



Ossian Rolls...

Area Comprehensive Plan

Prepared by the Ossian Steering Committee
With High Performance Government Network

Adopted by Ossian Town Council – ENTER DATE

The Town of Ossian prepared and adopted its first Comprehensive Plan in collaboration with Wells County in June of 1970. More recently, the plan was updated in 2014. The purpose of the plan was “to promote public health, safety, morals, convenience, order and the general welfare, and for the sake of efficiency and economy in the process of development within the jurisdiction of the plan.”

The Ossian Rolls...Area Comprehensive Plan is not a new departure. Rather it incorporates and builds upon the Goals, Recommendations and Strategies set forth in the Wells County Comprehensive Plan. Further, it delves more strategically into how a significant community asset, Archbold Wilson Memorial Park, might be a catalyst for community & economic development for Ossian and surrounding areas. Therefore, it should not be viewed as a change of direction but, rather, a refinement of the course already established.

At its February 24, 2015 meeting, the Ossian Steering Committee made a recommendation to the Town of Ossian Town Council to review, consider, revise, if deemed appropriate, and adopt this Comprehensive Community Development Plan.

Ossian Rolls...Area Comprehensive Plan

Steering Committee:

- Susan Dailey, Wells County Library
- Angie Dial, Citizen
- Bill Dowty, Ossian Park Board
- Tim Ehlerding, Wells County Economic Development
- Larry Heckber, Ossian Revitalization
- Bob Honegger, Citizen
- Marlyn Koons, Ossian Revitalization
- Brad Pursley, Ossian Town Council
- Tammy Slater, Wells County Foundation
- Luann Martin, Ossian Town Manager

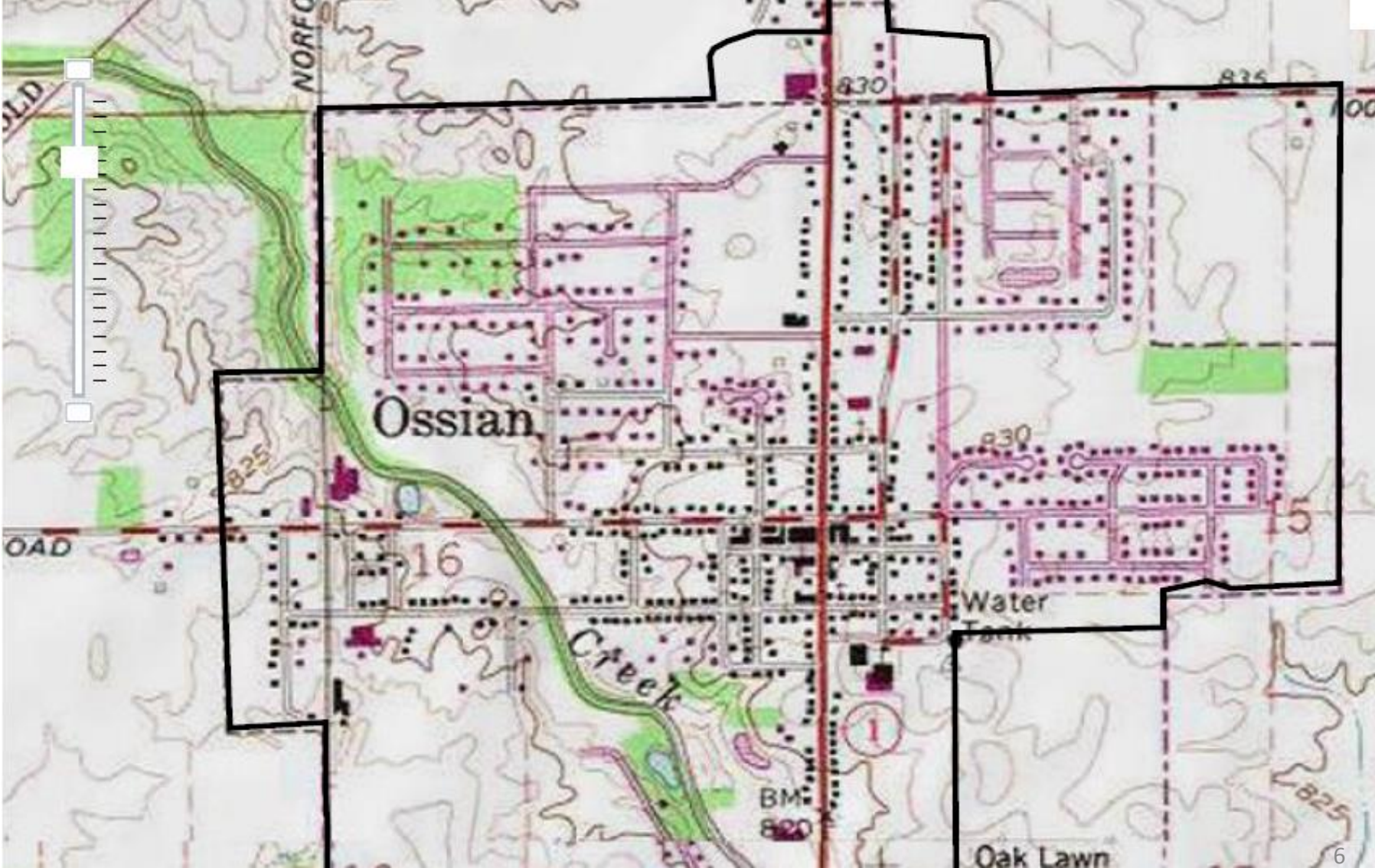
Funding for this assignment was provided through the Town of Ossian. The Town of Ossian wishes to convey its sincere appreciation for the funding provided through Revitalization, which has enabled this Comprehensive Community Development Plan to proceed.

The Ossian Rolls...Area Comprehensive Plan is a forward-thinking, comprehensive vision for a key project area that encompasses downtown Ossian and each of its five surrounding park sites.

- 1.0 Introduction
- 2.0 The Planning Process
- 3.0 Important Trends
- 4.0 Prioritized Strategies
- 5.0 Implementation
- 6.0 Funding Plan
- 7.0 Action Steps & Timeline



1.0 INTRODUCTION

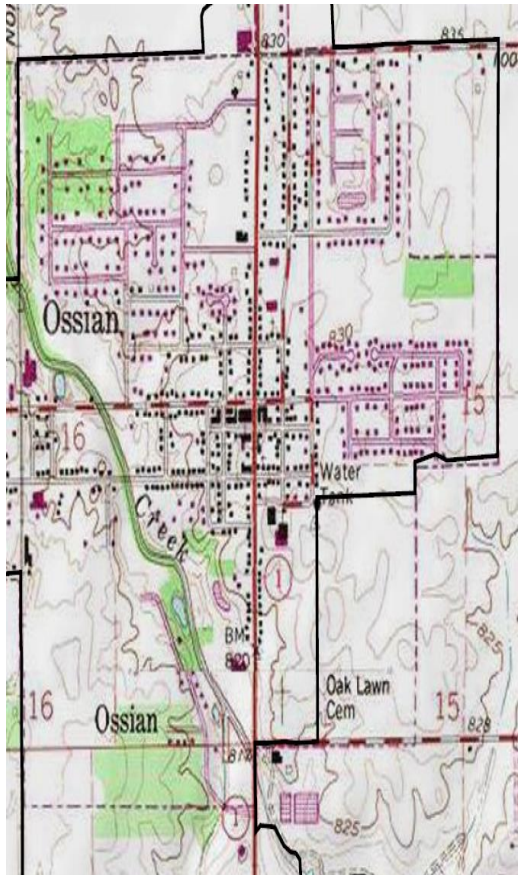


1.1 BACKGROUND

In initiating this plan the Town of Ossian and Ossian Revitalization sought to engage in a process to understand the highest and best use of a key publicly owned park, Archbold Wilson Park.

Why is a comprehensive community development plan necessary? The rapidly changing world in which we live requires that we consider the grand picture if we are to fully explore all possibilities. For instance, one major housing project can dramatically increase a municipality’s population, creating significant impacts on traffic, school, and other local services for the municipality and surrounding communities. Establishing a common vision for development of this site is mission critical for the Town of Ossian, as it represents a substantial amount of developable land and as such, a major economic development opportunity.

A comprehensive community development plan is a public review process that defines what is important to the community. Carefully examining current conditions and issues in the context of citizen engagement and involvement can establish justifiable recommendation for future action. Its purpose is to guide change as consistent with community goals. This plan identifies important elements of the Town’s natural and built environment and provides goals and recommendations intended to preserve that environment, while supporting growth that is compatible with community standards.



1.2 PURPOSE

This plan is the result of community leaders of Ossian having engaged residents and local partners in the creation of a comprehensive plan that can be used to leverage state and federal funds for revitalization of the community.

As a policy statement of community intent, a comprehensive plan serves the following purposes:

- It operates as an overall guide to be used in day-to-day development and government decision-making based upon the community's identified goals.
- It serves as a coordinating mechanism for officials responsible for implementation elements of the plan.
- It provides residents with information on how their community will develop.
- It gives the public and private sectors a clear statement of what the community will expect in development proposals.
- It provides a rationale for the specific development projects that will be pursued for the site and surrounding areas, which will govern the structure of the community in the future.

1.3 TOWN HISTORY

Ossian, Indiana is a community located on State Road 1, ten miles south of Fort Wayne. The Town was incorporated in 1850 as home to people of primarily Scottish ancestry. Today, Ossian's population is 3,298. The Town of Ossian has been an Indiana Main Street Community since 2009.

The Town of Ossian was named after the legendary Scottish poet of the third century, Ossian, son of Fingal. Ossian was credited with being the author of ancient lines handed down from generation to generation by word of mouth. In 1750, James MacPhearson traveled to the Scottish Highlands in search of Ossian's lost and unrecorded poems. He published books of Ossian's poetry that he claimed to have found and collected. This was the start of the Romantic Era. The word Ossian is interpreted as Little Fawn. Levi Young was the first resident of what is now the Town site. In 1846, William Craig, John Ogden and Squire LaFever laid out the town of Ossian and held an auction for the sale of lots. The official incorporation date for the town was March 14, 1850. At that time, the town trustees officially named the town and the post office was changed from Bee Creek to Ossian.

In 1843, Highway 1 (Bluffton Road) was made serviceable from Fort Wayne to Bluffton. On January 25, 1850, the Fort Wayne and Bluffton Plank Road Company was organized. The plank road was a toll road; any horse or horse-drawn vehicle had to pay a toll. Today, Ossian is served by State Highway 1. Four miles north is Interstate 469, the loop for Interstate 69 around Fort Wayne. Also, Fort Wayne International Airport is just 7 miles north of Ossian.

The Fort Wayne, Cincinnati & Louisville Railroad was built through Ossian in 1869. It was not in complete operation until the following year. Today, the railroad is a main north south route for the Norfolk Southern Corporation. Ossian has spur access for shipment of rail freight.

Ossian has always been an industrial town. The businesses of yesterday have given way to modern establishments. The modern Industrial Park is home to engineering and manufacturing companies.

