

FULTON
C O U N T Y

AREA PLAN COMMISSION

**COMPREHENSIVE
PLAN**

DRAFT



ADOPTED 2022



DRAFT



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Chapter 1

Executive Summary

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ACKNOWLEDGEMENTS

The Fulton County Comprehensive Plan is the accumulation of knowledge, public input, and contributions of the residents and visitors of Fulton County.

*“By failing to prepare, you are preparing to fail.”
- Benjamin Franklin*

It is appropriate and necessary to give special recognition and appreciation to the following people and organizations who were integral to this planning process.

A special Thanks...

to the People of Fulton County, particularly those that completed the survey, attended the workshops and provided their valuable input into the planning process, as well as, the following people who made this effort possible:

The Area Plan Commission Members (past and present)
The Fulton County Commissioners
The Fulton County Council
The Rochester City Council
The Akron Town Council
The Kewanna Town Council
The Fulton Town Council



EXECUTIVE SUMMARY

Purpose of the Plan

The Comprehensive Plan, and subsequent planning ordinances, give the County, and its communities, the necessary tools to protect and improve health, safety, and welfare, to sustain the quality of life within the County, to preserve the rural, small town atmosphere, as well as, to maintain and spur intelligent economic and community growth.

This is the second comprehensive plan update for Fulton County as an Area Plan Commission; the first was effective in 2008. The 2008 plan was created as a response to the County Commissioners and all of the incorporated areas adopting the Area Plan, setting forth the community's vision and ideals as well as a set of policy statements designed to put the ideals into managerial practice. The plan served as a basis for land use, zoning regulations, and transportation projects.

In the decade since the last plan's approval, some important changes have occurred in Fulton County. Major employers have moved from the area, leaving large commercial structures empty and barren. Existing businesses have expanded and new businesses have joined our commercial districts. In Akron, a dilapidated structure was razed and replaced with a train depot to now house a coffee shop. Kewanna has seen growth in its artisan community, as well as its Kewanna Fall Festival. The City of Rochester had an incredible grant opportunity that reconstructed their downtown facades. The Town of Fulton continues to steadily maintain their existing businesses and see the repurposing of old buildings. The unincorporated county has county wide debated the pros and cons of a limited access U.S. 31 corridor, as well as a tri-county renewable energy proposal, and received over 4-million dollars in community crossing grants to help sustain our county road & bridge inventory.

This comprehensive plan update addresses the accomplishments and challenges experienced since the 2008 Comprehensive Plan was effective. Its purpose is to help guide Fulton County and its communities through the next decade of growth and change so that the core values, character, and rural charm remain intact.

**THE HEART
OF THE
COMPREHENSIVE
PLAN IS THE
COMMUNITY'S
GOALS FOR
ITSELF.**

**THE GOALS AND
OBJECTIVES
ARE A DIRECT
EXPRESSION OF
THE DESIRES OF
THE COMMUNITY.**

**THE COMMUNITY
LEADERS
COMMITMENT
TO THEIR
CITIZENS CAN BE
EXPRESSED IN
THEIR LEVEL OF
DEDICATION TO
IMPLEMENT THE
COMPREHENSIVE
PLAN.**



COHESIVE SHIFTS

Cohesive Shifts

Fulton County is not a static place; it is continually changing and evolving in response to unknown circumstances. This change can bring positive and negative results.

A comprehensive plan is a tool for Fulton County to ensure that changes occur in a way that the people of Fulton County believe is in their best interest. Using this document as a guideline helps make sure those changes are positive for the long term good of all communities within the planning jurisdiction.

In the fourteen years since the area plan's approval, Fulton County has experienced stability in some areas and shifts in others. The 2008 Comprehensive Plan was the result of the incorporated and unincorporated areas of Fulton County sitting at the table to form a coalition under the Area Plan Law.

This initial Comprehensive Plan was intended to be the foundation for all of the legislative bodies to use during those first steps toward solidarity. To evolve the established mind-set that each area of the county is an island and to begin to work cohesively for the benefit of all citizens of the county. The 2008 plan was created to plant the seed of understanding that one area's fortune in economic growth has the potential for residential growth in another area. This cohesive shift in a paradigm is what both this plan and the previous plan are striving to nurture and grow.

Key goals in 2008 included maintaining the *quality of life*, *managing growth*, and *preserving the rural and small town character*. Since then, there has been developmental growth in key commercial areas, stagnant activity in the availability of housing developments, and an increase in park and recreational facilities. This plan serves to build off of the previous goals and vision for future development and growth in transportation, utility infrastructure, residential development, and recreational amenities and provide an identifiable blueprint for the next ten to twenty years. Ideally, the real purpose of this plan is to anticipate growth and develop consensus around a plan which will help preserve the quality of life citizens in Fulton County cherish.

**A
COMPREHENSIVE
PLAN IS NOT
THE SAME
AS A ZONING
REGULATION...
...IT IS A
COMPILATION OF
THE CHARACTER,
NEEDS, & GOALS
OF AN IDENTIFIED
COMMUNITY
WANTING
TO BUILD A
FOUNDATION
FOR FUTURE
REGULATIONS
CREATED TO
MAINTAIN
CHARACTER,
MEET THE NEEDS,
& OBTAIN GOALS.**



COMMUNITY DRIVEN PROCESS

Community Driven Process

This Comprehensive Plan exhibits the vision and policy statements written to benefit Fulton County as a whole. The legislative bodies of all the incorporated areas and the unincorporated area of Fulton County are empowered under the 500 Series of Title 36-7-4 of the Indiana Code to create one planning document to focus on success for all citizens. This plan is meant to be an evolving document as the dynamics of the County react to change within shifting local, state, and national social, economic, and political landscape.

The mandate serving as the foundation for all Comprehensive Plans in the state of Indiana (IC 36-7-4-500, et. seq) requires the following three core elements:

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

The Plan Commission compiles this and additional information as part of the continual process of ensuring the relevance of this planning document. Evaluating existing conditions, establishing goals and objectives for the future, as well as the evaluation of past successes and failures are all information that become steps in a continual process of maintaining a wholistic document.

The creation of the plan was overseen by the Fulton County Plan Commission with the interactive process of asking citizens and community leaders for their ideas and thoughts about what the future should look like in Fulton County. These ideas, critiques, and questions are the focus around which this plan and the future picture of our county and communities are built.

OUR VISION

"Communication is the key to a promising future"

OUR MISSION

"Strive to merge community togetherness and encourage growth"



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Chapter 2

Vision Statement

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VISION STATEMENT

Importance of a Vision

A vision is a statement that conveys the hopes and dreams for the future. It is a statement that helps clarify the beliefs and governing principles of an entity.

The establishment of the vision began with the culmination of public input, leadership identification of their community's needs and wishes, and the integration of each unique community identity into one compelling brand that manages the perception of who we are and what we expect in the future.

The process of recognizing the foundation of the vision included four public meetings held in the City of Rochester, the Town of Akron, the Town of Kewanna, and the Town of Fulton and a survey of nearly 395 people. The result of the process was a brand alignment that pinpointed the emotional essence of the people contributing by determining the point where the following six key factors align:

COMMUNITY SNAPSHOT

Rural communities in North Central Indiana want to cultivate the right kind of growth while retaining its unique character.

AUDIENCE SNAPSHOT

Residents, visitors, and business owners who value the big potential of a coordinated enhancement of current assets to institute planned growth while maintaining the "small town feel".

AUDIENCE ATTITUDE

"Eager to see positive changes in the community"

COMMUNITY CHARACTER

At our best we are a safe, friendly, rural community.

AUDIENCE BENEFIT

We have a compelling past, however communication is the key to a promising future.

COMMUNITY CORE VALUES

We are passionate about: "Preservation, Community, Possibility"

BRAND ESSENCE

"progressively proud"



VISION STATEMENT

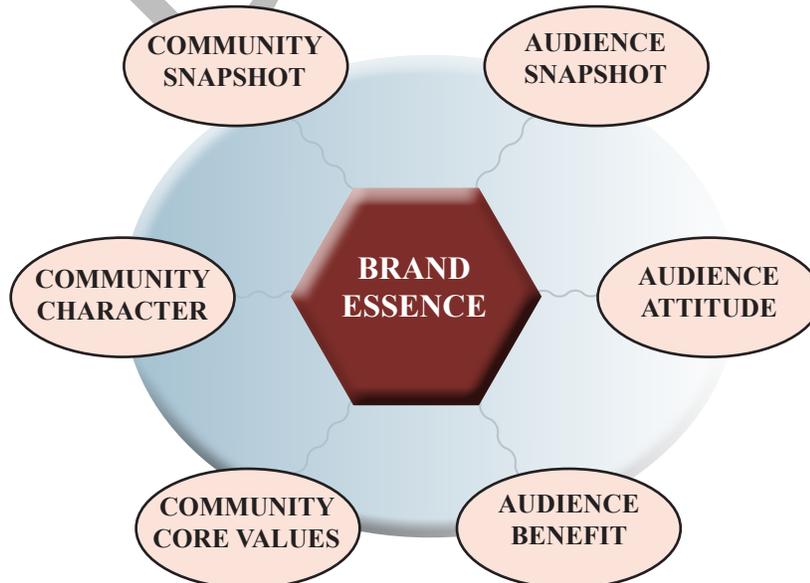
Vision Statement

The following vision statement and commitments were crafted by and for the citizens of Fulton County, which created policy statements and helped guide the development of goals and objectives of this comprehensive plan update:

“We envision Fulton County as welcoming, with safe, attractive, family-friendly communities. Through collaboration with citizens, community partners and economic partners, Fulton County will constantly strive to be a sustainable community while, balancing development opportunities and preservation to enhance the quality of life for our citizens.”

The citizens of Fulton County ask the community leaders to make the following commitments:

- We promise to lead our community so that people are proud to come from, move to, or grow a business in.
- We promise to encourage our community to change with the times, but only in ways that allow us to remain true to the values we embrace.
- We promise that we will never ‘sell our soul’ or ‘turn our backs on our heritage’ simply to attract new businesses or expand our tax base within our community.
- We promise to strive to merge our community’s small-town charm with modern thinking in a way that feels completely natural.”





ESTABLISHED VISION

Policy, Goals, Objectives, & Action Plans

Once a vision for the community is established, policy statements can then be developed. Using the policy statements as a directive, goals, objectives, and action steps are constructed to ensure the Comprehensive Plan continues to direct the growth of our communities in the manner prescribed over the next ten years.

Goals are statements that describe what the organization is going to do. They look at the big picture, but are more concrete than a vision or policy statement. Goals hint as to how a community may fix problems or accomplish the vision and policy directives.

Once goals are established, the next step is to develop the specific objectives that are focused on establishing that goal. Objectives are specific, measurable tasks that help to accomplish the over-arching goal. They help create specific and feasible ways in which to carry out the goal, and can serve as a marker to show citizens what has been accomplished over time.

After objectives are identified, action plans for each objective can be crafted. Action plans include specific actions that can be taken to accomplish the objective. It breaks an objective down into meaningful, intentional steps. As part of this plan, helpful resources have also been identified.

The following chapters incorporate the policy statements and goals crafted by stakeholders of our communities and then detail the objectives developed to accomplish those goals, as well as the action items developed to support the objectives.



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Chapter 3

Policy Statements

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POLICY STATEMENTS

Out of a Vision, Develops Policy

Fulton County Vision Statement:

“We envision Fulton County as welcoming, with safe, attractive, family-friendly communities. Through collaboration with citizens, community partners and economic partners, Fulton County will constantly strive to be a sustainable community while, balancing development opportunities and preservation to enhance the quality of life for our citizens.”

The policy statements below are based on the founding principles derived from the original language in the Indiana State Code that founded planning and are still considered the primary reason for implementing planning in a community. Based on these principles, the policy statements are descriptions of how Fulton County’s citizen’s values and desires evolve into reality.

The founding principles include the enhancement of *Quality of Life*, the preservation of the *Health, Safety, and Welfare* of the community, and to aspire to be the blueprint for *Efficiency and Economy of Development*. All of the policy statements listed are based on these three core principles and should be used to guide future decision-making and provide a framework for additional more specific policies and programs. They reflect the opinions and general consensus of the public input that has been collected throughout the planning process.

These policy statements are based upon the following assumptions using the founding principles:

Quality of Life

The community is best served in the long-term when we strive to find the balance between livable, healthy communities in harmony with the surrounding environment and maintaining a resilient economy, social equity, and regional ties. However, new construction and development do not always translate to increased local property tax revenue. We must balance our demand for public services with our willingness to pay for them by understanding one demand may cause the reduction of a different facet we value as quality of life.

Health, Safety, & Welfare

The community is best served in the long-term when we strive to protect residents from potentially dangerous situations and environments. It is further served by minimizing decreases in individual private property value as it seeks to maximize the utility of



POLICY STATEMENTS

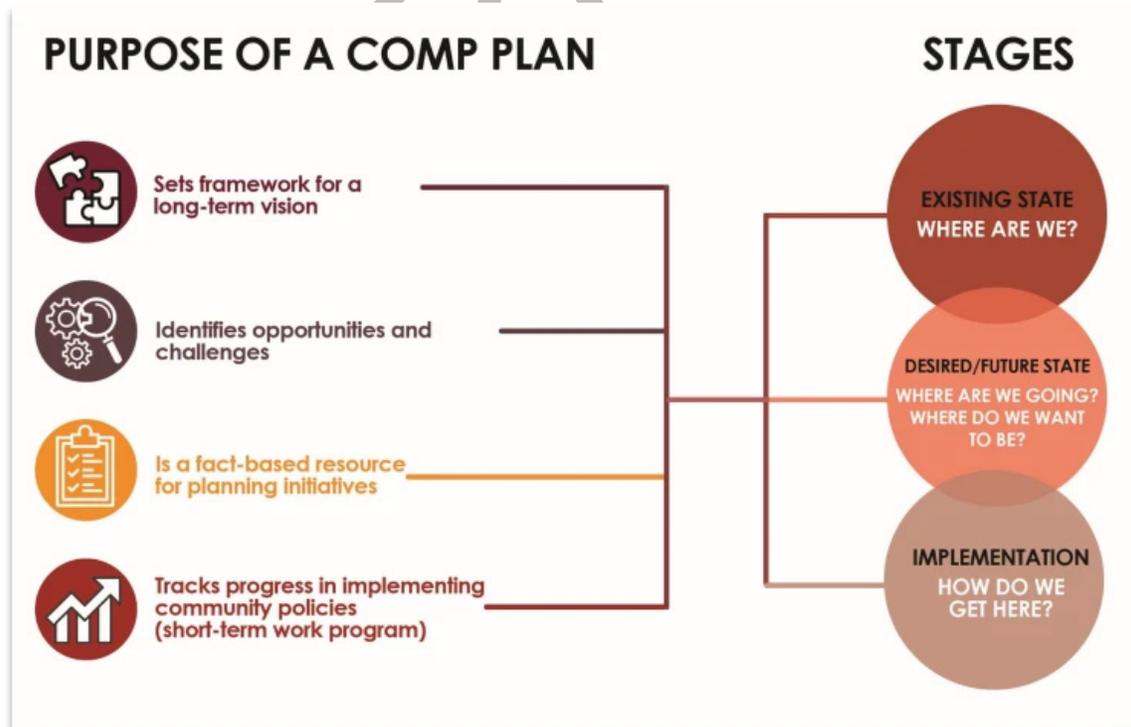
scarce public infrastructure and services from which all residents and businesses benefit. However, it is understood that some decisions must be made for the benefit of the entire community and this may occur at the detriment of one or a few persons.

Efficiency and Economy of Development

The community is best served in the long-term when we strive to provide a robust local economy with sustainable economic growth. Economic well-being is critical to providing employment, adequate housing and educational opportunities for its residents. Sustainable economic growth is fundamental to the availability of community services, recreational opportunities, the work and services of non profits and cultural amenities.

Policy Statements

The following policies provide for necessary growth and development and provide the means to assure sufficient public services and infrastructure while safeguarding vulnerable aspects of our community, citizens, and environment.





POLICY STATEMENTS

The following policy statements constitute the most fundamental aspects of the process by which we achieve our goals:

1. Individual property rights shall be considered when establishing community interest and goals.
2. Future growth and development will avoid the disturbance of vulnerable land or sensitive populations within our communities by providing adequate buffers to minimize the impact of the proposed uses.
3. Promote and require intelligent mixed commercial and residential uses within zone districts that will build “places” to attract people and jobs to our communities.
4. Prior to development in urban areas, availability of sufficient infrastructure to support expected residential, commercial and industrial activities must be present or provided.
5. Development plans should include a full array of field studies demonstrating the availability of adequate public infrastructure and services required for the planned uses, e.g., sewer and water extension area maps developed in partnership with the local utility departments.
6. Designated development areas shall provide a range of options for residential density, and intensity of commercial and industrial activity.
7. Urban areas should designate business and employment activities with areas of sufficient size and utility capacity to meet the identified needs described within the Comprehensive Plan
8. The conversion of rural property to urban property shall occur when inclusion of the rural property fits into an adjacent urban property area and meets requirements for contiguous growth.
9. Maintain sparse and low density in regard to the subdivision of rural property.
10. Protect the agricultural economy from scattered development plans by following the future growth prospective written within the Comprehensive Plan.

“IMPROVING THE QUALITY OF OUR LIVES SHOULD BE THE ULTIMATE TARGET OF PUBLIC POLICIES. BUT PUBLIC POLICIES CAN ONLY DELIVER BEST FRUIT IF THEY ARE BASED ON RELIABLE TOOLS TO MEASURE THE IMPROVEMENT THEY SEEK TO PRODUCE IN OUR LIVES.”

~ JOSE ANGEL GURRIA



FOUNDING PRINCIPLES

Quality of Life

To preserve and enhance the “quality of life” for residents of the Fulton County.

The “quality of life” in a community is made up of a whole lot of items, both tangible and non-tangible. Economic vitality, infrastructure, transportation, health and safety, housing, land-use and growth management, environment, recreation, arts and culture, and community life only skim the surface. A community should always strive to improve the “quality of life” to the extent that the effect is felt community-wide.

Several of the above “quality of life” factors appear throughout the Comprehensive Plan. In general, any factor seen by the community as an enhancement to their quality of life should always be considered when community decisions are being made.

Health, Safety, and Welfare

To protect and improve the health, safety, and welfare of the Fulton County community.

- This principle reflects what should always be promoted by community planning. Fulton County should always strive to protect its residents from potentially dangerous situations and environments. The areas of protection include, but are not limited to fire, disease, flood, dilapidated structures, community-wide economic deterioration, hazardous materials, etc.
- Decisions shall not be solely based on the potential effects to property values. It is understood that some decisions must be made for the benefit of the entire community and this may occur at the detriment of one or a few persons.
- Increasing property value community-wide shall be considered as rational for decision making. Furthermore, community decisions shall strive to avoid decreasing any district’s property values.

Efficiency and Economy of Development

To serve as a policy document that provides a blueprint for future land use and development

- This principle reflects how comprehensive plans are the most powerful tool that local governments can use to direct future land use and development.
- Implement a vision and goals that provide a blueprint for growth, development, and efficient land use to spur meaningful economic growth. The right balance of complimentary land uses can attract investment in areas intended for growth and development. It is essential to coordinate land-use decision-making with the provision of infrastructure and services that support business investment and market-ready development and redevelopment. All of these measures prepare communities for economic growth.
- All levels of government play a role in putting forth policies that foster economic development. Intergovernmental cooperation and interaction among businesses, community organizations, civic leaders, and residents is a key to envisioning and building a better economy. When communities build on unique assets and plan for growth, the benefits build on one another.



EXPECTED OUTCOMES

Expected Outcomes

Each of the previous policy statements were written to provide a mechanism to create achievable goals and objectives that will carry our communities' into the future. Below you will find the expected outcomes of these policy statements and an explanation of how being successful in these endeavors is defined.

Stronger Partnership

This planning process helped underscore how great partnerships can change an expected outcome from negative to positive. The county and its communities need to make a conscious effort to continue building on existing relationships, forge new relationships, and to partner on important community development activities. Teamwork is the only way to achieve the common vision and commitment to building the future together.

