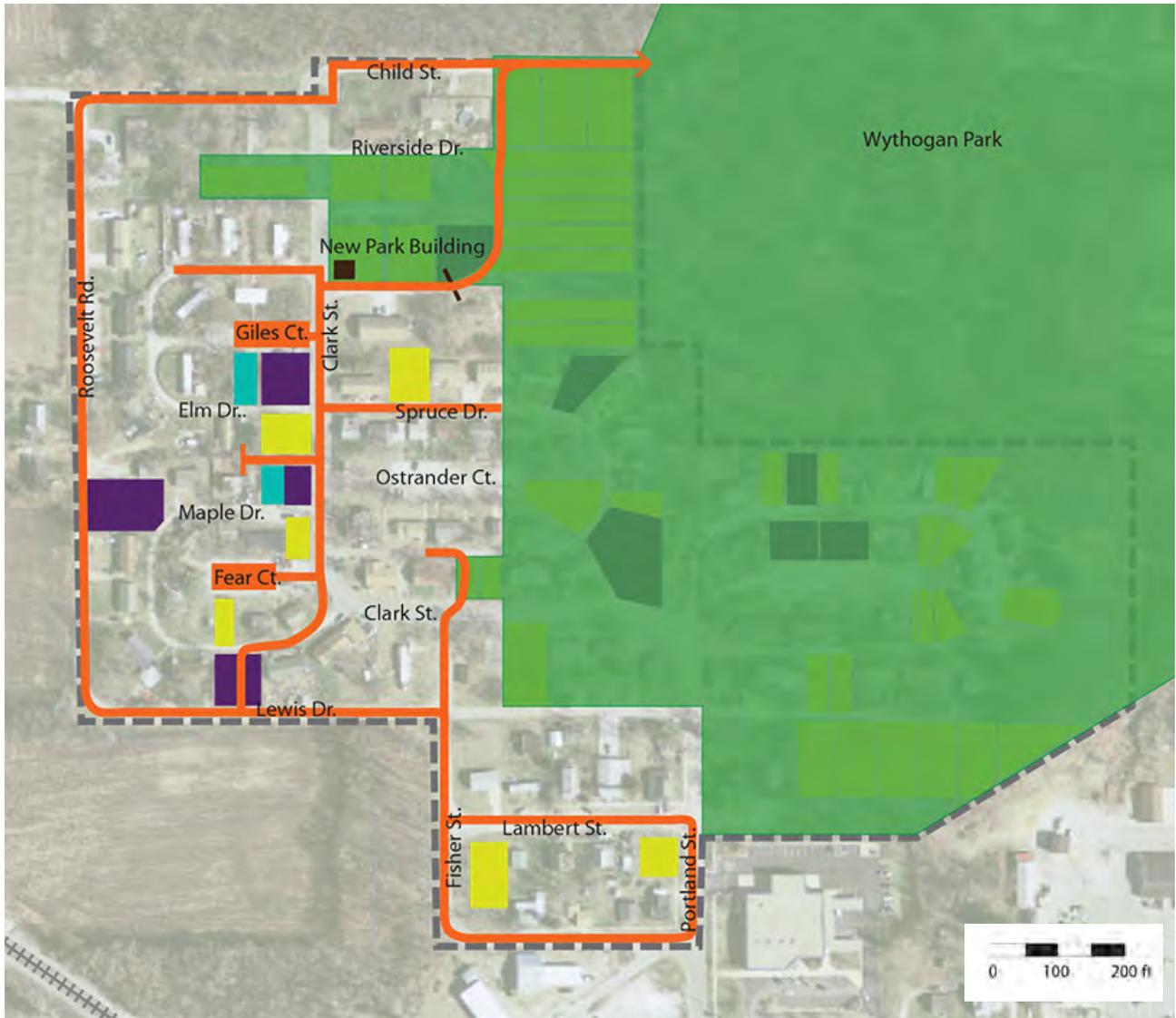
Replacing a blighted neighborhood with a community designed around energy efficiency, watershed protection, and needed amenities.

see Appendix A



The redevelopment of Parkview Heights could occur in phases as shown above. (Google Earth aerial photo, 2015)





The map above shows the proposed park expansion into Parkview Heights. In order to effectively implement this approach the roadway network would need to be adjusted to maintain access to the remaining residents as the transition occurs. This could require new neighborhood entrances, including an entrance into the park, and closing of old ones. This is especially important if plans include retention of any of the existing residences in the long run. (Google Earth aerial photo, 2015)



DOWNTOWN

Case Study: A Sense of Place

Enumclaw, Washington

Using streetscape enhancement to revitalize a town center and attract new investment.

see Appendix A

The Downtown Target Area, which is primarily commercial and mixed-use, is the heart of Knox, and many residents remember a time when it bustled with activity. Over the years, businesses and key Knox events moved out of Downtown, contributing to a loss of vitality. The main project priorities for the Downtown Target Area were identified as arts and public infrastructure/utilities. The primary focus in the short-term will be to utilize arts to reactivate Main Street, and to strengthen connectivity of the Downtown to the other target areas in Knox's core and to the rest of Knox. Two thematic districts - Arts & Entertainment and Health & Wellness - will be established.

NOTABLE FEATURES

Historic commercial buildings
Courthouse
Nancy J. Dembowski Community Center
Yellow River
Historical Society and Depot
Wythogan Park

COMMUNITY WISHLIST

Inviting areas to rest and relax
Pocket parks (perhaps with water features)
Low-maintenance plantings
Outdoor café aesthetic (activated sidewalks)
Better lighting
Façade improvements
Paved streets
Better street trees
Downtown gateway
Improve crossing at Main and Washington Streets
Improvements to Wythogan Park

Case Study: Promotion

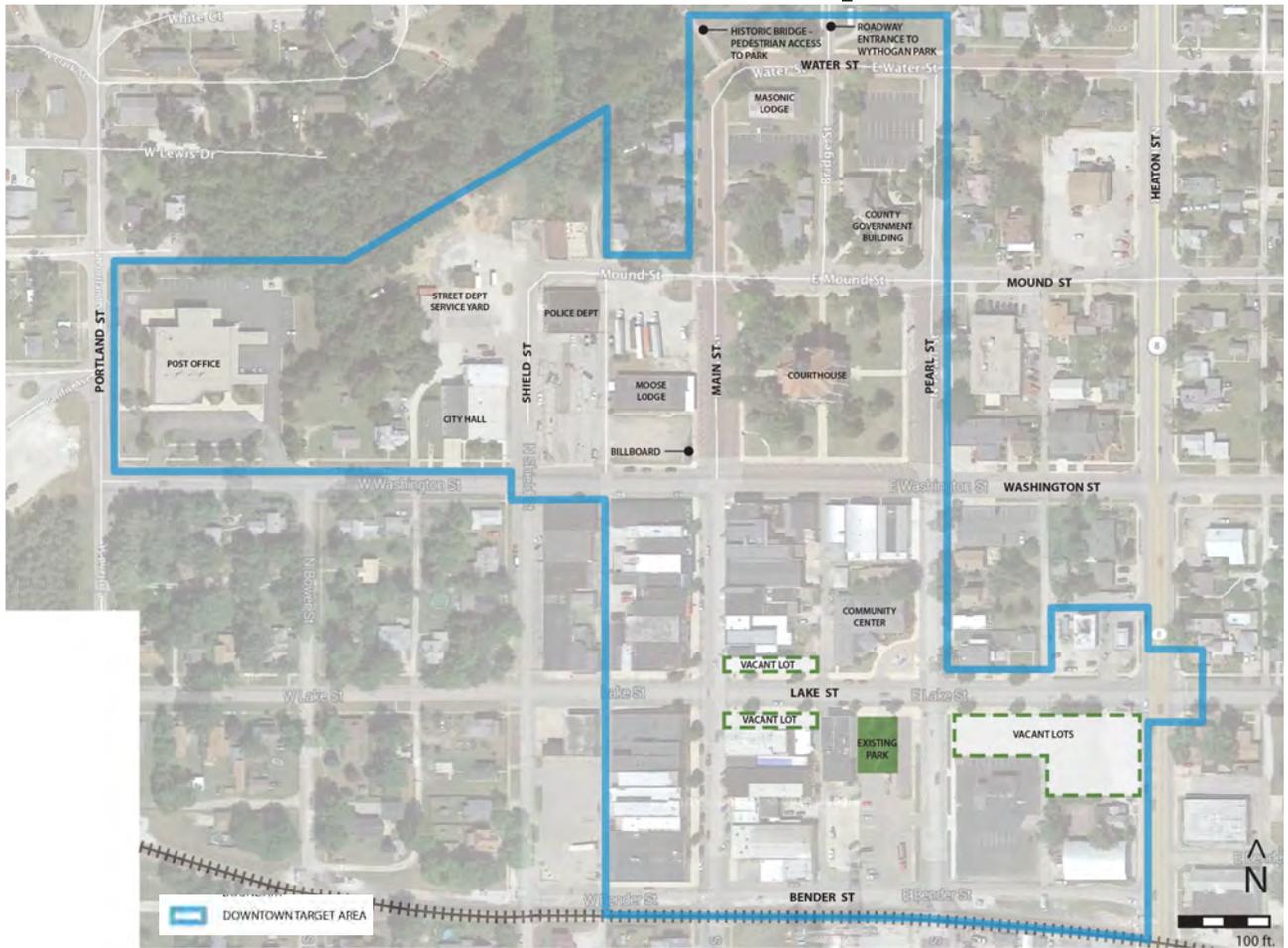
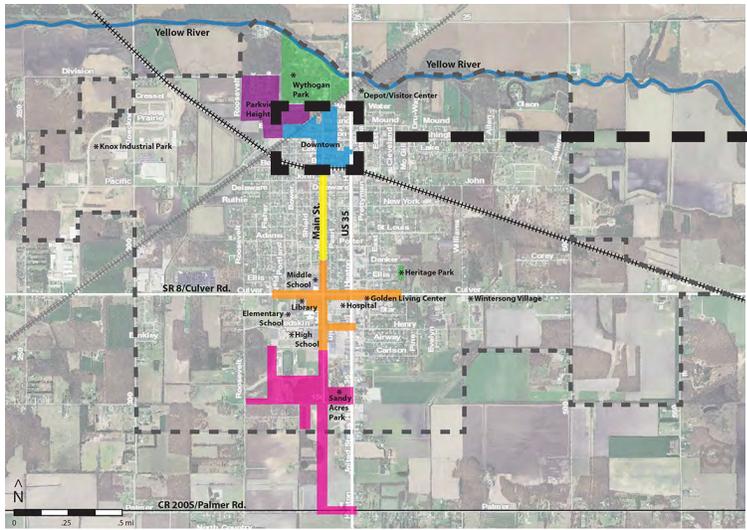
Underwood, North Dakota

Pulling traffic back into a town center using a strategy based on heritage with supportive branding and catalyst project development.

see Appendix A



View to south at Main and Washington Streets.



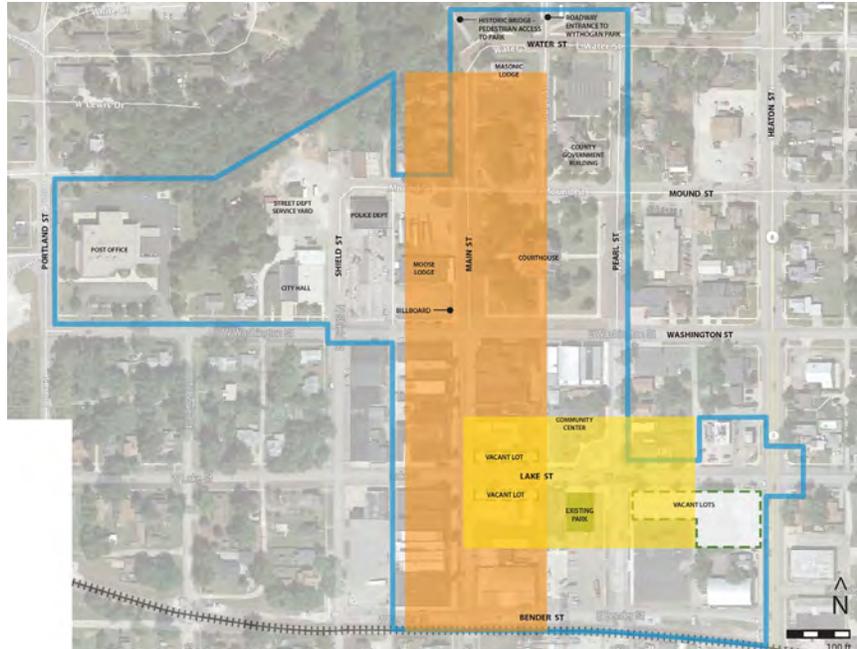
The Downtown Target Area extends south from Wythogan Park to the railroad tracks, west to include the Post Office, and east along Lake Street to connect to US 35. (Google Earth aerial photos, 2015)

Case Study: Arts & Entertainment District

Cumberland, Maryland

Employing the arts as a catalyst for economic development to revitalize a community.