"Ossian:
A welcoming
and progressive
community
nurturing
families
through
education,
recreational
opportunities,
and economic
stability"

2.0 THE PLANNING PROCESS



RYAN CHASEY
APO NETWORK

RYAN CHASEY

ANGIE DAL

TAMMY SLATER

JIM KIRBY

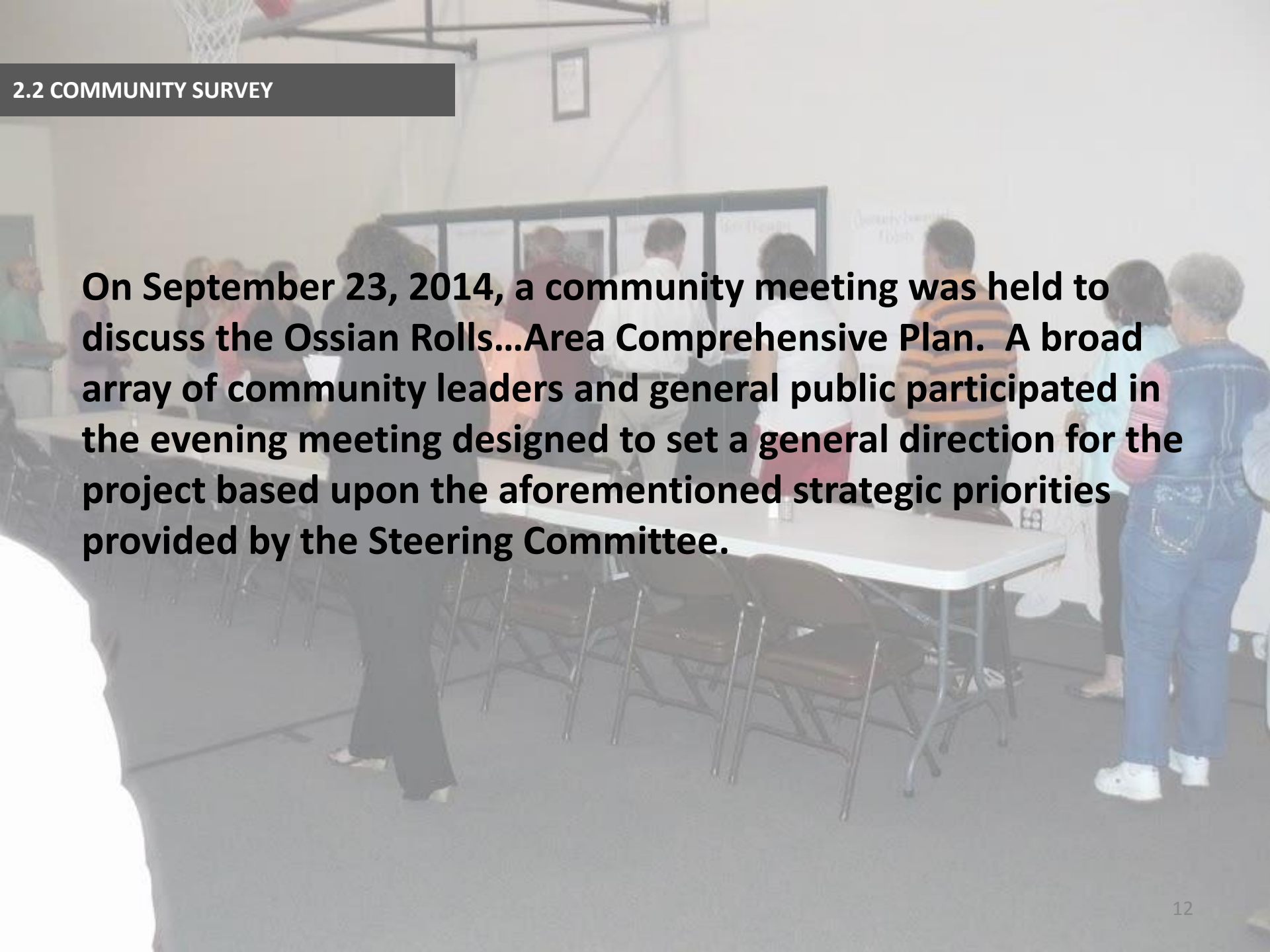
2.1 STEERING COMMITTEE



A steering committee of community leaders was formed to lead this planning process. At its first official meeting the committee was led through a process to determine planning outcomes. They are as follows:

- Improve and extend downtown
- Tie the park to downtown – develop the park and connectivity
- Attract more families to Ossian
- Attract and retain more residents
- Improve the town
- Financial stability
- Think “future”
- More trails
- More people and businesses “uptown”
- Increase shopping
- Don’t let Ossian “dry up”
- More activities for families – downtown and park, create a unique niche
- Draw in more community participation and buy-in

On September 23, 2014, a community meeting was held to discuss the Ossian Rolls...Area Comprehensive Plan. A broad array of community leaders and general public participated in the evening meeting designed to set a general direction for the project based upon the aforementioned strategic priorities provided by the Steering Committee.



2.3 COMMUNITY WANTS & NEEDS

Priorities that were identified are listed in rank order of highest to lowest:

1. Industrial & Business Growth

- Coffee shop
- More restaurant choices
- Drug store

2. Parks & Recreation

- Redevelopment of Ossian Park
- Infrastructure
- Restrooms
- Out of town events
- Music events
- Biking
- Connecting to Fort Wayne trails
- Amphitheatre
- Signage
- Intergenerational activities
- Variety of activities
- Connections between Ossian’s parks
- Skateboarding/trick bike course
- Disc golf
- Programming of existing spaces (i.e. baseball diamonds)

3. Housing & Neighborhoods

- Accessibility and aging in place
- Neighborhood connectivity
- Accessibility for Brook Ridge and Sandalwood neighborhoods
- Organizing neighborhood associations
- Strategic positioning for residential growth
- Ample rental opportunities
- Identifying relationship between housing gains and building upon successes

4. Downtown Development

- Aesthetics / murals
- Downtown parking
- Building upon successes
- Green space
- Visually extending downtown to make it more walkable

5. Improved Post Office Accessibility

2.4 MEETINGS & FOCUS GROUPS

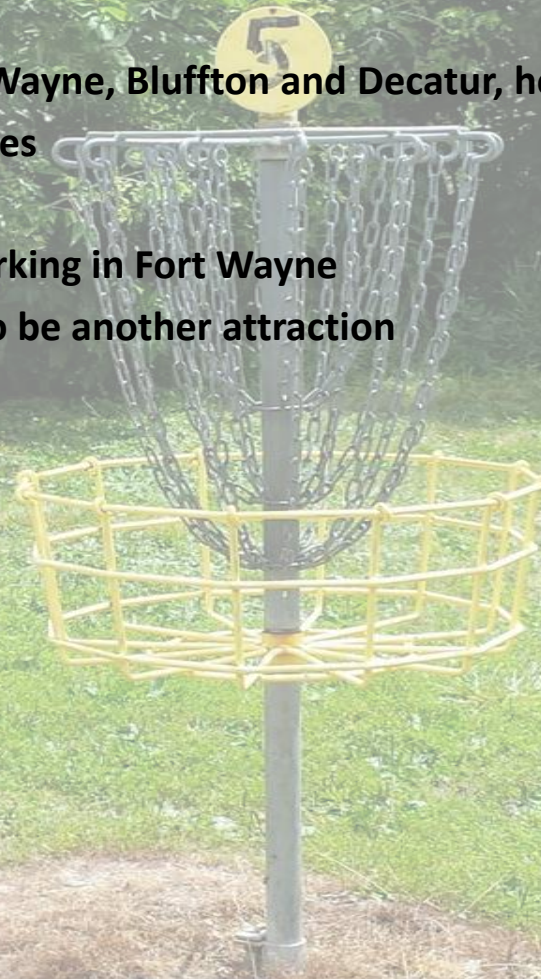
The meeting objectives for focus groups were to 1) Provoke input and insights into how residents and prospective residents are best served through local policies, programs and practices, and 2) Contribute to the development of the strategic plan by building upon identified strengths and helping to identify ways to fill identified gaps / weaknesses. The anticipated meeting outcomes were that collectively, each focus group's input would be used to assist the Steering Committee to better understand community needs and further hone existing community priorities.

Examples of outcomes included, but were not limited to the following:

- Target efforts & resources more efficiently and effectively
- Evaluate existing programs, services & facilities
- Provide justification for new or expanded programs or services
- Understand the community & its citizens
- Assess public opinion; and
- Identify and understand demographic and other changes in the community

2.5 IDENTIFIED STRENGTHS & ASSETS

- Excellent schools
- Close proximity to I-469, rail, Fort Wayne, Bluffton and Decatur, hospitals, GM Plant
- Affordable and stable housing values
- Relatively low taxes
- Bedroom community for those working in Fort Wayne
- Wilson Archbold Park's potential to be another attraction
- Ossian Days
- Family friendly
- Safe
- Heyerly's Bakery
- Community Market
- Churches
- Flower Shop
- Welches Auto
- New Mexican restaurant
- Industrial Park



2.6 IDENTIFIED WEAKNESSES & OPPORTUNITIES

- **Ossian has a reputation for having relatively high utility costs**
- **Lack of cohesiveness among key community leaders & area economic development leadership**
- **Need coffee shop in downtown**
- **Concerns over sustainability for opening new businesses/business growth, given relatively small base of prospective customers and having too much competition which would essentially cannibalize an already small customer base.**
- **Concerns over perceptions that restaurants aren't surviving in Bluffton, which is a larger nearby city and how Ossian could expect its base of restaurants could thrive.**
- **Dollar General is doing well, but uncertainty as to what other retail might be able to survive when a Walmart is so close to the town.**
- **Northern development is not considered to be feasible due to a lack of willing sellers.**
- **Farm land in the area is expensive.**
- **Industrial park has seen a significant percentage of solid wage paying jobs leave. Some jobs are being replaced, but by lower wage jobs.**
- **Approximately five (5) years of housing inventory available with no viable plans on the table for new development**
- **Current infrastructure does not accommodate:**
 - **Leap frog development, which may be necessary in order to address unwilling land sellers, in order to address issues related to housing inventory**
 - **Golf carts - people who own golf carts cannot access downtown or other key amenities**
 - **Access across 8 Mile Ditch to access park site, especially for Brook Ridge & Sandalwood**
- **Baseball used to be a big business for Ossian, but a lack of quality baseball diamonds has led to events being moved to Columbia City**

3.0 IMPORTANT TRENDS



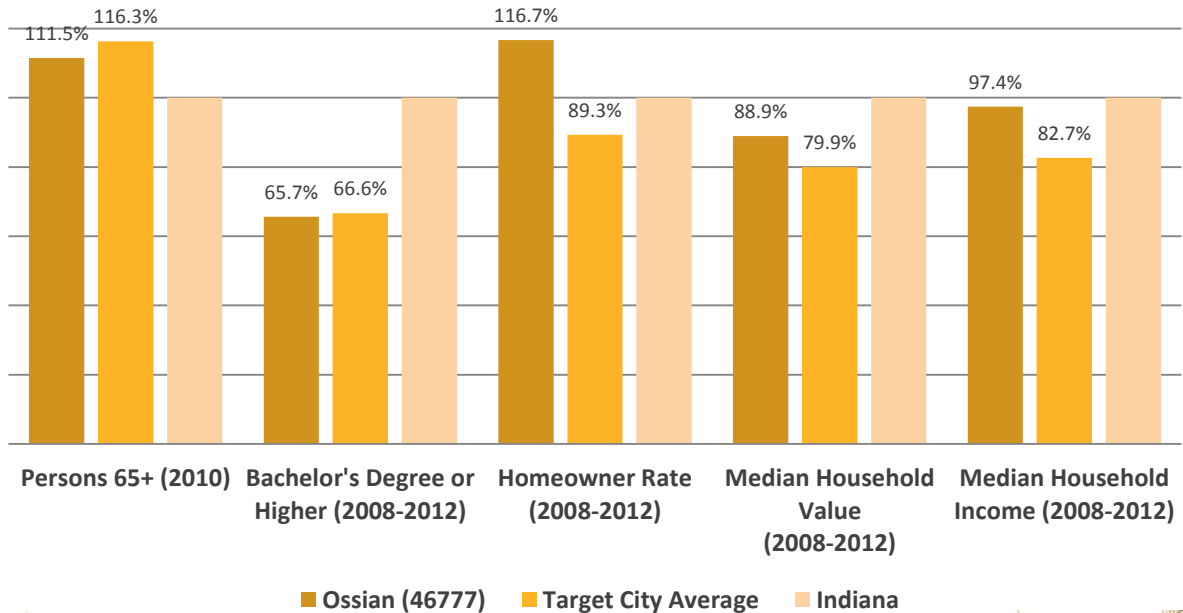
3.1 Economic Trends

31 TARGET CITIES

POPULATION = 10-25,000 PEOPLE



EVALUATING SMALL TOWN INDIANA (2012)



3.2 ECONOMIC DEVELOPMENT

According to the Wells County Comprehensive Plan, “Economics” is a Top Community Issue.

“From creating jobs that keep Wells County’s best and brightest in the County, to attracting new talent from surrounding communities economic development is at the top of the agenda.”



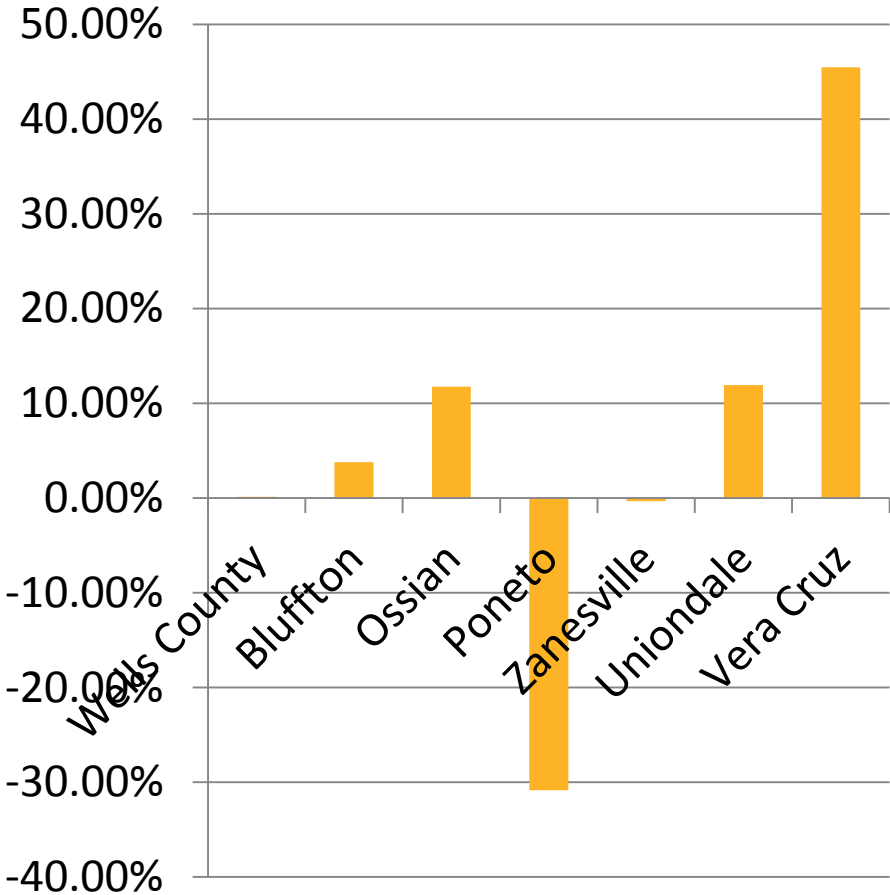
3.3 POPULATION TRENDS

While suburban sprawl almost killed small-town America, these concepts of walkability, the Creative Class, and a flattened economy have leveled the playing field for Main Street-Living in many cities and towns. With the right amenities, they can begin to compete on a national stage.