Greater Connectivity

Places call to people. People build a workforce. An educated workforce attracts jobs. This concept requires continued investment in improvements and ideas which support the recommendations of previous plans. Ensuring our communities have well maintained thoroughfares interconnecting the county will help build those connections between our workforce and our existing businesses and neighborhoods. Building and maintaining our current walkable attributes such as sidewalk networks and walking trails will improve connections between neighborhoods and important community assets such as shopping. The result will be greater connectivity reaching further throughout Fulton County.

Building Workforce Opportunities

A huge component of attracting new businesses and supplying existing commercial entities with the ability to expand and grow is maintaining an adequate workforce to provide those businesses with local employees. The county should promote and require intelligent mixed commercial and residential uses within zone districts that will build "places" to attract people and jobs to our communities. Creating ordinances that require all new residential apartment developments to have a true mixture of market-based, affordable, and government-assisted rental agreements within the same building will create

WHAT WE
CAN DO AS A
COMMUNITY
TO ACHIEVE
THE VISION
AND MISSION
IS....
...EXECUTE A
GOOD PLAN.
EXECUTING A
GOOD PLAN,
INVESTING IN
OURSELVES,
AND
ADVERTISING
COMMUNITY-
WIDE
SUCCESSSES
ARE THE KEY
TO BECOMING
A SOUGHT
AFTER
LOCATION
FOR NEW
INVESTMENT.



EXPECTED OUTCOMES

responsible developments that will offer needed housing opportunities in Fulton County communities. The outcome of these efforts will make Fulton County a leader in workforce training, recruiting, and retention.

Business Opportunities

The county and every community should come together to clarify where, what and how they want development to occur. Under no circumstance should the growth of Fulton County be placed in a developer's hands to shape and form as they wish. There is a vital need for one "road map" to be available to any prospective developer that explains how and where Fulton County requires development to occur. This will increase confidence for existing businesses and provide a level of predictability for new businesses considering a place to start or expand. The outcome will be regular and more frequent business opportunities

Quality of Life

One of the most striking things learned during the public feedback process is always the number of people who truly love calling Fulton County home. These people understand all of the great things the county and their community have which leads to an enjoyable lifestyle. The ideas in this plan are intended to enhance the aspects that make Fulton County great and add a few new ones which will make it even greater.

Welcome Mat

Many of the ideas and projects outlined in this plan are intended to curb the flat to negative growth outlook for Fulton County and many of its communities over the coming decades. To thrive, the city and towns need to attract new people. As ideas are implemented, the expectation of emerging steady growth for both population and other important demographic indicators should be prevalent.

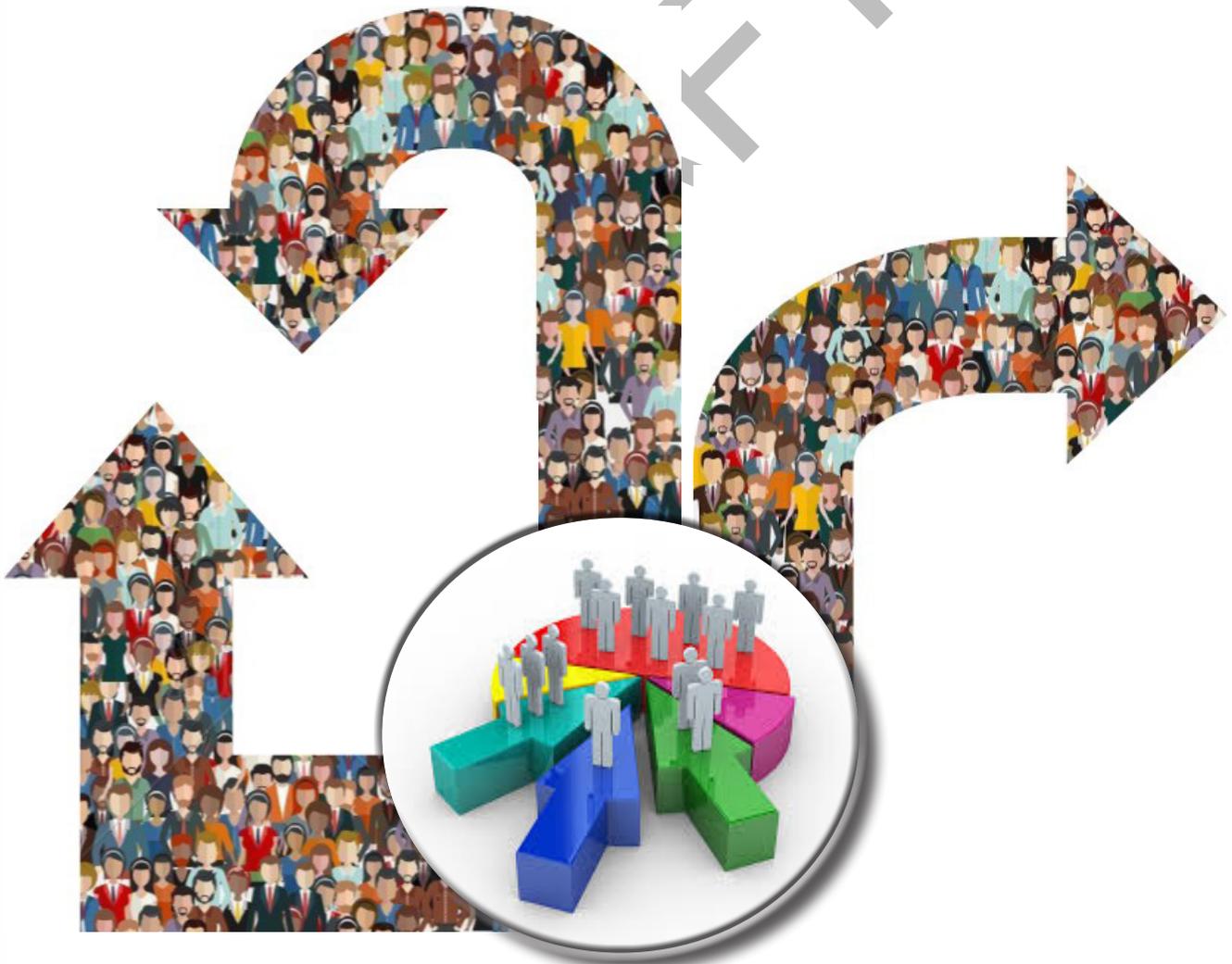


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Chapter 4

Demographics



FULTON COUNTY *Indiana*



COMMUNITY SNAPSHOT

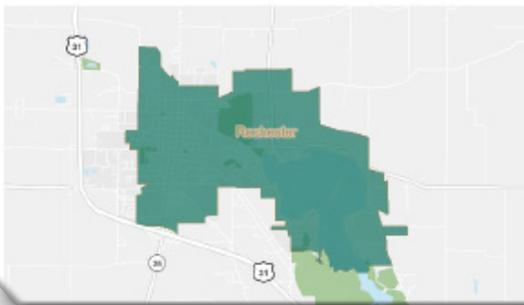
Fulton County, Indiana



Fulton County, Indiana has 368.3 square miles of land area and is the 65th largest county in Indiana by total area.



Rochester city, Indiana



6,270
Total Population in Rochester city, Indiana

6,785,528
Total Population in Indiana





COMMUNITY SNAPSHOT

Akron town, Indiana



1,125
Total Population in Akron town, Indiana

6,785,528
Total Population in Indiana

Total Population 1,125	Median Household Income \$58,542	Bachelor's Degree or Higher 9.6%	Employment Rate 67.9%	Total Housing Units 429	Without Health Care Coverage 10.5%
Total Households 309		Hispanic or Latino (of any race) 387			

Kewanna town, Indiana



576
Total Population in Kewanna town, Indiana

located in

6,785,528
Total Population in Indiana

Total Population 576	Median Household Income \$31,250	Bachelor's Degree or Higher 8.8%	Employment Rate 48.7%	Total Housing Units 274	Without Health Care Coverage 8.9%
Total Households 211		Hispanic or Latino (of any race) 13			

FULTON COUNTY Indiana



COMMUNITY SNAPSHOT

Fulton town, Indiana



303

Total Population in Fulton town, Indiana

6,785,528

Total Population in Indiana



Total Population
303



Median Household Income
\$37,778



Bachelor's Degree or Higher
4.5%



Employment Rate
49.1%



Total Housing Units
135



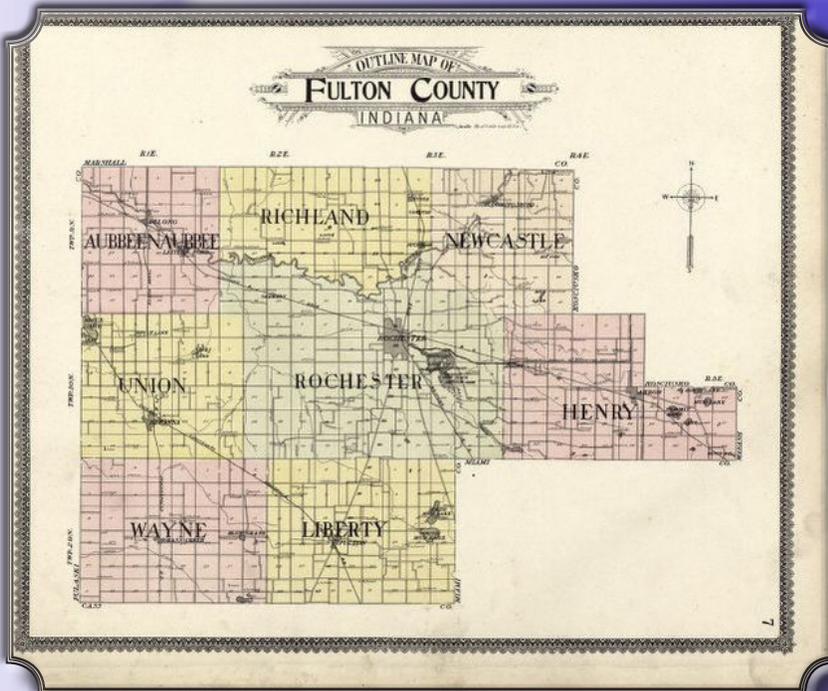
Without Health Care Coverage
15.5%



Total Households
128



Hispanic or Latino (of any race)
9





POPULATION

Age and Sex

41.6 +/- 1.2

Median Age in Fulton County, Indiana

37.8 +/- 0.1

Median Age in Indiana

Population by Age Range in Fulton County, Indiana

Under 5 years - 6.3%

Under 18 years - 23.7%

18 years and over - 76.3%

65 years and over - 19.7%

0% 10% 20% 30% 40% 50% 60% 70% 80%

Chart Survey/Program: 2020 ACS 5-Year Estimates Data Profiles

Age and Sex

45.7 +/- 3.7

Median Age in Rochester city, Indiana

37.8 +/- 0.1

Median Age in Indiana

Population by Age Range in Rochester city, Indiana

Under 5 years - 4.9%

Under 18 years - 19.6%

18 years and over - 80.4%

65 years and over - 22.7%

0% 10% 20% 30% 40% 50% 60% 70% 80% 90%

Chart Survey/Program: 2020 ACS 5-Year Estimates Data Profiles

Age and Sex

31.5 +/- 6.9

Median Age in Akron town, Indiana

37.8 +/- 0.1

Median Age in Indiana

Population by Age Range in Akron town, Indiana

Under 5 years - 12.1%

Under 18 years - 35.0%

18 years and over - 65.0%

65 years and over - 9.2%

0% 5% 10% 15% 20% 25% 30% 35% 40% 45% 50% 55% 60% 65%

Chart Survey/Program: 2020 ACS 5-Year Estimates Data Profiles



POPULATION

Age and Sex

46.2 +/- 9.7

Median Age in Kewanna town, Indiana

37.8 +/- 0.1

Median Age in Indiana

Population by Age Range in Kewanna town, Indiana

Under 5 years - 5.0%

Under 18 years - 21.6%

18 years and over - 78.4%

65 years and over - 26.8%

0% 10% 20% 30% 40% 50% 60% 70% 80%

Chart Survey/Program: 2020 ACS 5-Year Estimates Data Profiles

Age and Sex

53.5 +/- 13.8

Median Age in Fulton town, Indiana

37.8 +/- 0.1

Median Age in Indiana

Population by Age Range in Fulton town, Indiana

Under 5 years - 2.4%

Under 18 years - 20.3%

18 years and over - 79.7%

65 years and over - 20.7%

0% 10% 20% 30% 40% 50% 60% 70% 80%

Chart Survey/Program: 2020 ACS 5-Year Estimates Data Profiles



INCOME & POVERTY

Income and Earnings

\$50,597 +/- \$2,794

Median Household Income in Fulton County, Indiana

\$58,235 +/- \$305

Median Household Income in Indiana

Median Income by Types of Families in Fulton County,

Families - \$64,657

Married-couple families - \$71,946

Nonfamily households - \$29,178

\$0 \$10K \$20K \$30K \$40K \$50K \$60K \$70K \$80K

Chart Survey/Program: 2020 ACS 5-Year Estimates Subject Tables

Income and Poverty

Income and Earnings

\$47,479 +/- \$7,058

Median Household Income in Rochester city, Indiana

\$58,235 +/- \$305

Median Household Income in Indiana

Median Income by Types of Families in Rochester city

Families - \$69,432

Married-couple families - \$80,066

Nonfamily households - \$26,326

\$0 \$10K \$20K \$30K \$40K \$50K \$60K \$70K \$80K \$90K

Chart Survey/Program: 2020 ACS 5-Year Estimates Subject Tables

Income and Earnings

\$31,250 +/- \$12,953

Median Household Income in Kewanna town, Indiana

\$58,235 +/- \$305

Median Household Income in Indiana

Median Income by Types of Families in Kewanna town,

Families - \$46,250

Married-couple families - \$46,736

Nonfamily households - \$21,705

\$0 \$5K \$10K \$15K \$20K \$25K \$30K \$35K \$40K \$45K \$50K

Chart Survey/Program: 2020 ACS 5-Year Estimates Subject Tables



INCOME & POVERTY

Poverty

14.5% +/- 2.8%

Poverty, All people in Fulton County, Indiana

12.9% +/- 0.2%

Poverty, All people in Indiana

Poverty by Age in Fulton County, Indiana

Under 18 years - 20.3%

18 to 64 years - 14.1%

65 years and over - 9.0%

0% 2% 4% 6% 8% 10% 12% 14% 16% 18% 20% 22%

Chart Survey/Program: 2020 ACS 5-Year Estimates Data Profiles

Poverty

13.9% +/- 5.7%

Poverty, All people in Rochester city, Indiana

12.9% +/- 0.2%

Poverty, All people in Indiana

Poverty by Age in Rochester city, Indiana

Under 18 years - 24.8%

18 to 64 years - 12.3%

65 years and over - 8.9%

0% 2% 4% 6% 8% 10% 12% 14% 16% 18% 20% 22% 24% 26%

Chart Survey/Program: 2020 ACS 5-Year Estimates Data Profiles

Poverty

19.0% +/- 9.2%

Poverty, All people in Akron town, Indiana

12.9% +/- 0.2%

Poverty, All people in Indiana

Poverty by Age in Akron town, Indiana

Under 18 years - 26.3%

18 to 64 years - 16.8%

65 years and over - 4.8%

0% 2% 4% 6% 8% 10% 12% 14% 16% 18% 20% 22% 24% 26% 28%

Chart Survey/Program: 2020 ACS 5-Year Estimates Data Profiles



INCOME & POVERTY

Poverty

26.6% +/- 9.5%

Poverty, All people in Kewanna town, Indiana

12.9% +/- 0.2%

Poverty, All people in Indiana

Poverty by Age in Kewanna town, Indiana

Under 18 years - 36.8%

18 to 64 years - 28.2%

65 years and over - 15.3%

0% 5% 10% 15% 20% 25% 30% 35% 40%

Chart Survey/Program: 2020 ACS 5-Year Estimates Data Profiles

Poverty

15.5% +/- 9.9%

Poverty, All people in Fulton town, Indiana

12.9% +/- 0.2%

Poverty, All people in Indiana

Poverty by Age in Fulton town, Indiana

Under 18 years - 17.6%

18 to 64 years - 14.9%

65 years and over - 15.4%

0% 2% 4% 6% 8% 10% 12% 14% 16% 18%

Chart Survey/Program: 2020 ACS 5-Year Estimates Data Profiles



EDUCATION

Education

Educational Attainment

14.5% +/- 2.4%

Bachelor's Degree or Higher in Fulton County, Indiana

27.2% +/- 0.2%

Bachelor's Degree or Higher in Indiana

Education Attainment (Population 25 Years and Older) Fulton County, in

High School or equivalent degree - 39.9%

Some college, no degree - 24.8%

Associate's degree - 7.7%

Bachelor's degree - 9.4%

Graduate or professional degree - 5.1%

0% 5% 10% 15% 20% 25% 30% 35% 40%

Chart Survey/Program: 2020 ACS 5-Year Estimates Data Profiles

Educational Attainment

16.4% +/- 5.3%

Bachelor's Degree or Higher in Rochester city, Indiana

27.2% +/- 0.2%

Bachelor's Degree or Higher in Indiana

Education Attainment (Population 25 Years and Older) in Rochester City, in

High School or equivalent degree - 39.2%

Some college, no degree - 28.0%

Associate's degree - 6.9%

Bachelor's degree - 9.9%

Graduate or professional degree - 6.5%

0% 5% 10% 15% 20% 25% 30% 35% 40%

Chart Survey/Program: 2020 ACS 5-Year Estimates Data Profiles

Educational Attainment

9.6% +/- 4.4%

Bachelor's Degree or Higher in Akron town, Indiana

27.2% +/- 0.2%

Bachelor's Degree or Higher in Indiana

Education Attainment (Population 25 Years and Older) Akron Town, in

High School or equivalent degree - 44.5%

Some college, no degree - 21.2%

Associate's degree - 3.5%

Bachelor's degree - 4.6%

Graduate or professional degree - 5.1%

0% 5% 10% 15% 20% 25% 30% 35% 40% 45%

Chart Survey/Program: 2020 ACS 5-Year Estimates Data Profiles



EDUCATION

Educational Attainment

8.8% +/- 4.8%

Bachelor's Degree or Higher in Kewanna town, Indiana

27.2% +/- 0.2%

Bachelor's Degree or Higher in Indiana

Education Attainment (Population 25 Years and Older) Kewanna Town, in

High School or equivalent degree - 47.8%

Some college, no degree - 17.8%

Associate's degree - 7.5%

Bachelor's degree - 6.9%

Graduate or professional degree - 1.9%



Chart Survey/Program: 2020 ACS 5-Year Estimates Data Profiles

Educational Attainment

4.5% +/- 5.4%

Bachelor's Degree or Higher in Fulton town, Indiana

27.2% +/- 0.2%

Bachelor's Degree or Higher in Indiana

Education Attainment (Population 25 Years and Older) Fulton Town, in

High School or equivalent degree - 53.4%

Some college, no degree - 20.8%

Associate's degree - 10.7%

Bachelor's degree - 4.5%

Graduate or professional degree - 0.0%



Chart Survey/Program: 2020 ACS 5-Year Estimates Data Profiles



EMPLOYMENT - FULTON COUNTY

Employment and Labor

57.9% +/- 2.7%

Employment Rate in Fulton County, Indiana

60.7% +/- 0.2%

Employment Rate in Indiana

Employment Rate in Fulton County, Indiana

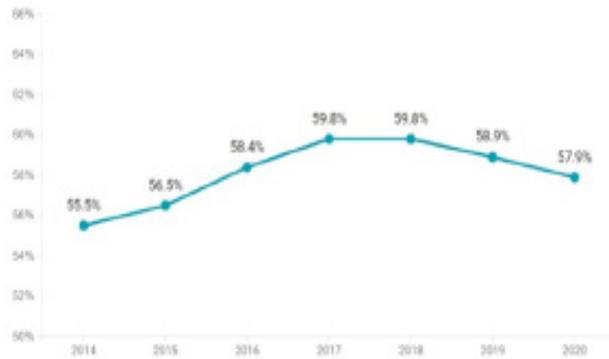


Chart Survey (Program: 2020 ACS 5-Year Estimates Data Profiles)