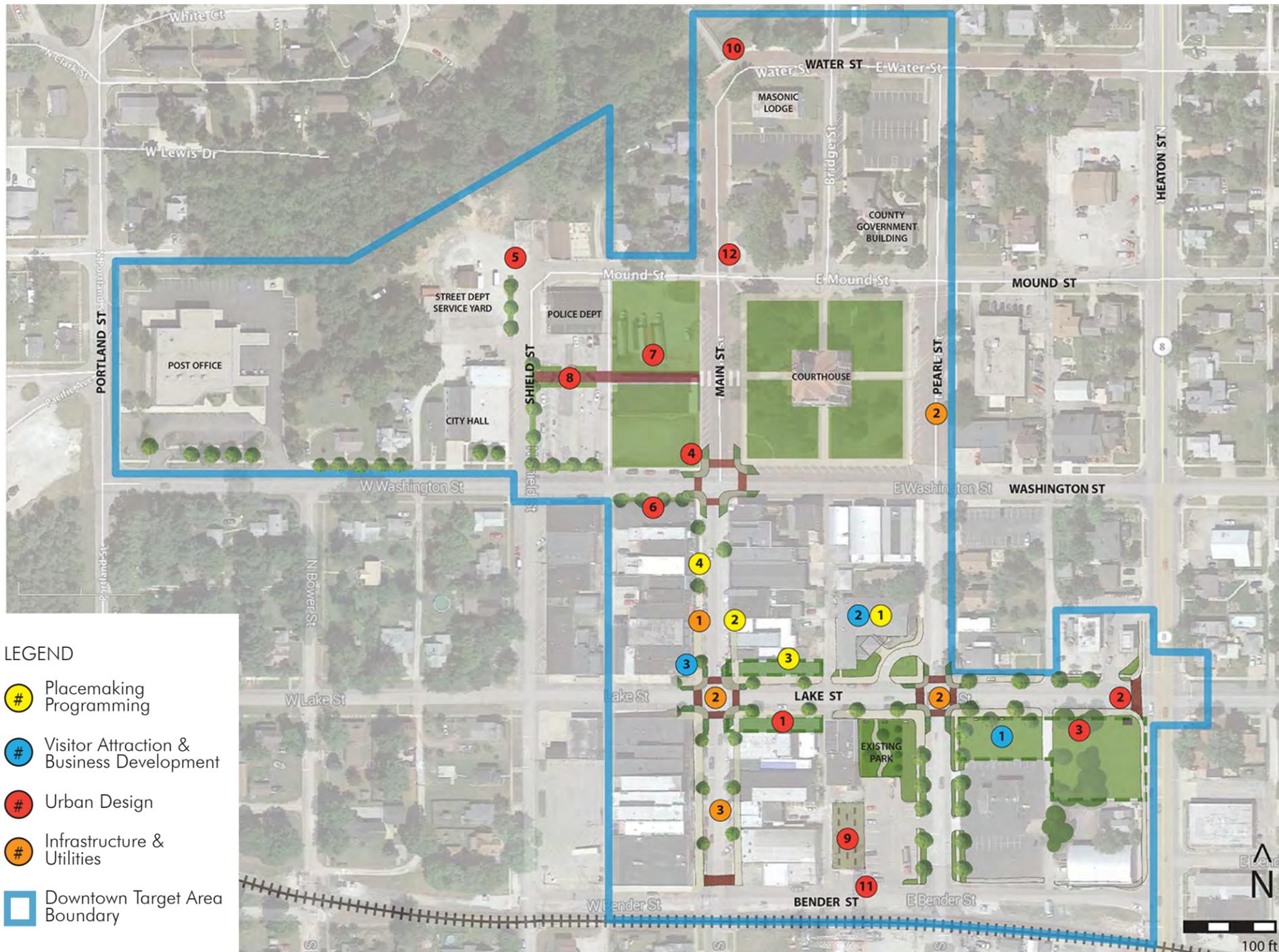
see Appendix A



Two thematic districts that build on existing assets will be established in Downtown. The location of each district is shown in the map above. Elements of each district are listed below (Google Earth aerial photo, 2015):

- ARTS & ENTERTAINMENT DISTRICT
 - Woodstarke Extension
 - Crafts & Arts Outdoor Market
 - Parades
 - Murals
 - Store Window Art
 - Music & Arts Events
 - Young Authors Club
 - Collaborative Work Spaces
 - Food Carts
 - Movies on Walls
 - Microbrewery
 - Tailgating
 - Sidewalk Cafés

- HEALTH & WELLNESS DISTRICT
 - Farmers Market
 - Harvest Event
 - Healthy Food Festival
 - Health Fair
 - Human-Powered Kinetic Sculpture
 - Walking Club Meet-up Spot
 - Run & Walk Event Start /Finish Line



- LEGEND**
- # Placemaking Programming
 - # Visitor Attraction & Business Development
 - # Urban Design
 - # Infrastructure & Utilities
 - Downtown Target Area Boundary

Proposed Downtown projects are shown in the map above and described in the project list at right. Project numbers on the map correspond to project numbers on the list. (Google Earth aerial photo, 2015)

DOWNTOWN PROJECT LIST

PLACEMAKING PROGRAMMING

1. Develop and advertise calendar of downtown seasonal programs; outdoor film festival, music in the square, etc.
2. Install downtown window display program with a focus on local history
3. Paint murals on walls behind the future pocket parks at Lake and Main Streets
4. Implement downtown banner program

VISITOR ATTRACTION & BUSINESS DEVELOPMENT

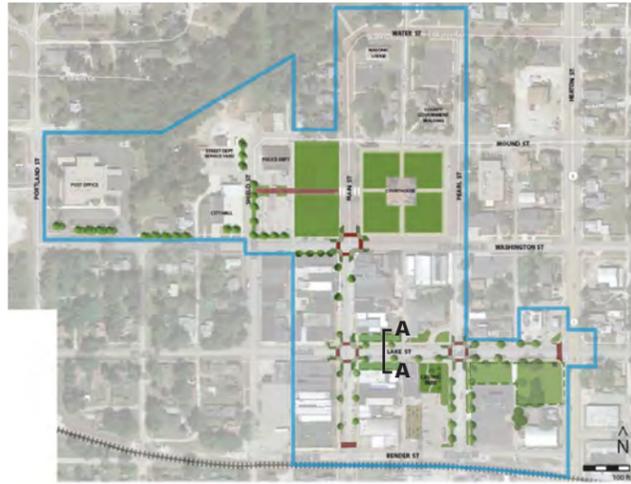
1. Host downtown farmers market and wellness fair
2. Create a vendor registry of locally produced food, crafts, and other goods hand crafted in the area
3. Create inventory of downtown property owners who would be willing to allow for short term use of their storefronts for pop-up shops, art shows, and other short term uses

URBAN DESIGN

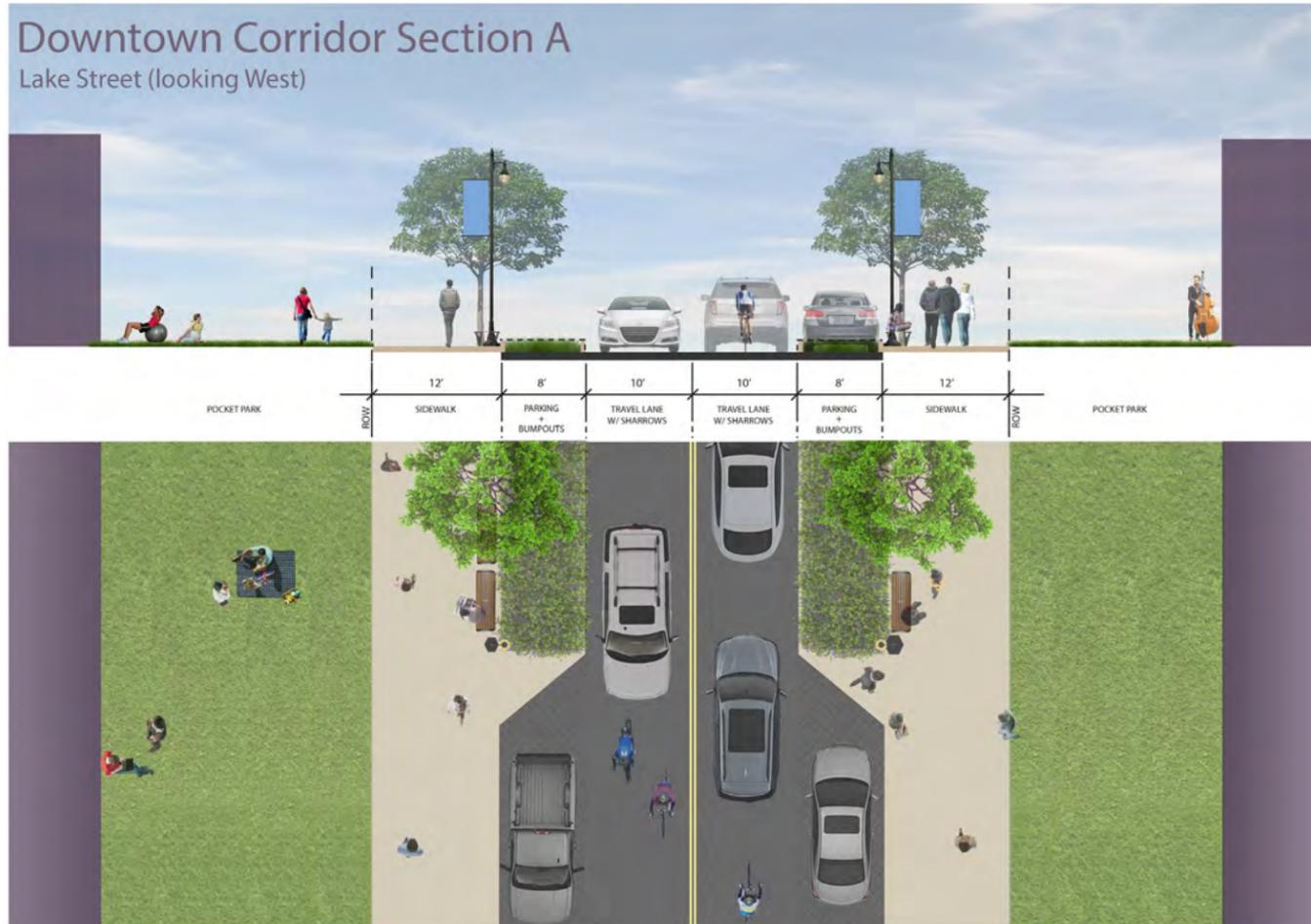
1. Construct pocket parks on the two vacant lots at Lake and Main Streets
2. Construct a gateway at the intersection of Lake Street and US 35 to mark the entrance to historic downtown
3. Create a green entrance to downtown along Lake Street by “greening up” vacant lots along the corridor with mowed turf and planting additional trees in the existing tree lawns
4. Remove/relocate billboard on Main Street across from the Courthouse to location outside of historic downtown
5. Screen and clean up the city’s service yard with landscaping and/or fencing
6. Paint City history mural on building on southern edge of town commons and plant tree lawn
7. Create a Town Commons open lawn space west of the courthouse suitable for use during special events
8. Upgrade the existing City parking lot and create a walkway between City Hall and the courthouse
9. Redo outdoor seating area behind Lake Street park for casual use and special events
10. Develop and install downtown wayfinding signage system
11. Clean up and screen roadway edge along railroad
12. Create a visitor information station or kiosk

INFRASTRUCTURE & UTILITIES

1. Repair sidewalks and make ADA improvements
2. Study options for brick street repaving, bump outs, and decorative paving
3. Install bicycle markings and refresh roadway markings



This map shows the location of the section and plan view graphic below. (Google Earth aerial photo, 2015)



Proposed improvements at Lake Street include turning the existing vacant lots into pocket parks, streetscape improvements, and landscaped parking bumpouts that could assist with stormwater management.

IMPLEMENTATION PLAN SUMMARY

DOWNTOWN PROJECTS	SCHEDULE								BUDGET		
	2015		2016		2017		2018			2019	
	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2		Q3	Q4
Placemaking Programming											
1 Develop Downtown Events & Programs Calendar											\$1,500
2 Install Historical Downtown Window Displays											\$3,000
3 Paint Pocket Park Wall Murals at Lake & Main											\$5,000
4 Implement Downtown Banner Program											\$3,000
Visitor Attraction & Business Development											
1 Host Downtown Farmers Market & Wellness Fair											\$3,000
2 Create a Registry of Locally Produced Food, Arts & Crafts											\$1,000
3 Create Inventory of Cooperative Downtown Property Owners											\$200
Urban Design											
1 Construct Pocket Parks on Vacant Lots at Lake & Main											\$25,000
2 Construct a Gateway to Downtown at Lake & SR 35											\$20,000
3 Green-up Lake Street Corridor into Downtown											\$5,000
4 Remove/Relocate Billboard out of Historic Downtown											\$4,000
5 Screen & Clean Up Service Yard Behind City Building											\$500
6 Paint History Mural & Plant Tree Lawn on South Edge of City Commons											\$3,000
7 Create City Commons Lawn & Event Space											\$30,000
8 Upgrade City Lot & Construct Courthouse Connector Walk											\$80,000
9 Redo Outdoor Seating Area by Lake Street Park for Casual or Event Use											\$20,000
10 Develop & Install Downtown Wayfinding Signage System											\$30,000
11 Clean Up & Screen Roadway Along Railroad											\$10,000
12 Create Visitor Information Station or Kiosk											\$10,000
Infrastructure & Utilities											
1 Sidewalk Repair & ADA Improvements											\$100,000
2 Study Brick Street Repaving, Bump Outs & Decorative Paving Options											\$10,000
3 Install Bicycle Markings & Refresh Roadway Markings											\$20,000

MAIN STREET

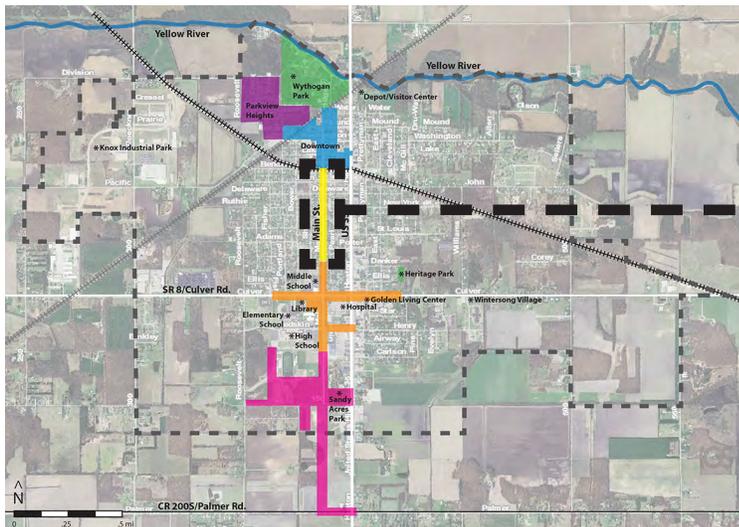
The Main Street Target Area is primarily residential and extends along Main Street from downtown down to the Campus Corridor along SR 8 near the schools and library. The top project priority was identified as public infrastructure and utilities, and a close second was arts and aesthetics.