So we looked at 31 Target Cities in Indiana... which is every city with a population between 10-25,000 people. Many of which have their downtown listed on the National Register.

Almost without exception, all of these cities are lost – grasping at straws as to how they will survive. However, almost across-the-board success factors: higher incomes, higher household values, higher rate of homeownership, and higher number of college-educated individuals, Ossian presents a set of interesting opportunities on which to build upon.

The Town of Ossian is the 2nd most populous town in Wells County. The 2010 census reported a population of 3,298 residents, an increase of 11.75% from the 2000 census. During that same time period Wells County only grew by 0.13%.



3.4 HOUSING TRENDS

Ossian is known for its affordability. It's low cost housing stock, along with a relatively low tax rate makes Ossian a very desirable place to live. Real estate professionals in the area describe it as a location that competes with southwest Fort Wayne, another very desirable place to live in the region.

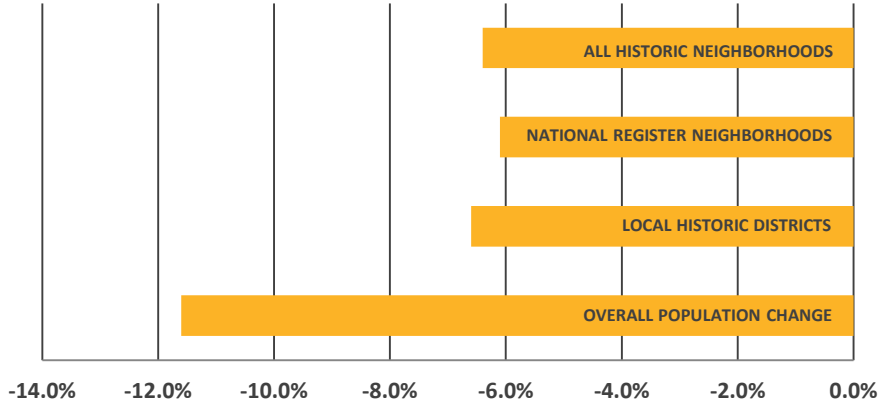
Issues that arise from such desirability include a need for adequate stock to fulfill demand and this is a concern expressed by residential realtors, as the area's housing supply is estimated to be at no more than five years of stock.

This issue is only compounded by the fact that some newer housing inventory has been sitting for many months unsold. This is likely due to a mismatch between price point and what interested buyers can afford.



HISTORY AND PERCEPTION

POPULATION CHANGE (2000-2011)



Source: Donovan Rypkema, Population Change in Historic Neighborhoods, p9

HISTORIC NEIGHBORHOODS

While historic districts have a certain level of charm, the value they add to a sustainable community is much more objective. Historic districts consistently perform better than the whole of the cities they inhabit (see adjacent chart). From higher level of occupancy rates to more active and involved residents, these neighborhoods tend to attract and retain an appealing demographic— *those that are attached to their neighborhoods*.

One reason is because beyond having historic structures, they have a historic density – offering more compact and livable neighborhoods that are attractive to residents of all generations, occupations, and income levels. Historic neighborhoods should be the cornerstones of smaller, more resilient, more livable cities. As diverse, walkable, existing environments with unique character, historic neighborhoods and traditional neighborhood business districts can be sustainable at environmental, economic, and social levels. These qualities help retain existing populations and attract new residents and businesses.

COMMUNITY PERCEPTION

As small and medium-sized cities across the Midwest continue to battle population decline and shifting demographics, resident attraction (and retention) are becoming increasingly important to community sustainability. With that, the way in which communities are perceived must be understood with care.

Something as simple as maintaining decorative landscapes can have a dramatic impact on how visitors to a community will perceive residences, neighborhoods, schools, and the local economy. These perceptions should be understood and addressed.

From code enforcement regarding residential property maintenance to beautification projects, outsider perception and civic pride are critical in increasing community attachment.



4.0 PRIORITIZED STRATEGIES

With the redevelopment of its beautiful main street and the successes of partners such as Friends of the Park, Ossian Revitalization and many other community leaders, Ossian is strategically positioned to engage in the next level of development.

The next phase will refocus all ongoing efforts around certain objectives communicated by the Steering Committee and at public meetings. It will focus on establishing Archbold Wilson Memorial Park as a centerpiece around which local and regional attractions may be built and/or sustained.

As such, a unified district that connects Archbold Wilson Memorial Park to Ossian's Downtown, as well as to each of Ossian's existing parks will be established. Most importantly, the excellent community organizing, event planning and engagement activities that have become a cornerstone and trademark for Ossian will be seamlessly integrated into one cohesive community development program.





4.1 Community Engagement Results

COMMUNITY ENGAGEMENT



COMMUNITY ENGAGEMENT

The metric of successful for the four elements noted above is their impact on community engagement. At the November 3, 2014 public workshop, community members indicated the most critical future needs for the park where as follows:

- 1. Bathrooms
- 2. Amphitheater
- 3. Pavilion
- 4. Caretaker or Park Coordinator
- 5. New Baseball Diamonds
- 6. Money (Sustainable Revenue Stream)

The proposed plan considers these elements as a park master plan was finalized.

4.2 HOW TO GET THERE FROM HERE

The steps that are necessary relate to very intentional and deliberate actions that center on making not only the park, but the surrounding nodes around it special, people-centric places. In order to capitalize on the economic strategies of Wells County, Ossian's strong families and its aging population, as well as addressing the aging housing stock, will require a very distinctive set of strategies. The strategies used to move from this vision into action must assure that Ossian ultimately becomes A Place for All Ages and Abilities.

This approach is rooted in the following values:

1. Places Matter
2. People Matter More
3. Acknowledging and Embracing the Differing Audiences That Must Be Addressed



4.3 PLACE MATTERS



PLACE ATTACHMENT

How we qualify communities surprisingly doesn't vary from city to city. While one might think these would differ between San Francisco, CA and Des Moines, IA, in fact they don't. In 2008, the Knight Foundation and Gallup teamed up to launch the Soul of the Community project, which examined citizen attachment in 26 communities across the country. They sought to tease out factors that impact why certain communities have residents who are enthusiastic about where they live and have a deep sense of pride, while others are fairly indifferent. Their research indicated that successful cities consistently prioritize communal attachment through three categories:

- *Social Offerings*: Places for people to meet each other and the feeling that people in the community care about each other.
- *Openness*: How welcoming the community is to different types of people, including families with young children, minorities, and talent.
- *Aesthetics*: The physical beauty of the community including the availability of parks and green spaces.

Despite traditional variables such as jobs, economics, and safety also being analyzed, these specific factors appear to always have more impact on one's attachment to place and community. More importantly, research indicated that the communities with the highest levels of attachment had the highest rates of gross domestic product (GDP) growth (Gallup 2008).

Furthermore, citizens that are engaged and give something back to their communities (be it time, money, or goodwill) have higher rates of personal wellbeing (Gallup 2011). Improving attachment positively impacts the well-being of the community and its residents. It's a reciprocal relationship that, in a time of growing interest in community health and wellness strategies, offers towns another marketable economic differentiator.

Therefore, while the measurement of social offerings, openness, and aesthetics can be made, there must also be specific consideration to the individual perception of these elements, especially through the lens of marginalized populations such as older adults and the developmentally disabled. This distinction is critical for the future economic growth of small towns.

4.4 PEOPLE MATTER MORE



HUMAN CAPITALIZATION

As illustrated in Richard Florida's book, *Who's Your City*, "despite all of the hype over globalization and the 'flat world,' place is actually more important to the global economy than ever before." As our understanding of the value of engaging and walkable neighborhoods increases, so does the market's appreciation for their functionality.

When studying the rate in which a community benefits from its citizens' success, sometimes referred to as "human capitalization", the key factors are often directly related to place (e.g. poverty, education, and culture). For example, in an inner-city neighborhood where young boys must cross gang lines to go to school, absenteeism skyrockets. The 'cap rate' for that neighborhood is ultimately zero because if you cannot acquire a high school diploma the likelihood of you obtaining meaningful employment is dramatically reduced. No matter the quality of the education being provided, the potential of the students is directly hindered by the limitations of the place itself.

Social capital, at its fundamental level, is what most differentiates safe and organized cities from unsafe and disorganized ones. Where neighborhoods prioritize a sense of place through their ability to maximize informal contact among neighborhoods, the streets are safer, citizens are healthier, and people are happier with their surroundings. This historically was the structural identity of many historic Midwestern cities.

Despite the instinct to pursue increased engagement with migrating emerging professionals, a workforce development strategy that can have an undeniable impact, there may be a stronger case for towns to pursue the captive demand within the isolated populations currently residing in their communities (e.g., teenagers, older adults).

Additionally, for the first time in modern America, the consumer behavior of multiple generations are aligning. Baby Boomers, Gen Xer's and Millennials are buying the same music, watching the same movies, and migrating to the same neighborhoods. More importantly, they are prioritizing communities in very similar ways, and no other region is better suited to capitalize on this growing demand for an authentic urban village experience than the small towns littered throughout the Midwest.

lifetime community district

A Lifetime Community District (LCD) is a formally defined area designed to incentivize and oversee development that promotes physical, social, mental, and economic well-being for persons of all abilities, across the entire lifespan.

LIFETIME COMMUNITIES

Individual definitions of what constitutes a 'livable' or 'lifetime' community varies. AARP defines it as 'one that has affordable and appropriate housing, supportive community features and services, and adequate mobility options, which together facilitate personal independence and the engagement of residents in civic and social life'.

In specifically defining the priorities for elder-friendly communities, the Center for Home Care Policy & Research (2011) outlines four key domains that should be considered: (1) Addressing Basic Needs, (2) Promoting Social and Civic Engagement, (3) Optimizing Physical and Mental Health and Well Being, and (4) Maximize Independence for Frail and Disabled. Although several communities and organizations throughout the country address these issues individually, few have formally adopted a comprehensively strategy that embraces them collectively.

The sustainability of existing small towns is dependent on embracing these strategies to attract and accommodate the growing senior market. Inversely, the communities that fail to do so will continually suffer from a stagnated economic climate and disengaged senior population, especially when coupled with the persistent growth of brain drain within rural communities.

Coined as a 'Lifetime Community District' ('LCD'), this new planning model incentivizes development that promotes physical, social, mental, and economic wellbeing for persons of all abilities, across the entire lifespan. Through this planning typology, existing rural downtowns can be transformed into intergenerational neighborhoods that understand and systematically prioritize all facets of wellness, utilizing these elements not as healthcare strategies, but as planning principles.

Existing as a basic overlay zoning district, the LCD can be adopted by any local land-use regulating authority to allow certain types of development to occur within a defined geographic area. Overlay zoning may generally stipulate conditions under which specific functions or uses may be developed by right without further conditions, or they may be 'plan contingent' - requiring review and approval of the specific plan and adherence to such requirements once entitlements are provided. The zoning can be enacted in an area before a specific project is identified and can be an enormous asset in attracting the targeted kinds of projects desired by the community. Pattern books and other means of stipulating specific uses or building forms are encouraged to help proactively recruit the kinds of functions that would be most beneficial to the district (see following table).

4.6 LIFETIME COMMUNITIES

LIFETIME COMMUNITIES (cont.)

For example, specific attention must be given to the accessibility of the defined area. Beyond the basic sensitivity to requirements outlined by the American Disability Act (ADA), issues of proximity and wayfinding must also be taken into account. Conventional urban planning defines 'walkable' environments by calculating a 10-minute walk shed at a distance of 0.5 miles (or 2,640). This is unrealistic when considering the physical ability of older adults. Research supports that individuals 65 and older with an average life expectancy would average approximately 0.3 miles (or 1,574 feet) in that same ten minutes. Therefore, when an effort to provide urban conditions that can provide everyday goods and services (e.g., milk, produce, post office) within walking distance, the LCD can not only consider the walkability of an able-bodied teenager, but the physical limitations of older adults.