Commuting

22.8 +/- 1.5

Average travel time to work (in minutes) in Fulton County, Indiana

23.9 +/- 0.1

Average travel time to work (in minutes) in Indiana

Income and Earnings

\$50,597 +/- \$2,794

Median Household Income in Fulton County, Indiana

\$58,235 +/- \$105

Median Household Income in Indiana

Industry for the Civilian Employed Population

Agriculture, Forestry, Fishing and Hunting, and Mining - 2.8%

Construction - 5.8%

Manufacturing - 30.2%

Wholesale Trade - 2.5%

Retail Trade - 13.3%

Transportation and warehousing, and utilities - 3.0%

Information - 0.9%

Finance and insurance, and real estate and rental and leasing - 5.3%

Professional, scientific, and management, and administrative and waste management services - 3.1%

Educational services, and health care and social assistance - 10.6%

Arts, entertainment, and recreation, and accommodation and food services - 3.9%

Other services, except public administration - 5.5%

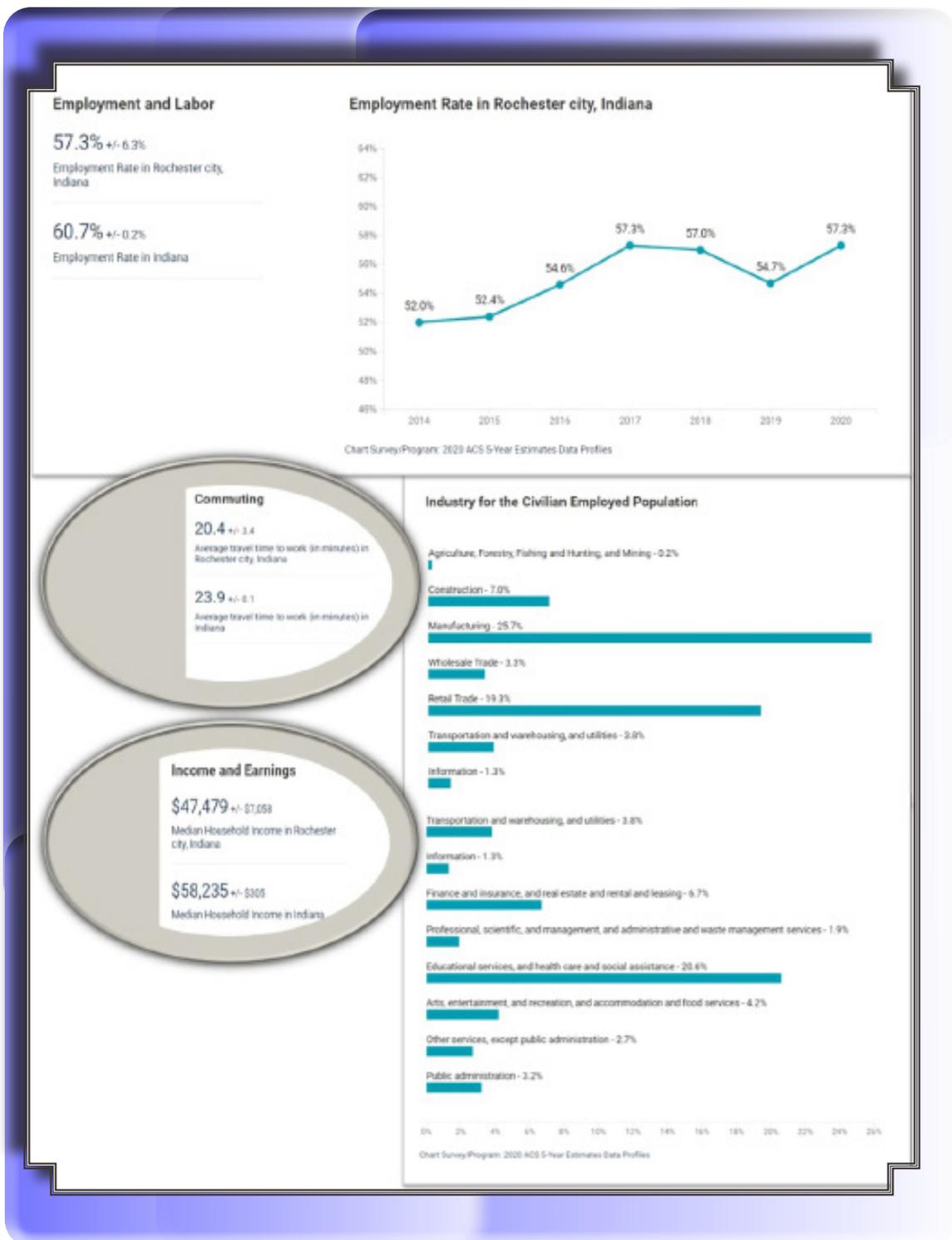
Public administration - 4.5%

0% 5% 10% 15% 20% 25% 30% 35%

Chart Survey (Program: 2020 ACS 5-Year Estimates Data Profiles)



EMPLOYMENT - CITY OF ROCHESTER





EMPLOYMENT - TOWN OF AKRON

Employment and Labor

67.9% +/- 6.9%

Employment Rate in Akron town, Indiana

60.7% +/- 0.2%

Employment Rate in Indiana

Employment Rate in Akron town, Indiana

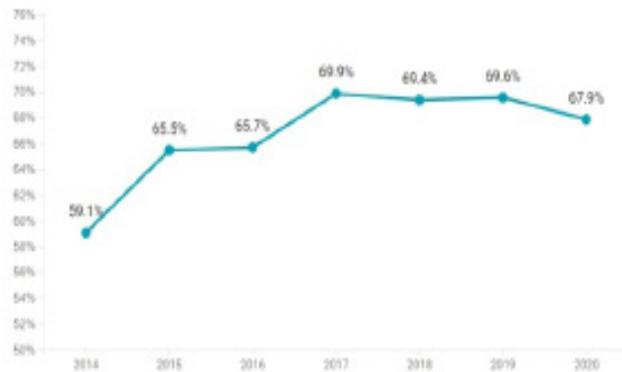


Chart Survey Program: 2020 ACS 5-Year Estimates Data Profiles

Commuting

21.7 +/- 4.4

Average travel time to work (in minutes) in Akron town, Indiana

23.9 +/- 0.1

Average travel time to work (in minutes) in Indiana

Income and Earnings

\$58,542 +/- \$11,337

Median Household Income in Akron town, Indiana

\$58,235 +/- \$395

Median Household Income in Indiana

Industry for the Civilian Employed Population

Agriculture, Forestry, Fishing and Hunting, and Mining - 1.6%

Construction - 0.7%

Manufacturing - 49.0%

Wholesale Trade - 1.6%

Retail Trade - 6.8%

Transportation and warehousing, and utilities - 0.0%

Information - 1.1%

Finance and insurance, and real estate and rental and leasing - 0.5%

Professional, scientific, and management, and administrative and waste management services - 3.2%

Educational services, and health care and social assistance - 11.8%

Arts, entertainment, and recreation, and accommodation and food services - 12.9%

Other services, except public administration - 7.2%

Public administration - 3.9%

Chart Survey Program: 2020 ACS 5-Year Estimates Data Profiles



EMPLOYMENT - TOWN OF KEWANNA





EMPLOYMENT - TOWN OF FULTON

Employment and Labor

49.1% +/- 13.1%

Employment Rate in Fulton town, Indiana

60.7% +/- 0.2%

Employment Rate in Indiana

Employment Rate in Fulton town, Indiana

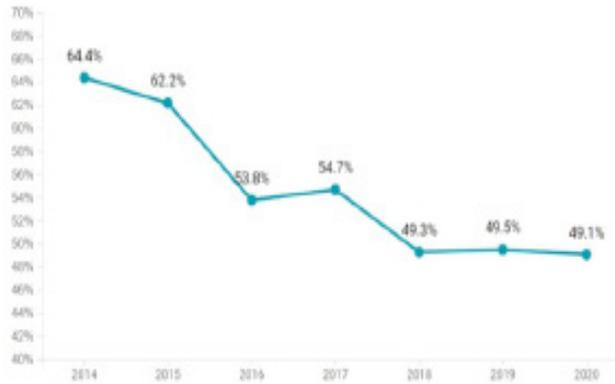


Chart Survey Program: 2020 ACS 5-Year Estimates Data Profiles

Commuting

20.7 +/- 2.5

Average travel time to work (in minutes) in Fulton town, Indiana

23.9 +/- 0.1

Average travel time to work (in minutes) in Indiana

Income and Earnings

\$37,778 +/- \$7,880

Median Household Income in Fulton town, Indiana

\$58,235 +/- \$305

Median Household Income in Indiana

Industry for the Civilian Employed Population

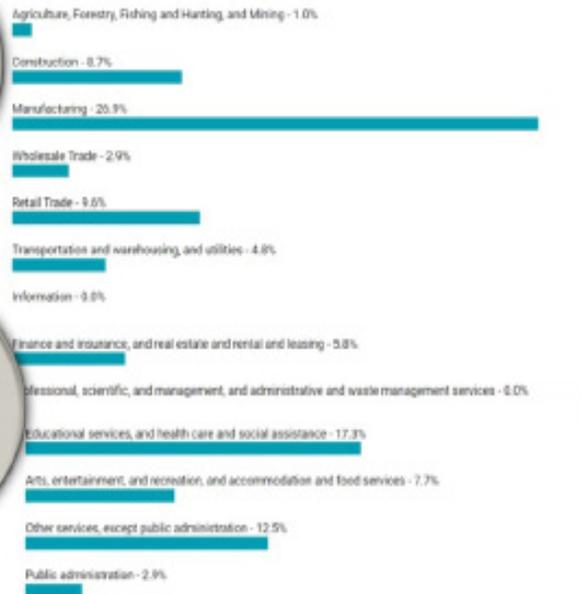


Chart Survey Program: 2020 ACS 5-Year Estimates Data Profiles



HOUSING UNITS & VACANCY

Vacancy

1,323
Vacant Housing Units in Fulton County, Indiana

255,633
Vacant Housing Units in Indiana

Vacancy Rate in Fulton County, Indiana

Year	Vacancy Rate (%)
2014	15.4%
2015	17.6%
2016	17.6%
2017	18.3%
2018	18.9%
2019	19.6%
2020	19.5%

Chart Survey/Program: 2020 ACS 5-Year Estimates Data Profiles

Housing Units

9,532
Total Housing Units in Fulton County, Indiana

2,923,175
Total Housing Units in Indiana

Homeownership Rate

76.3% +/- 2.9%
Homeownership Rate in Fulton County, Indiana

69.5% +/- 0.3%
Homeownership Rate in Indiana

Financial Characteristics

\$691 +/- \$35
Median Gross Rent in Fulton County, Indiana

\$844 +/- \$3
Median Gross Rent in Indiana

Vacancy

547
Vacant Housing Units in Rochester city, Indiana

255,633
Vacant Housing Units in Indiana

Vacancy Rate in Rochester city, Indiana

Year	Vacancy Rate (%)
2014	16.9%
2015	19.0%
2016	18.0%
2017	20.2%
2018	22.3%
2019	21.2%
2020	21.7%

Chart Survey/Program: 2020 ACS 5-Year Estimates Data Profiles

Housing Units

3,292
Total Housing Units in Rochester city, Indiana

2,923,175
Total Housing Units in Indiana

Homeownership Rate

62.8% +/- 6.6%
Homeownership Rate in Rochester city, Indiana

69.5% +/- 0.3%
Homeownership Rate in Indiana

Financial Characteristics

\$677 +/- \$73
Median Gross Rent in Rochester city, Indiana

\$844 +/- \$3
Median Gross Rent in Indiana



HOUSING UNITS & VACANCY

Vacancy

35
Vacant Housing Units in Akron town, Indiana

255,633
Vacant Housing Units in Indiana

Vacancy Rate in Akron town, Indiana

Year	Vacancy Rate (%)
2014	18.2%
2015	17.3%
2016	13.8%
2017	9.4%
2018	11.3%
2019	9.4%
2020	9.1%

Chart Survey/Program: 2020 ACS 5-Year Estimates Data Profiles

Housing Units

429
Total Housing Units in Akron town, Indiana

2,923,175
Total Housing Units in Indiana

Homeownership Rate

70.9% +/- 10.1%
Homeownership Rate in Akron town, Indiana

69.5% +/- 0.3%
Homeownership Rate in Indiana

Financial Characteristics

\$682 +/- \$24
Median Gross Rent in Akron town, Indiana

\$844 +/- \$3
Median Gross Rent in Indiana

Vacancy

43
Vacant Housing Units in Kewanna town, Indiana

255,633
Vacant Housing Units in Indiana

Table: H1
Table Survey/Program: 2020 Decennial Census

Vacancy Rate in Kewanna town, Indiana

Year	Vacancy Rate (%)
2014	12.5%
2015	17.1%
2016	18.1%
2017	19.6%
2018	20.7%
2019	25.9%
2020	26.2%

Chart Survey/Program: 2020 ACS 5-Year Estimates Data Profiles

Housing Units

274
Total Housing Units in Kewanna town, Indiana

2,923,175
Total Housing Units in Indiana

Homeownership Rate

73.0% +/- 11.0%
Homeownership Rate in Kewanna town, Indiana

69.5% +/- 0.3%
Homeownership Rate in Indiana

Financial Characteristics

\$521 +/- \$220
Median Gross Rent in Kewanna town, Indiana

\$844 +/- \$3
Median Gross Rent in Indiana



HOUSING UNITS & VACANCY

Vacancy
20
Vacant Housing Units in Fulton town, Indiana
255,633
Vacant Housing Units in Indiana

Vacancy Rate in Fulton town, Indiana

Year	Vacancy Rate (%)
2014	13.0%
2015	15.2%
2016	13.1%
2017	15.0%
2018	16.7%
2019	18.7%
2020	22.0%

Chart Survey/Program: 2020 ACS 5-Year Estimates Data Profiles

Homeownership Rate
71.1% +/- 13.6%
Homeownership Rate in Fulton town, Indiana
69.5% +/- 0.3%
Homeownership Rate in Indiana

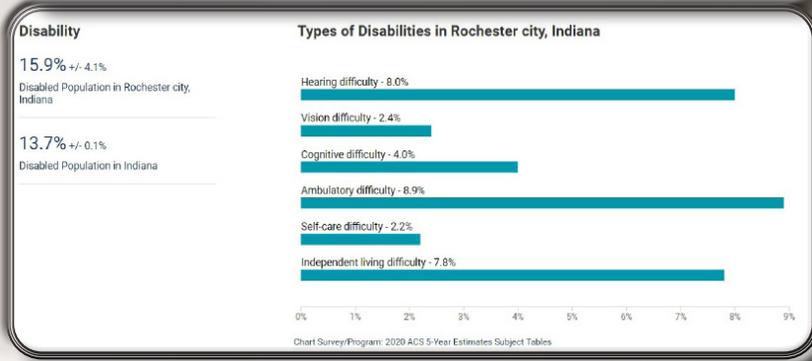
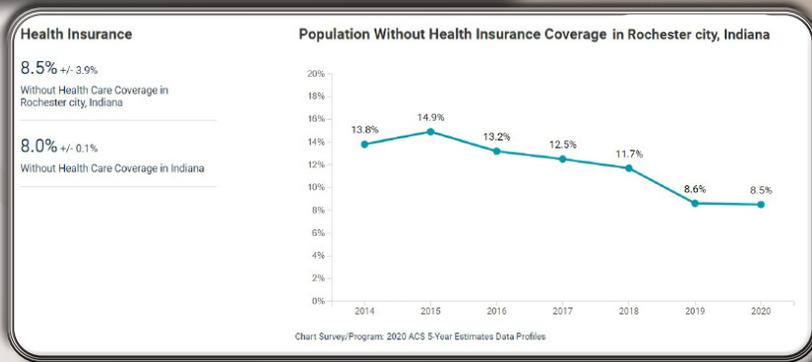
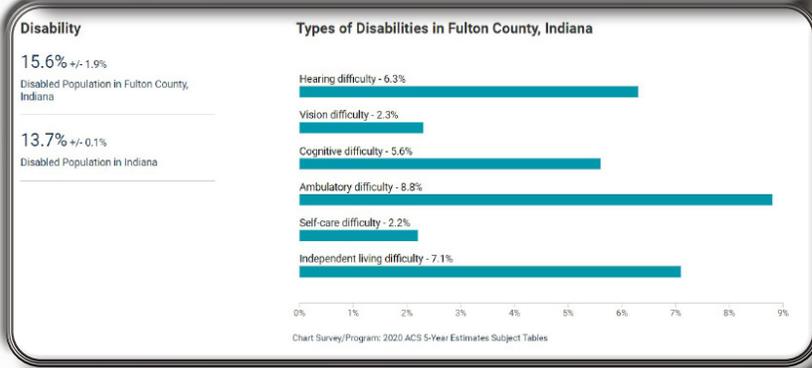
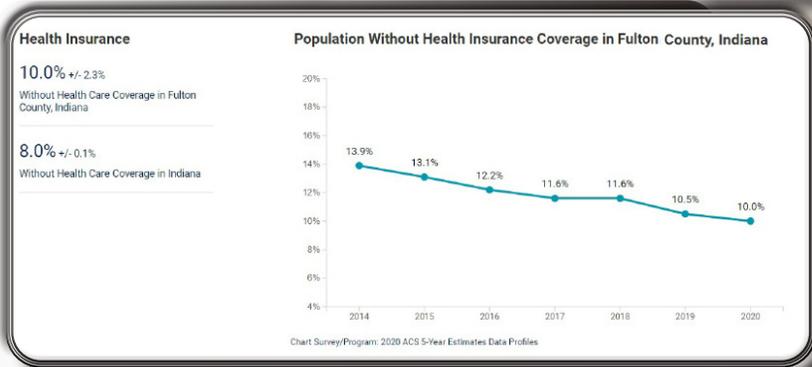
Housing Units
135
Total Housing Units in Fulton town, Indiana
2,923,175
Total Housing Units in Indiana

Financial Characteristics
\$686 +/- \$74
Median Gross Rent in Fulton town, Indiana
\$844 +/- \$3
Median Gross Rent in Indiana

FULTON COUNTY Indiana

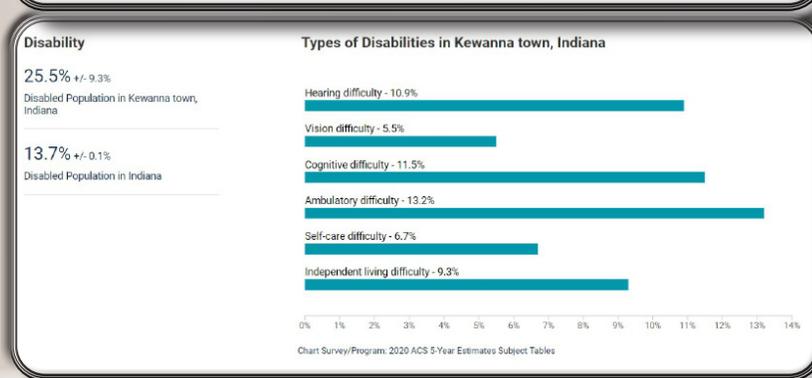
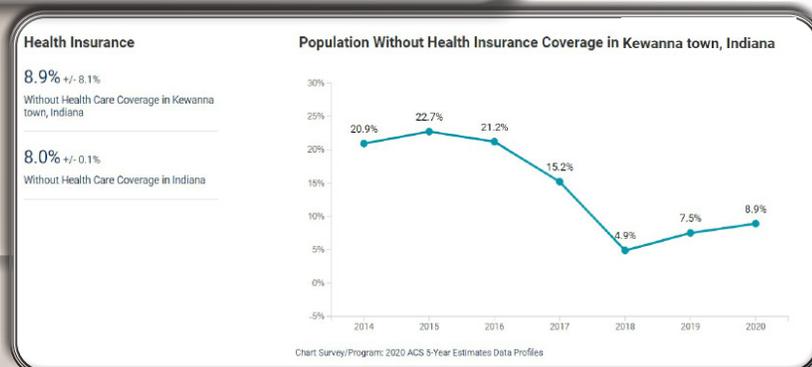
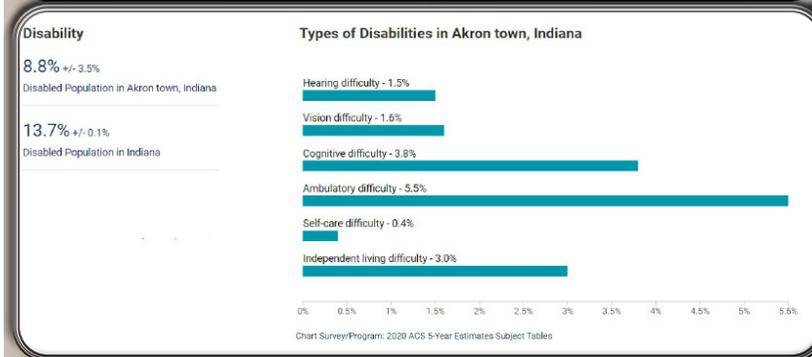
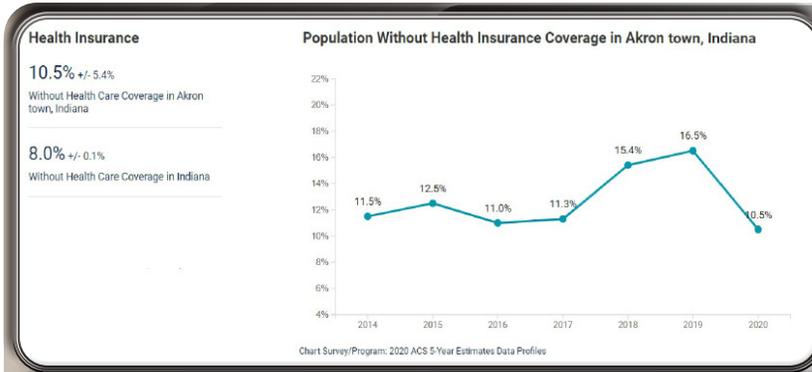