NOTABLE FEATURES

Strong Residential Corridor
 Starke County Historical Society Museum

COMMUNITY WISHLIST

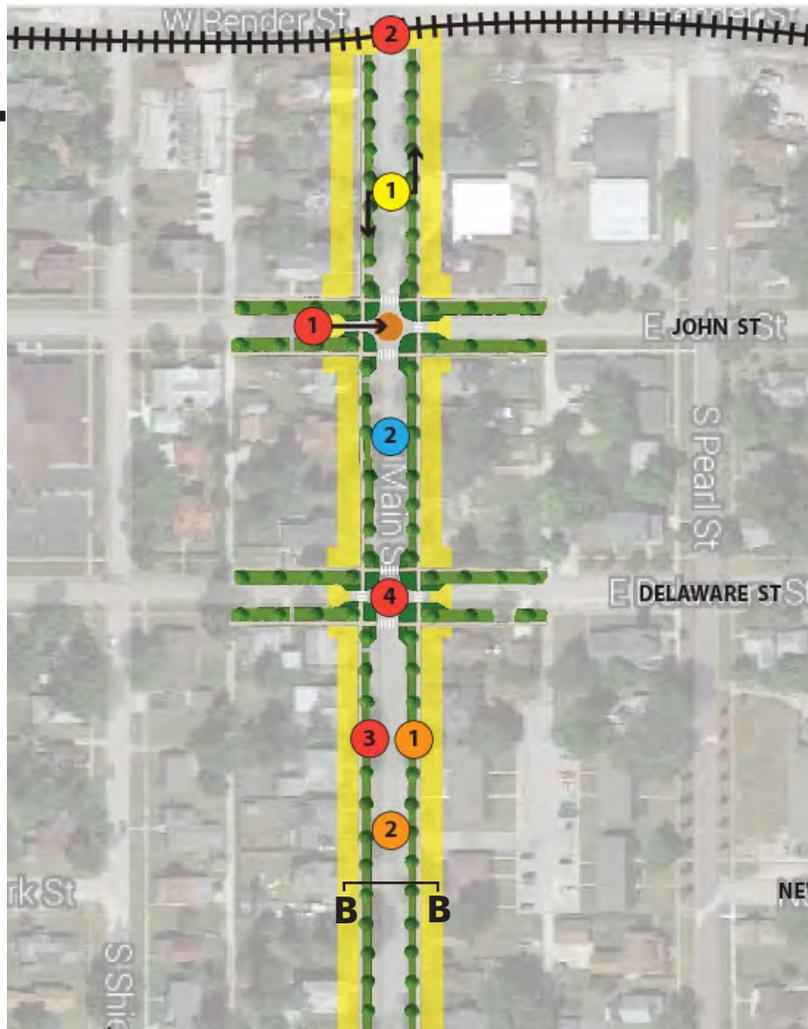
Sidewalk repairs
 Improve crossing at Main and RR
 Improve crossing at Main and Delaware
 New wider sidewalk and curb south of RR
 Improve streetscape with plantings
 Improve/eliminate blighted properties
 Aesthetic intersection treatments
 Shaded seating areas
 Public art
 Attractive yard fencing
 Bike paths



The Main Street Target Area is adjacent to Downtown and extends south from the railroad tracks to Leo St. (Google Earth aerial photo, 2015)



Proposed improvements for the Main Street Target Area are shown in the enlarged view above. Some improvements will extend along the entire corridor. Section B is depicted below and shows the relationship of proposed improvements in the Main Street right of way. (Google Earth aerial photo, 2015)



LEGEND

- Placemaking Programming
- Visitor Attraction & Business Development
- Urban Design
- Infrastructure & Utilities
- Main Street Target Area Boundary

MAIN STREET PROJECT LIST

PLACEMAKING PROGRAMMING

1. Develop and initiate a Main Street public art and banner program

VISITOR ATTRACTION & BUSINESS DEVELOPMENT

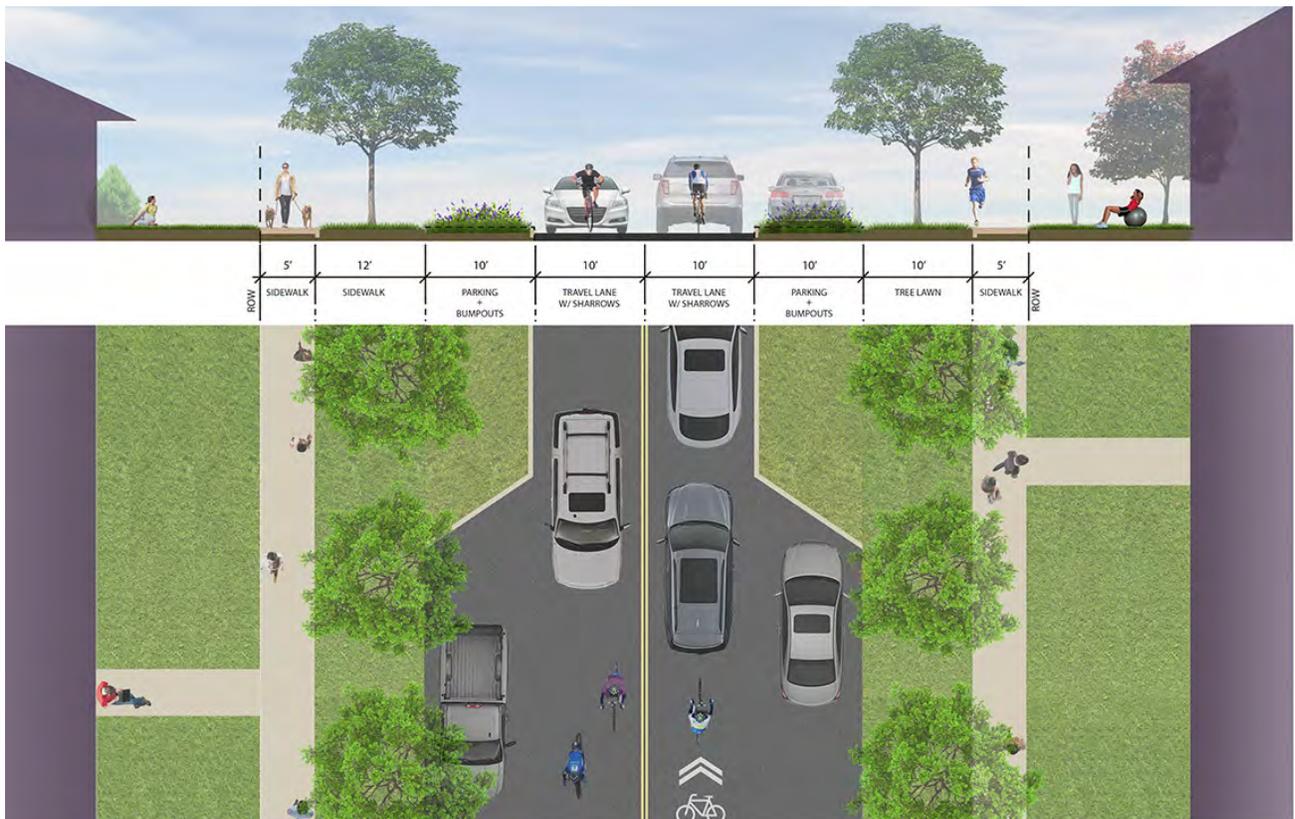
1. Develop and promote a strong Main Street neighborhood association (not mapped)
2. Hold a walk/run event series along Main Street to promote health and wellbeing as part of the Knox brand

URBAN DESIGN

1. Paint intersections with unique designs
2. Improve the bicycle and pedestrian crossing over the railroad tracks
3. Infill trees to tree lawns in areas needed to create a fully tree lined street
4. Conduct scoping study for bump outs at John St., Delaware St., St. Louis St., and Potter St. to slow traffic and improve appearance

INFRASTRUCTURE & UTILITIES

1. Repair sidewalks and make ADA improvements
2. Refresh and install roadway markings



Bump outs along Main Street could be installed in portions of the parking lane, adding space for landscaping and stormwater management. Travel lanes could be shared by cars and bikes. Main Street could become fully tree-lined.

Case Study: Intersection Beautification

Portland, Oregon

Painting intersections to create public spaces for neighborhood interaction.

see Appendix A



As shown in the graphic below, intersections along Main Street would be enlivened with painted designs and landscaping. Striping crosswalks become more visible and safe.

IMPLEMENTATION PLAN SUMMARY

MAIN STREET PROJECTS	SCHEDULE																BUDGET		
	2015		2016				2017				2018				2019				
	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2		Q3	Q4
Placemaking Programming																			
1 Public Art & Banner Program																		\$8,000	
Visitor Attraction & Business Development																			
1 Form Main Street Neighborhood Association																		\$500	
2 Main Street Walk/Run Event																		\$2,000	
Urban Design																			
1 Paint Intersections with Unique Designs																		\$6,000	
2 Improve Railroad Crossing for Walkers & Bikes																		\$10,000	
3 Infill Trees Along Main Street																		\$5,000	
4 Scoping Study for Main Street Bump Outs																		\$10,000	
Infrastructure & Utilities																			
1 Sidewalk Repair & ADA Improvements																		\$15,000	
2 Roadway Markings Installed & Refreshed																		\$20,000	

CAMPUS CORRIDOR

The Campus Corridor Target Area links Knox’s schools with the library, health centers, Heritage Park, and assisted living centers. Its current character is institutional and commercial with some residential uses nearby, but its future uses are open to definition. Most development is centered on US 35 rather than Main Street. The main project priorities were identified as public infrastructure/utilities and transportation/connectivity.

NOTABLE FEATURES

- Schools
- Senior Housing
- Heritage Park
- IU Starke Hospital
- Starke County Library
- Developable land

COMMUNITY WISHLIST

- More sidewalks
- Bike facilities
- Low-maintenance plantings
- Intersection crossings that add character
- Public art that attracts interest
- Places to relax
- Signage/wayfinding for Heritage Park
- Shield view of store backs
- New retail behind the 5-Star shopping complex
- Improve crossing at Main Street and Culver Road
- Improve crossing at Main Street and Clabaugh Drive
- Improve streetscape with plantings (area south Culver Road)
- Add seating, new plantings, buildings east of Main St. and Culver Rd.
- South of Clabaugh Dr.: add trees, interpretive signage about county history



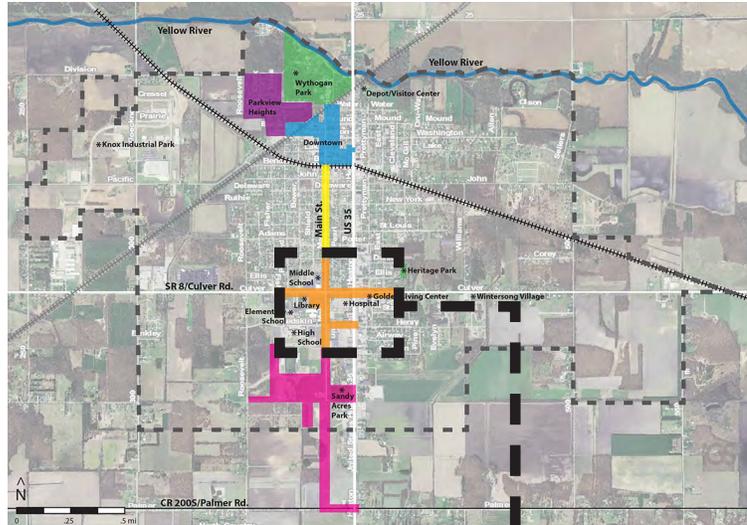
View to west from Main Street of Culver Road. The middle school is on the right, and the library and elementary school are beyond the parking lot on the left.