While many organizations and services are provided within existing communities to assist people of all ages and abilities, the LCD should consider rethinking how the success of these services are measured. If the goal of each of these services was to empower local residents to be more active members of their surrounding community (e.g., shopping, working) aging populations can begin to serve as a critical mass for a vibrant and intergenerational neighborhood. The captive demand of marginalized populations in smaller cities and towns can serve as a catalyst for local economies and public life. This 'reciprocal revitalization' strategy is the fundamental goal of a LCD.

4.7 A PLACE FOR ALL AGES AND ABILITIES

DISABILITY AND SUPPORTIVE HOUSING

With almost 20% of all Americans are disabled, few realize the condition of the many of these residents. Few are utilizing wheelchairs. The majority of individuals experience some form of cognitive disability, and condition that should be considered when considering housing. The breakdown* of disabled residents within the country is as follows:

- **5% Wheelchairs** (people that utilize a wheelchair for daily use)
- **18% Mobility** (people who use ambulatory aid such as a cane, crutches, or a walker for daily use)
- **21% Daily Activities** (people who need personal assistance with one or more activities of daily living)
- **30% Cognitive** (people who have limitations in cognitive functioning or mental/emotional illness that interfere with the activities of daily living)

While these conditions can be mitigated, the housing that supports these individuals does not have to be aesthetically different than the existing building stock within the neighborhood. See the following page for examples of various supportive housing projects within Indiana.

Accessory Dwelling Units (ADU's)

Accessory dwelling units are additional residential units on a property that would normally accommodate only one dwelling unit. A secondary suite is considered "secondary" or "accessory" to the primary residence on the parcel. And can be implemented to help families with different support or care needs (see adjacent diagram). It normally has its own entrance, kitchen, bathroom and living area. Such a suite often is one of the following types:

- *backyard cottages*
- *accessory apartments*
- *backyard dwellings*
- *secondary dwelling unit*
- *supportive living*
- *granny flats*
- *in-law apartments*
- *mother-in-law flat*
- *backyard apartments*
- *garage apartments*
- *basement apartments*
- *carriage house*
- *garden suite*
- *laneway house*
- *alley apartment*
- *multi-generational living*



Life Cycle Diagram: for family and housing needs

*Source: 2002 U.S. Census Bureau Disability Statistics

4.8 SOCIAL NETWORKS



Drover Town Block Party, Huntington, IN, June 2, 2013



NeighborLink re-roof project (2009)

SOCIAL NETWORKS

Beyond the possibilities of built construction, social programming and networks can be established to encourage neighborhood vitality and well-being.

Block Clubs – A Way to Build Community

An emerging practice called “Block Clubs” has been proven in many communities to be an effective strategy for building community, block by block. When Block Clubs made up of one to ten residential blocks drive the planning, it results in more ownership, better engagement and buy in, and closer relationships as a consequence of the groups shared concern for one another and the immediate environment.

Discussion for the groups should center around the neighborhood's assets and any work that needs to occur to improve it. The groups will also identify residents who may qualify for the local programs and services within the LCD and community at large. As relationships in the group develop and grow, residents continue to meet regularly to address these issues as a community and partner with local institutions (i.e., churches).

NeighborLink – A Virtual Volunteer Database

NeighborLink is a internet-based connection tool for volunteers that invites local residents and organizations to seek free assistance from their neighbors, and invites residents to join Volunteer project teams to provide free assistance.

The NeighborLink web page has three primary functions-Project Posting, Project Selection, and Volunteer Sign-Up. The Project Posting Site is where individuals can post a project with which you or someone you know needs help. Once a project has been posted to the site, the NeighborLink Fort Wayne Coaches will evaluate, construct (e.g., how many volunteers, and what tools and materials are needed, etc.) and select projects.

Once a project is selected, the Coach posts the project to the NeighborLink web page. Persons accessing the site can review the posted projects, and volunteer by signing up for a specific project, date and time, and if they so desire, may also donate tools or materials to the effort.

4.9 DIFFERING AUDIENCES



REGIONAL

Regional tourists represent those individuals that live outside the community but engage the community as a tourist, visiting family member, employee, or passersby. It is critical that the redevelopment of the downtown and adjacent park understand how these individuals should be engaged and addressed.



LOCAL

Local residents are those that live within the town and consider themselves to be an engaged member of the community. While this group would benefit and ultimately utilize regional amenities located within the community, they will experience them in a different way. More importantly, they will define and value community attachment through more authentic and personal experiences.

REGIONAL vs. LOCAL
The redevelopment strategies for the Town's future should recognize and serve two distinct groups: (a) local residents and (b) regional tourists.



5.0 IMPLEMENTATION

DOWNTOWN + PARK REDEVELOPMENT

The success of redevelopment strategies rely on a sustainable and interrelated set of priorities. As the community looks to the future, there are nine components that create a meaningful and successful redevelopment effort:

1. **Make a Great Plan:** A great plan is one that combines market-based potential with a community vision for the downtown area. A great plan is one that excites, motivates and enlivens the community and demonstrates commitment.
2. **Many, Many Projects:** A great plan establishes the framework for many, many projects to move forward. “Projects” are broadly defined and can mean a variety of actions including public and private development programs, marketing, beautification improvements, and events.
3. **Many, Many Stakeholders:** Stakeholders form the basis of political support for implementation of the plan. Stakeholders represent a cross section of business, community, civic, non-profit, educational, and government organizations.
4. **Committed, Ongoing Leadership:** If something is to happen, it has to be someone’s job. Leadership to move the plan forward, with support and respect from the community. Leadership to organize and motivate stakeholders and in bringing about partnerships.
5. **A Good Organization:** Support for the plan implementation through an organization that provides communication and coordination. A good organization provides the long-term continuity to see the plan implemented, unifies divergent interests, and celebrates success.
6. **Development Standards :** Clear and concise guidelines that communicate the vision. Encourage what is desired and strongly prohibit that which is not wanted. Development standards that are performance based encourage creativity and innovation; and set high quality objectives.
7. **Communications and Marketing:** Both the organization and leadership continually market and communicate the success of the implementation. Communicating means acting as a liaison between stakeholders, projects and the community.
8. **Supportive Government:** Support through policy development, regulations, and code enforcement. Support through technical staff expertise and assistance. Support through championing the plan.
9. **Ongoing Review:** Dynamic plans require review and adjustments to respond to changing conditions. Monitoring and accountability to measure success.

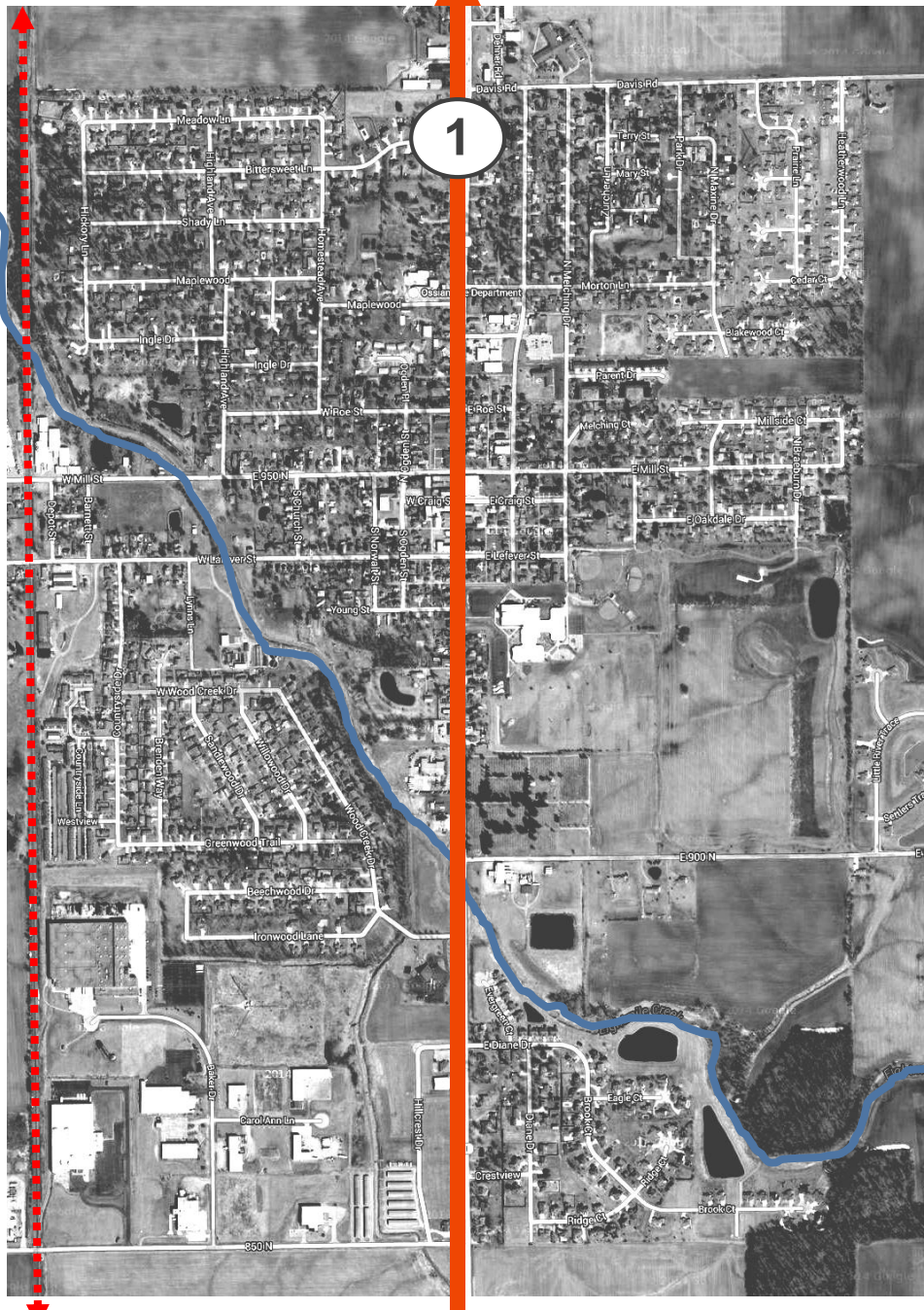
5.1 TOWN ORIGINS

INDIANA 1 [1843]

In 1843, Highway 1 (Bluffton Road) was made serviceable from Fort Wayne to Bluffton. On January 25, 1850, the Fort Wayne and Bluffton Plank Road Company was organized. The plank road was a toll road; any horse or horse-drawn vehicle had to pay a toll. Today, Ossian is served by State Highway 1. Four miles north is Interstate 469, the loop for Interstate 69 around Fort Wayne. Also, Fort Wayne International Airport is just 7 miles north of Ossian.

RAIL LINE [1870]

The Fort Wayne, Cincinnati & Louisville Railroad was built through Ossian in 1869. It was not in complete operation until the following year. Today, the railroad is a main north south route for the Norfolk Southern Corporation. Ossian has spur access for shipment of rail freight.