HEALTH INSURANCE & DISABILITY



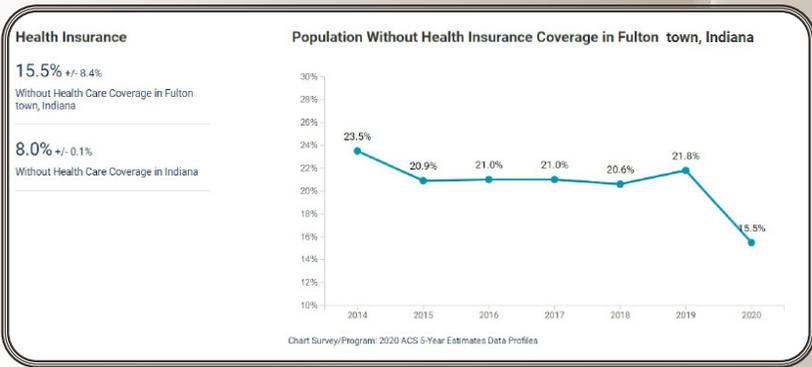
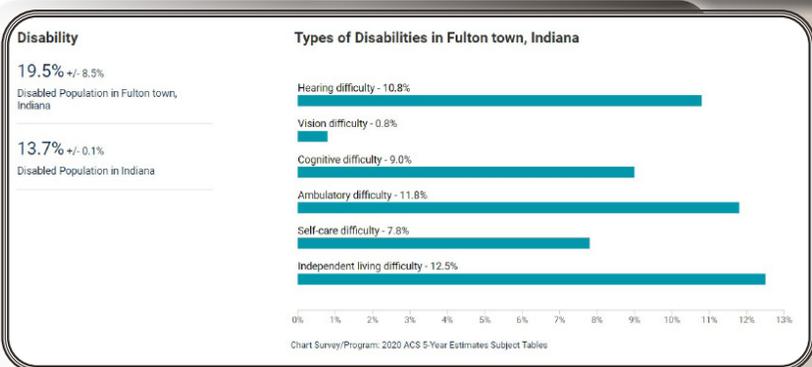


HEALTH INSURANCE & DISABILITY





HEALTH INSURANCE & DISABILITY





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Chapter 5

Goals & Action Steps

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GOALS DEFINED

Goals

The goals listed in this plan are based on the policy statements generated from stakeholder input, which uses the founding principles as the basis. Based on these policy statements, goals were created to show a path toward implementation.

The founding principles include the enhancement of *Quality of Life*, the preservation of the *Health, Safety, and Welfare* of the community, and to aspire to be the blueprint for *Efficiency and Economy of Development*. All of the goals are based on these three core principles and should be used to guide future decision-making and provide a framework for specific policies and programs. They reflect the opinions and general consensus of the public input that has been collected throughout the planning process.

- » County Government. County government that is accountable and accessible; encourages citizen participation; seeks to operate as efficiently as possible; and works with citizens, and other governmental entities to meet collective needs fairly while respecting individual and community property rights.
- » Urban Areas. Healthy urban areas that are nurtured as centers for diverse employment and housing opportunities, all levels of education, and civic and cultural activities.
- » Rural Areas. Rural areas and small town character are retained and enhanced. Maintain and protect the character and function of the available natural resources, such as lakes, the river, streams, creeks, woodlots, and green spaces.
- » Economic Development. A stable, prosperous and diversified economy that provides living wage jobs for residents, supported by adequate land for a range of employment uses and encourages the accomplishment of local economic development goals.
- » Environment. Natural areas including wetlands, streams, wildlife habitat, air and water quality that are rehabilitated, protected and enhanced to allow for flexible and innovative development that meets environmental and growth goals. In developed areas, the growth pattern supports conservation of nonrenewable energy and minimizes impacts on air and water quality and climate.



GOALS DEFINED

- » Housing and Human Services. Residential communities that are attractive, affordable, diverse, and livable supported by appropriate urban services. A variety of housing choices are available, meeting a full range of resident income levels and preferences. Residents are able to walk or use transportation options between neighborhoods and to community destinations. Policy guidance or program support for the county's most at-risk populations is prevalent in all planning discussions.
- » Transportation. Efficient, flexible, and coordinated transportation system – including roads, bridges and highways, and non-motorized travel – that provides interconnectivity and mobility for county residents and supports both urban and rural land use patterns.
- » Public Services and Facilities. Public services and facilities – including, but not limited to, law enforcement, fire protection, emergency preparedness, water/sewer, roads, transit, non-motorized facilities, storm water management, education, library services, health and human services, energy, telecommunications, etc. are provided in an efficient, high-quality and timely manner. Public services and facilities are monitored, maintained and enhanced through future spacial and fiscal planning to meet quality service standards.
- » Parks, Recreation, and Open Space. Provide parks, recreation, and open space facilities and services to meet the changing needs of the residents and visitors in both rural and densely populated areas.
- » Design and Placemaking. Historic small town atmospheres maintained and enhanced to promote quality of life and tourism, while new spaces and areas are dedicated and designed to enhance our communities and contribute to residents well-being.
- » Communication. Maintain and promote opportunities for collaboration and active citizen participation in local and inter jurisdictional decision-making through an open and deliberate process of input and communication.
- » Historic Preservation. Maintain and enhance important structures, places, and artifacts from the past, as well as the preservation of the distinct historic feel.
- » Arts and Culture. Enhance the quality of life and economy by coordinating, focusing, empowering, and celebrating the community's creative and cultural resources.



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OBJECTIVES & PRIORITIZATION, & ACTION

Objectives, Prioritization, & Action Steps

The following tables list the objectives for each goal defined during the planning process. The objectives are key steps that should be taken to reach the goals. Each objective has been given a priority ranking:

- Immediate (I) - ongoing to 1 year;
- Short (S) - 1 to 3 years;
- Medium (M) - 4 to 6 years;
- Long (L) - 7 years or beyond.

Priority rankings are flexible and may change based on unforeseen opportunities or challenges. The purpose is to provide a measurement tool of forward growth as detailed in this plan.

Below each table are action steps correlating to each objective and their respective priority ranking.

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OBJECTIVES, PRIORITIZATION, & ACTION
LAND USE

1. Land Use		
Goal:	A wide range of land use opportunities for each community’s identity that will provide quality of life enhancements for a diverse group of citizens.	
	<i>Objectives</i>	<i>Priority</i>
1.1	Coordinate all new developments with the future land use map to ensure developments are being located in complimentary areas to future growth areas.	I
1.2	Use fiscal impact modeling in the development review process to ensure new development can be supported by existing or expanded public services.	S
1.3	Reduce the effect of storm water management by encouraging the use of green infrastructure best management practices in all new development and redevelopment.	S
1.4		
1.5		
1.6		

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OBJECTIVES, PRIORITIZATION, & ACTION LAND USE

<p>1.1 Land Use</p> <p><i>Coordinate All New Developments With The Future Land Use Map To Ensure Developments Are Being Located In Complimentary Areas To Future Growth Areas.</i></p>	<p>Action Steps:</p> <ol style="list-style-type: none"> 1. Assess the current Fulton County Comprehensive Plan to determine potential conflicts to adopted goals and objectives. 2. Assess if conflict is compatible with surroundings areas.; 3. Amend the Fulton County Subdivision, Zone Ordinances, and Zone Map and adjust the requirements of the zoning classifications so the requirements are more in-line with the character of surrounding area. <p>Time Frame: Immediate (Ongoing to 1 year)</p>
<p>1.2 Land Use</p> <p><i>Use fiscal impact modeling in the development review process to ensure new development can be supported by existing or expanded public services.</i></p>	<p>Action Steps:</p> <ol style="list-style-type: none"> 1. Work with the city and town utility departments to develop a fiscal impact model for new development to calculate accurate service costs and effects of new development. 2. Establish criteria for the review of fiscal impact studies and the degree to which they will influence the site plan and site development plan review process 3. Amend the Fulton County Zoning Code to include fiscal impact analysis as part of the site plan and site development plan review process. <p>Time Frame: Short (1 to 3 years)</p>
<p>1.3 Land Use</p> <p><i>Reduce the effect of storm water management by encouraging the use of green infrastructure best management practices in all new development and redevelopment.</i></p>	<p>Action Steps:</p> <ol style="list-style-type: none"> 1. Work with the Fulton County Drain Board to develop best storm water management practices for new development and acceptable green infrastructure alternative methods. 2. Work with the city and town utility departments to develop best storm water management practices for new development and acceptable green infrastructure alternative methods. 3. Amend the Fulton County Zoning Code to include green infrastructure best management practices as part of the site plan and site development plan review process. <p>Time Frame: Short (1 to 3 years)</p>



OBJECTIVES, PRIORITIZATION, & ACTION
ECONOMIC DEVELOPMENT

2. Economic Development		
Goal:	A strong, diverse, and expanding economy will provide opportunities for citizens and a stable tax base.	
<i>Objectives</i>		<i>Priority</i>
2.1	Partner with FEDCO, the Chamber of Commerce, the Tourism Board, etc. to enhance development potential and streamline approval processes.	I
2.2	Promote business redevelopment and infill in the Commercial Districts.	I
2.3		
2.4		
2.5		
2.6		

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OBJECTIVES, PRIORITIZATION, & ACTION ECONOMIC DEVELOPMENT

<p>2.1 Economic Development</p> <p><i>Partner with FEDCO, the Chamber of Commerce, the Tourism Board, etc. to enhance development potential and streamline approval processes.</i></p>	<p>Action Steps:</p> <ol style="list-style-type: none"> 1. Coordinate with other public, private and public/private partnership organizations to strive towards complementary economic development goals. 2. Utilize public/private partnerships to accomplish economic development projects. <p>Time Frame: immediate (ongoing-1 year)</p>
<p>2.2 Economic Development</p> <p><i>Promote business redevelopment and infill in the Commercial Districts.</i></p>	<p>Action Steps:</p> <ol style="list-style-type: none"> 1. Be prepared to assist desirable developments or new businesses which provide tax base and new jobs; and that fit within the goals and objectives of Fulton County. <p>Time Frame: immediate (ongoing-1 year)</p>
<p>2.3 Economic Development</p>	<p>Action Steps:</p> <ol style="list-style-type: none"> 1. <p>Time Frame:</p>



OBJECTIVES, PRIORITIZATION, & ACTION
HOUSING

3. Housing		
Goal:	A wide range of housing to provide living opportunities for a diverse group of residents.	
<i>Objectives</i>		<i>Priority</i>
3.1	Encourage residential development that reflects surrounding residential character and intensity with a focus on providing efficient services.	I
3.2	Adopt regulations in the subdivision ordinance that require residential developments to create a mixture of housing choices for different income levels while maintaining the marketability and aesthetic feel of the surrounding areas.	S
3.3		
3.4		
3.5		
3.6		

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OBJECTIVES, PRIORITIZATION, & ACTION HOUSING

<p>3.1 Housing</p> <p><i>Encourage residential development that reflects surrounding residential character and intensity with a focus on providing efficient services.</i></p>	<p>Action Steps:</p> <ol style="list-style-type: none"> Promote the development of affordable housing units to accommodate the needs for aged and young family housing. Local and national demographic trends show there will be a continuing need for this type of housing. <p>Time Frame: immediate (ongoing-1 year)</p>
<p>3.2 Housing</p> <p><i>Adopt regulations in the subdivision ordinance that require residential developments to create a mixture of housing choices for different income levels while maintaining the marketability and aesthetic feel of the surrounding areas.</i></p>	<p>Action Steps:</p> <ol style="list-style-type: none"> Adopt regulations necessary to maintain high quality construction and design standards. Amend the sub-division control ordinance to requires Mixed use developments (those with both single family detached and multifamily homes) are encouraged when and where appropriate. Also, residential units above businesses are deemed appropriate, as well as, small non-invasive businesses within, or in close proximity to, residential areas that compliment those areas <p>Time Frame: short (1-3 years)</p>
<p>3.3 Housing</p>	<p>Action Steps:</p> <ol style="list-style-type: none"> <p>Time Frame:</p>



OBJECTIVES, PRIORITIZATION, & ACTION
COMMUNITY INFRASTRUCTURE

4. Community Infrastructure		
Goal:	Incorporated areas provide public services, infrastructure, community facilities and opportunities that support and enhance citizens' quality of life.	
	<i>Objectives</i>	<i>Priority</i>
4.1	Incorporate strategic planning for the future development in regards to Public Safety Departments	S
4.2	Coordinate with the city and towns to identify infrastructure and non-infrastructure improvements needed for future development.	S
4.3		
4.4		
4.5		
4.6		

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OBJECTIVES, PRIORITIZATION, & ACTION COMMUNITY INFRASTRUCTURE

<p>4.1 Community Infrastructure</p> <p><i>Incorporate strategic planning for the future development in regards to Public Safety Departments</i></p>	<p>Action Steps:</p> <ol style="list-style-type: none"> 1. Evaluate and determine capacities of existing public facilities, such as schools, parks, sewers, water, and roadways to determine if the community can support new development. 2. Consider the impacts to roadways and pedestrian ways when reviewing new development proposals. <p>Time Frame: short (1-3 years)</p>
<p>4.2 Community Infrastructure</p> <p><i>Coordinate with the city and towns to identify infrastructure and non-infrastructure improvements needed for future development.</i></p>	<p>Action Steps:</p> <ol style="list-style-type: none"> 1. Develop and maintain a Capital Improvements Plan for transportation and infrastructure improvements. 2. Annex property which is subject to development when appropriate and any new developments that are contiguous to the current corporate limits within Fulton County. <p>Time Frame: short (1-3 years)</p>
<p>4.3 Community Infrastructure</p>	<p>Action Steps:</p> <ol style="list-style-type: none"> 1. <p>Time Frame:</p>



OBJECTIVES, PRIORITIZATION, & ACTION
TRANSPORTATION

5. Transportation		
Goal:	Provide a seamless, balanced, safe, efficient, and well-connected circulation system that supports alternative transportation and easily connects to the regional transportation network.	
	<i>Objectives</i>	<i>Priority</i>
5.1	Continue coordination with the Indiana Department of Transportation (INDOT) on major transportation improvement projects, including the U.S. 31 limited access highway evolution.	I
5.2	Ensure the transportation system can be navigated easily.	I
5.3	Continue to support the implementation of safe bicycle and pedestrian transportation corridors.	S
5.4		
5.5		
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OBJECTIVES, PRIORITIZATION, & ACTION TRANSPORTATION

<p>5.1 Transportation</p> <p><i>Continue coordination with the Indiana Department of Transportation (INDOT) on major transportation improvement projects, including the U.S. 31 limited access highway evolution.</i></p>	<p>Action Steps:</p> <ol style="list-style-type: none">1. The Transportation Committee will continue communication, regarding the US 31 limited access project. <p>Time Frame: Ongoing</p>
<p>5.2 Transportation</p> <p><i>Ensure the transportation system can be navigated easily.</i></p>	<p>Action Steps:</p> <ol style="list-style-type: none">1. Continue to provide and maintain both automobile and pedestrian access for all citizens of Fulton County to reach services and public facilities. <p>Time Frame: Ongoing</p>
<p>5.3 Transportation</p> <p><i>Continue to support the implementation of safe bicycle and pedestrian transportation corridors.</i></p>	<p>Action Steps:</p> <ol style="list-style-type: none">1. Continue to create pedestrian connections to all primary and secondary activity centers via sidewalks and elevated walkways. <p>Time Frame: Ongoing</p>



**OBJECTIVES, PRIORITIZATION, & ACTION
 COMMUNICATION**

6. Communication		
Goal:	Maintain and promote opportunities for collaboration and active citizen participation in local and inter jurisdictional decision-making through an open and deliberate process of input and communication.	
	<i>Objectives</i>	<i>Priority</i>
6.1	Continue to embrace and enhance public participation.	I
6.2	Review regulatory and permitting procedures to ensure they are up-to-date and user-friendly.	S
6.3	Review and implement when necessary improved methods to communicate with the public.	I
6.4		
6.5		
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OBJECTIVES, PRIORITIZATION, & ACTION COMMUNICATION

<p>6.1 Communication</p> <p><i>Continue to embrace and enhance public participation.</i></p>	<p>Action Steps:</p> <hr/> <ol style="list-style-type: none"> 1. Ensure all county offices/departments strive to communicate and properly inform the citizens and businesses within the community. 2. Maintain a public meeting place for large gatherings and activities. <p>Time Frame: ongoing</p>
<p>6.2 Communication</p> <p><i>Review regulatory and permitting procedures to ensure they are up-to-date and user-friendly.</i></p>	<p>Action Steps:</p> <hr/> <ol style="list-style-type: none"> 1. Continue to ensure the on-line and in-person permitting procedures up-to-date and user friendly. <p>Time Frame: Short (1-3 years)</p>
<p>6.3 Communication</p> <p><i>Review and implement when necessary improved methods to communicate with the public.</i></p>	<p>Action Steps:</p> <hr/> <ol style="list-style-type: none"> 1. Ensure all county offices/departments strive to communicate and properly inform the citizens and businesses within the community. <p>Time Frame: ongoing</p>



OBJECTIVES, PRIORITIZATION, & ACTION
PARKS & RECREATION

7. Parks & Recreation		
Goal:	Encourage the development of parks, recreation, and open space facilities to meet the needs of citizens and tourism opportunities.	
<i>Objectives</i>		<i>Priority</i>
7.1	Foster a closer working relationship between the county, city, and town Parks and Recreation Boards.	S
7.2	Increase the use of vacant floodplain property for public recreational use and open space.	M
7.3	Adopt regulations in the subdivision ordinance that all new residential developments offer or are within walking distance of a park, recreational area, or open space area.	M
7.4		
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OBJECTIVES, PRIORITIZATION, & ACTION PARKS & RECREATION

<p>7.1 Parks & Recreation</p> <p><i>Foster a closer working relationship between the county, city, and town Parks and Recreation Boards.</i></p>	<p>Action Steps:</p> <hr/> <p>1. Strive for better communication between all Park and Recreation Boards.</p> <p>Time Frame: Short (1-3 years)</p>
<p>7.2 Parks & Recreation</p> <p><i>Increase the use of vacant floodplain property for public recreational use and open space.</i></p>	<p>Action Steps:</p> <hr/> <p>1. Utilize state and federal programs (e.g. Natural Resource Conservation Service, Farm Services Administration, U.S. Department of Agriculture and Department of Natural Resources) to conserve, maintain and enhance natural areas</p> <p>Time Frame: Medium (4-6 years)</p>
<p>7.3 Parks & Recreation</p> <p><i>Adopt regulations in the subdivision ordinance that all new residential developments offer or are within walking distance of a park, recreational area, or open space area.</i></p>	<p>Action Steps:</p> <hr/> <p>1. Amend the sub-division control ordinance to include a plan that requires park, recreation or open space area, within walking distance of new residential developments.</p> <p>Time Frame: Medium (4-6 years)</p>