Case Study: Studio H

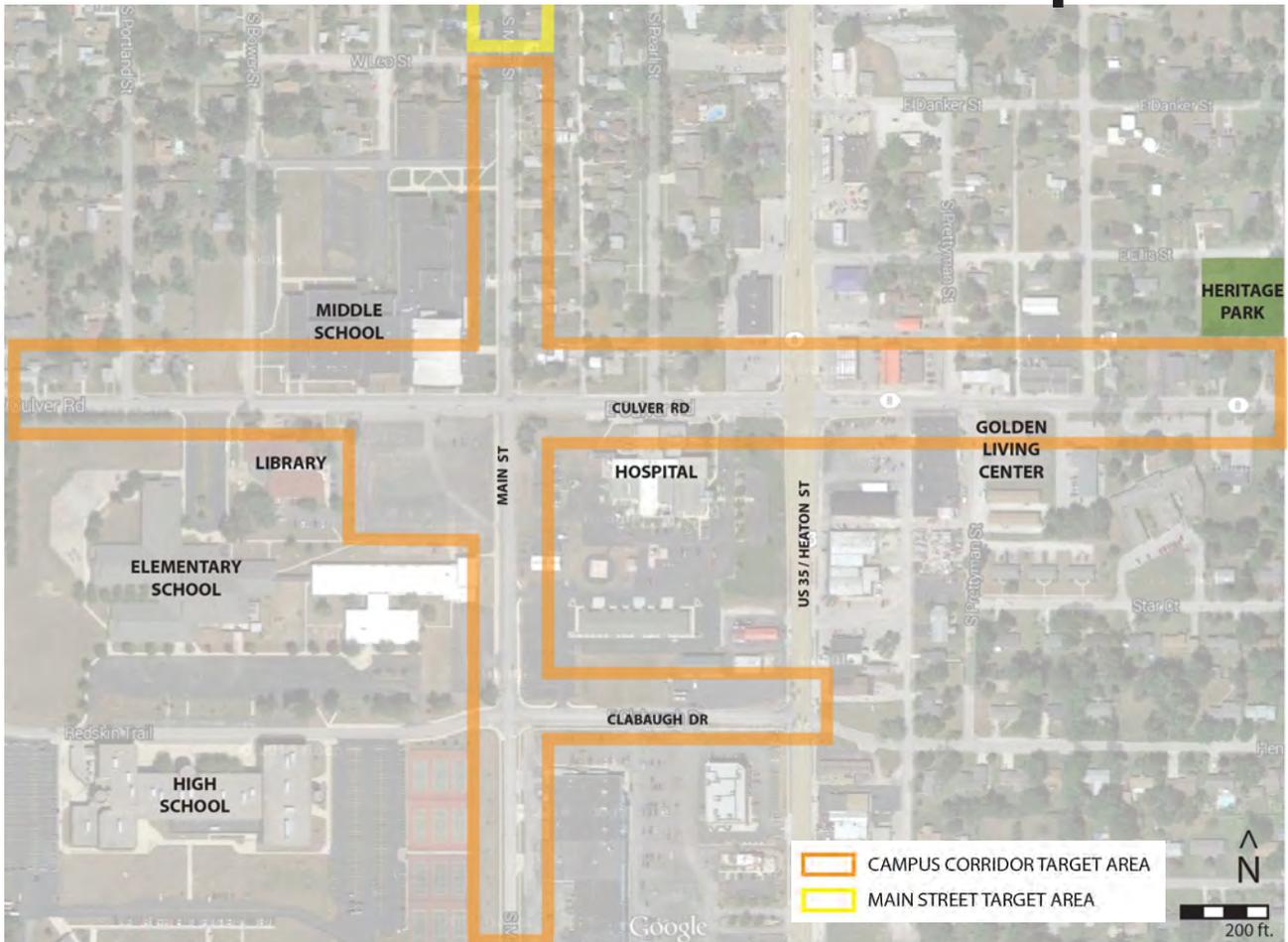
Berkeley, California

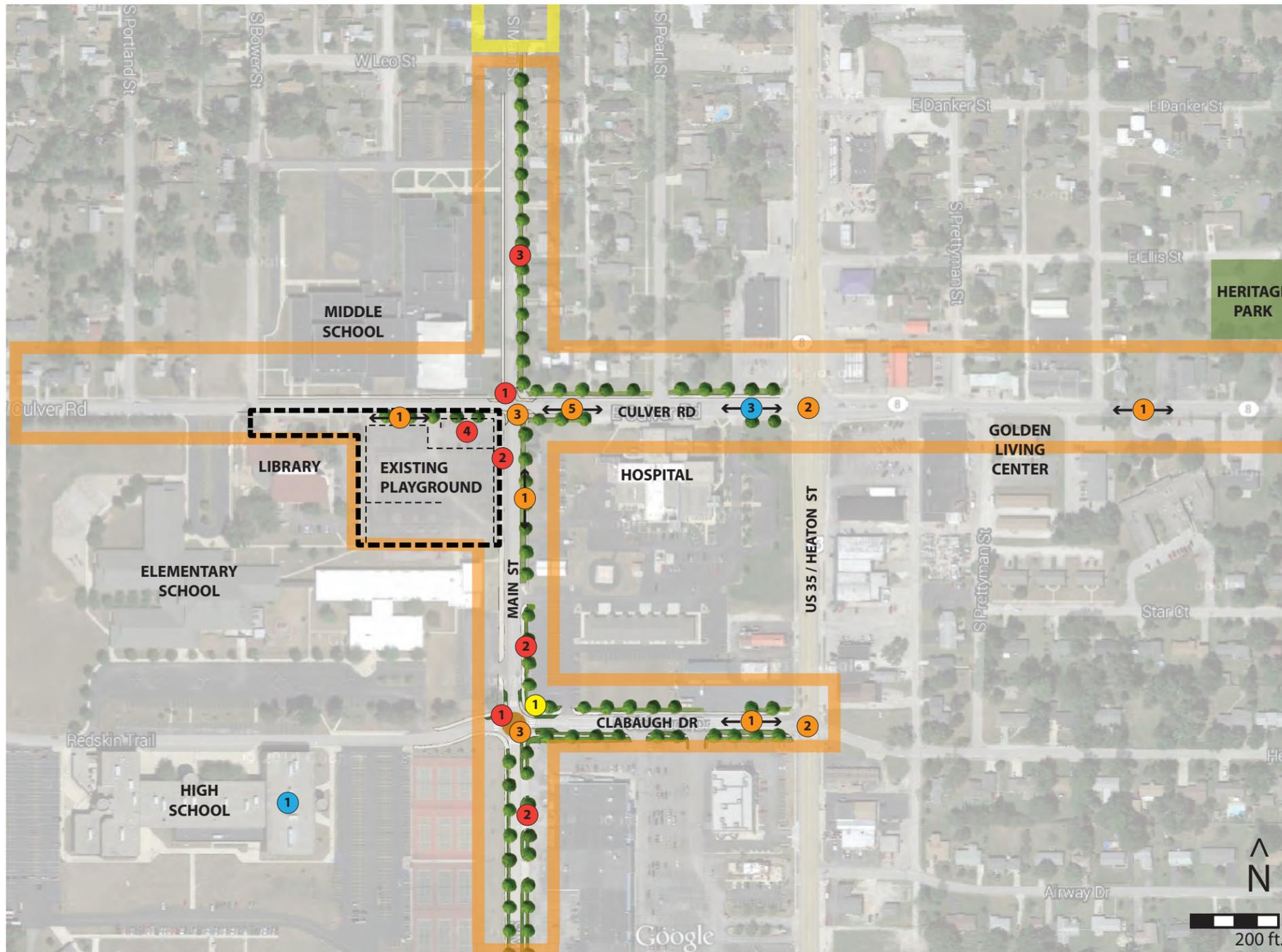
Combining creativity, design, and hands-on building to engage youth, transform communities, and improve K-12 education.

see Appendix A



The Campus Corridor Target Area extends south on Main Street from Leo Street to the shopping center at Main Street and Clabaugh Drive. The target area extends east and west along Culver Road from the Elementary School to Heritage Park, and also on Clabaugh Drive from Main Street to US 35. (Google Earth aerial photo, 2015)





Proposed Downtown projects are shown in the map above and described in the project list at right. Project numbers on the map correspond to project numbers on the list. (Google Earth aerial photo, 2015)

LEGEND

- Placemaking Programming
- Visitor Attraction & Business Development
- Urban Design
- Infrastructure & Utilities
- Campus Corridor Target Area Boundary

CAMPUS CORRIDOR PROJECT LIST

PLACEMAKING PROGRAMMING

1. Identify areas on school campus grounds for display of student work (art, performances, banners, etc.)

VISITOR ATTRACTION & BUSINESS DEVELOPMENT

1. Create and provide a list of community based projects for students to lead/participate in each year
2. Develop list of school performances to be held off campus in other indoor and outdoor spaces in the downtown area (not mapped)
3. Work in with local health partners to brand Culver Road as the Wellness Corridor
4. Develop a shuttle program to move people, especially seniors, between Campus, the Hospital, and Downtown (not mapped)

URBAN DESIGN

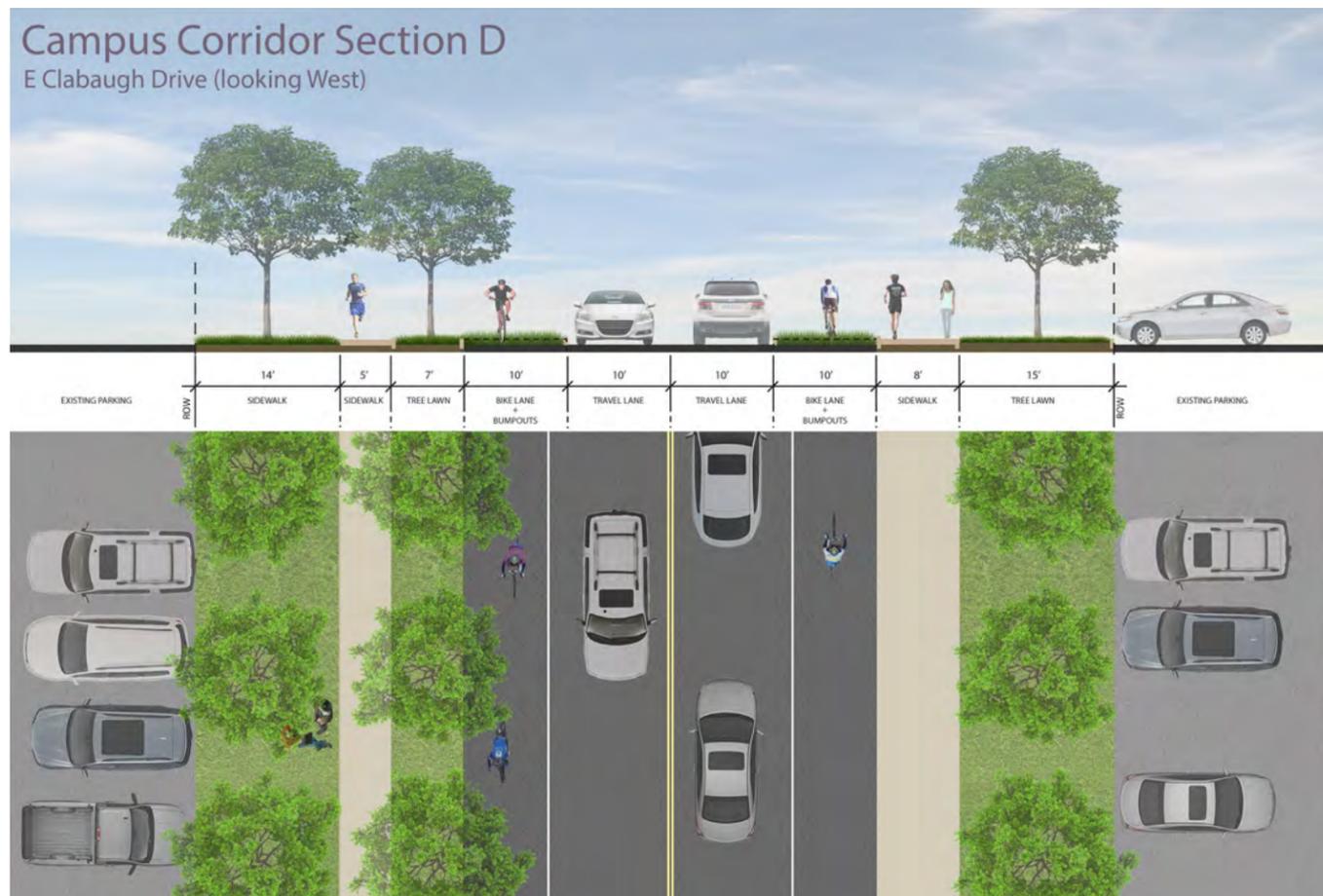
1. Enhance intersections with unique painted designs
2. Clean up appearance by screening parking lots on Main Street, Culver Road, and Clabaugh Drive
3. Plant trees in existing tree lawns to create uninterrupted tree-lined appearance along Main Street and Culver Road
4. Design improved layout for parking lot/playground at Main Street and Culver Road

INFRASTRUCTURE & UTILITIES

1. Repair or infill missing sidewalk sections and make ADA improvements along Main Street, Clabaugh Drive, and Culver Road
2. Install fully functional four way signal with pedestrian signals and crosswalk markings at the intersections of Main Street with Culver Road and with Clabaugh Drive
3. Install fully functional four way signal with pedestrian signals and crosswalk markings at the intersections of US 35 with Culver Road and with Clabaugh Drive
4. Evaluate stormwater drainage pattern and make improvements at Culver Road, Clabaugh Drive, and Main Street (not mapped)
5. Install pavement markings for bicycles including bike lanes on Clabaugh Drive and sharrows and signs on Main Street and Culver Road



This map shows the location of the section and plan view graphic below. (Google Earth aerial photo, 2015)



Proposed improvements on Clabaugh Drive include new or repaired sidewalks, bike lanes, bump outs, and screening of parking lots.

IMPLEMENTATION PLAN SUMMARY

CAMPUS CORRIDOR PROJECTS	SCHEDULE																BUDGET		
	2015		2016				2017				2018				2019				
	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2		Q3	Q4
Placemaking Programming																			
1 Art by Students Displayed on Corridor																		\$5,000	
Visitor Attraction and Business Development																			
1 Create Annual List of Student Community Projects																		\$1,000	
2 Create List of Off-Campus School Events																		\$2,000	
3 Wellness Corridor Branding																		\$15,000	
4 Study Downtown Shuttle Program Options																		\$10,000	
Urban Design																			
1 Paint Intersections with Unique Designs																		\$5,000	
2 Screen Parking Lots on Main, Culver & Clabaugh																		\$10,000	
3 Infill Trees Along Main, Culver & Clabaugh																		\$5,000	
4 Redesign Playground/Lot at Culver & Main																		\$10,000	
Infrastructure & Utilities																			
1 Sidewalk Repair & ADA Improvements																		\$40,000	
2 Signals & Markings at Clabaugh, Culver & SR 35																		\$50,000	
3 Signals & Markings at Clabaugh, Culver & Main																		\$40,000	
4 Drainage Improvements at Culver, Clabaugh & Main																		\$40,000	
5 Install Bicycle Markings & Refresh Roadway Markings																		\$10,000	

Case Study: Complete Streets

Grandview, Washington

Converting a former state highway into a complete street to reinvigorate a downtown core.

see Appendix A

MAIN STREET SOUTH

The Main Street South Target Area is currently ready for development but does not have any defined character. This area runs along the desired future Main Street extension down to Palmer Road. The main project priorities were identified as public infrastructure/utilities and transportation/connectivity.