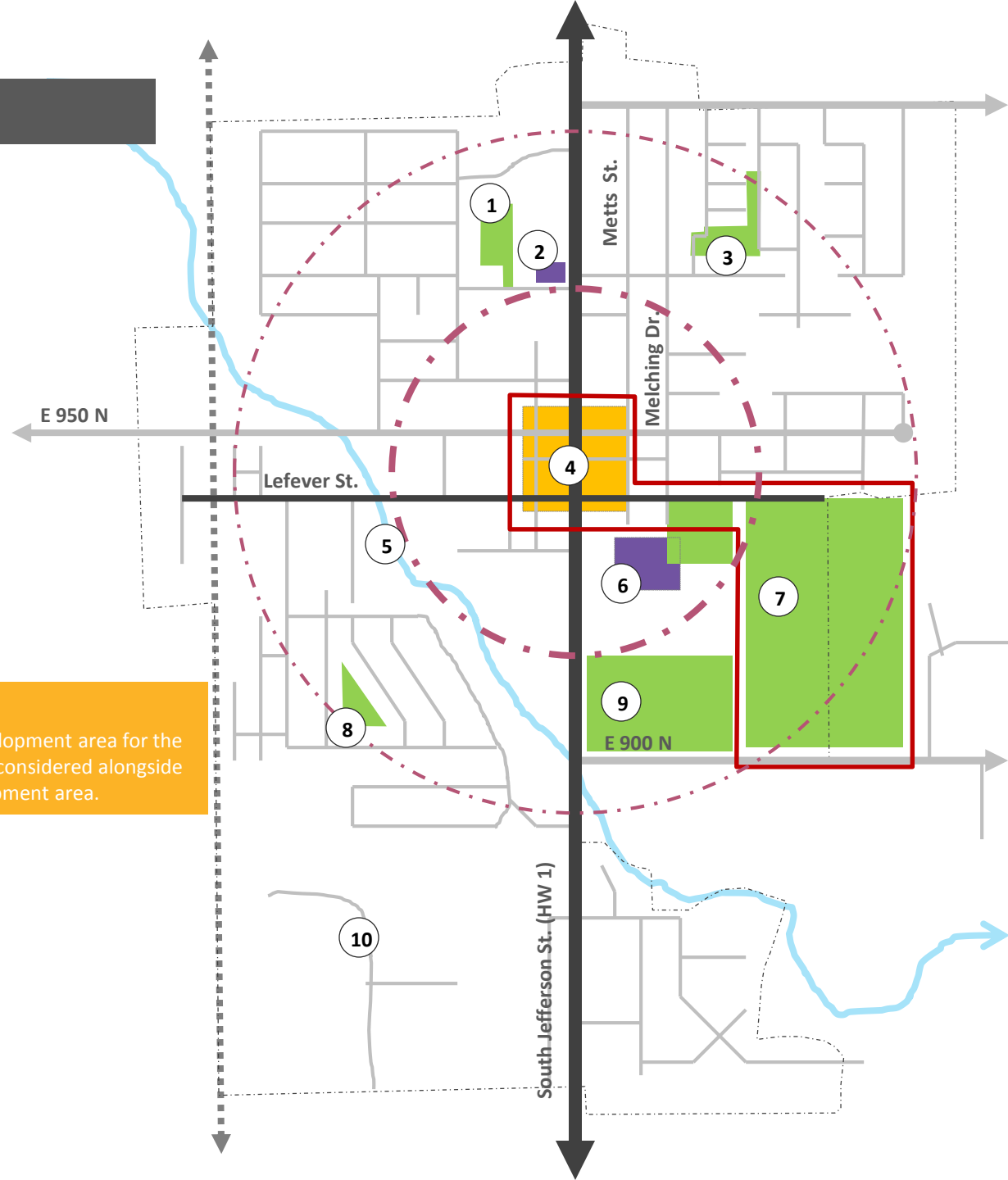
EIGHTMILE CREEK

5.2 OVERALL PLANNING

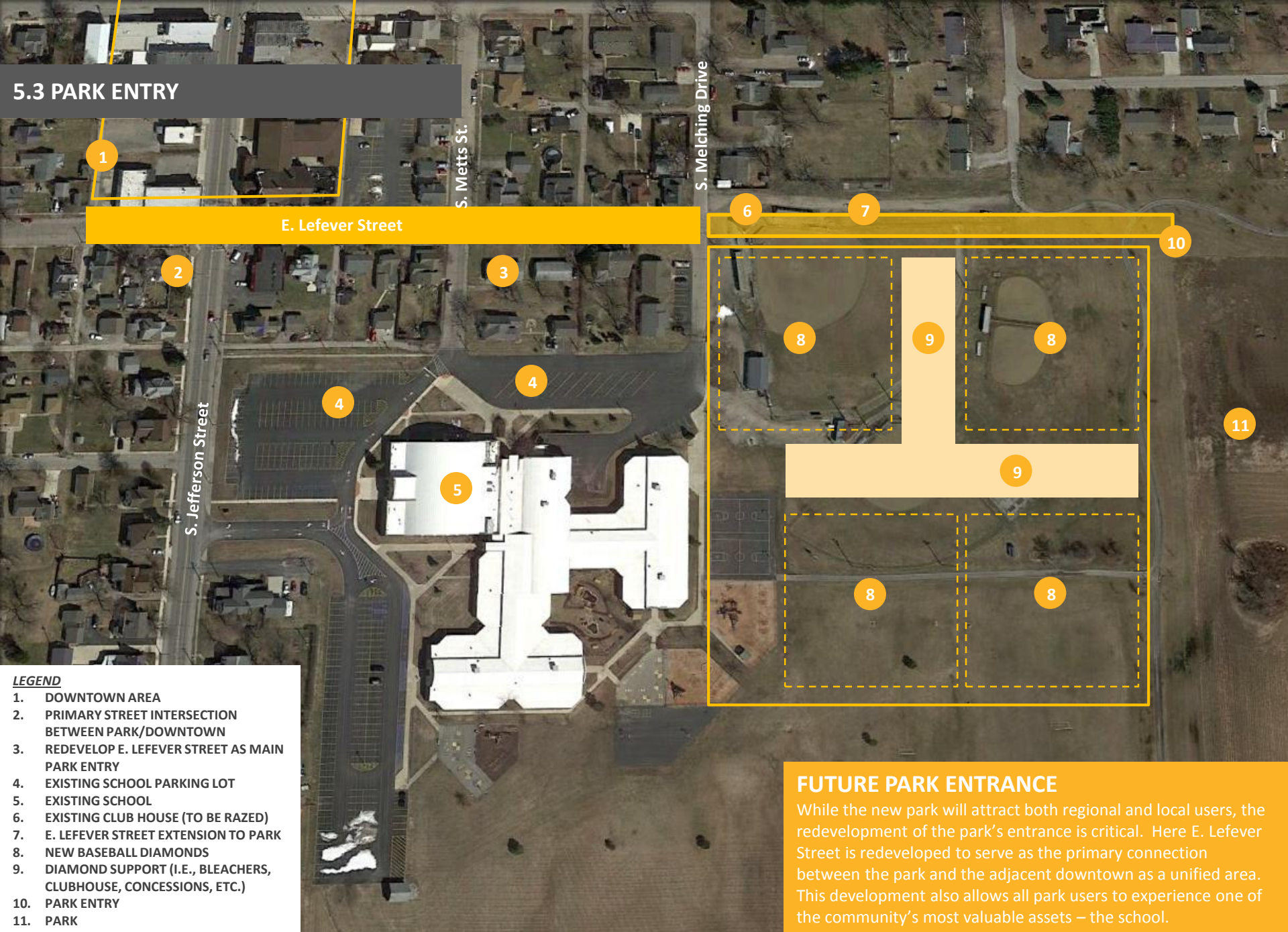
- LEGEND**
1. MAPLEWOOD PARK AND TENNIS COURTS
 2. OSSIAN TOWN HALL
 3. MELCHING PARK
 4. DOWNTOWN
 5. EIGHTMILE CREEK
 6. OSSIAN ELEMENTARY SCHOOL
 7. ARCHBOLD WILSON MEMORIAL PARK
 8. SANDALWOOD PARK
 9. OAK LAWN CEMETERY
 10. INDUSTRIAL PARK

UNIFIED REDEVELOPMENT
 While the park is defined as a critical redevelopment area for the community, it is recommended that this be considered alongside the downtown as part of a unified redevelopment area.

-  WALKSHED
-  PARK SPACE
-  DOWNTOWN
-  INSTITUTION AND/OR ASSET
-  REDEVELOPMENT PRIORITY



5.3 PARK ENTRY



- LEGEND**
- 1. DOWNTOWN AREA
 - 2. PRIMARY STREET INTERSECTION BETWEEN PARK/DOWNTOWN
 - 3. REDEVELOP E. LEFEVER STREET AS MAIN PARK ENTRY
 - 4. EXISTING SCHOOL PARKING LOT
 - 5. EXISTING SCHOOL
 - 6. EXISTING CLUB HOUSE (TO BE RAZED)
 - 7. E. LEFEVER STREET EXTENSION TO PARK
 - 8. NEW BASEBALL DIAMONDS
 - 9. DIAMOND SUPPORT (I.E., BLEACHERS, CLUBHOUSE, CONCESSIONS, ETC.)
 - 10. PARK ENTRY
 - 11. PARK

FUTURE PARK ENTRANCE

While the new park will attract both regional and local users, the redevelopment of the park's entrance is critical. Here E. Lefever Street is redeveloped to serve as the primary connection between the park and the adjacent downtown as a unified area. This development also allows all park users to experience one of the community's most valuable assets – the school.

5.4 CONNECTIONS

ACTIVITIES

PLACES



NATURE

PEOPLE

CYCLING

SEGWAY

5.4.1 CONNECTIONS



HIKING TRAILS / RUNNING

GOLF CARTS

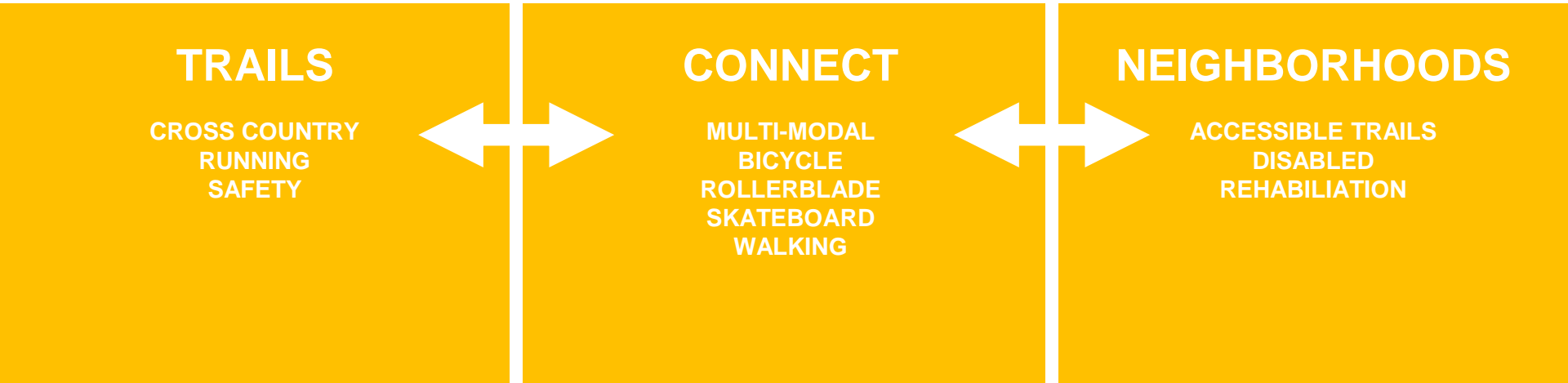


5.4.2 CONNECTIONS

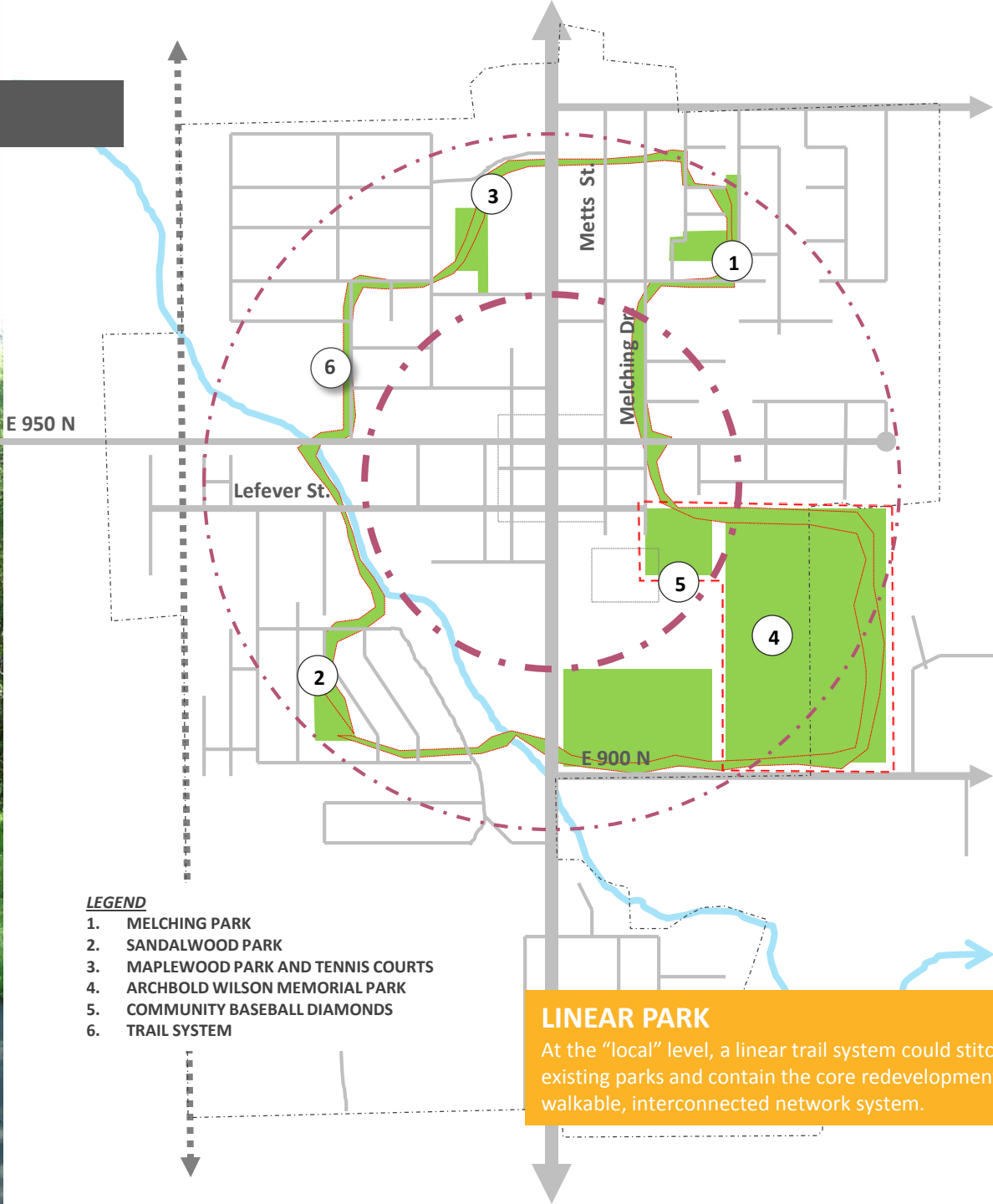


PEDESTRIAN CONNECTIONS

Moving through the community as a pedestrian should be an enjoyable and engaging experience. From walking trails to golf carts, a consideration for a multi-modal network can be utilized to stitch together various neighborhoods and assets within the community.