**OBJECTIVES, PRIORITIZATION, & ACTION
 DESIGN & PLACEMAKING**

8. Design & Placemaking		
Goal:	Maintain and enhance the individual identities throughout the county by encouraging tourism and quality of life enhancements through the redevelopment of vacant lots within the city and towns.	
	<i>Objectives</i>	<i>Priority</i>
8.1	Encourage developments to maintain or expand critical community assets and promote them for tourism and to enhance citizens' quality of life.	M
8.2	Encourage wayfinding signage within each community to enhance the area assets.	L
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OBJECTIVES, PRIORITIZATION, & ACTION DESIGN & PLACEMAKING

<p>8.1 Design & Placemaking</p> <p><i>Encourage developments to maintain or expand critical community assets and promote them for tourism and to enhance citizens' quality of life.</i></p>	<p>Action Steps:</p> <ol style="list-style-type: none"> 1. Maintain a high standard of excellence to any locating entity to ensure the quality of life for the residents of Fulton County. 2. Maintain a high standard of excellence to all agricultural entities to ensure the quality of life for the residents of Fulton County. <p>Time Frame: Medium (4-6 years)</p>
<p>8.2 Design & Placemaking</p> <p><i>Encourage wayfinding signage within each community to enhance the area assets.</i></p>	<p>Action Steps:</p> <ol style="list-style-type: none"> 1. Encourage the communities to Utilize the talents of local residents by involving them in maintenance, development, funding, and decision making of creating signage to enhance the area. <p>Time Frame: Long (7 years and beyond)</p>
<p>8.3 Design & Placemaking</p>	<p>Action Steps:</p> <ol style="list-style-type: none"> 1. <p>Time Frame:</p>



OBJECTIVES, PRIORITIZATION, & ACTION
HISTORIC PRESERVATION

9. Historic Preservation		
Goal:	Maintain and enhance important structures, places, and artifacts from the past, as well as protect the historic essence of the county’s rich heritage.	
	<i>Objectives</i>	<i>Priority</i>
9.1	Continue to help implementing historic preservation strategies outlined in the city and town Downtown Revitalization Plans	I
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OBJECTIVES, PRIORITIZATION, & ACTION HISTORIC PRESERVATION

<p>9.1 Historic Preservation</p> <p><i>Continue to help implementing historic preservation strategies outlined in the city and town Downtown Revitalization Plans</i></p>	<p>Action Steps:</p> <hr/> <p>1. Continue to utilize and maintain the preservation of historic structures, as provided in the Downtown Revitalization Plans.</p> <p>Time Frame: ongoing</p>
<p>9.2 Historic Preservation</p>	<p>Action Steps:</p> <hr/> <p>1.</p> <p>Time Frame:</p>
<p>9.3 Historic Preservation</p>	<p>Action Steps:</p> <hr/> <p>1.</p> <p>Time Frame:</p>



OBJECTIVES, PRIORITIZATION, & ACTION
ARTS & CULTURE

10. Arts & Culture		
Goal:	Enhance the quality of life and economy by coordinating, focusing, empowering, and celebrating the community’s creative and cultural resources.	
<i>Objectives</i>		<i>Priority</i>
10.1	Encourage developments to maintain or expand critical community assets that can be used to promote local arts and culture for tourism and to enhance citizens’ quality of life.	M
10.2		
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OBJECTIVES, PRIORITIZATION, & ACTION ARTS & CULTURE

<p>10.1 Arts & Culture</p> <p><i>Encourage developments to maintain or expand critical community assets that can be used to promote local arts and culture for tourism and to enhance citizens' quality of life.</i></p>	<p>Action Steps:</p> <hr/> <ol style="list-style-type: none"> 1. Utilize the Comprehensive Plan, Zoning Ordinance, and Subdivision Control Ordinance, to the extent legally possible, to sculpt the character of new development or expansion to promote local arts and culture for tourism.. <p>Time Frame: Medium (4-6 years)</p>
<p>10.2 Arts & Culture</p>	<p>Action Steps:</p> <hr/> <ol style="list-style-type: none"> 1. <p>Time Frame:</p>
<p>10.3 Arts & Culture</p>	<p>Action Steps:</p> <hr/> <ol style="list-style-type: none"> 1. <p>Time Frame:</p>



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Chapter 6

Land Use Today & Tomorrow

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FUTURE LAND USE PLANNING

Future Land Use Map

A future land use map is a community's visual guide to future planning. It is a map of what the community wants to have happen; it is not a prediction. A future land use map is a required component of a comprehensive plan.

Often times, the future land use map can be confused with a zoning map. A zoning map shows the various zoning districts in a community. It tells us how land can be used and what can be built on a given property today.

The zoning map is developed out of a zoning code ordinance which develops out of the comprehensive planning process. In short, a future land use map is about the future, and a zoning map is about what is allowed today.

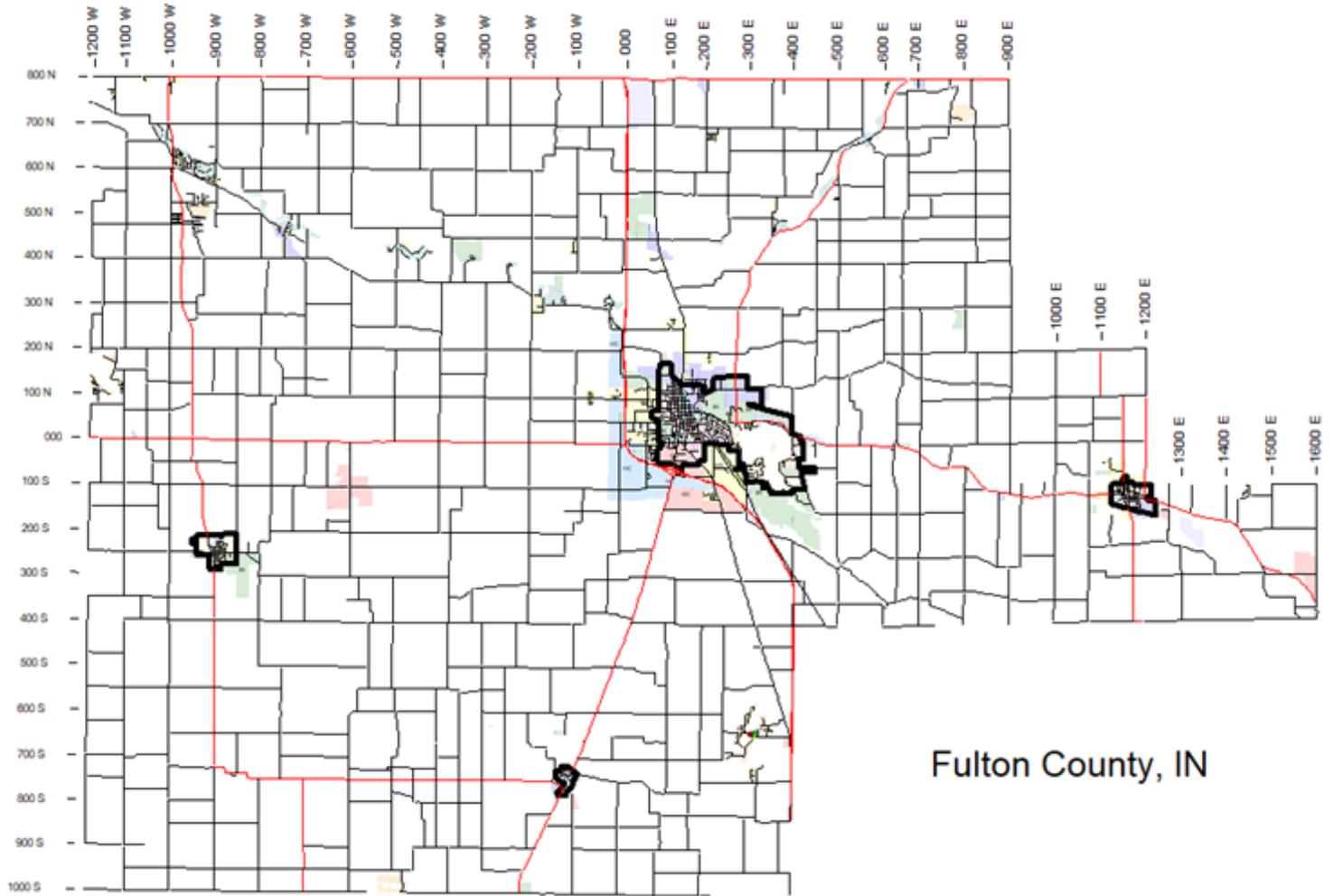
The update to the future land use map was developed through input from the public meetings, community leadership, and the Plan Commission.

The land use classifications used were the same land use classifications used in the 2008 Comprehensive Plan. Below is the county overview of the future land use map. Enlargements of each incorporated area follow on subsequent pages.

The Future Land Use Map is *not* an official zoning map which is an actual policy document designed to achieve a preferred future. The Future Land Use Map is designed to show the community's shared vision regarding where houses and businesses should be built, where farmland and other open spaces should persist, and where recreational opportunities should expand.



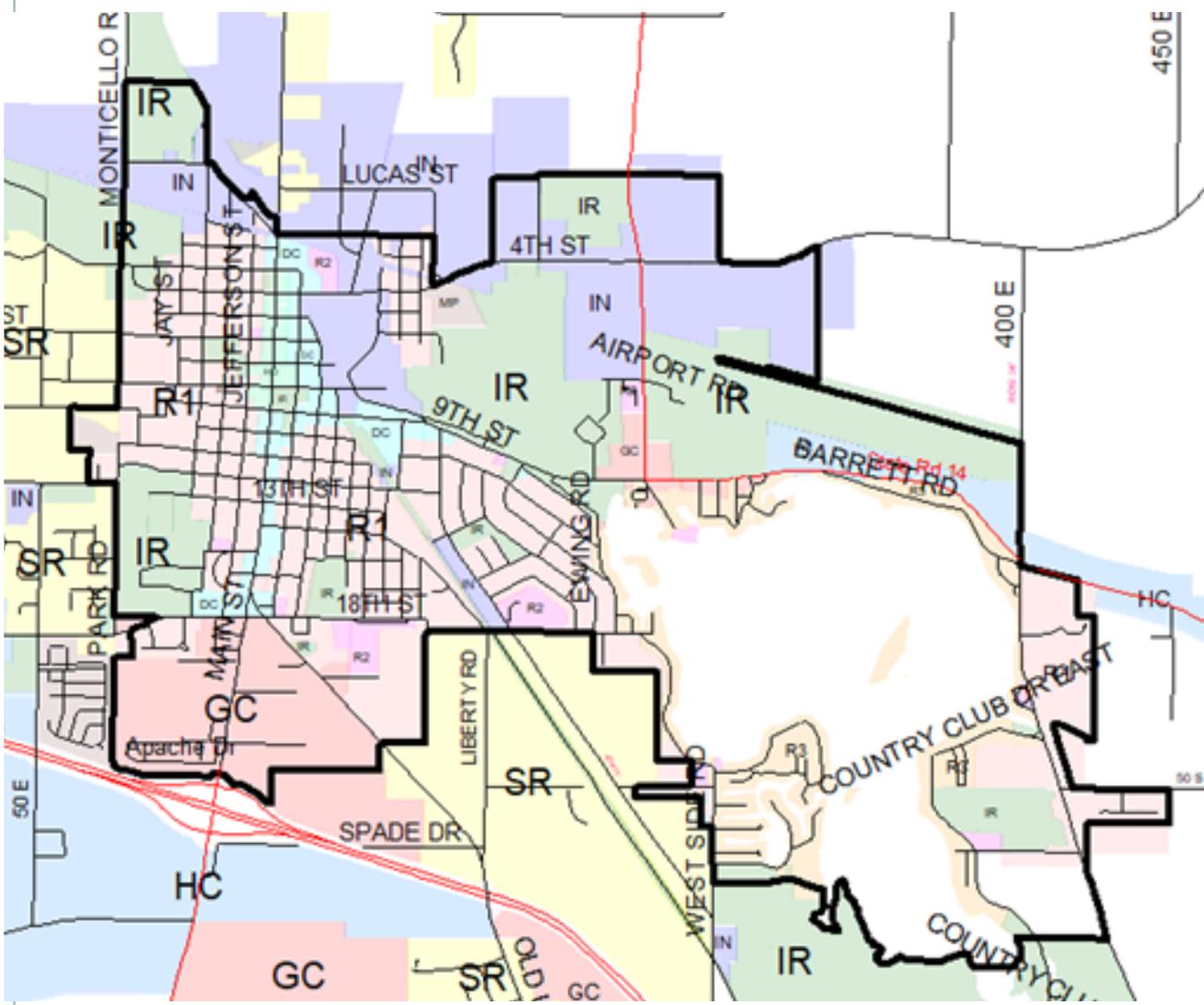
FULTON COUNTY FUTURE LAND USE MAP



FULTON COUNTY *Indiana*

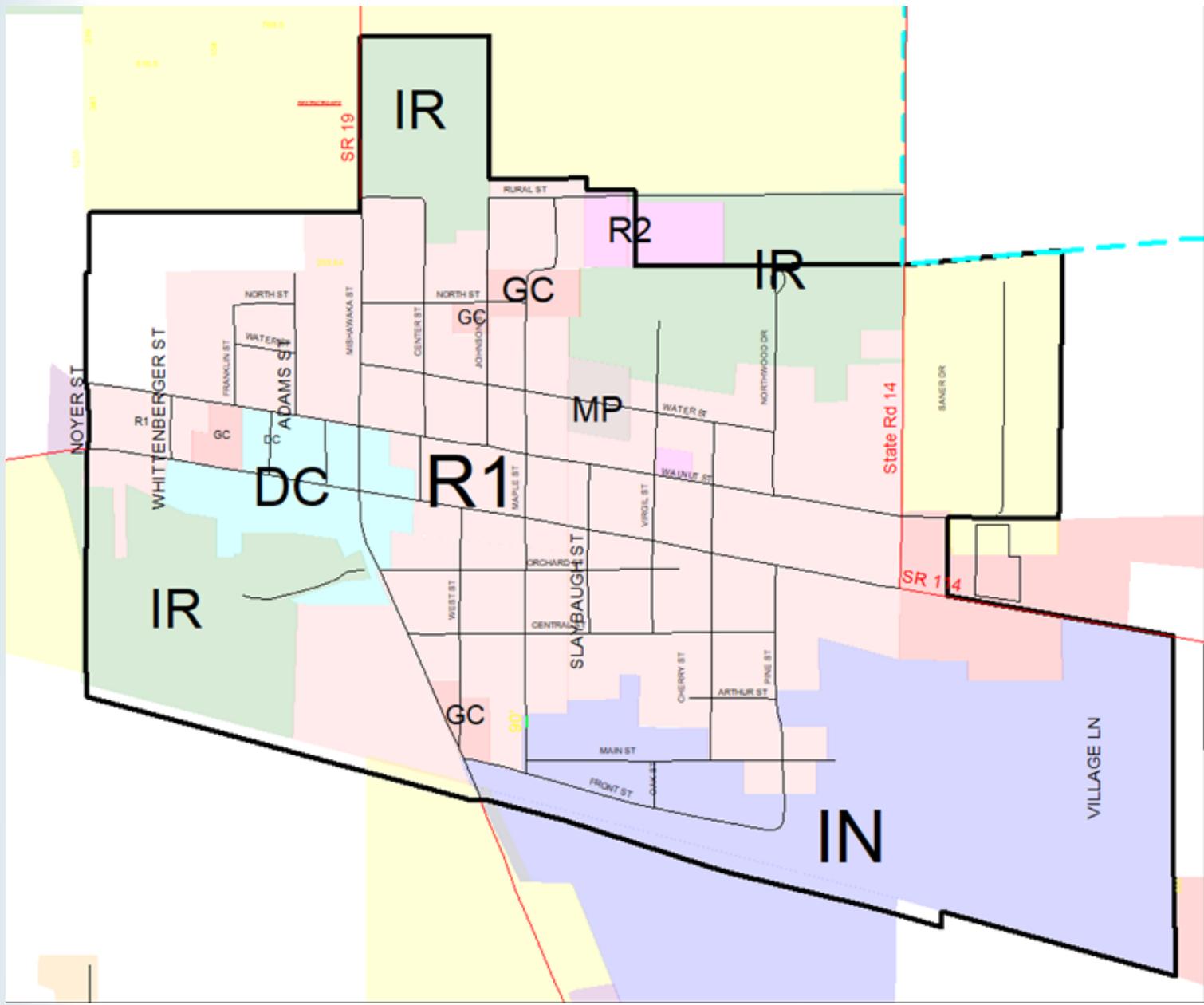


CITY OF ROCHESTER FUTURE LAND USE MAP



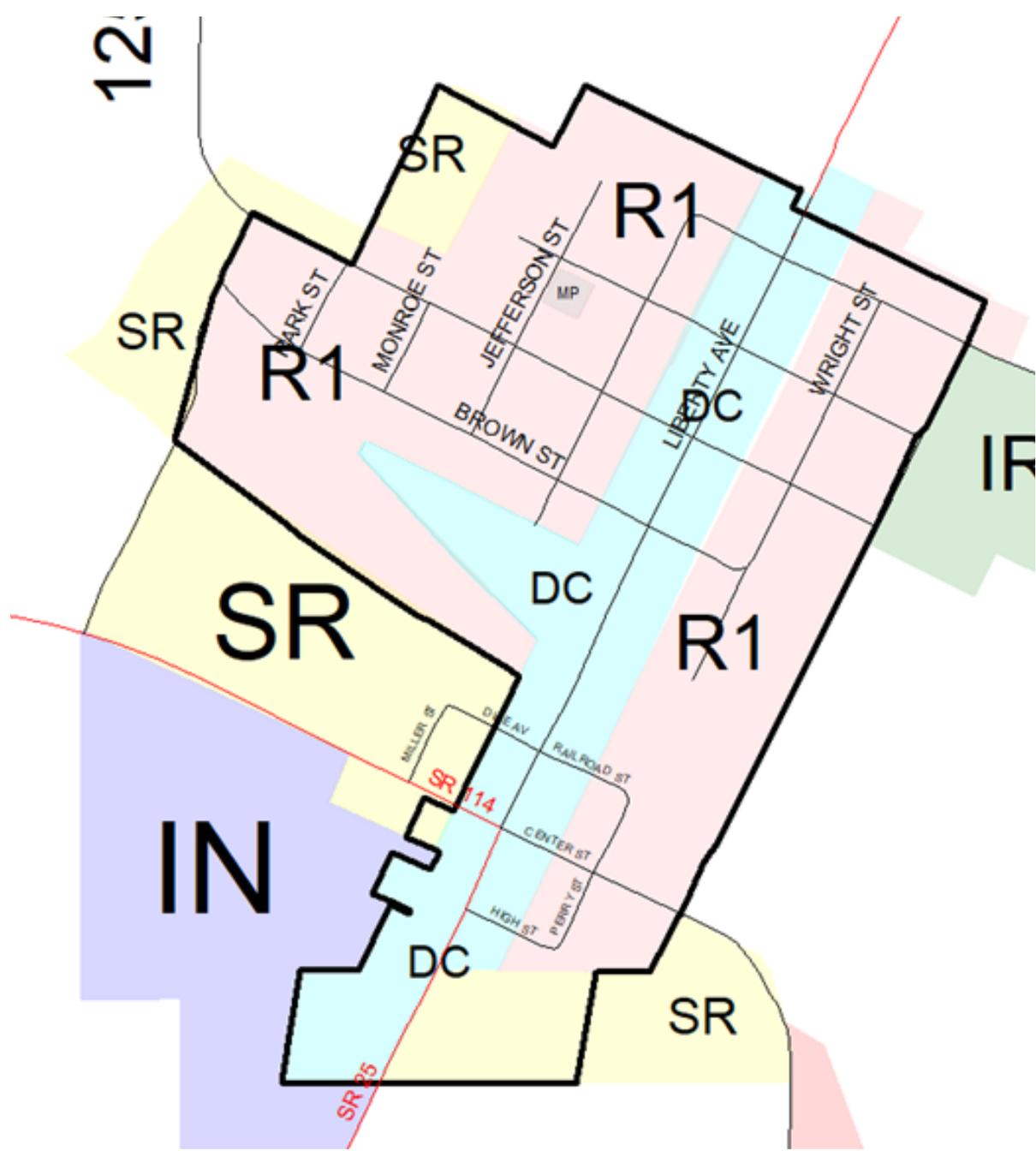


TOWN OF AKRON FUTURE LAND USE MAP





TOWN OF FULTON FUTURE LAND USE MAP





LAND USE CLASSIFICATIONS

***Agricultural
Classification***



Agricultural

The purpose of the Agricultural classification is to provide an appropriate designation classifies land to be used for production farming, raising of livestock, and homes and buildings associated with agriculture production and to be consistent with the Comprehensive Plan.