NOTABLE FEATURES

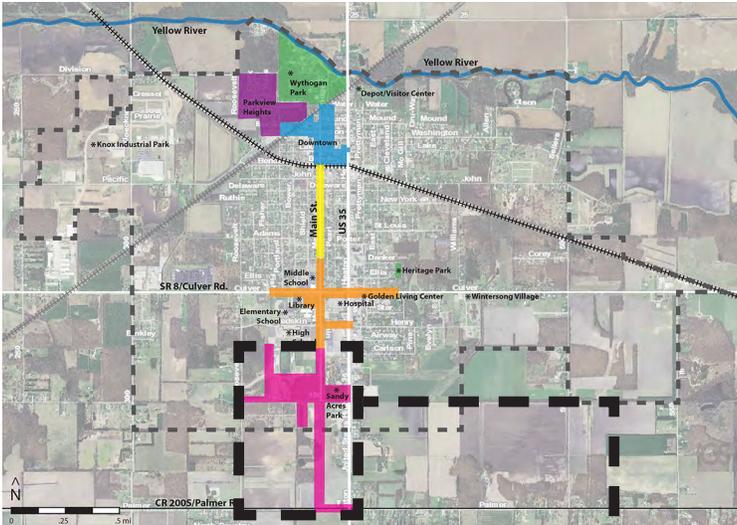
Sandy Acres Park
Developable land

COMMUNITY WISHLIST

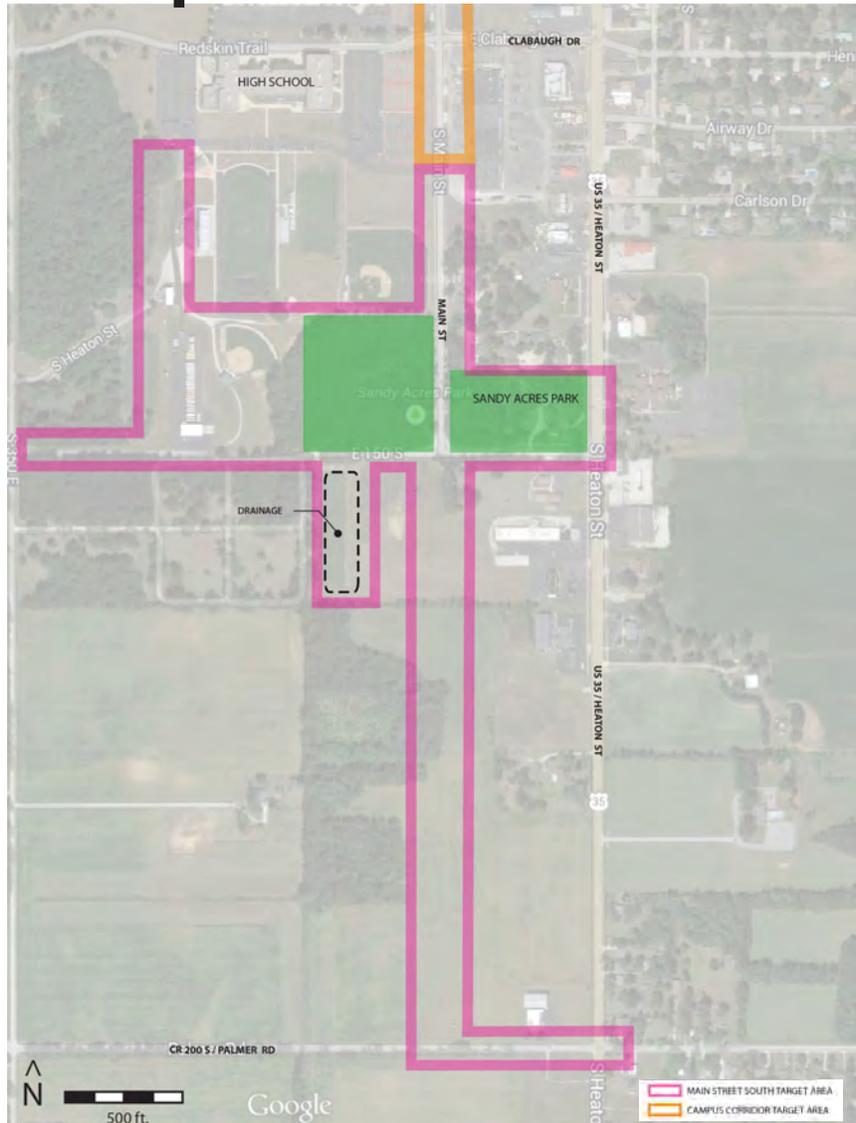
Improve walkability
Improve visual quality, aesthetics
Improve landscaping
Park-like development
Green energy features (small-scale wind turbines)
More sidewalks
Bike facilities
Low-maintenance plantings
Intersection crossings that add character
Public art that attracts interest
Places to relax



A handsome stone gateway marks the entrance into Sandy Acres Park.



The Main Street South Target Area includes Sandy Acres Park, a portion of the High School grounds, and a proposed extension of Main St. to CR 200 S / Palmer Road. (Google Earth aerial photo, 2015)

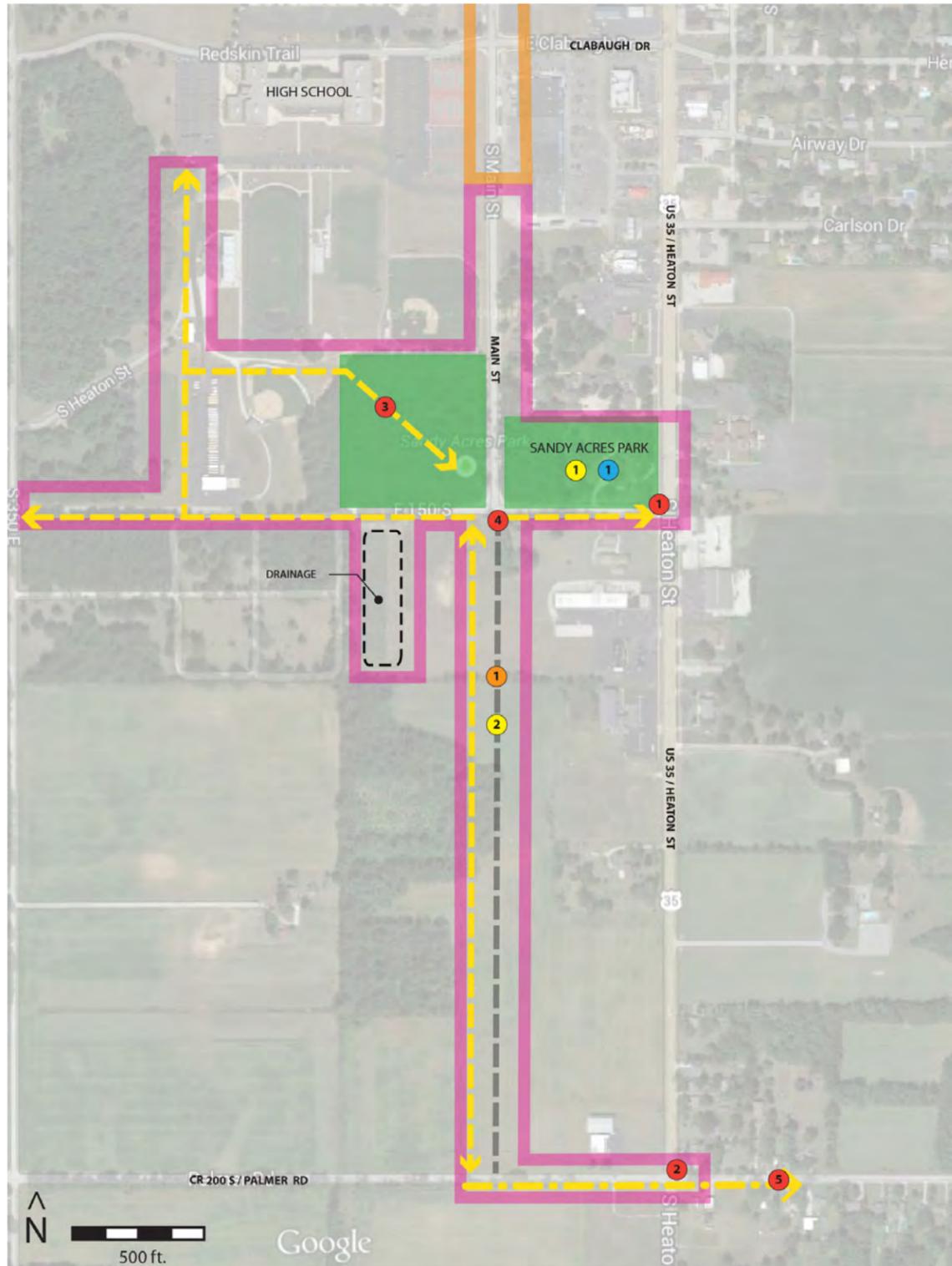


Case Study: Green Streets

West Union, Iowa

Improving quality of life with comprehensive planning and green design features.

see Appendix A



Case Study: Green Infrastructure

Franklin, Indiana

Incorporating green stormwater infrastructure to conserve green space and enhance aesthetics.

see Appendix A

LEGEND

- # Placemaking Programming
- # Visitor Attraction & Business Development
- # Urban Design
- # Infrastructure & Utilities
- - - Trail
- . - . Marked Bike Route
- - - New Roadway and Sidewalks
- Campus Corridor Target Area Boundary
- Main Street South Target Area Boundary

MAIN STREET SOUTH

PLACEMAKING PROGRAMMING

1. Create interpretive stations in parks
2. Develop and adopt “green” design guidelines for site amenities, signs, etc.

VISITOR ATTRACTION & BUSINESS DEVELOPMENT

1. Plan and host annual Bass Lake bike tour that begins at Sandy Acres Park

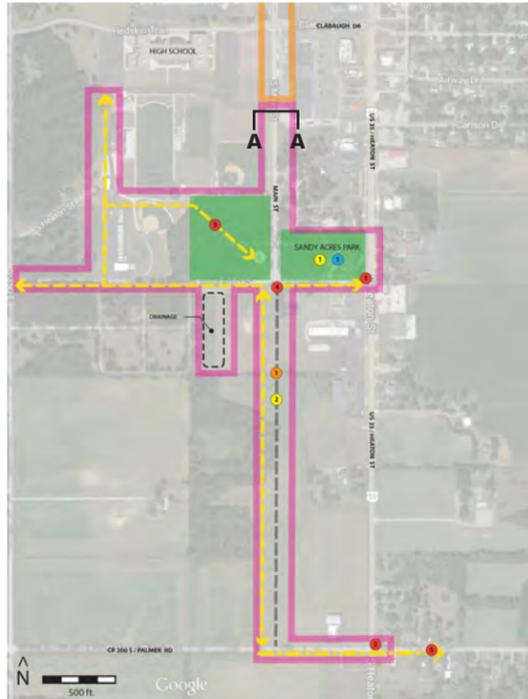
URBAN DESIGN

1. Install a Park Gateway sign compatible with existing historic signage at CR 150 S and US 35
2. Install a Town Gateway at the intersection of Palmer Road and US 35
3. Develop trail system to connect Sandy Acres Park with Campus Corridor
4. Enhance Main Street and CR 150 S intersection with unique painted design to create minor gateway
5. Sign and mark “Bent Tree” Bike Route to Bass Lake

INFRASTRUCTURE & UTILITIES

1. Extend Main Street to CR 200 S and include a bicycle and pedestrian trail

Proposed Main Street South projects are shown in the map above and described in the project list at right. Project numbers on the map correspond to project numbers on the list. (Google Earth aerial photo, 2015)



This map shows the location of the section and plan view graphic below. (Google Earth aerial photo, 2015)

Commercial/Campus Corridor Section

Main Street (looking North)



Proposed improvements in the Main Street Corridor will encourage bicycling and walking in the area. (Google Earth aerial photo, 2015)

IMPLEMENTATION PLAN SUMMARY

MAIN STREET SOUTH PROJECTS	SCHEDULE																BUDGET		
	2015		2016				2017				2018				2019				
	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2		Q3	Q4
Placemaking Programming																			
1 Interpretative Signs & Stations																			\$20,000
2 Green Design Guide																			\$5,000
Visitor Attraction & Business Development																			
1 Bass Lake Bike Tour																			\$2,000
Urban Design																			
1 Park Gateway Sign at E150S & SR35																			\$15,000
2 Town Gateway at Palmer & SR35																			\$20,000
3 Trail System Plan																			\$25,000
4 Painted Intersection Design at Main & E150S																			\$3,000
5 Identify & Mark Bike Route to Bass Lake																			\$4,000
Infrastructure & Utilities																			
1 Study Main St Extension to CR E200S																			\$20,000

CITY-WIDE RECOMMENDATIONS

During the planning process, several infrastructure- and utility-related items were identified that extended beyond target area boundaries and/or were applicable city-wide. Recommendations include further studies that would help to set the stage for long-term improvements.

ROADWAYS

- Continued use of crack sealer, placement of storm sewer infrastructure for positive drainage, resurfacing roads where applicable and rebuilding roads when the structural capacity of the road is compromised.
- Pavement assessment techniques in-line with INDOT requirements can help with scheduling and longevity evaluation and programming.

SIDEWALKS & TRAILS

- Trail & Wayfinding Plan: Connectivity is a huge factor of livability. A city-wide wayfinding and park linkage/trail master plan should be created to plan for and determine the wayfinding signage system and the placement of future trails and linkage corridors.
- The ADA transition plan should be utilized to plan ADA crosswalk and sidewalk upgrades adjacent to other planned projects and coordinated with private building permit applications to help offset costs. A detailed list of identified areas is shown in the end of the transition plan.

SANITARY SEWER SYSTEM

- Sanitary Sewer Study & Master Plan: A large scale sanitary sewer study should be completed to determine inflow and infiltration issues of the collection system. The system, including lift stations, should be mapped as part of long-term planning to resolve issues and address future development. A lift station subbasin map should be generated to visually demonstrate over utilized areas, underserved regions, and future development growth zones.
- An aged system map should be created showing the approximate decade of construction, pinpointing any known issues (structural, leaking, or collapsed lines), and listing the type of pipe material used. This can be used for long term planning of known issues to resolve, and visually map problematic areas to determine patterns of concern.

STORM SEWER SYSTEM

- Storm Sewer Study & Master Plan: A GIS/GPS map of the storm system needs to be created. Pipes need to be researched for material, diameter, inverts, and general field conditions. General subbasin catchment areas should be delineated to show approximate extents

Case Study: Green Infrastructure

Portland, Oregon

Disconnecting downspouts to relieve pressure on a combined sewer system.

see Appendix A

of each mainline run. This will allow the City utilities to schedule maintenance, upgrades, and future expansion plans. The study should determine if a large scale drainage project to relieve the downtown stormwater issues is warranted.

WATER SYSTEM

- City-Wide Water System Study: The water lines are in somewhat of a disarray. Reports are there are multiple lines running of different sizes, placements. A full comprehensive water study is required and a model of the system built to show anticipated flows, undersized mains, and improperly placed infrastructure. The study will help to accurately determine the service areas, mainline sizes, and underserved zones of issue.
- An Infrastructure Placement Assessment Narrative is needed to show improper or illegal placements of watermains and determine possible alternatives.

REFERENCES

Banta, D. History of Johnson County, Indiana. Brant and Fuller, Chicago. 1888.

Early Peoples of Indiana. Indiana Department of Natural Resources, Division of Historic Preservation and Archaeology. (n.d.)

Everglades of the North: The Story of the Grand Kankakee Marsh. Robert LaSalle. For Goodness Sake Productions, 2012. DVD.

Post, T. W. Where Tallgrasses Waved: The Grand Prairie Natural Region. In The Natural Heritage of Indiana, edited by M.T. Jackson. Indiana University Press, Bloomington. 1997.

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Swartz, B.K. Indiana's Prehistoric Past. Ball State University, Muncie. 1973.