5.4.3 LINEAR PARK

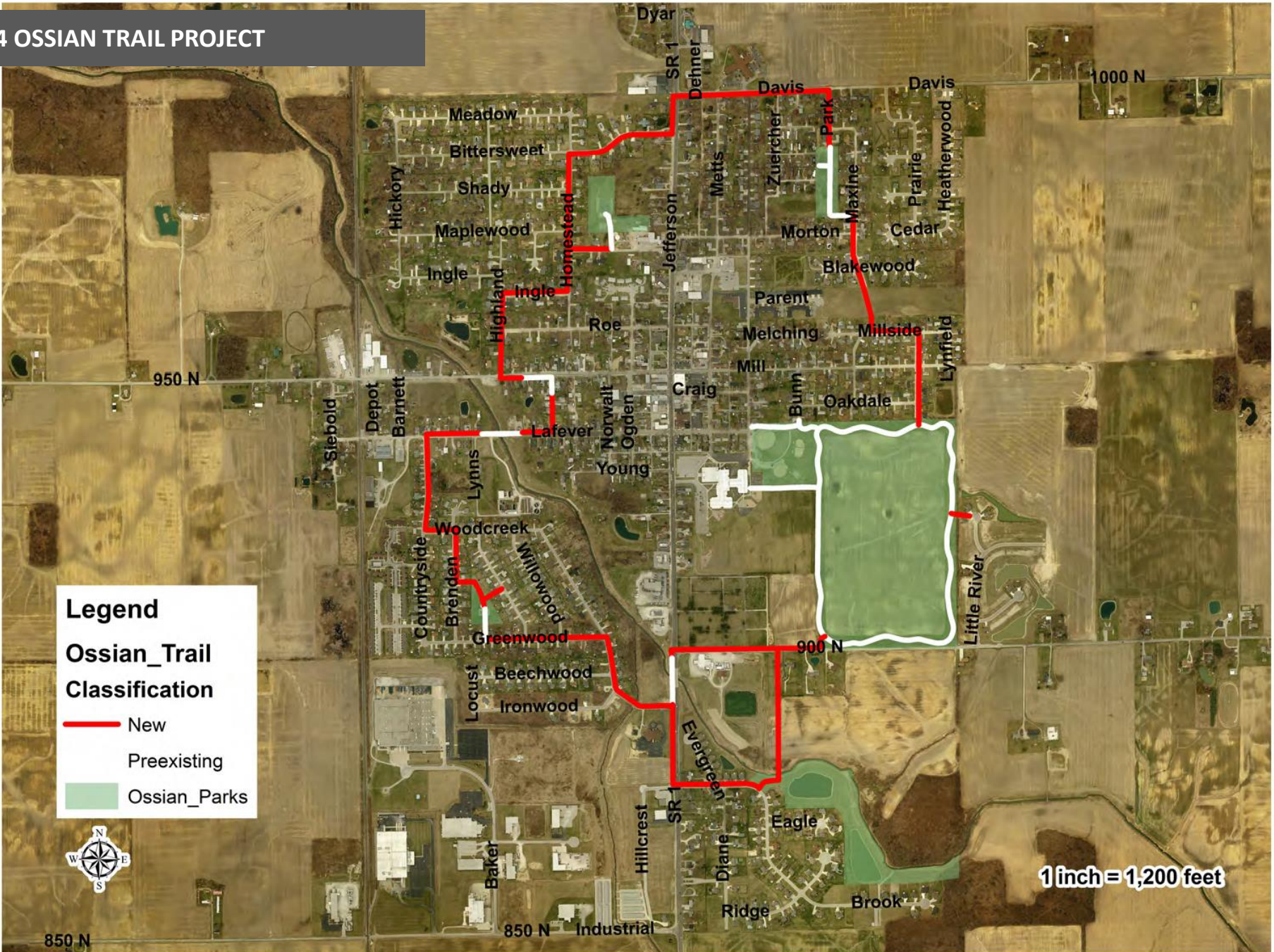


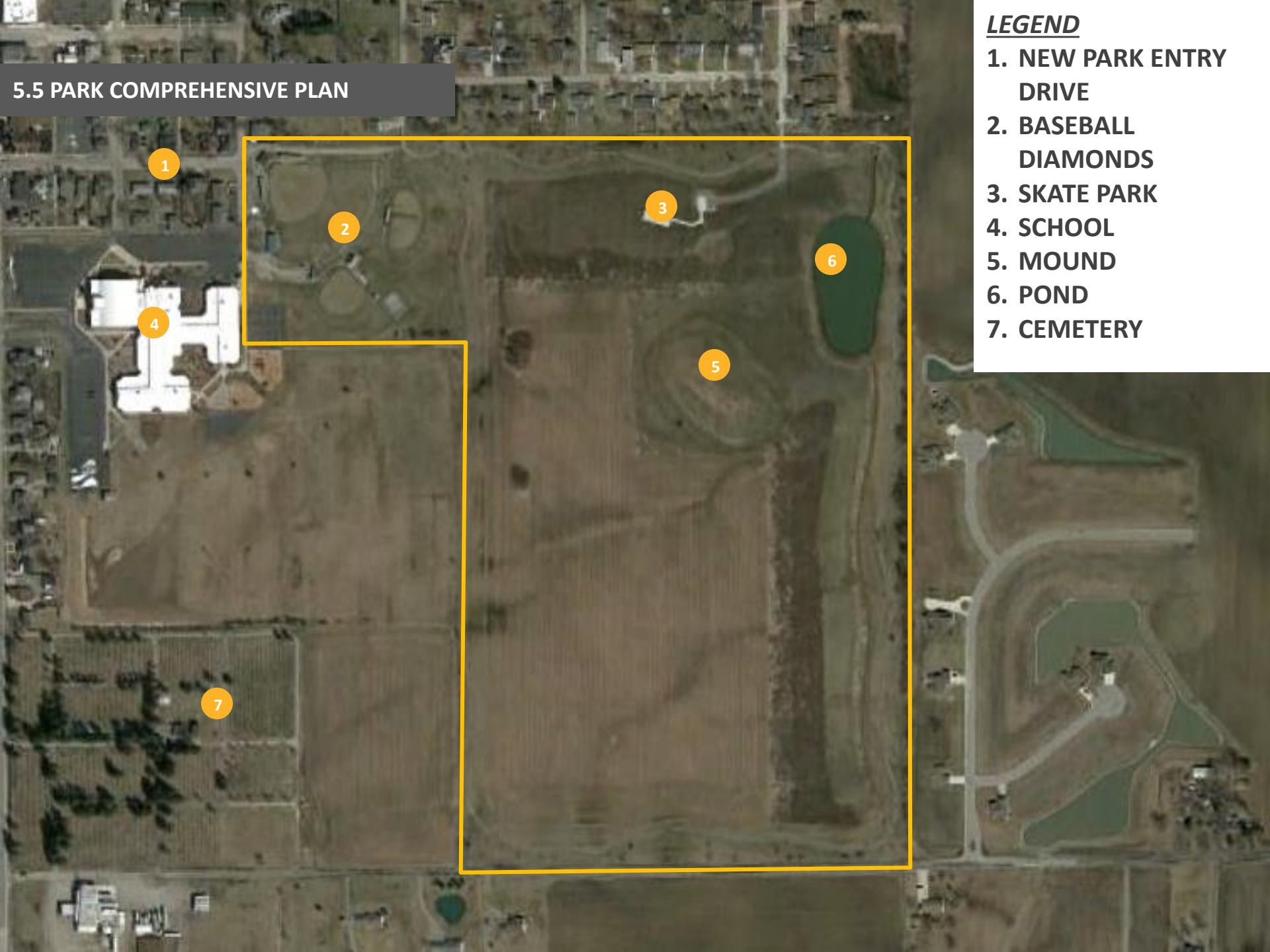
LEGEND

- 1. MELCHING PARK
- 2. SANDALWOOD PARK
- 3. MAPLEWOOD PARK AND TENNIS COURTS
- 4. ARCHBOLD WILSON MEMORIAL PARK
- 5. COMMUNITY BASEBALL DIAMONDS
- 6. TRAIL SYSTEM

LINEAR PARK
At the "local" level, a linear trail system could stitch together the existing parks and contain the core redevelopment area in a walkable, interconnected network system.

5.4.4 OSSIAN TRAIL PROJECT



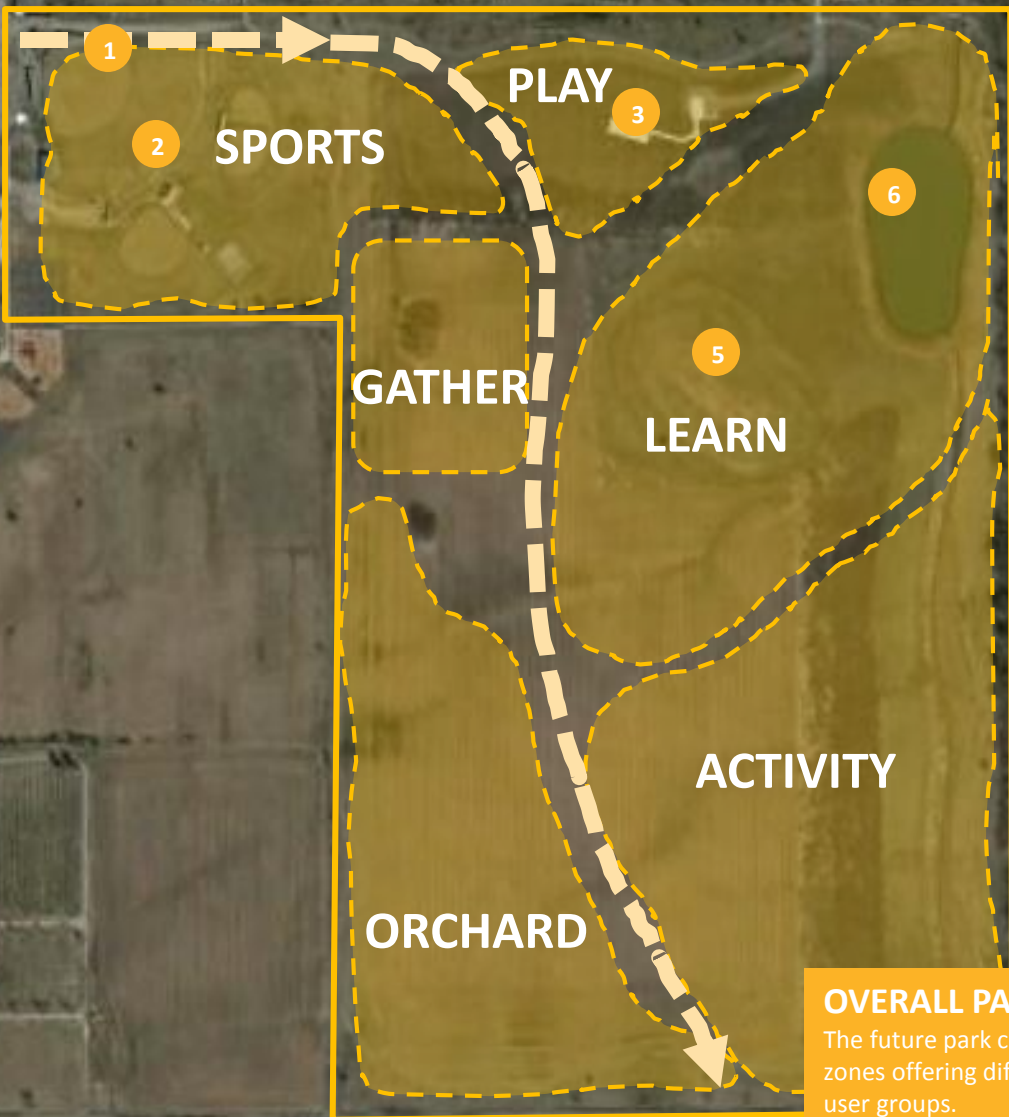


5.5 PARK COMPREHENSIVE PLAN

LEGEND

- 1. NEW PARK ENTRY DRIVE
- 2. BASEBALL DIAMONDS
- 3. SKATE PARK
- 4. SCHOOL
- 5. MOUND
- 6. POND
- 7. CEMETERY

5.5.1 PARK COMPREHENSIVE PLAN



LEGEND

- 1. NEW PARK ENTRY DRIVE
- 2. BASEBALL DIAMONDS
- 3. SKATE PARK
- 4. SCHOOL
- 5. MOUND
- 6. POND
- 7. CEMETERY

OVERALL PARK ZONING

The future park can be zoned off in separate yet interrelated zones offering different amenities and experiences for various user groups.