Mixed-Use Classification



***Institutional
Recreational***

The purpose of the Institutional Recreational classification is to provide an appropriate designation that meets the special issues and land use goals for parks and recreational facilities, as well as, institutionally owned land where the use exists for a public purpose, such as schools, and government buildings and to be consistent with the Comprehensive Plan.



Kewanna

The purpose of the Kewanna classification is to provide an appropriate designation for the land use category used in the Town of Kewanna for the integration of normal commercial uses and standard residential uses in the Town of Kewanna and to be consistent with the Comprehensive Plan.



LAND USE CLASSIFICATIONS

Residential Classification

Single-Family Residential

The purpose of the Single Family Residential classification is to provide appropriate locations for the creation of neighborhood areas for residential living at levels adequately serviced by public utilities and consistent with the Comprehensive Plan.

Suburban Residential

The purpose of the Suburban Residential classification is to provide appropriate locations for single family homes near the city and town centers and is used to protect, promote, and maintain the future and existing suburban housing growth consistent with the Comprehensive Plan.

Lake Residential

The purpose of the Lake Residential classification is to meet the special issues and land use goals for properties located around lakes designed to protect valuable natural resources and be consistent with the Comprehensive Plan.

River Residential

The purpose of the River Residential classification is to provide appropriate locations for those areas that have historically resided adjacent to the Tippecanoe River and are designed to protect valuable natural resources and be consistent with the Comprehensive Plan.

Multi-Family Residential

The purpose of the Multi-Family Residential classification is to provide appropriate locations for the creation of neighborhood areas for residential living at higher density levels adequately served by public utilities and consistent with the Comprehensive Plan.

Manufactured Park Residential

The purpose of the Manufactured Park Residential classification is to provide appropriate locations for the creation of manufactured home parks for residential living at high density levels adequately served by public utilities and consistent with the Comprehensive Plan.



LAND USE CLASSIFICATIONS

Commercial - Industrial Classification



Historic Downtown Commercial

The purpose of the Historic Downtown Commercial classification is to provide appropriate designation that meets the special needs and land use goals for the historic downtown areas existing in the city and towns that will be consistent with the Comprehensive Plan.



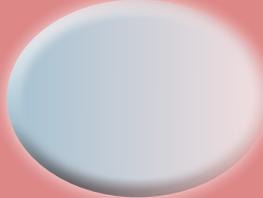
Highway Commercial

The purpose of the Highway Commercial classification is to provide an appropriate designation for land areas adjacent to state and federal highways that preserves the accessibility standards and will be consistent with the Comprehensive Plan.



Downtown Commercial

The purpose of the Downtown Commercial classification is to provide an appropriate designation that balances the special issues and land use goals needed in cities and towns that will be consistent with the Comprehensive Plan.



Industrial-Manufacturing Commercial

The purpose of the Industrial-Manufacturing Commercial classification is to provide appropriate designation that meets the needs for business and light or heavy manufacturing facilities that will be consistent with the Comprehensive Plan.



General Commercial

The purpose of the General Commercial classification is to provide an appropriate designation will accommodate a wide variety of retail, commercial, service, entertainment, and eating establishments that will be consistent with the Comprehensive Plan.

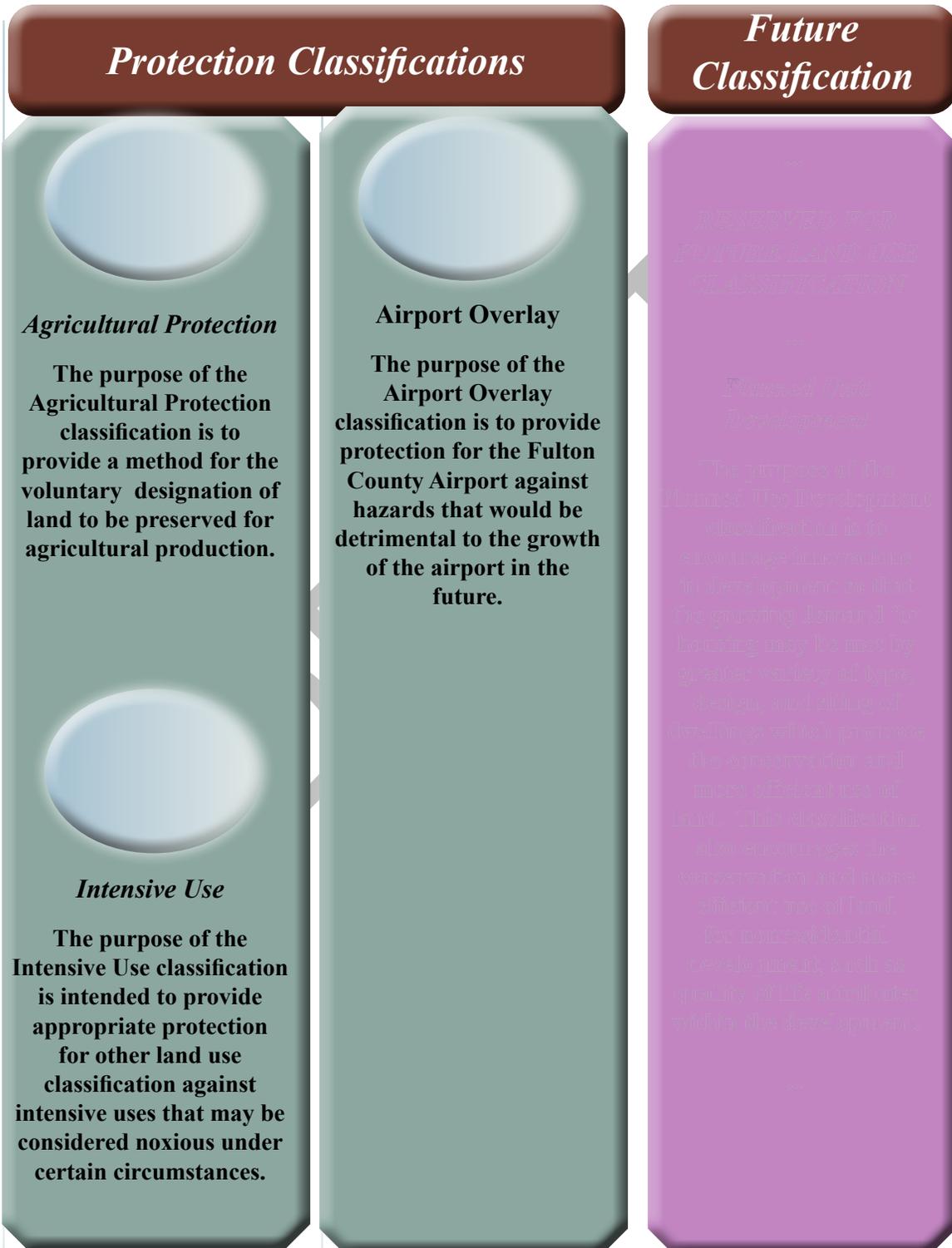


Village Commercial

The purpose of the Village Commercial classification is to provide an appropriate designation that meets the special issues and land use goals for unincorporated villages and will be consistent with the Comprehensive Plan.



LAND USE CLASSIFICATIONS





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Chapter 7

Transportation





PURPOSE

Purpose

The importance of integration and consistency of land use planning with transportation planning cannot be overstated. Land use is now recognized as the basis for making significant public investment decisions, including those associated with transportation.

Transportation is a public service with its demand determined by the physical separation of activities (i.e., the arrangement of land uses). Therefore, land use policies and transportation policies need to be consistent with one another as they work in a single unified direction. To accomplish this, the community and its decision-makers need to have a greater understanding of the procedures and purposes underlying transportation and land use planning.

Comprehensive planning requires that forecasts be made regarding growth for the community. These forecasts allow planners and decision-makers to consider how the transportation system will function in the future with increases in travel demand.

Functional Classification of Roads

Functional classification is the grouping of highways, roads, and streets that have similar characteristics of mobility and/or land access. A factor of the classification system is the recognition that individual roads and streets do not function independently, since most of the travel involves movement through a network of roads. Therefore, it is necessary to channel travel within the roadway network in a logical and efficient manner.

Functional classification defines the role a road or street serves within the network. In simple terms, highways, streets, and roads function as arterials, collectors, or local access. The following maps illustrates the functional classifications of the network of roads in the county, city and towns.





FUNCTIONAL CLASSIFICATION OF ROADS

The meaning of the classifications are as follows:

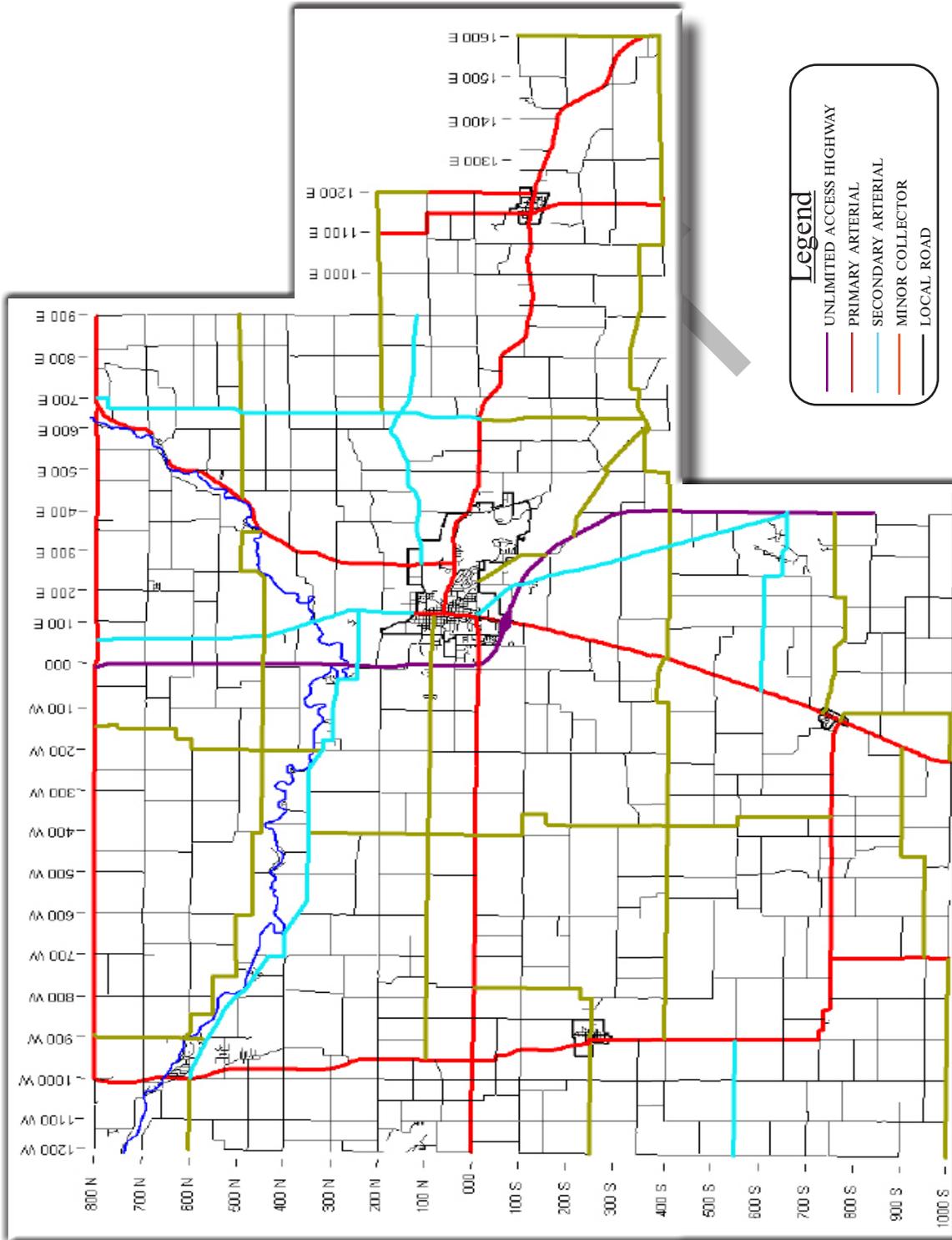
- Arterials provide the highest degree of mobility (speed and reduced travel times) and have limited access to local property.
- Collectors generally provide equal emphasis upon mobility and land access. Local roads and streets emphasize land access in lieu of mobility.
- Functional classifications and criteria utilized for rural areas differ from urban and urbanized areas. The streets of small cities (those with populations less than 5,000 citizens) are classified as rural.