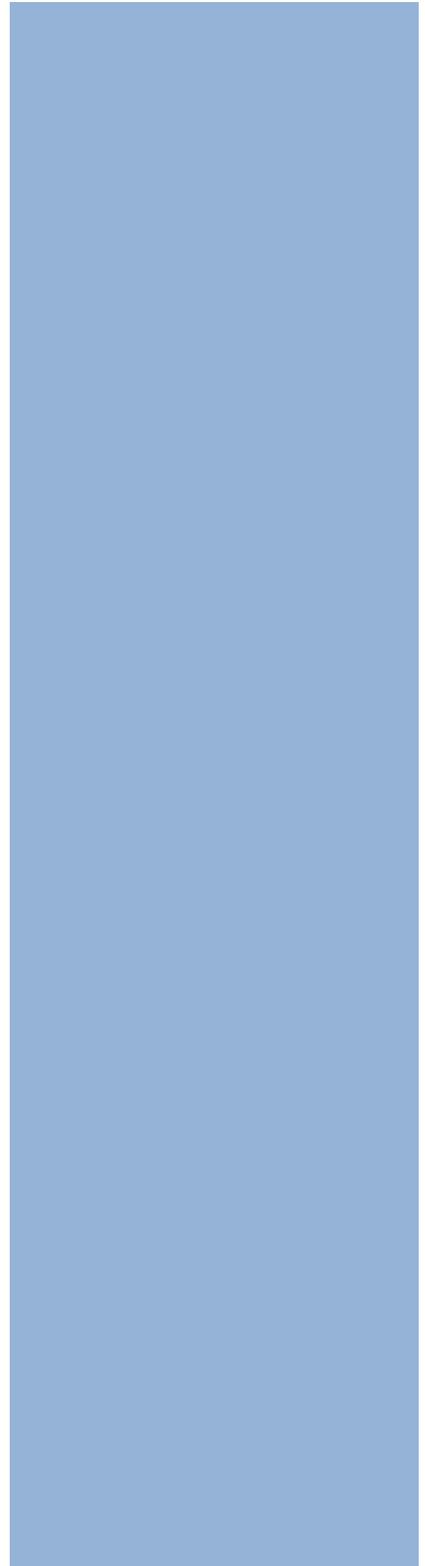
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APPENDICES

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Appendix A

Case Studies



Parkview Heights: Green Community

High Point, Seattle, Washington



The High Point neighborhood has won numerous awards for its social, environmental and economic sustainability efforts. The development replaced a dilapidated neighborhood, doubling that neighborhood's size but reducing the amount of energy and resources consumed by residents. With a focus on connectivity for pedestrians, mixed uses, parks and gardens and retaining housing for low income residents, the development's value has steadily increased. The housing stock is split 50/50 between rental and owner-occupied units, and owner-occupied units are selling at around 50% over the median housing cost in the area. The development's focus on watershed protection is enhanced by its supporting amenities, including a library, retail space, a health clinic, and housing units for asthma sufferers. The High Point development has increased quality of life in the area for residents and existing neighbors and has attracted continual investment.

For more information:

www.thehighpoint.com

www.smartgrowth.org/library/articles.asp?art=3315

Downtown: A Sense of Place

Enumclaw, Washington



In Enumclaw, Washington, the decline of traditional livelihoods left this bedroom community with little downtown activity. In order to revitalize the town center and attract new investment, the town created the Downtown Enumclaw Streetscape Enhancement Project, which was a community-driven plan emphasizing downtown history and character.

The plan focused on 1) galvanizing support, 2) creating a value-added downtown environment in which infrastructure and interpretive public art are combined into a narrative of local history, culture, and environment, and 3) catalyzing private investment and economic development while holding true to local values and heritage. Project construction in the town center has already spurred new business activity and attracted new investment.

Although reversing the process of decline can be a difficult, time-consuming undertaking, the results are worth the effort. Hiring a project consultant that is sensitive to placemaking and a town's values and ensuring adequate public involvement can increase the likelihood of success.

For more information:

www.ci.enumclaw.wa.us/

www.djc.com/news/re/11172345.html

Downtown: Promotion

Underwood, North Dakota



Once finished, Highway 83 pulled traffic and development away from the old town center in Underwood, North Dakota. *Imagining a Way Forward, The Plan* responded to this situation and sought to pull traffic back into town using a strategy based on industrial heritage. The plan proposed seed projects to effect foundational changes to a town in decline, including building a graphic brand presence at a truck stop near the old town center to create curiosity about the town's history and current amenities.

Coupled with efforts to create a more pedestrian-friendly Main Street, the goal of promotional activities undertaken was to grab passers-by and bring them into town to experience local offerings. In addition, the planning process created an opportunity for public/private partnerships to build on local resources and identify catalysts for seed projects while at the same time building momentum for community support.

For more information:
www.underwoodnd.net

Downtown: Arts & Entertainment District

Cumberland, Maryland



In 2001, the City of Cumberland and the Allegany Arts Council formally joined forces to develop a plan for community revitalization that specifically involved the arts as a catalyst for economic development, and in 2002, Downtown Cumberland applied for and received an official designation as a State-recognized Arts & Entertainment District. Through a combination of creative marketing, tax credit support, and redevelopment grants, many artists and businesses have relocated to the district. In the process, the relocators have purchased and renovated historic buildings and established residences, studios, and retail venues in the district and its surrounding area.

Additional investments in the area include the opening of the Arts Council's Saville Gallery, the development of the Canal Place Heritage Area, and the construction of the C&O Canal Towpath. Local events ranging from regular Farmer's Markets to public music series also contribute to the area's new identity as a destination. As a result of progress made, the Cumberland Arts & Entertainment District was formally approved for expansion to almost twice its original size in 2007, and the City of Cumberland was recognized with the State of Maryland's inaugural "Outstanding Achievement Award" for Arts & Entertainment District in 2009.

For more information:
www.alleganyartscouncil.org/static.php?page=208

Main Street: Intersection Beautification

Portland, Oregon



City Repair Project, a nonprofit organization in Portland, Oregon, seeks to beautify intersections with simple paintings in order to create public space in areas where such space is lacking. The project started in the mid-1990s when architect and City Repair co-founder Mark Lakeman decided to transform an intersection close to his home from a car-dominant space to a public place by painting a picture. At first angered, once politicians saw that local residents had positive perceptions of less crime, slower traffic, and increased neighborhood involvement, they quickly moved to pass a city ordinance allowing painted intersections throughout Portland.

Where many public spaces started as painted intersections, newly empowered and connected residents have made still more improvements, such as amenities that double as public art, neighborhood information kiosks, and children's play structures with seating for parents. As neighbors continue to gather in these spaces, they have begun solving problems in their communities. The phenomenon has spread, moving first into nearby cities and then moving into cities across the country. Wherever intersections are improved, a sense of a closer community follows, with people wanting to move in and stay in the neighborhood. When neighbors are empowered to make positive changes, better neighborhoods result.

For more information:

<http://daily.sightline.org/2011/11/28/coloring-inside-the-lanes/>

Campus Corridor: Studio H

Berkeley, California



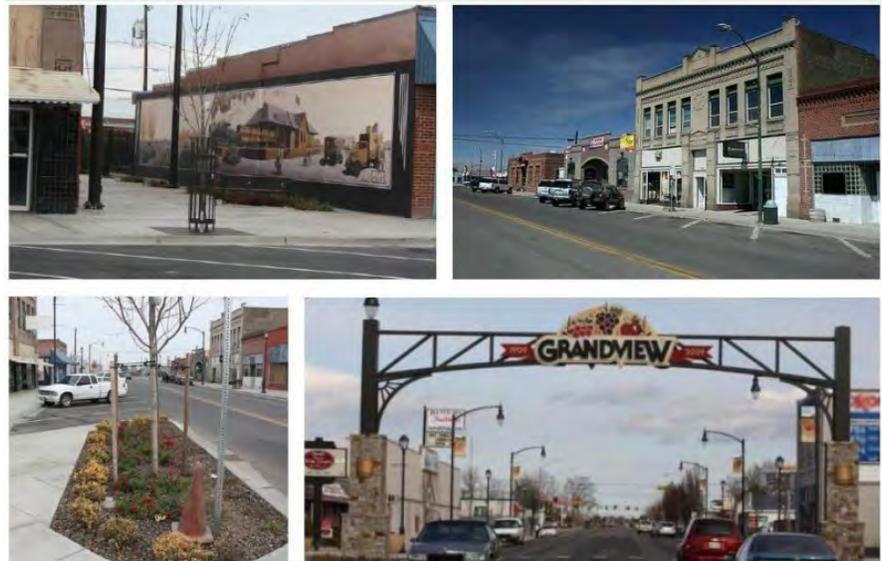
Project H is a nonprofit organization that combines creativity, design, and hand-on building to engage youth, transform communities, and improve K-12 public education from within. The organization's programs teach design iteration, applied arts and sciences, and vocational building skills and connects in-school learning to youth-led public design projects.

Projects built by youth as a part of Project H include an award-winning 2000 square foot farmers market structure, iconic downtown landmarks, playgrounds, school gardens, an obstacle course, public chicken coops, and learning facilities for the program. So far, over 550 youth ages 9-17 have participated in Project H design and building programs, and the Studio H class offered at the REALM Charter School currently enrolls 275 students. In addition, 92% of Studio H graduating high school students go to two or four year colleges, and 24 community design and architecture projects have been completed, 16 of which were designed and built entirely by youth participants.

For more information:
www.projecthdesign.org/info

Campus Corridor: Complete Streets

Grandview, Washington



One of the key arterials through the downtown core of Grandview, Washington, Wine Country Road, was once a state highway. In 2006, the City of Grandview created an action plan to reinvigorate the downtown core, in part by converting Wine Country Road into a complete street.

As part of the plan, a six-block area of downtown Grandview was overhauled in order to create a streetscape that is welcoming, comfortable, and safer to use as a place for people to explore and interact. Called “Downtown Alive!,” the plan redesigned the road system to maximize efficiency and improve access for all users, including pedestrians, cars, and semi-trailers. As a result, pedestrians enjoy wider sidewalks, bump-outs, and clearly marked sidewalks, cyclists now have a 16-mile bike route to a neighboring town, cars are able to use rearranged parking that is more efficient and improved safety due to the implementation of a “road diet,” and trucks are redirected in the downtown core to reduce congestion and increase the attractiveness of walking around.

Since the project’s completion, existing businesses have experienced growth, and seven new businesses have been established. Now, downtown revitalization activities have been expanded to promote town activities, events, and features and to enhance economic development.

For more information:

http://www.wsdot.wa.gov/NR/rdonlyres/A49BBBE7-16BC-4ACE-AF2B-3C14066674C9/0/CompleteStreets_110811.pdf

Main Street South: Green Streets

West Union, Iowa



When the small agricultural community of West Union, Iowa partnered with the state development office to pursue the Green Communities program, what resulted was a model for downtown revitalization and a demonstration of measures to increase quality of life in a community.

The project began with a rigorous public input process, which resulted in recommendations including an Art Walk, a performance pavilion on the historic courthouse lawn, and geothermal heating of hardscapes. Other proposed improvements included permeable pavement, green roof systems, rain gardens, a harvested rain water system, and solar powered lighting. Overall, the project sought to address alternative transportation by creating welcoming streets and treating water as a valuable resource. The plan produced had as its goals the creation of safer, more inviting spaces; the encouragement of alternative transportation; the promotion of physical activity; the creation of opportunities for socialization; and the provision of authentic experiences that promote economic development.

For more information:

www.cdfinc.com/Project?project_id=69

www.westunion.com/iowa/index.html

Main Street South: Green Infrastructure

Franklin, Indiana



The Franklin Greenways is part of a larger 2009 planning effort that included planning and design for four gateways into the city, a 20-acre downtown redevelopment district, a hydrology study for flood mitigation, and design guidelines and standards for adaptive reuse of existing buildings and infill development in keeping with the architectural heritage of the city's commercial core. The planned greenway and streetscape improvements will utilize green infrastructure stormwater management techniques along the primary greenway route to be built within a state highway right-of-way.

Project design features consist of a bioretention facility, rain garden, bioswale, porous pavers, and curb cuts. Additionally, green space amounting to over five acres will be conserved as part of the project for managing stormwater on site. As a result of the planning study, two businesses have moved to Franklin or made a commitment to do so, and five buildings in the downtown have been or are in the process of renovations following the completion of the planning study.

For more information:

http://www.asla.org/uploadedFiles/CMS/Advocacy/Federal_Government_Affairs/Stormwater_Case_Studies/Stormwater%20Case%20108%20Gateways%20Greenways%20and%20Downtown%20Redevelopment,%20Franklin,%20IN.pdf

Infrastructure: Green CSO Separation

Portland, Oregon



Portland, Oregon has one of the most mature and comprehensive green infrastructure programs in the country, with multiple overlapping policies and programs that have undergone several iterations over time. One significant example of the city's innovative approach is Portland's Downspout Disconnection Program, which targets homes and small businesses in the combined sewer areas and provides a great opportunity for public education about stormwater and combined sewer overflows (CSOs). The program contains 56,000 properties with disconnected downspouts, resulting in 1.2 billion gallons of stormwater kept out of the combined sewer system since 1994.

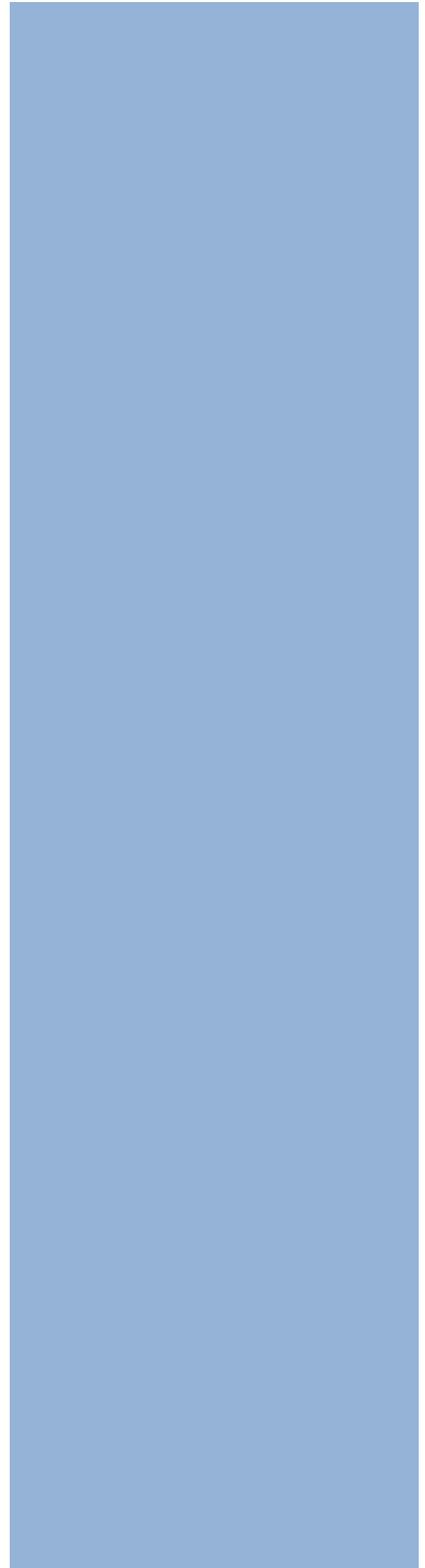
For more information:

www.sustainablecitiesinstitute.org/Documents/SCI/Report_Guide/Guide_EPA_GICaseStudiesReduced4.pdf