5.5.2 PARK COMPREHENSIVE PLAN



- 1. SPORTING COMPLEX**
- 2. GATHERING (E.G., HOUSING, PARKING)**
- 3. ORCHARD (E.G., ZIP LINE)**
- 4. PLAY/LEARN/DANCE**
- 5. PRAIRIE**

FUTURE PARK CONCEPT
The park zoning allows for the phased redevelopment of the park and allows the community to develop assets as funding and interest is available.

5.6 SPORTING COMPLEX



- 1. NEW BASEBALL DIAMONDS AND INFRASTRUCTURE (I.E., BLEACHERS)**
- 2. NEW PARK ENTRY ROAD**
- 3. ADJACENT SOCCER AND ACTIVITY FIELDS**
- 4. PUBLIC RESTROOMS**

5.6.1 SPORTING COMPLEX



PLAY BALL

In response to the community input, a series of new baseball diamonds and supporting infrastructure (e.g., bathroom, concessions.) would be a regional economic draw to the town.



5.7 GATHERING AREA



- 1. ADJACENT SOCCER AND ACTIVITY FIELDS**
- 2. PUBLIC PARKING LOT(S)**
- 3. HOUSING (TO ADDRESS UNMET MARKET DEMAND IN AREA)**
- 4. PARK BOULEVARD**

5.7.1 GATHERING AREA

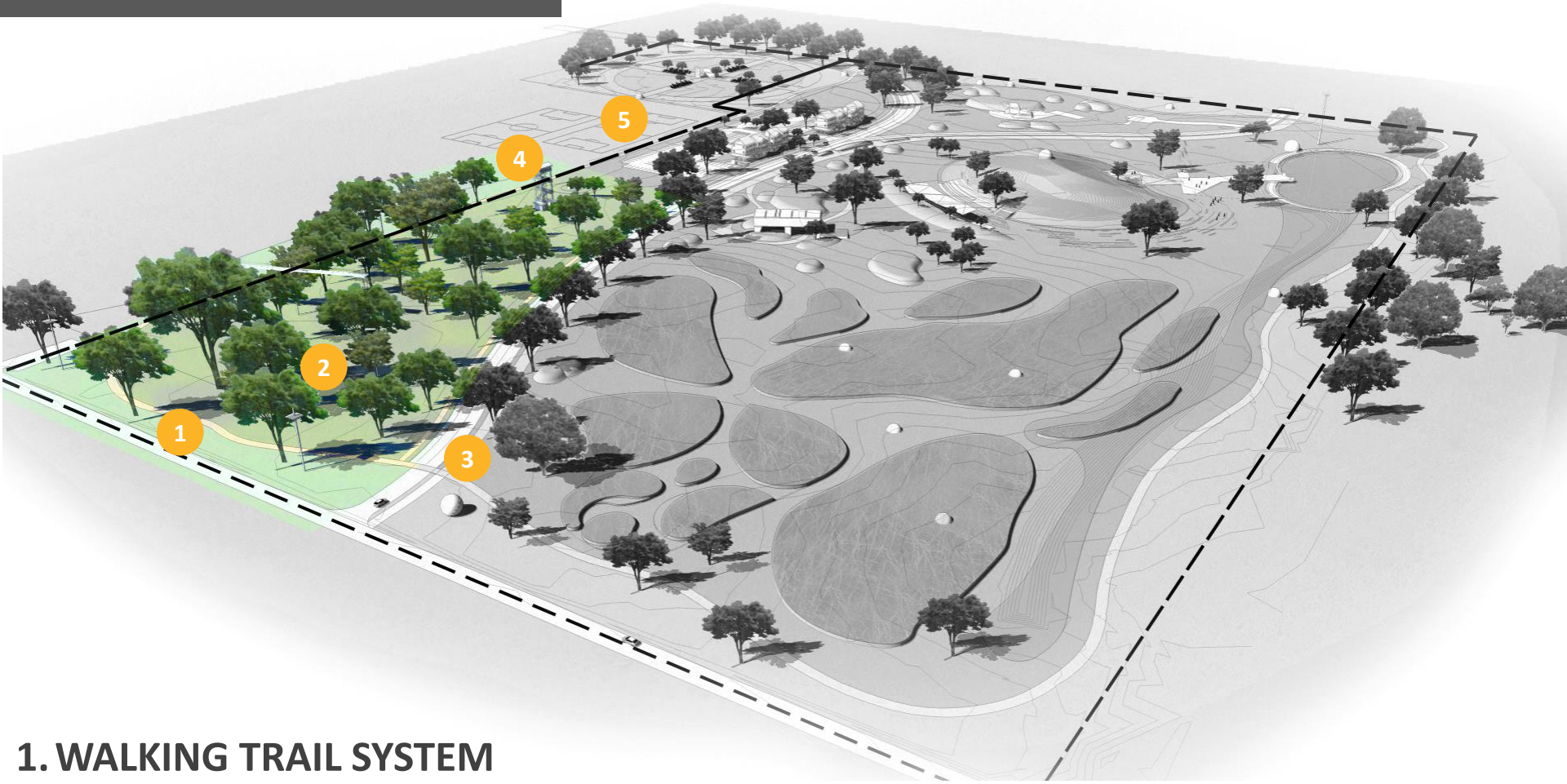


HOUSING
While the specific housing needs have not yet been analyzed, the exploration of including housing within the park offers a series of unique social and funding opportunities to the town.

TRAFFIC CALMING
Specific attention should be given to pedestrian safety as it relates to traffic along the proposed roadway dissecting the existing park. Strategies such as pedestrian crosswalk lighting/signalization, elevated walkways (i.e., speed bumps), etc. should be considered to ensure pedestrian traffic is protected and prioritized.

- 1. SHADE TREES
- 2. SIDEWALKS WIDE ENOUGH TO ACCOMMODATE CROSS-TRAFFIC
- 3. PUBLIC TRANSIT
- 4. SAFE PATHS FOR BICYCLES
- 5. INTEGRATED STORMWATER MANAGEMENT
- 6. PEDESTRIAN “BUMP-OUTS” TO REDUCE CROSSWALK DISTANCES
- 7. ON-STREET PARKING
- 8. RESIDENTIAL UNITS OVERLOOKING PUBLIC SPACE
- 9. STREET LIGHTING
- 10. FREQUENT SEATING AREAS

5.8 ORCHARD



- 1. WALKING TRAIL SYSTEM
- 2. PUBLIC ART SCULPTURE
- 3. PARK BOULEVARD
- 4. OBSERVATION TOWER / ZIP LINE STATION
- 5. ADJACENT SOCCER/ACTIVITY FIELDS

5.8.1 ORCHARD

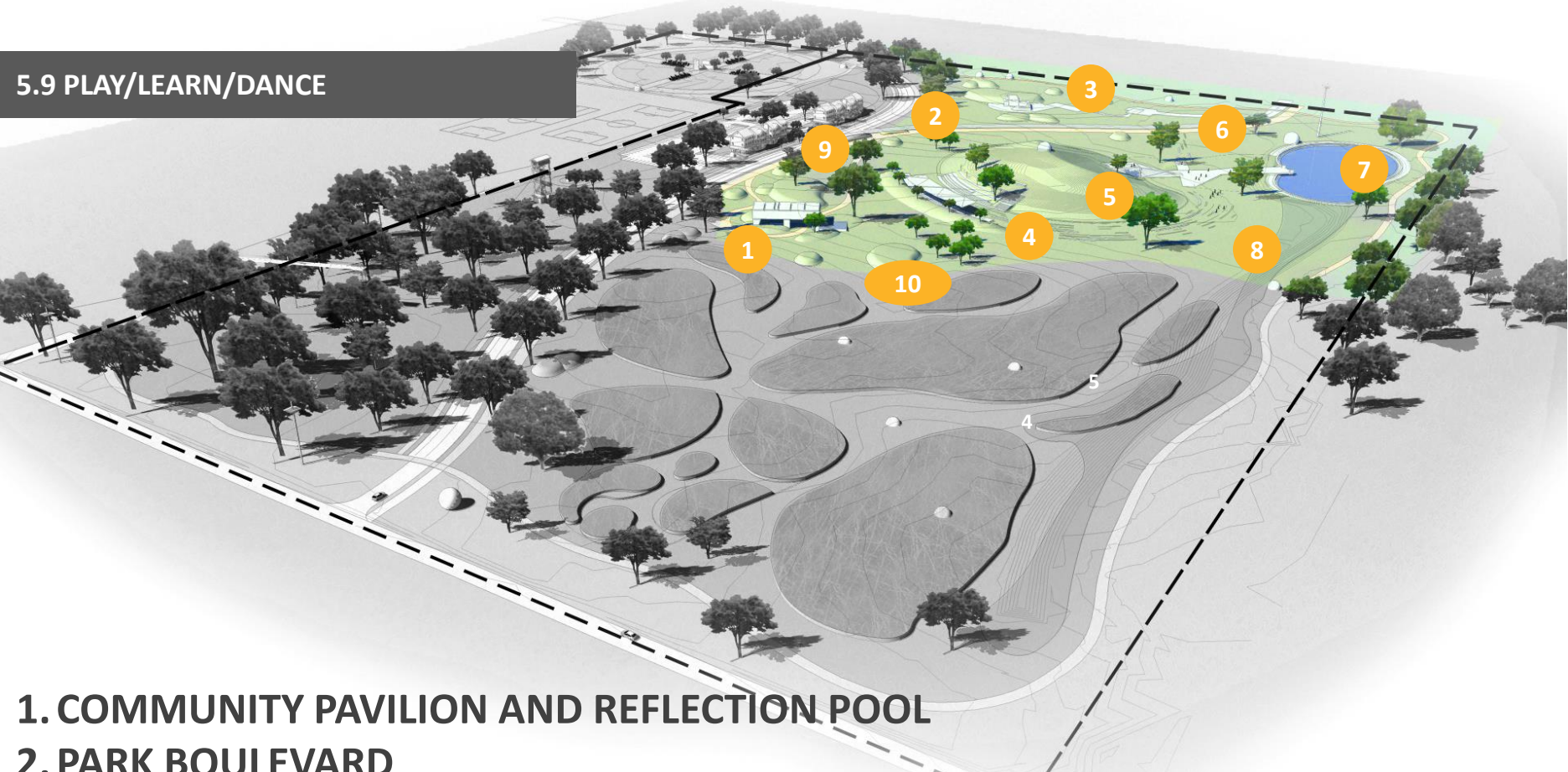


PLAYGROUND FOR ALL AGES

This area is intended to house a series of activity areas that would attract people of all ages. From zip lines and rock climbing, to art sculpture and disc-golf, this is a place for play.



5.9 PLAY/LEARN/DANCE



- 1. COMMUNITY PAVILION AND REFLECTION POOL
- 2. PARK BOULEVARD
- 3. ENHANCED SKATE PARK
- 4. AMPHITHEATER
- 5. EXISTING HILL
- 6. ENVIRONMENTAL LEARNING SPACE AND/OR EXHIBIT
- 7. WILDLIFE POND AND PIER
- 8. WETLAND/BIOSWALE
- 9. PUBLIC RESTROOM

5.9.1 PLAY/LEARN/DANCE



CONNECTION WITH NATURE AND PEOPLE
With the current topography, this area presents a unique opportunity to explore how community functions could interact with nature.



5.9.2 PLAY/LEARN/DANCE



- 1. SHADE STRUCTURE
- 2. STAGE
- 3. HOUSING BEYOND
- 4. PLAZA
- 5. TERRACED SEATING
- 6. EXISTING HILL

AMPHITHEATER
Nestled in the existing hillside, the new amphitheater would serve as an interactive and flexible community spaces designed to house numerous functions and activities.