FULTON COUNTY Indiana

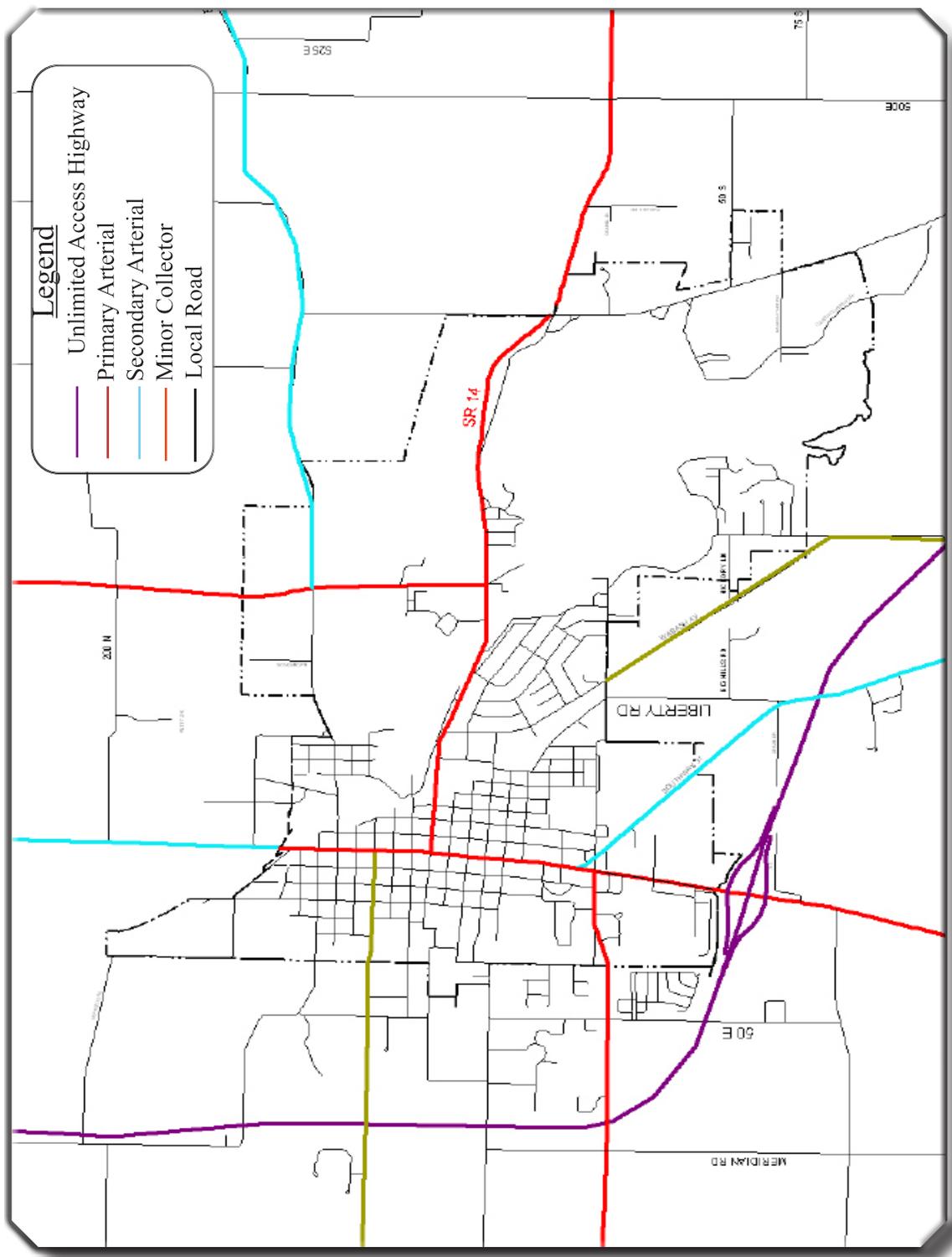
TRANSPORTATION CLASSIFICATION MAP

FULTON COUNTY



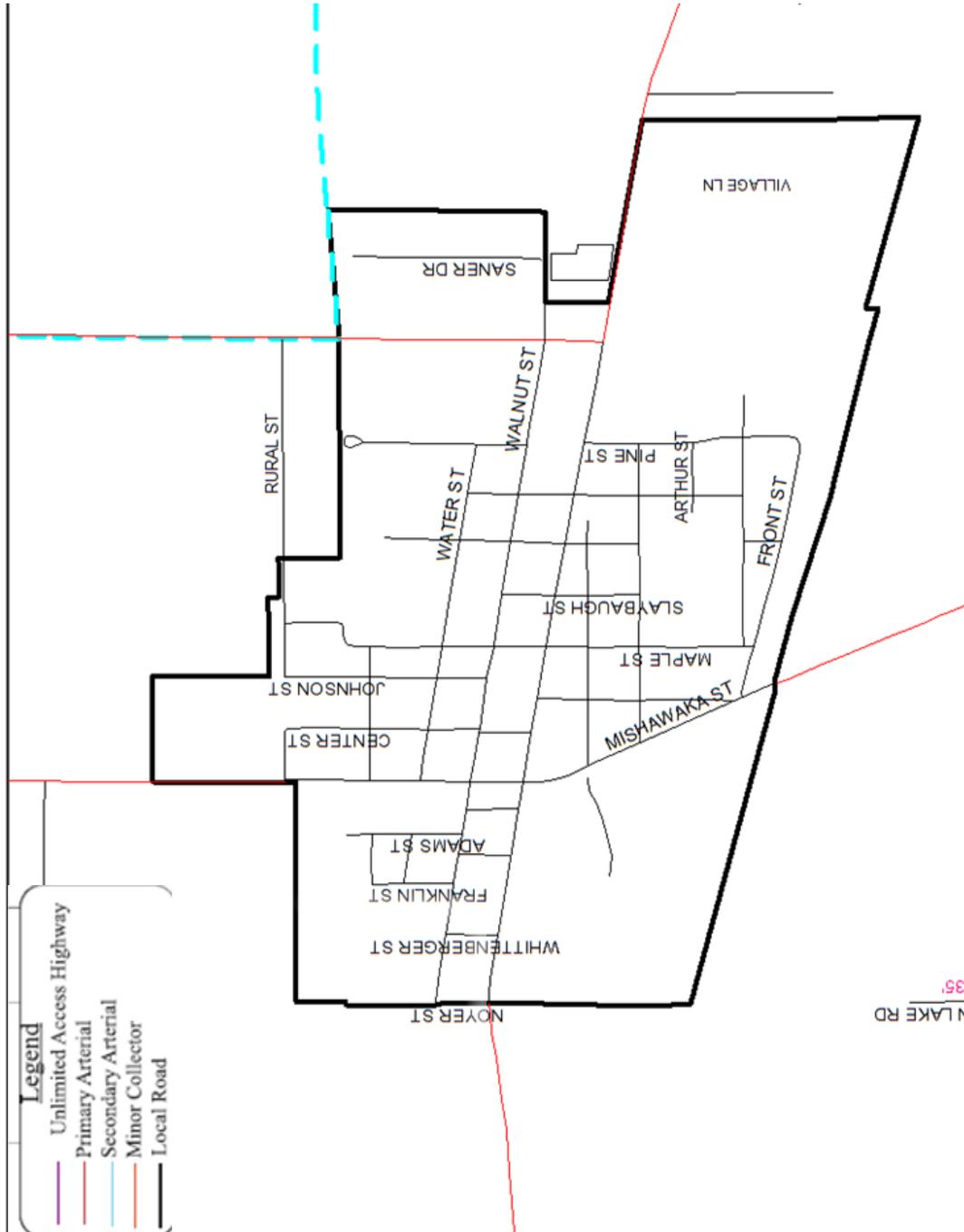


TRANSPORTATION CLASSIFICATION MAP CITY OF ROCHESTER





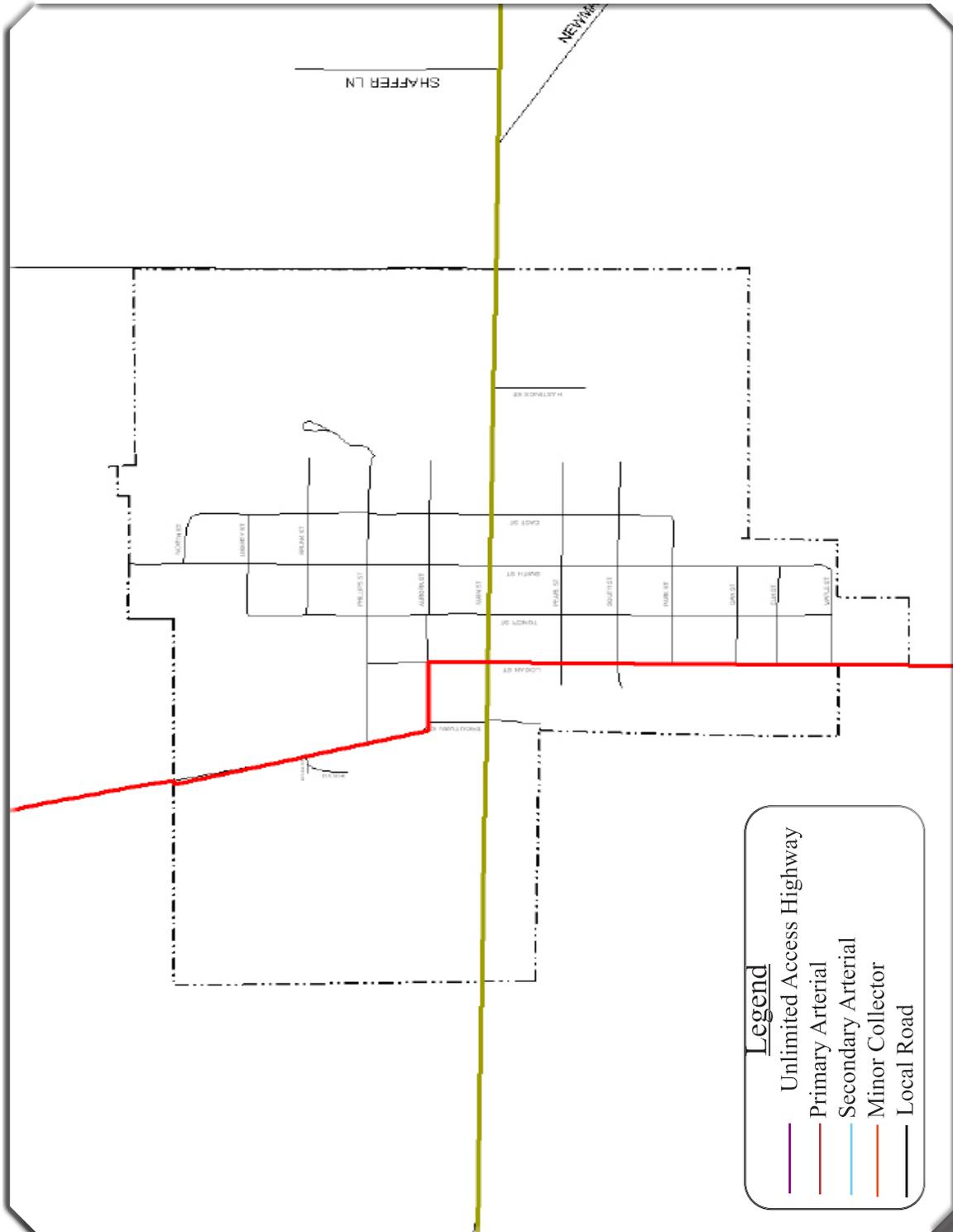
TRANSPORTATION CLASSIFICATION MAP TOWN OF AKRON





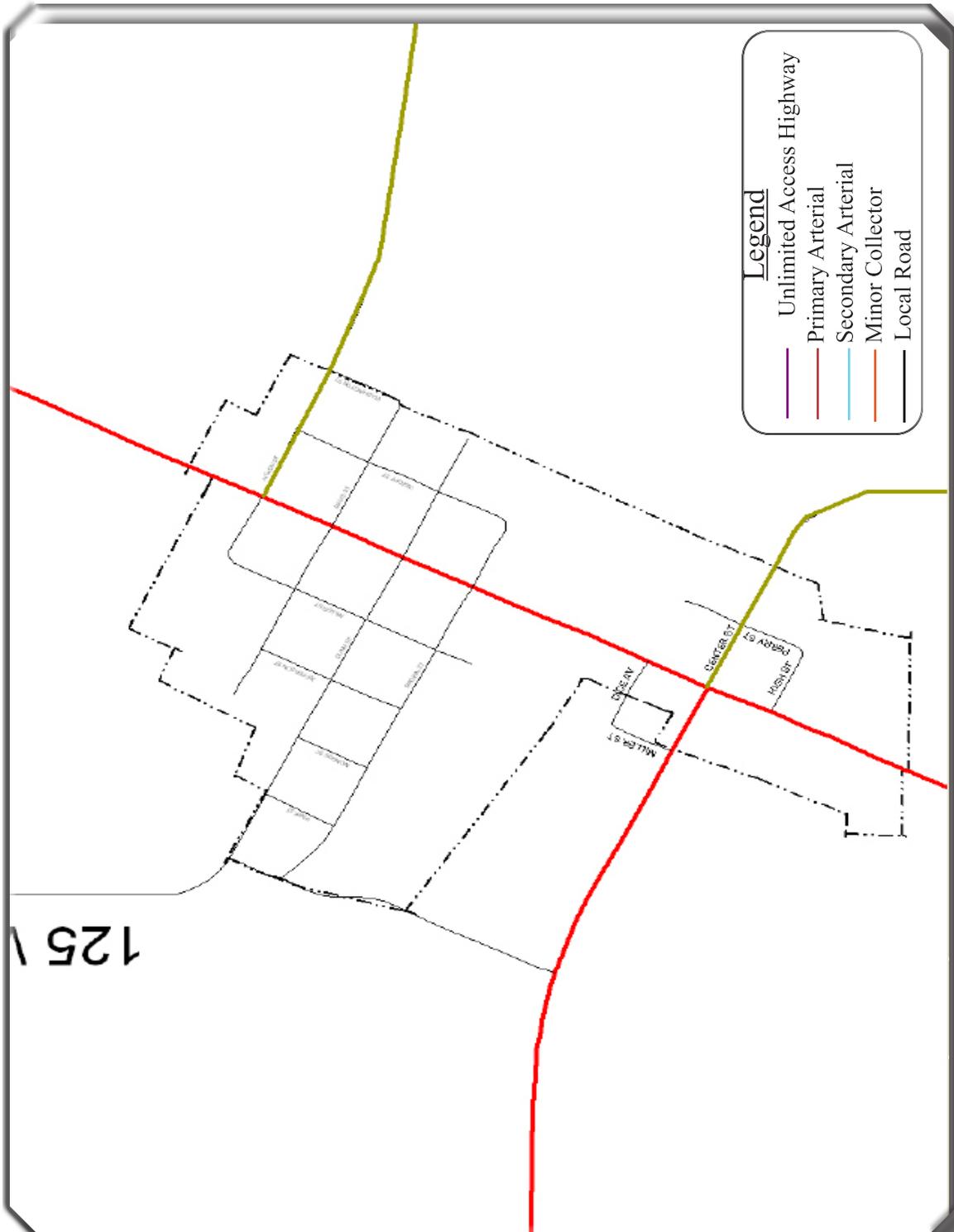
TRANSPORTATION CLASSIFICATION MAP

TOWN OF KEWANNA





TRANSPORTATION CLASSIFICATION MAP TOWN OF FULTON





NON MOTORIZED TRANSPORTATION

Sidewalks & Pathways

Sidewalks and pathways in a community create non-motorized thoroughfares for pedestrian traffic and increase the quality of life for many citizens. These pedestrian linkages should provide uninterrupted, safe, and efficient connectors for walkers, cyclers, and other modes of non-motorized transportation. Further, sidewalks should link all the primary modes of activity within a community. Some of the pivotal assets to interconnect include schools, parks, and commercial centers.



Since 2008, there have been a number of sidewalk improvements and additions in Fulton County communities to improve the quality of life of our citizens. Rochester and Akron have both completed pathway improvements and additions. All of the work done to the sidewalks and pathways are a great achievement worthy of mention. However, there are still several areas in every community where sidewalks are absent or in need of repair.

Each community is aware of these needs and if they don't already have one, should set up a sidewalk committee to help tackle issues relating to maintenance, repair, and construction of sidewalks and pathways. The sidewalk committee should create an inventory which identifies areas in need repair and areas for future sidewalk expansion. The committee should progressively work with the corresponding legislative body toward to fulfilling these needs.



FULTON COUNTY AIRPORT



OUR MISSION

Fulton County Airport exists to provide quality, convenient service which promotes our community.

NOW BOARDING

Fulton County Airport (KRCR) is located in North Central Indiana just off the shores of beautiful Lake Manitou in Rochester. Our community has something for everyone, from entertainment to dining, outdoor activities to education, and so much more. Just over 100 miles from Chicago and Indianapolis, and only 60 miles from Fort Wayne, Fulton County Airport is a great place to fly in and out of.

Fulton County Airport Authority

One of Fulton County's most recognizable resources is the Fulton County Airport. The Fulton County Airport provides a transportation resource to numerous people including business associates and visitors to our community. The presence of the airport within the county grants the community a conduit to specialized commercial and social interests locating within the community. It is recognized throughout the

County that this resource must be protected.

An airport overlay zone district should be preserved and maintained to aid in the protection of this resource. The overlay district was created in consultation with the Fulton County Airport Authority and to adhere to current Federal Aviation Administration regulations.





RAIL TRANSPORTATION

Railway



At one time, Fulton County was the home to multiple rail lines criss-crossing her landscape with train depots in almost every small town. Between the 1950's and the 1980's rail transportation declined throughout the nation with many railways being abandoned.

The Fulton County Railroad is the only active rail remaining in Fulton County. It is a privately held short-line railroad that runs from Rochester to Argos, Indiana, where it connects with the Norfolk Southern Railway. It is a switching railroad that originally provided service to Wilson Fertilizer and Grain in Rochester, and operates approximately 13 miles of track.

Since February 24, 2011, freight on Fulton County infrastructure is handled by Elkhart and Western Railroad through Trackage rights. In addition to the original customer, it now also serves a scrap yard and occasional other customers.

Numerous discussions have been held regarding the benefit of this rail line to existing and new business interests given the state of the economy and fluctuating fuel prices. Special regard should be paid to any rehabilitation or expansion plan regarding this rail. It is an asset that has the ability to set Fulton County as a location of interest for certain industries.





U.S. 31 LIMITED ACCESS CONVERSION

U.S. 31 Transportation Plan

The Fulton County Transportation Committee was created in response to the Governor's directive to incite economic growth through the creation and redevelopment of more productive transportation corridors, while maintaining Fulton County's highest priority of protecting the safety, convenience, and well-being of those utilizing the U.S. 31 corridor.

The Committee was comprised of stakeholders who held knowledge of specific issues that will be created in Fulton County when U.S. 31 becomes a limited access highway. The stakeholders included people directly related to emergency management, the County Highway Department, school transportation, the realtor market, both legislative and fiscal county government, as well as, the Fulton County Plan Commission. All of these stakeholders, brought a variety of knowledge and resources to the table which enabled the Committee to look at the potential hardships Fulton County will face, as well as, a proposed solution to those identified issues.

Since the creation of the 2015 U.S. 31 corridor, the numerous access points along the highway have been a concern for both state and local officials. The various access points along U.S. 31 provide easy accessibility to the highway for the surrounding area, but are, none the less, a source of concern in regard to the number of traffic hazards this accessibility creates.





U.S. 31 LIMITED ACCESS CONVERSION

The Fulton County Area Plan Commission recognizes the fact that the safety, convenience, and wellbeing of the residents of Fulton County, as well as, every driver using U.S. 31 as a thoroughfare, is of greater importance than the ease of accessibility. The Plan Commission also recognizes the needs of our community to have timely access to the state's transportation network, as well as, local access across this network for business, personal, emergency and medical services.

Therefore, the Fulton County Transportation Committee compiled the following information that demonstrates the most pertinent areas for limited access points to be located, the points of connectivity, and the county land use plan that provides a snap shot of the future viability for Fulton County.



Enabling direct and easy access routes to and from U.S. 31 is imperative to the growth and maintenance of Indiana's thoroughfares, businesses, and communities through the maintenance of the interchange located at U.S. 31 and State Road 25, as well as the creation of three new intersections:

- U.S. 31 and State Road 110
- U.S. 31 and Fulton County Road 200 North to create a new northern corridor that would connect State Road 14 West to U.S. 31 and U.S. 31 to Old U. S. 31 and State Road 25 North, which would then service the Industrial Districts located to the north and east of the City.
- U.S. 31 and Fulton County Road 650 South/Miami County Road 1350 North

Combined with the existing overpass located at U.S. 31 and State Road 14, the plan calls for the construction of the following three additional overpasses within the county to maintain connectivity between the surrounding communities:

- U.S. 31 and Fulton County Road 450 North
- U.S. 31 and Fulton County Road 100 North



U.S. 31 LIMITED ACCESS CONVERSION

- U.S. 31 and Old U.S. 31

It was determined three service access roads would be integral connectivity points to a northern corridor running between U.S. 31, Old U.S. Highway 31 and State Road 25 proposed for the north side of the City of Rochester.

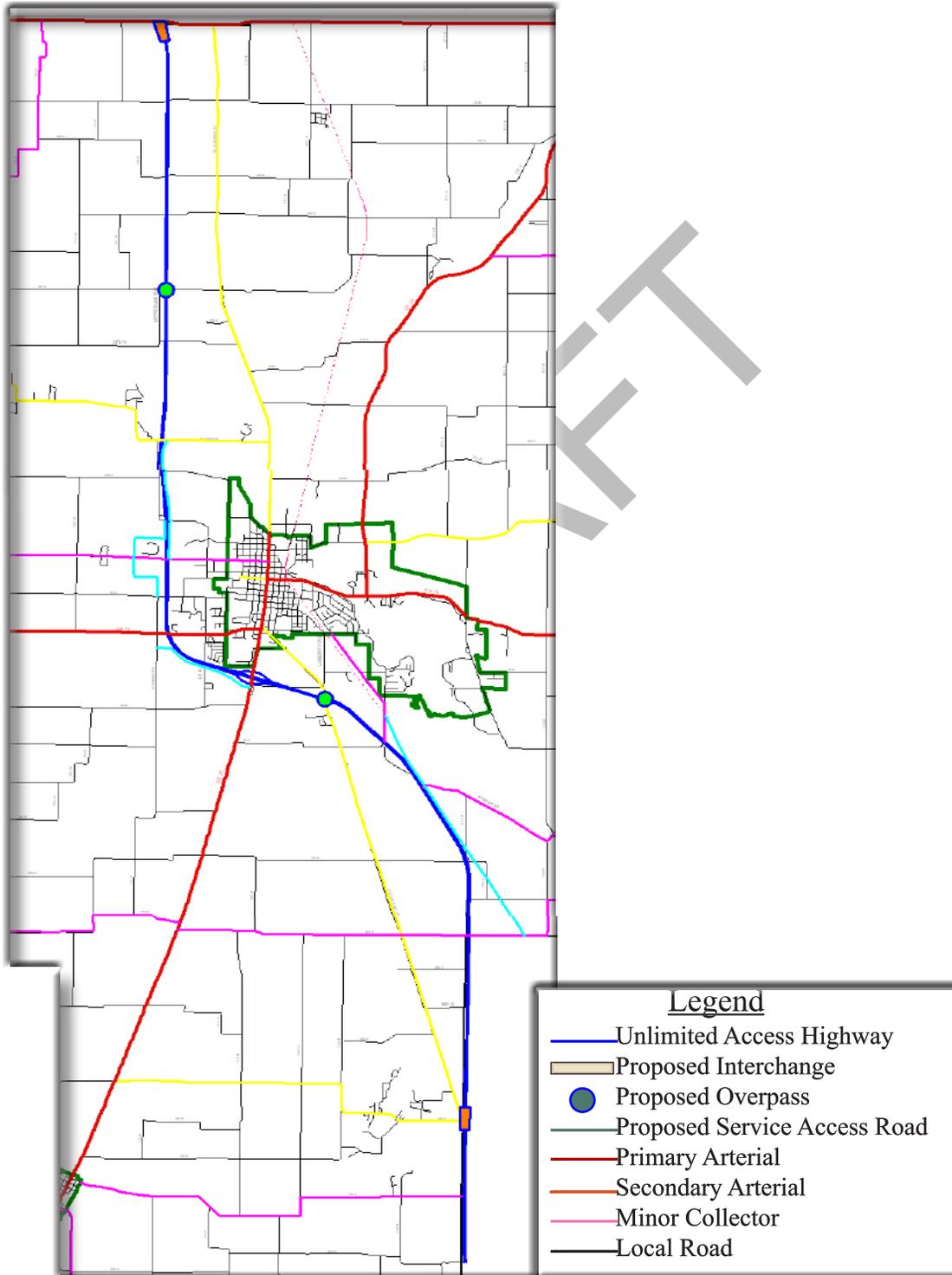
- Access road connecting Olson Road with County Road 100 South will provide U.S. 31 access to the Highway Commercial Zone on the west side of U.S. 31.
- Access road running parallel to U.S. 31 on the east side of the highway would connect Monticello Road to Olson Road to the north and to the south, as well as Monticello Road to Third Street.
- Access road built along the old Norfolk and Western Railroad running from Wabash Road to Miami County, giving integral access to emergency service personnel for the southeast part of Fulton County.

The entire 2015 U.S. 31 Transportation Plan is available on-line or in the Fulton County Plan Commission office.





PROPOSED U.S. 31 TRANSPORTATION MAP





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Chapter 8

Integration & Implementation





INTRODUCTION

Purpose

The Fulton County Comprehensive Plan lays out a series of goals and strategies for growth and enhancement based on zoning classification. It is important to remember however that each community and area of the county has their own unique identity and with that, their own specific set of individualized goals to serve their citizens. The ability of the county to grow in a holistic manner is determinant on whether individual communities are given the encouragement and resources needed to implement strategies expressing their own identity as they apply to the goals listed within this plan. Although every citizen plays a role in steering the community's future, it is the elected and appointed officials who make the day-to-day decisions that determine the extent and pace of achieving the goals and objectives set forth within this plan.

Communities are under constant pressure to maintain the peculiar balance between planning and implementation. Planning studies are easy to requisition and can be completed year after year to show the community that its leaders value forward movement, but the value in a planning study will always depend on whether or not it is put to use. While these studies are integral in the preparation for future development and community enhancements, it is only one component to success. The integration of the planning study into a development project is the key to successful growth. However, a planning study is only as good as the initiative to ensure its implementation.

It is good practice to refer to previous comprehensive plans to measure the success of past implementation strategies. This plan aims to build on the active efforts and strengthen them



with new ideas and strategic concepts. A lot of community time and resources went into the compilation of this plan and it will take even more resources for it to succeed. This chapter explores ideas on how the goals and objectives listed within this plan can be used to create unique goals and action steps to be implemented and integrated within each of Fulton County's communities.