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Appendix B

Implementation Plan Templates



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Knox Action Plan

TARGET AREA: DOWNTOWN

AREA LEADER: INSERT NAME

Placemaking Programming		Project Budget: \$1,500		Chamber of Commerce		Insert Name	
Project #1:	Develop Downtown Events & Programs Calendar	Due By	Work Task Description	Partners/Vendors	Task Budget	Funding Status	
Done?	Yes						
	Action Items						
	Design & Approvals - Insert Action Steps						\$1.00
	Fabrication & Installation - Insert Action Steps						
	Project Complete	12/31/15					\$1.00
Historical Society		Project Budget: \$3,000		Historical Society		Insert Name	
Project #2:	Install Historical Downtown Window Displays	Due By	Work Task Description	Partners/Vendors	Task Budget	Funding Status	
Done?	Yes						
	Action Items						
	Design & Approvals - Insert Action Steps						
	Fabrication & Installation - Insert Action Steps						
	Project Complete	6/31/16					\$1.00
School/Students		Project Budget: \$5,000		School/Students		Insert Name	
Project #3:	Paint Pocket Park Wall Murals at Lake and Main	Due By	Work Task Description	Partners/Vendors	Task Budget	Funding Status	
Done?	Yes						
	Action Items						
	Design & Approvals - Insert Action Steps						
	Fabrication & Installation - Insert Action Steps						
	Project Complete	9/31/16					\$1.00
Arts & Beautification		Project Budget: \$3,000		Arts & Beautification		Insert Name	
Project #4:	Implement Downtown Banner Program	Due By	Work Task Description	Partners/Vendors	Task Budget	Funding Status	
Done?	Yes						
	Action Items						
	Design & Approvals - Insert Action Steps						
	Fabrication & Installation - Insert Action Steps						
	Project Complete	6/30/17					\$1.00
Visitor Attraction & Business Development		Project Budget: \$3,000		FFA & Health Coalition		Insert Name	
Project #1:	Host Downtown Farmers Market and Wellness Fair	Due By	Work Task Description	Partners	Budget	Funding Status	
Done?							
	Action Items						
	Planning - Insert Action Steps						
	Execution - Insert Action Steps						
	Project Complete	9/31/2015					\$1.00
Chamber of Commerce		Project Budget: \$1,000		Chamber of Commerce		Insert Name	
Project #2:	Create a Registry of Locally Produced Food, Arts & Crafts	Due By	Work Task Description	Partners	Budget	Funding Status	
Done?							
	Action Items						
	Planning - Insert Action Steps						
	Execution - Insert Action Steps						
	Project Complete	6/31/2016					\$1.00
City - Planning Dept.		Project Budget: \$200		City - Planning Dept.		Insert Name	
Project #3:	Create Inventory of Cooperative Downtown Property Owners	Due By	Work Task Description	Partners	Budget	Funding Status	
Done?							
	Action Items						
	Planning - Insert Action Steps						
	Execution - Insert Action Steps						
	Project Complete	12/31/15					\$1.00
School/Students		Project Budget: \$25,000		School/Students		Insert Name	
Project #1:	Construct Pocket Parks on Vacant Lots at Lake & Main	Due By	Work Task Description	Partners	Budget	Funding Status	
Done?							
	Action Items						
	Planning - Insert Action Steps						
	Design & Approvals - Insert Action Steps						
	Fabrication & Installation - Insert Action Steps						
	Project Complete	12/31/16					\$1.00
Arts & Beautification		Project Budget: \$20,000		Arts & Beautification		Insert Name	
Project #2:	Construct a Gateway to Downtown at Lake & SR 35	Due By	Work Task Description	Partners	Budget	Funding Status	
Done?							
	Action Items						
	Planning - Insert Action Steps						
	Design & Approvals - Insert Action Steps						
	Fabrication & Installation - Insert Action Steps						
	Project Complete	6/30/18					\$1.00
School/Students		Project Budget: \$5,000		School/Students		Insert Name	
Project #3:	Green-Up Lake Street Corridor into Downtown	Due By	Work Task Description	Partners	Budget	Funding Status	
Done?							
	Action Items						
	Planning - Insert Action Steps						
	Project Execution - Insert Action Steps						
	Project Complete	6/30/17					\$1.00
City - Planning Dept.		Project Budget: \$4,000		City - Planning Dept.		Insert Name	
Project #4:	Remove/Relocate Billboard out of Historic Downtown	Due By	Work Task Description	Partners	Budget	Funding Status	
Done?							
	Action Items						
	Planning - Insert Action Steps						
	Design & Approvals - Insert Action Steps						
	Project Installation - Insert Action Steps						
	Project Complete	6/30/16					\$1.00
City - Street Dept.		Project Budget: \$500		City - Street Dept.		Insert Name	
Project #5:	Screen & Clean Up Service Yard Behind City Building	Due By	Work Task Description	Partners	Budget	Funding Status	
Done?							
	Action Items						
	Planning - Insert Action Steps						
	Design & Approvals - Insert Action Steps						
	Project Installation - Insert Action Steps						
	Project Complete	12/31/15					\$1.00
Historical Society		Project Budget: \$3,000		Historical Society		Insert Name	
Project #6:	Paint History Mural and Plant Tree Lawn on South Edge of City Commons	Due By	Work Task Description	Partners	Budget	Funding Status	
Done?							
	Action Items						
	Planning - Insert Action Steps						
	Design & Approvals - Insert Action Steps						
	Project Installation - Insert Action Steps						
	Project Complete	6/30/17					\$1.00
City - Planning Dept.		Project Budget: \$30,000		City - Planning Dept.		Insert Name	
Project #7:	Create City Commons Lawn & Event Space	Due By	Work Task Description	Partners	Budget	Funding Status	
Done?							
	Action Items						
	Planning - Insert Action Steps						
	Design & Approvals - Insert Action Steps						
	Project Installation - Insert Action Steps						
	Project Complete	6/30/17					\$1.00
City - Street Dept.		Project Budget: \$90,000		City - Street Dept.		Insert Name	
Project #8:	Upgrade City Lot and Construct Courthouse Connector Walk	Due By	Work Task Description	Partners	Budget	Funding Status	
Done?							
	Action Items						
	Planning - Insert Action Steps						
	Design & Approvals - Insert Action Steps						
	Project Installation - Insert Action Steps						
	Project Complete	12/31/18					\$1.00
Park Board		Project Budget: \$20,000		Park Board		Insert Name	
Project #9:	Redo Outdoor Seating Area By Lake Street Park for Casual or Event Use	Due By	Work Task Description	Partners	Budget	Funding Status	
Done?							
	Action Items						
	Planning - Insert Action Steps						
	Design & Approvals - Insert Action Steps						
	Project Installation - Insert Action Steps						
	Project Complete	12/31/17					\$1.00
City - Planning Dept.		Project Budget: \$30,000		City - Planning Dept.		Insert Name	
Project #10:	Develop and Install Downtown Wayfinding Signage System	Due By	Work Task Description	Partners	Budget	Funding Status	
Done?							
	Action Items						
	Planning - Insert Action Steps						
	Design & Approvals - Insert Action Steps						
	Project Installation - Insert Action Steps						
	Project Complete	12/31/18					\$1.00
City - Street Dept.		Project Budget: \$10,000		City - Street Dept.		Insert Name	
Project #11:	Clean Up and Screen Roadway along Railroad	Due By	Work Task Description	Partners	Budget	Funding Status	
Done?							
	Action Items						
	Planning - Insert Action Steps						
	Design & Approvals - Insert Action Steps						
	Project Installation - Insert Action Steps						
	Project Complete	9/30/16					\$1.00
Chamber of Commerce		Project Budget: \$10,000		Chamber of Commerce		Insert Name	
Project #12:	Create Visitor Information Station or Kiosk	Due By	Work Task Description	Partners	Budget	Funding Status	
Done?							
	Action Items						
	Planning - Insert Action Steps						
	Design & Approvals - Insert Action Steps						
	Project Installation - Insert Action Steps						
	Project Complete	12/31/19					\$1.00
City - Street Dept.		Project Budget: \$100,000		City - Street Dept.		Insert Name	
Project #13:	Sidewalk Repair & ADA Improvements	Due By	Work Task Description	Partners	Budget	Funding Status	
Done?							
	Action Items						
	Project Planning - Insert Action Steps						
	Project Execution - Insert Action Steps						
	Project Complete	12/31/19					\$1.00
City - Planning Dept.		Project Budget: \$10,000		City - Planning Dept.		Insert Name	
Project #2:	Study Brick Street Repaving, Bump Outs & Decorative Paving Options	Due By	Work Task Description	Partners	Budget	Funding Status	
Done?							
	Action Items						
	Project Planning - Insert Action Steps						
	Project Execution - Insert Action Steps						
	Project Complete	6/30/18					\$1.00
City - Street Dept.		Project Budget: \$20,000		City - Street Dept.		Insert Name	
Project #3:	Install Bicycle Markings & Refresh Roadway Markings	Due By	Work Task Description	Partners	Budget	Funding Status	
Done?							
	Action Items						
	Project Planning - Insert Action Steps						
	Project Execution - Insert Action Steps						
	Project Complete	6/30/17					\$1.00

Knox Action Plan

TARGET AREA: MAIN STREET

AREA LEADER: INSERT LEADER NAME

Placemaking Programming

Project #1:	Public Art & Banner Program	Project Budget: \$8,000	Project Leader:	Arts & Beautification Committee	Insert Name
Done?	Action Items	Due By	Partners/Vendors	Task Budget	Funding Status
Yes	Planning - Insert Action Steps Design & Approvals - Insert Action Steps Fabrication & Installation - Insert Action Steps	6/30/17	Costs:	\$1.00	\$1.00
	Project Complete				

Visitor Attraction & Business Development

Project #1:	Form Main Street Neighborhood Association	Project Budget: \$500	Project Leader:	Neighborhood Leader	Insert Name
Done?	Action Items	Due By	Partners	Budget	Funding Status
	Planning - Insert Action Steps Execution - Insert Action Steps	12/31/15	Costs:	\$1.00	\$1.00
	Project Complete				

Project #2:	Main Street Walk Run Event	Project Budget: \$2,000	Project Leader:	Health Coalition	Insert Name
Done?	Action Items	Due By	Partners	Budget	Funding Status
	Planning - Insert Action Steps Execution - Insert Action Steps	9/30/16	Costs:	\$1.00	\$1.00
	Project Complete				

Urban Design

Project #1:	Paint Intersections with Unique Designs	Project Budget: \$6,000	Project Leader:	School/Arts & Beautification Comm.	Insert Name
Done?	Action Items	Due By	Partners	Budget	Funding Status
	Planning - Insert Action Steps Design & Approvals - Insert Action Steps Fabrication & Installation - Insert Action Steps	3/30/16	Costs:	\$1.00	\$1.00
	Project Complete				

Project #2:	Improve RR Crossing for Walkers & Bikes	Project Budget: \$10,000	Project Leader:	City - Street Dept.	Insert Name
Done?	Action Items	Due By	Partners	Budget	Funding Status
	Planning - Insert Action Steps Design & Approvals - Insert Action Steps Fabrication & Installation - Insert Action Steps	9/30/16	Costs:	\$1.00	\$1.00
	Project Complete				

Project #3:	Infill Trees Along Main Street	Project Budget: \$5,000	Project Leader:	Neighborhood Association	Insert Name
Done?	Action Items	Due By	Partners	Budget	Funding Status
	Planning - Insert Action Steps Project Execution - Insert Action Steps	3/30/17	Costs:	\$1.00	\$1.00
	Project Complete				

Project #4:	Scoping Study for Main Street Bump Outs	Project Budget: \$10,000	Project Leader:	City - Planning Dept.	Insert Name
Done?	Action Items	Due By	Partners	Budget	Funding Status
	Planning - Insert Action Steps Design & Approvals - Insert Action Steps Project Installation - Insert Action Steps	6/30/19	Costs:	\$1.00	\$1.00
	Project Complete				

Infrastructure & Utilities

Project #1:	Sidewalk Repair & ADA Improvements	Project Budget: \$15,000	Project Leader:	City - Street Dept.	Insert Name
Done?	Action Items	Due By	Partners	Budget	Funding Status
	Project Planning - Insert Action Steps Project Execution - Insert Action Steps	12/31/19	Costs:	\$1.00	\$1.00
	Project Complete				

Project #2:	Roadway Markings Installed & Refreshed	Project Budget: \$20,000	Project Leader:	City - Street Dept.	Insert Name
Done?	Action Items	Due By	Partners	Budget	Funding Status
	Project Planning - Insert Action Steps Project Execution - Insert Action Steps	12/30/17	Costs:	\$1.00	\$1.00
	Project Complete				

Knox Action Plan

TARGET AREA: CAMPUS CORRIDOR

AREA LEADER: INSERT NAME

Placemaking Programming

Project #1: Done?	Art by Students Displayed on Corridor	Project Budget: \$5,000	Project Leader: Partners/Vendors	Students/Arts & Beautification Comm. Task Budget	Insert Name Funding Status
	Action Items	Due By	Work Task Description		
	Yes Planning - Insert Action Steps				\$1.00
	Design & Approvals - Insert Action Steps				
	Fabrication & Installation - Insert Action Steps				
	Project Complete	9/30/16	Costs:		\$1.00

Visitor Attraction & Business Development

Project #1: Done?	Create Annual List of Student Community Projects	Project Budget: \$1,000	Project Leader: Partners	Community Foundation Budget	Insert Name Funding Status
	Action Items	Due By	Work Task Description		
	Planning - Insert Action Steps				\$1.00
	Execution - Insert Action Steps				
	Project Complete	9/31/15	Costs:		\$1.00

Project #2: Done?	Create List of Off Campus School Events	Project Budget: \$2,000	Project Leader: Partners	School Budget	Insert Name Funding Status
	Action Items	Due By	Work Task Description		
	Planning - Insert Action Steps				\$1.00
	Execution - Insert Action Steps				
	Project Complete	12/31/15	Costs:		\$1.00

Project #3: Done?	Wellness Corridor Branding	Project Budget: \$15,000	Project Leader: Partners	Health Coalition Budget	Insert Name Funding Status
	Action Items	Due By	Work Task Description		
	Planning - Insert Action Steps				\$1.00
	Execution - Insert Action Steps				
	Project Complete	3/30/16	Costs:		\$1.00

Project #4: Done?	Study Downtown Shuttle Program Options	Project Budget: \$10,000	Project Leader: Partners	Starke Cty. Community Srv. Budget	Insert Name Funding Status
	Action Items	Due By	Work Task Description		
	Planning - Insert Action Steps				\$1.00
	Execution - Insert Action Steps				
	Project Complete	12/31/16	Costs:		\$1.00