5.9.3 PLAY/LEARN/DANCE



- 1. ORCHARD BEYOND
- 2. REFLECTION POOL
- 3. COMMUNITY PAVILION
- 4. PRAIRIE
- 5. ART SCULPTURE BEYOND
- 6. SEATING
- 7. WALKING TRAILS AND SIDEWALKS
- 8. ZIP-LINE TOWER

PAVILION
Designed as a vibrant community space, the new pavilion and reflection pool would serve as an iconic gathering space for both local residents and regional visitors.

5.10 PRAIRIE



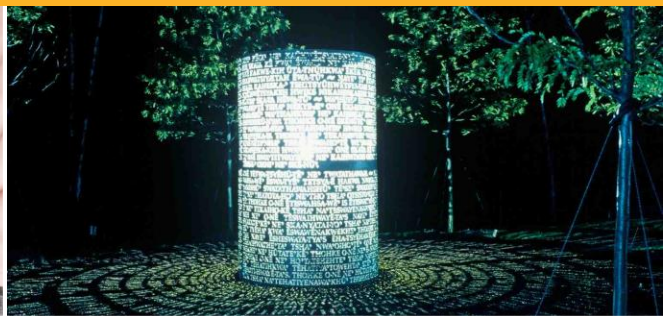
- 1. PARK BOULEVARD
- 2. PUBLIC ART
- 3. PRAIRIE MOUNDS
- 4. ACTIVITY AREA
- 5. WETLANDS/BIOSWALE
- 6. WALKING TRAIL
- 7. DISC-GOLF COURSE

5.10.1 PRAIRIE



A PLACE TO RELAX AND SMILE

This area of the park is designed to take advantage of the existing open spaces and incorporate flexibility into the park to house large events, areas of respite, and public art.



5.10.2 PRAIRIE



COMMUNITY SPACE

By incorporating a series of public art sculptures, the prairie presents a naturalized communal space for various activities and functions.

- 1. ART MARKERS
- 2. ORCHARD/ZIP-LINE BEYOND
- 3. DISC GOLF
- 4. WALKING PATHS
- 5. RESTORATIVE PRAIRIE
- 6. EXISTING HILL (W/NEW AMPHITHEATER BEYOND)
- 7. ACTIVITY FIELDS

5.10.3 PRAIRIE



1

2

3

4

5

6

7

FESTIVALS

As the community begins to use these spaces, unique and eclectic events can be facilitated to strengthen community engagement and attachment (i.e. “The Annual Doughnut Drop”).

1. ART MARKERS
2. ORCHARD/ZIP-LINE BEYOND
3. DISC GOLF
4. WALKING PATHS
5. RESTORATIVE PRAIRIE
6. EXISTING HILL (W/NEW AMPHITHEATER BEYOND)
7. ACTIVITY FIELDS

GRANTS TO PURSUE

1. Planning Grant
2. Downtown Enhancement Grant
3. Owner-Occupied Rehab Grant
4. CHDO Status for Revitalization
5. Public Facilities Grant
6. Stormwater Improvements Grant
7. CEED Loan Program
8. Main Street Revitalization Grant

MAXIMUM AMOUNTS

- \$50,000
- \$400,000
- \$350,000
- \$500,000
- \$400,000
- \$500,000
- \$7,000,000
- \$400,000

6.1 PLANNING GRANT

- **Program Goal:** Encourage communities to plan for long-term community development.
- **Amount & Eligible Activities:** \$15,000 - \$50,000
Projects relating to such issues as infrastructure, downtown revitalization, and community facilities.
- To be competitive, projects must demonstrate:
 - They meet a goal of the Federal Act;
 - The particular planning initiative addresses established long-term community priorities;
 - The funds granted will have a significant impact on the overall project;
 - The community has a strong commitment to the project; and
 - The project is ready to proceed upon the grant being awarded and will be completed within 12 months.



6.2 DOWNTOWN ENHANCEMENT GRANT



- **Eligible Applicant:** Current participating Main Street Programs that have been an active Indiana Main Street community for one year.
- **Match:** \$1:\$1 (maximum of 10% in-kind)
 - Philanthropic foundations, especially community foundations, are strongly encouraged to participate and provide cash match.
- **Amount & Eligible Activities:** Up to \$10,000 for projects which promote economic development in the downtown areas and will enhance the quality of life in the community.

Purpose: Creation of wayfinding signage for Archbold Wilson Memorial Park to connect park system with downtown.

6.3 OWNER-OCCUPIED REHAB



- **Eligible Applicant:** HPG Network
- **Match:** 10% (may be in-kind)
- **Amount & Eligible Activities:** Up to \$350,000 for rehabilitation of existing housing stock inhabited by owner-occupants.
 - Emphasis on households with persons 55 and older

Purpose: Focused rehab projects in and around downtown and Archbold Wilson Memorial Park

6.4 CHDO STATUS



- A private nonprofit, community-based service organization with staff capacity to develop affordable housing for the community it serves.
- 15% of State HOME funds are set aside for CHDO use
- **Predevelopment Funds:** \$50,000 maximum request
- **Operating Funds:** \$50,000 maximum request

Purpose: This status would be used to establish Revitalization as a State-certified housing development partner.

Predevelopment funds will be used to conduct due diligence and to engage with a development partner to undertake the planned housing development project on Archbold Wilson Memorial Park.

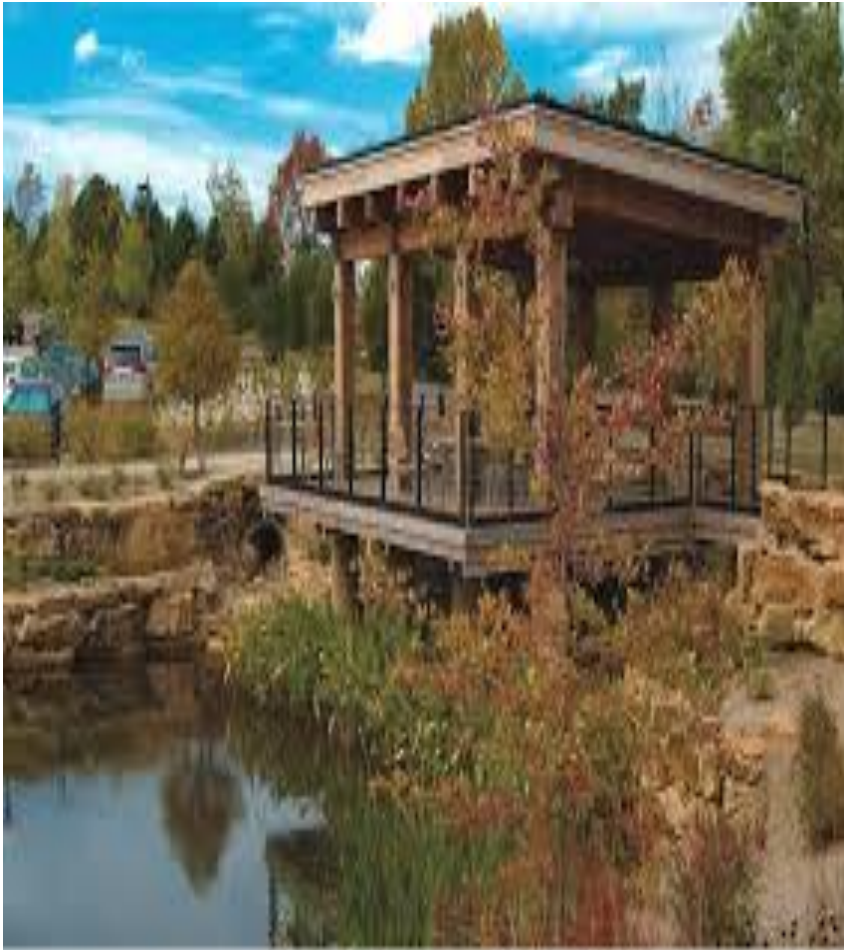
Operating funds will be used to engage the proper expertise in order to undertake the project.

6.5 PUBLIC FACILITIES PROGRAM



- **Amount & Eligible Activities:** Up to \$400,000 Libraries, museums, community centers, and performance spaces that open doors to knowledge and ideas, culture, and enjoyment. In addition to community facilities, emergency services (fire stations, fire trucks and EMS stations) and historic preservation projects.
- Goals of the Public Facilities Program are to:
 - Improve Quality of Place
 - Generate jobs and spur economic revitalization
- **Purpose:** Construction of pavilion, public art &/or outdoor amphitheatre

6.6 STORMWATER IMPROVEMENTS PROGRAM



- **Amount:** Up to \$500,000
 - **Goals:**
 - Reduce flooding
 - Cut stormwater treatment and energy costs
 - Protect rivers, lakes, and vital landscape
 - Generate jobs and spur economic revitalization
 - **Match:** 10% (at least 5% cash)
- Purpose:** Installation of proper stormwater detention for new housing & other impervious surfaces to be constructed at Archbold Wilson Memorial Park

6.7 CEED LOAN PROGRAM

Program Goals: Enhance the quality of place in ways that promote visitation and increase the desirability of living, and investing in that community

Eligible Applicants: Non-entitlement Local Units of Government (including Counties) in Indiana.

Use of Funds: May be used by the Local Unit of Government or lent to another public or private entity (e.g. for profit or nonprofit housing developer, an operating business) that will undertake an eligible activity.

Amount & Eligible Activities: \$500,000 - \$7,000,000

- Economic Development
- Housing Rehabilitation
- Public Facilities
- Other Large Scale Projects

Purpose: Loan funds to undertake necessary predevelopment activities for redevelopment of Archbold Wilson Memorial Park



6.8 MAIN STREET REVITALIZATION PROGRAM

- **Eligible Applicant:** Main Street Communities
- **Match:** 20%
- **Amount & Eligible Activities:** Up to \$400,000
 - Streetscape
 - Façades
 - Downtown Infrastructure

Purpose: Implementation of new downtown plan



7.0 RECOMMENDATIONS

Component	Common Issues	District Considerations
Housing	<ul style="list-style-type: none"> • Lack of diverse housing options. • Rigid separation between residential, commercial, and recreational areas makes it difficult to reach daily necessities and community amenities. • Markets fail to provide affordable and accessible units for all incomes and abilities. • Homes lack design features to serve residents across the life span. 	<ul style="list-style-type: none"> • Prioritize diversifying housing stock through new living models (e.g., multi-family, co-housing, accessory dwelling units, supportive housing, etc.). • Incentivize rehabilitation of owner-occupied homes to improve accessibility, prioritizing those households with members that are age 55 and older.
Transportation and Mobility	<ul style="list-style-type: none"> • The automobile is the main, and often, exclusive mode for transportation. • Other transportation options, such as public transit, are limited or nonexistent. • Road design separates neighborhoods and impeded mobility. • Walking is neither facilitated nor encouraged. 	<ul style="list-style-type: none"> • Develop a multi-modal network and/or complete streets intuitive with access to daily goods and services (e.g., sidewalks, trails, transit). • Prioritize availability of daily goods and services within 10-minute walking distance (1/3 mile)
Land Use	<ul style="list-style-type: none"> • Expansion into less dense areas favored over existing urban areas. • Development is scattered and separated by function and design. • Open spaces are inaccessible and unconnected. 	<ul style="list-style-type: none"> • Explore Form Based Code and/or a pattern book for the district to define development patterns and preferred urban form to encourage independence and accessibility.
Cooperation and Communication	<ul style="list-style-type: none"> • Cooperation among adjacent communities is limited. • Communication among agencies that could help advance livable community projects. 	<ul style="list-style-type: none"> • Create supportive living network to allow local agencies and institutions to collaborate and define synergies.
Public Education and Community Input	<ul style="list-style-type: none"> • Planning takes place without sufficient knowledge about the community and its residents. • The public does not fully understand the aging boom on a community level. 	<ul style="list-style-type: none"> • Provide transparent planning process to educate residents and agencies on shifting demographics. • Involve residents and local agencies in defining district guidelines and priorities.

- **Designate Revitalization as lead agency for implementation of the Plan**
- **Organize for implementation**
 - Initial staffing plan for implementation
 - Capacity building plan for Revitalization’s leadership, including committee shaping
 - Training & technical assistance plan for staff
 - Maintenance strategy for Archbold Wilson Park
- **Prioritize zones for development & develop zone-specific implementation plans**

7.2 MAJOR STEPS & OWNERSHIP

POTENTIAL ACTION STEP	COMPLETION DATE	RESPONSIBLE ENTITY
Obtain authorization to undertake redevelopment of Archbold Wilson Park	May 2015	Revitalization
Release RFP for Development Partner(s)	June 2015	Revitalization
Select Development Partner	July 2015	Revitalization
Apply for OOR Grant	July 31, 2015	Town of Ossian
Prepare final funding plan and timeline	October 2015	Revitalization
Apply for CHDO Status with State	Spring 2016	Revitalization