Communication and Consistency

This plan identifies the need for communication and coordination with the public and other governmental entities and calls for the integrations of existing studies and planning documents to enhance efforts that serve comprehensive planning goals and objectives. The Fulton County Plan Commission staff frequently request interdepartmental coordination to ensure consistency with other community plans and regulations to limit conflicts and streamline the development process. The following subsections formulate the steps that need to occur to create individual community plans within each incorporated community. The community plans will integrate their unique needs and priorities in conjunction with the planning framework describe in this Comprehensive Plan to maintain consistency and achieve their individual goals.

Designated Community Plans

The adoption of the 2008 Comprehensive Plan by all the legislative bodies in Fulton County established a blueprint for the future growth and development for both the city and towns, as well as the unincorporated portions of the county. This was the first Comprehensive Plan written under the adopted Area Plan. It was in many ways a blueprint of how to work together, coordinate resources, and develop a working plan of supporting each individual community by using an overall set of goals.

The 2022 update should be considered an architectural design of the blueprint laid out in the 2008 plan. We can now reflect on the successes and failures and build a comprehensive strategy of continuing action steps to benefit the communities in Fulton County.

Each community plan should take into account the surrounding rural portions of the county adjacent to the respective incorporated boundary as potential future annexation opportunities. The remaining unincorporated area will continue to carry the objective of low residential densities, active agricultural lands, as well as substantial areas of open space. The comprehensive plan proposes these community plans for a number of reasons, including growth coordination throughout the county, wise management of limited fiscal



INTEGRATION

resources, protection of the natural and man-made environment, and capitalizing on existing public and private investment.

The community plans will take the vision, goals, and preferred development patterns in this comprehensive plan and apply them in a more individualized detailed manner within each of the county's existing rural communities. This will establish a specific course of action for the future growth and development of the incorporated portions of Fulton County.

Appendix B contains an example of how a community plan can be created. As these community plans are adopted by each respected legislative bodies, they will be incorporated as part of Appendix B of the 2022 Fulton County Comprehensive Plan.

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Evaluating Effectiveness

In order for the Comprehensive Plan to be successful, implementation tools must be in place and reflect the intent of the plan. After one year of adopting the Comprehensive Plan, the legislative bodies and Plan Commission should review the prioritization list and evaluate the effectiveness of the plan, its limitations, and the use of the plan by the Plan Commission.

Implementation tools can be either regulatory and non-regulatory in nature or a mixture of the two. Regulatory tools can be state, county, and municipal codes that the city and towns use to regulate themselves. Non-regulatory tools can be actions of the city or town legislative body, groups, or residents voluntarily take to achieve a goal. Regulatory and non-regulatory tools can be used to do budgetary planning, public education, and community asset creation or expansion including utilities, parks, sidewalks, street lights, etc. Each community plan will showcase the prioritized goals and the tools needed to achieve them.

Roles and Responsibilities

The Plan Commission staff's role is to work cooperatively with implementing goals and objectives with county, city, and town departments, committees and commissions to develop measurable benchmarks and indicator statistics to evaluate progress toward goals and objectives of the Fulton County Comprehensive Plan. Staff members should provide a 5 year Status Report to the Fulton County Plan Commission, that:

1. Evaluates success at achieving goals and objectives against adopted indicators and benchmarks;
 2. Updates, as necessary, implementation status of individual comprehensive planning policies and program recommendations, and
 3. Suggests areas for future updates to the comprehensive plan.
- A. Convene a Comprehensive Plan Steering Committee five years after the initial adoption of the Fulton County Comprehensive Plan, and every five years thereafter, to review the comprehensive plan, and suggest any amendments to the legislative bodies.



ROLES & RESPONSIBILITIES

- B. As part of its review, the Steering Committee shall:
1. Solicit recommendations for amendments from the general public.
 2. Evaluate progress against established benchmarks to determine whether goals, objectives, policies, programs or the benchmarks themselves need to be revised
 3. Review goals and objectives to ensure they are still relevant and reflect current community desires.
 4. Review policies, programs and implementation strategies to eliminate completed tasks and identify new approaches if appropriate.
 5. Update timetables of actions, as needed.

Residents and Property Owners

The Comprehensive Plan encourages continuous input from citizens and property owners. The planning process does not end with the adoption of the Comprehensive Plan. Views change, regulations are amended, new ideas evolve over time, and with this, the Comprehensive Plan will need to be updated. Therefore, public participation will always be needed and encouraged.

Fulton County Area Plan Commission

The Fulton County Area Plan Commission's role in the planning process is to review all pertinent information, give input, and make recommendations to each legislative body. The Plan Commission will use the Comprehensive Plan as a guide for decision making and will recommend revisions and updates as needed.



ROLES & RESPONSIBILITIES

City Council and Town Councils

In order for the Comprehensive Plan to be implemented, all of the legislative bodies in Fulton County must formally adopt it. Upon adoption, the Comprehensive Plan becomes a guide for decision making by City and Town officials. As chief policy makers, the Councils are also responsible for establishing and actively supporting a continuing planning program and integrating the goals and objective within their respective corporate boundaries.

Plan Updates

Ongoing evaluation of the Comprehensive Plan is important. The needs of the community today may be different from the needs of tomorrow. Revisions and amendments to the Comprehensive Plan can be done at any time by following the procedures for adopting a Comprehensive Plan required by state statutes. These include publishing a public notice, having the plan available for the public to review for 30 days, and holding a public hearing.

The implementation schedules listed in the Comprehensive Plan and community plans should be reviewed each year by the legislative bodies and the Plan Commission to measure the progress of the plan implementation.

Implementation Recommendations and Schedule

There are many recommendations throughout the Comprehensive Plan. Personnel and budget limitations can make it difficult to address all of them in a short period of time. The legislative bodies will review the recommendations each year and incorporate the priorities into a reasonable and achievable strategic plan.



IMPLEMENTATION

Implementation Tools

In order for the Comprehensive Plan to be successful, implementation tools must be in place and reflect the intent of the plan. One year after of adopting the Comprehensive Plan, the legislative bodies and Plan Commission should review the prioritization list and evaluate the effectiveness of the plan, its limitations, and the use of the plan by the Plan Commission.

Implementation tools can be either regulatory and non-regulatory in nature or a mixture of the two. Regulatory tools can be state, county, and municipal codes that the city and towns use to regulate themselves. Non-regulatory tools can be actions of the city or town legislative body, groups, or residents voluntarily take to achieve a goal. Regulatory and non-regulatory tools can be used to do budgetary planning, public education, and community asset creation or expansion including utilities, parks, sidewalks, street lights, etc. Each community plan will showcase the prioritized goals and the tools needed to achieve them.

Implementation strategies generally fall into one of four categories and can be used by the legislative bodies:

- ordinances and regulations;
- land acquisition programs;
- public investment and infrastructure, and;
- education and incentive programs.

Different combinations of strategies can be based on these categories, such as:

- the extent of existing city or town authority or department capacity (utilities, staff, budgetary, etc);
- the realistic feasibility of particular strategies over others, and;
- whether the nature of the issue demands a complex multi-faceted approach.

When drafting a Comprehensive Plan for a community, the possibility exists that the individual pieces of the plan may not support other elements to the extent they should or, in the worst case, contradict other elements. As envisioned and crafted, the elements of this plan fit together into a cohesive direction for future decision making in the county. With the addition of community plans, the impact of the Comprehensive Plan as a growth management tool in all of the incorporated areas of the county should be evident.



IMPLEMENTATION

A valuable tool in future successful growth is maintaining an understanding of the past accomplishments; whether those accomplishments followed the goals and strategies identified by the citizens during the creation of the Comprehensive Plan, whether those accomplishments will lead to future growth and stability, etc. This is why ongoing evaluation of the Comprehensive Plan is important. The needs of the community today may be different from the needs of tomorrow.

The practice of growth management must take in to account the coordination of existing and future land uses, transportation availability, as well as, infrastructure and service capabilities. This Plan emphasizes a balance between intelligent design, organized growth, as well as, practical use. Sound growth management practices will ensure appropriate transitions of land and adequate supply of resources and services as the community grows. Two strategies that are able to help direct and manage growth and development are annexation and the creation and maintenance of a capital improvement plan (CIP).

The incorporated areas of Fulton County should study and consider the annexation of parcels of land currently outside the local corporate boundaries every two years. In such a study many factors must be considered before taking action. The following criteria must be considered:

- total acreage,
- contiguous with city limits or not,
- availability of utilities, and
- ability to provide city services.

All potential developments outside the corporate boundaries utilizing city or town services or infrastructure should only be allowed if they are to be annexed. An alternate option is to contractually have each property owner in the potential development waive their right to remonstrate against annexation through recommended legal channels.

Capital improvements include any physical improvements identified and needed by a community. The most common projects usually

Most of our troubles are due to poor implementation, wrong priorities, and unattainable targets.

~JRD Tata



IMPLEMENTATION

involve construction of roads, sewer and water infrastructure creation or expansion, building a municipal building/facility, acquisition of real property, or acquisition of equipment.

For the purpose of this Comprehensive Plan, the capital improvement projects include, but are not limited to the maintenance and construction of:

- streets,
- sidewalks,
- sanitary sewer,
- storm sewer,
- water lines, and
- public buildings.

A capital improvement budget is legally adopted in the operating budget programmed for the next fiscal year. A Capital Improvement Plan (CIP) is a timetable or schedule identifying the planned capital improvements to be made over a period of time. The improvements are prioritized as to importance, giving an approximate date that they should be completed. Estimates for the costs of each project and anticipated funding sources should also be included.

Typically a Capital Improvement Plan (CIP) is a five-year program. The initial year that the plan is created a schedule is outlined for all five years into the future. Year one in the five-year program is the next years operating capital budget, with the following years in the plan used as a future timetable for improvements. Any information in the future timetable (CIP) does not necessarily obligate the county to spend any funds, nor is it legally binding.

Benefits to a Capital Improvement Plan include long range financial planning, possible opportunity to purchase land at a lower cost, the coordinated and timely completion of long term projects, the prevention of costly mistakes such as repaving a road and ripping it up a year later to repair or install some type of utility, and simply better management of capital funds. It is understood that even though each project on its own merit is a benefit to the growth of the community, taking a phased approach to complete projects within each category when possible can give a greater benefit to the community as a whole and a better sense of gratification.



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Appendix A

Public Input Information & Survey Results

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PUBLIC SURVEY

In 2018, Fulton County began the process of gathering information for the Comprehensive Plan update.

A survey was created and four public input workshops were held for the members of the community to provide input to help create a vision of Fulton County's future growth and development.

The survey consisted of 68 questions relating to the components in the comprehensive plan, some of which were land use, economic development, future growth, diverse housing choices, parks and recreation, public utilities, infrastructure developments, agricultural preservation, transportation and cultural/entertainment options.

We had approximately 400 community members in total respond to the survey and public input workshops. The survey results and public input will be summarized in the following pages. You can find the survey results, in full, on our website at co.fulton.in.us.

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PUBLIC SURVEY

Survey Results Summary:

The survey had approximately 346 responses:

The first section of the survey related to the part of Fulton County the respondents identified with

- 52.02% City of Rochester,
- 33.53% Unincorporated County,
- 6.94% Town of Akron
- 4.05% Town of Akron
- 3.47% Town of Fulton

from those 91.34% are current residents of Fulton County and 80.99% are homeowners, while 12% are renters.

These top five assets were chosen to be used to improve and guide the growth of the communities:

- ❖ Public Safety
- ❖ Public Utilities and Infrastructure
- ❖ Community Appearance
- ❖ Parks & Recreation
- ❖ Traffic Safety Improvements



PUBLIC SURVEY

The respondents were asked to choose the top five priorities, features, phrases and attractions of their community. The results were as follows:

Priorities:

1. Economic Development
2. Public Safety
3. Community Appearance
4. Public Utilities & Infrastructure
5. Parks & Recreation

Features:

1. Public Safety
2. Public Education
3. Healthcare Options
4. Healthcare Quality
5. Communications

Phrases:

1. Rural Community
2. No job opportunities
3. Safe
4. Friendly
5. Quiet

Attractions:

1. Lake Manitou
2. Trail of Courage
3. Red Hot Chili Cook off and Car Show
4. Kewanna Fall Festival
5. Akron 4th of July Parade and Fireworks

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PUBLIC SURVEY

Housing

Several participants felt Fulton County has an affordable housing market with a variety of homes to choose from.

The following are the results of the housing needs of the communities:

- ❖ Senior Living
- ❖ Disabled living options, for all income levels
- ❖ Affordable Housing
- ❖ Single Family Homes
- ❖ Renovation of existing homes

Several had agreed historic homes and buildings need to have a stronger preservation ordinance in place. The communities would like to see more historic homes and buildings maintained and preserved.

Business Attraction & Commercial Growth

A majority of respondents felt there is not a clear branding or marketing message for business attraction and retention in our communities and incentives should be offered to attract new business and retain existing businesses.

Commercial growth would like to be seen in all communities. The following are the development and growth the respondents would like to see:

- ❖ Retail Development
- ❖ Advance Manufacturing Jobs
- ❖ High Tech Industry Jobs
- ❖ Higher paying jobs
- ❖ Restaurants
- ❖ Youth Activities
- ❖ Recreational



PUBLIC SURVEY

Transportation, Infrastructure Network & Public Utilities

These top five current aspects of the transportation/infrastructure network that are in good quality and well maintained were chosen:

- ❖ Roads & Streets
- ❖ Bicycle Pathways
- ❖ Traffic Controls (signs & signals)
- ❖ Public Transportation
- ❖ Pedestrian Facilities (sidewalks, crosswalks, etc)

The respondents were asked "what will the three most significant transportation challenges be in our community in the next 25 years"?

- ❖ Aging and Deteriorating Infrastructure
- ❖ Us 31 Transformation to limited access with J-turns or Road Access Closure
- ❖ Increased Freight /Truck Traffic on Roadways

Natural Resources and Environment

Their responses regarding protecting our natural resources and environment were favorable of the importance of protecting our natural resources and environment from development impacts.

Parks & Recreation

It was agreed, Fulton County has many beautiful parks that meet most of the communities wants and needs.

The responses also stated the communities need more outdoor recreational activities/ opportunities and additional bike and pedestrian trails.



PUBLIC SURVEY

Agricultural and Renewable Energy

A vast majority of the respondents felt our Agricultural community is a large contributor to our local economy.

75% of the respondents felt owners of agricultural land should have the right to contract, lease, and/or sell areas of their land for solar or wind renewable energy, while 54% believed renewable energy projects are an important future investment for Fulton County.

Other responses were the agricultural areas should be protected from any commercial development.

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PUBLIC INPUT

Four public workshops were held to gather public input of the strengths, needs and weaknesses of the communities, as well as, the County as a whole. The lists of ideas and comments provided by the public's input, will be in the following pages.

Town of Fulton:

Strengths :

- ❖ Fire department
- ❖ Lion's Club
- ❖ Park
- ❖ Gas station
- ❖ Small community
- ❖ Safe community
- ❖ Library
- ❖ Doctor's office
- ❖ Community Center

Weaknesses:

- ❖ No restaurants
- ❖ Lack of businesses
- ❖ Increased traffic
- ❖ Lack of community involvement
- ❖ Outdated Town Hall building
- ❖ Properties not being taken care of

Needs:

- ❖ Ambulance/fire station
- ❖ Christmas lights
- ❖ Better law enforcement
- ❖ Better Town maintenance and ordinance enforcements
- ❖ Road repairs
- ❖ Retail /grocery store
- ❖ Generator for community center
- ❖ Better enforcement for property clean up

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PUBLIC INPUT

Town Of Kewanna

Strengths:

- ❖ Good work ethics
- ❖ Good neighbors
- ❖ Park
- ❖ Gas station
- ❖ Small community
- ❖ Safe community
- ❖ Library
- ❖ Quiet
- ❖ Lower cost of living
- ❖ Kewanna Fall Festival

Weaknesses :

- ❖ Lack of school
- ❖ Drug use
- ❖ Lack of unifying social groups
- ❖ Abandoned homes/properties
- ❖ Limited shopping
- ❖ Limited job opportunities

Needs:

- ❖ Youth activities
- ❖ Additional housing
- ❖ Community activities
- ❖ Grants for downtown improvements
- ❖ Business in existing store fronts

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PUBLIC INPUT

Town of Akron

Strengths:

- ❖ Community togetherness
- ❖ Excellent schools
- ❖ Foody town
- ❖ Positive people
- ❖ Neighbors help neighbors
- ❖ Excellent Emergency Services
- ❖ Good commerce traffic flow on Sr 14 & Sr 19
- ❖ Safe community
- ❖ Friendly
- ❖ Library
- ❖ Park
- ❖ Skate park
- ❖ Community Building
- ❖ Bike/walking path
- ❖ 4th of July Fireworks and Parade

Weaknesses:

- ❖ Too many rentals
- ❖ Lack of higher wage jobs

Needs:

- ❖ More affordable housing
- ❖ More community involvement
- ❖ Better enforcement of property clean up

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PUBLIC INPUT

City of Rochester

Strengths:

- ❖ Striving attitude to improve
- ❖ Parks, County wide
- ❖ Central location with easy access
- ❖ Small town community
- ❖ Schools
- ❖ Airport
- ❖ Pride
- ❖ Community togetherness
- ❖ Quiet
- ❖ Safe
- ❖ Low crime
- ❖ Low cost of living
- ❖ Variety of recreational activities
- ❖ Close proximity to larger cities
- ❖ Golf Course
- ❖ Lake

Weaknesses:

- ❖ Division amongst City, Towns and County
- ❖ Public Transportation needs extended hours
- ❖ Lack of childcare facilities
- ❖ Lack of incentives for business growth
- ❖ Schools have no trade classes
- ❖ Graduate numbers are low
- ❖ No YMCA or children's youth center
- ❖ School Administration
- ❖ Government
- ❖ Lack of industry to attract growth
- ❖ City Council does not recognize peoples needs in the City limits
- ❖ Disregard to our service people and veterans

Needs:

- ❖ Traffic control
- ❖ Clean up litter
- ❖ Better Patrol of the streets
- ❖ Steakhouse
- ❖ More industry
- ❖ More community resources (i.e. YMCA)
- ❖ Infrastructure improvements
- ❖ Incentives for growth
- ❖ Reinvestment of public dollars into appropriate funds/organizations
- ❖ Roads and intersections at existing business on south end of town need fixed



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Appendix B

Incorporated Community Plans

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PLAN TEMPLATE

<City/Town Name> Community Land Use Plan

The <City/Town Name>Community Land Use Plan was approved by the <City/Town Name> Council at the <Date of adoption> meeting.

The <City/Town Name> area community plan proposes to:

- Focus new growth and development within and near the core of the existing community
- Promote dense development
- Maintain a compact form of physical development
- Capitalize on existing infrastructure
- Maintain a distinctive edge, separating urban areas from rural areas
- Provide for future growth areas
- Promote a continuation of the traditional development pattern
- Re-develop area sidewalks and alleys
- Enhance the streetscape along Popcorn, Cheese, and Korny Roads
- Interconnect streets where practical
- Establish design guidelines
- Develop alternative transportation and recreation opportunities connecting to surrounding areas

Further, the plan proposes to:

- Encourage business development along Korny Road between its intersection with Popcorn Road and its intersection with C Street, with possible expansion to its intersection with 4th Avenue, and in the vicinity of the intersection of Korny Road and Old S.R. 92. These business uses should continue to focus on neighborhood-serving business enterprises.
- Encourage business activities near the intersection of Cheese Road and Old S.R. 92.

These uses should continue to focus on automobile-oriented business enterprises

- Focus limited and compatible light industrial development and employment activities in the vicinity of Popcorn Road and Korny Road near the utility substation at the intersection of Korny Road and Cheese Road, and along the east side of Old S.R. 92 just south of its intersection with Cheese Road

The <City/Town Name> Community Land Use Plan map is displayed on the following page:



MAP TEMPLATE

Conceptual Intersection Upgrade Graphic

Conceptual Neighbor- hood Design Graphic

<City/Town Name> Community
Plan Map of <Assets, proposed
areas of growth, etc - whatever term
describes the graphic illustration of
the community plan overview>

Conceptual Business Core Redesign Graphic



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TOWN OF KEWANNA

DRAFT



TOWN OF FULTON

DRAFT

FULTON

COUNTY *Indiana*

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