Urban Design

Project #1: Done?	Paint Intersections with Unique Designs	Project Budget: \$5,000	Project Leader: Partners	School/Arts & Beautification Comm. Budget	Insert Name Funding Status
	Action Items	Due By	Work Task Description		
	Planning - Insert Action Steps				\$1.00
	Design & Approvals - Insert Action Steps				
	Fabrication & Installation - Insert Action Steps				
	Project Complete	9/30/16	Costs:		\$1.00

Project #2: Done?	Screen Parking Lots along Main, Culver & Claibough	Project Budget: \$10,000	Project Leader: Partners	City/PTO Budget	Insert Name Funding Status
	Action Items	Due By	Work Task Description		
	Planning - Insert Action Steps				\$1.00
	Design & Approvals - Insert Action Steps				
	Fabrication & Installation - Insert Action Steps				
	Project Complete	12/31/16	Costs:		\$1.00

Project #3: Done?	Infill Trees Along Main, Culver & Claibough	Project Budget: \$5,000	Project Leader: Partners	PTO Budget	Insert Name Funding Status
	Action Items	Due By	Work Task Description		
	Planning - Insert Action Steps				\$1.00
	Project Execution - Insert Action Steps				
	Project Complete	12/31/16	Costs:		\$1.00

Project #4: Done?	Redesign Playground/Lot at Culver & Main	Project Budget: \$10,000	Project Leader: Partners	City/School Budget	Insert Name Funding Status
	Action Items	Due By	Work Task Description		
	Planning - Insert Action Steps				\$1.00
	Design & Approvals - Insert Action Steps				
	Project Installation - Insert Action Steps				
	Project Complete	3/30/17	Costs:		\$1.00

Infrastructure & Utilities

Project #1: Done?	Sidewalk Repair & ADA Improvements	Project Budget: \$40,000	Project Leader: Partners	City - Street Department Budget	Insert Name Funding Status
	Action Items	Due By	Work Task Description		
	Project Planning - Insert Action Steps				\$1.00
	Project Execution - Insert Action Steps				
	Project Complete	12/31/19	Costs:		\$1.00

Project #2: Done?	Signals & Markings at Claibough, Culver & SR 35	Project Budget: \$50,000	Project Leader: Partners	City - Street Department Budget	Insert Name Funding Status
	Action Items	Due By	Work Task Description		
	Project Planning - Insert Action Steps				\$1.00
	Project Execution - Insert Action Steps				
	Project Complete	12/31/17	Costs:		\$1.00

Project #3: Done?	Signals & Markings at Claibough, Culver & Main	Project Budget: \$40,000	Project Leader: Partners	City - Street Department Budget	Insert Name Funding Status
	Action Items	Due By	Work Task Description		
	Project Planning - Insert Action Steps				\$1.00
	Project Execution - Insert Action Steps				
	Project Complete	12/31/16	Costs:		\$1.00

Project #4: Done?	Drainage Improvements at Culver, Claibough & Main	Project Budget: \$40,000	Project Leader: Partners	City - Street Department Budget	Insert Name Funding Status
	Action Items	Due By	Work Task Description		
	Project Planning - Insert Action Steps				\$1.00
	Project Execution - Insert Action Steps				
	Project Complete	12/31/16	Costs:		\$1.00

Project #5: Done?	Install Bicycle Markings & Refresh Roadway Markings	Project Budget: \$10,000	Project Leader: Partners	City - Street Department Budget	Insert Name Funding Status
	Action Items	Due By	Work Task Description		
	Project Planning - Insert Action Steps				\$1.00
	Project Execution - Insert Action Steps				
	Project Complete	12/31/15	Costs:		\$1.00

Knox Action Plan

TARGET AREA: MAIN STREET SOUTH

AREA LEADER: INSERT LEADER NAME

Placemaking Programming

Project #1: Done?	Interpretive Signs and Stations	Project Budget: \$20,000	Project Leader: Partners/Vendors	Historical Society Task Budget	Insert Name
Yes	Planning - Insert Action Steps Design & Approvals - Insert Action Steps Fabrication & Installation - Insert Action Steps Project Complete	6/30/18	Costs:	\$1.00	\$1.00

Project #2: Green Design Guide

Project #2: Done?	Action Items	Project Budget: \$5,000	Project Leader: Partners	City - Planning Dept. Budget	Insert Name
	Planning - Insert Action Steps Execution - Insert Action Steps Project Complete	6/30/19	Costs:	\$1.00	\$1.00

Visitor Attraction & Business Development

Project #2: Done?	Base Lake Bike Tour	Project Budget: \$2,000	Project Leader: Partners	Health Coalition Budget	Insert Name
	Planning - Insert Action Steps Execution - Insert Action Steps Project Complete	6/30/16	Costs:	\$1.00	\$1.00

Urban Design

Project #1: Done?	Park Gateway Sign at E150S & SR 35	Project Budget: \$15,000	Project Leader: Partners	Park Board/Arts & Beautification Comm. Budget	Insert Name
	Planning - Insert Action Steps Design & Approvals - Insert Action Steps Fabrication & Installation - Insert Action Steps Project Complete	6/30/17	Costs:	\$1.00	\$1.00

Project #2: Done?	Town Gateway at Palmer & SR 35	Project Budget: \$20,000	Project Leader: Partners	Arts & Beautification Committee Budget	Insert Name
	Planning - Insert Action Steps Design & Approvals - Insert Action Steps Fabrication & Installation - Insert Action Steps Project Complete	9/30/19	Costs:	\$1.00	\$1.00

Project #3: Done?	Trail System Plan	Project Budget: \$25,000	Project Leader: Partners	Park Board Budget	Insert Name
	Planning - Insert Action Steps Project Execution - Insert Action Steps Project Complete	3/31/16	Costs:	\$1.00	\$1.00

Project #4: Done?	Painted Intersection Design at Main & CR E 150S	Project Budget: \$3,000	Project Leader: Partners	School Budget	Insert Name
	Planning - Insert Action Steps Design & Approvals - Insert Action Steps Project Installation - Insert Action Steps Project Complete	6/30/18	Costs:	\$1.00	\$1.00

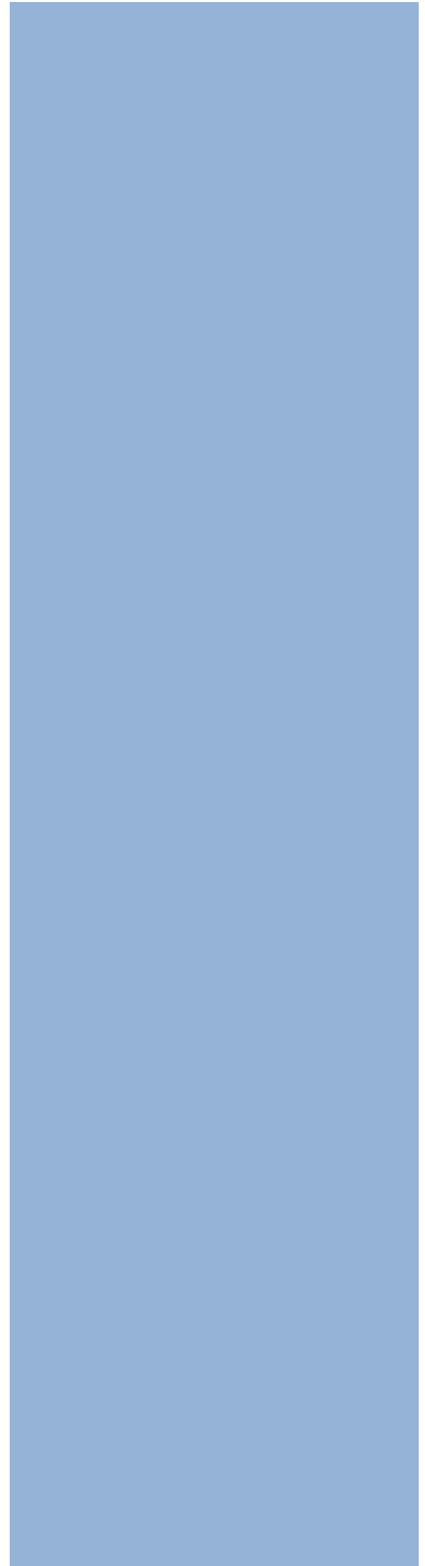
Project #5: Done?	Identify & Mark Bike Route To Bass Lake	Project Budget: \$4,000	Project Leader: Partners	Park Board Budget	Insert Name
	Planning - Insert Action Steps Design & Approvals - Insert Action Steps Fabrication & Installation - Insert Action Steps Project Complete	3/31/17	Costs:	\$1.00	\$1.00

Infrastructure & Utilities

Project #1: Done?	Study Main Street Extension to CR E200S	Project Budget: \$20,000	Project Leader: Partners	City - Planning Dept. Budget	Insert Name
	Planning - Insert Action Steps Project Execution - Insert Action Steps Project Complete	12/31/16	Costs:	\$1.00	\$1.00

Appendix C

Precedents Reviewed



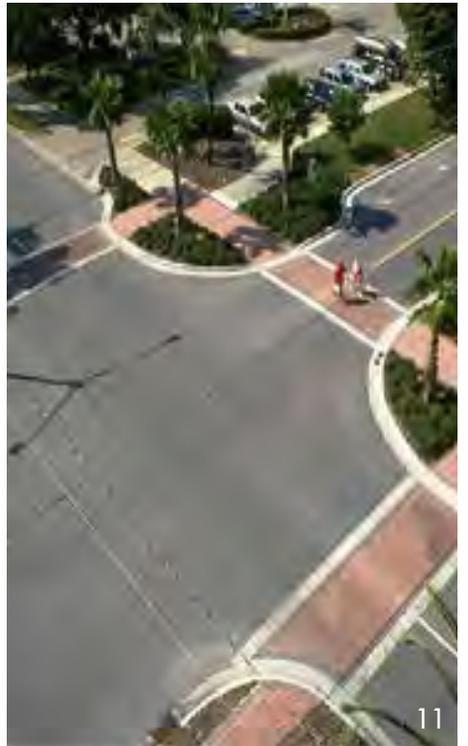
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DOWNTOWN



MAIN STREET

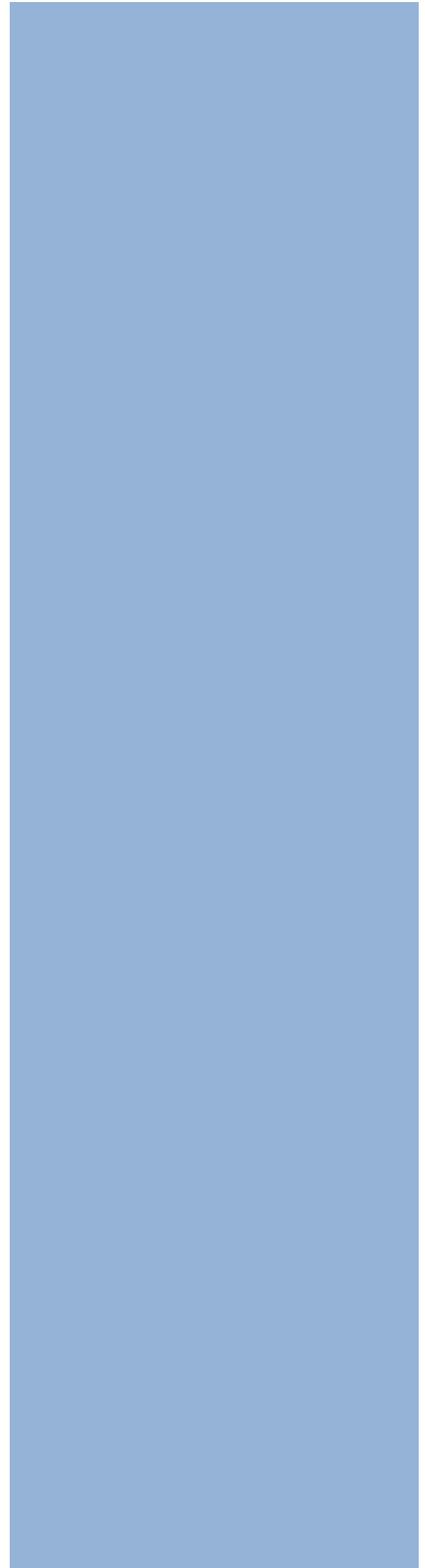


CAMPUS CORRIDOR

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Appendix D

Funding Sources



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A critical part of any implementation plan is securing funding. Some possible sources of funding are listed below.

Funding for placemaking and arts-related programming:

Indiana Arts Commission

<http://www.in.gov/arts/grant&programguidelines.htm>

Indiana Humanities Grants

<http://www.indianahumanities.org/resources/grants/>

Federal Transportation Alternatives Program (TAP): Provides 80% grant/20% local funding. Funding is available for construction, planning, and design of pedestrian and bicycle facilities. TAP projects are administered through the Indiana Department of Transportation's (INDOT) Local Public Agency (LPA) Program.

<http://www.in.gov/indot/3282.htm>

Office of Community and Rural Affairs (OCRA) offers the following grants:

Planning Grant

Mainstreet Revitalization Program

Comprehensive Site Redevelopment Program

Stellar Communities Program

Place Based Investment Fund

Indiana Main Street Downtown Enhancement Grants

Public Facilities Program

Stormwater Improvement Program

Wastewater and Drinking Water Program

<http://www.in.gov/ocra/>

Indiana Department of Environmental Management (IDEM) offers the following grants and loans for local governments and other eligible entities who wish to tackle environmental problems within their community:

Clean Water Act

Section 205(j) Grants

Section 319(h) Grants

State Revolving Fund Loan and Grant Programs (SRF) (programs administered by IFA)

Wastewater (WWSRF) and Drinking Water (DWSRF)

Recycling Market Development Program

Indiana Brownfields Program Financial Assistance (programs administered by IFA)

Community Focus Fund (CFF)

<http://www.in.gov/idem/>

Indiana Department of Natural Resources (IDNR) has grants through different divisions such as the following:

Community Forestry Grant

Land and Water Conservation Fund for Development of a New Park or Recreation Area

Historic Preservation Fund

Bicentennial Nature Trust (BNT) program

<http://www.in.gov/dnr/3190.htm>

Indiana State Department of Agriculture offers Clean Water Indiana Grants

<http://in.gov/isda/2379.htm>

United States Department of Agriculture offers various grants to support farmers markets and other local food initiatives.

http://www.usda.gov/wps/portal/usda/usdahome?navid=KYF_GRANTS