



# Marion 2030

Comprehensive Plan  
Update

PREPARED FOR:  
**CITY OF MARION**  
PREPARED BY:  
**PLAN ADVISORY DEPARTMENT**

**ADOPTED: MAY 2010**





# Marion 2030

Comprehensive Plan  
Update

**Prepared For:**

City of Marion  
Common Council  
Advisory Plan Commission

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## Introduction

The comprehensive plan is a document that sets long-range goals and policies for the City of Marion and is adopted and amended by the Marion Common Council. Indiana law specifies the procedure for adopting a comprehensive plan. The Plan Commission has the primary responsibility of preparing the plan and recommending it to the legislative body for adoption. The steps are outlined below. (The law specifically provides that plans may be adopted as separate elements, such as land use, thoroughfares, parks, and community facilities.)

1. Staff and Plan Commission prepare the plan with input from the community and relevant organizations.
2. Plan Commission holds a public hearing on the plan.
3. Plan Commission adopts the plan by resolution and recommends it to the legislative body for adoption
4. Legislative body adopts the plan by resolution. A resolution is more appropriate than an ordinance, because the plan is a guideline, not a regulation. After the plan commission recommends the plan for adoption, the legislative body has the option to adopt the plan and any subsequent updates.

The Marion 2030 Comprehensive Plan update process officially began in the spring of 2008 with a community planning process to develop a Plan for Historic Marion (Downtown). The goal was to reintroduce the community to the planning process and gather information that would later form the Central Marion sector study and Downtown area chapter of the Comprehensive Plan. A community planning meeting was held in each of the “sectors” during the spring of 2009. Questions were asked concerning the strengths and weaknesses of the sector and the city as a whole. As of Spring 2010, a total of 14 public meetings had been held. A survey was then distributed community-wide during the summer of 2009 and resulted in an impressive 1,296 responses.

## Summary of Comprehensive Plan Results

Nine priority planning elements were identified in community meetings and surveys. Each element is represented throughout the Comprehensive Plan with an individual Mission Statement and a list of Objectives and Recommended Policies and Actions. The following mission statement is comprised of the resulting goals derived from the study of each plan element and is meant to guide the City of Marion in future decision-making.

“It is the Mission of the City of Marion to...

- Enforce updated zoning and land use regulations based on desired future land use patterns to ensure sustainability and smart growth,
- Connect neighbors and visitors to essential services and attractions via a multi-modal transportation system,
- Promote and market the city to potential investors and visitors through a positive branding strategy,
- Promote and enhance the unique character of the city and strive to preserve individual neighborhood identities,
- Provide employment opportunities and services to residents by aiding in business expansion and retention, while growing and recruiting new industries,
- Better serve the community by developing closer partnerships between federal, state and local municipalities, and to serve as a driver of communication through which information can be discussed and potential problems solved,
- Protect, preserve and promote the natural landscape for the City of Marion in a long term planning effort for a healthier environment and more sustainable future,
- Provide safe and accessible parks, greenspaces and recreation opportunities to Marion residents and visitors,
- Protect and enhance the quality of life by providing a high level of service in an efficient and responsible manner, and implement policies that evolve with the city and its citizens.”



## Contributing Partners

The following partners play a vital role in the preparation, adoption and implementation of the Comprehensive Plan.

- Advisory Plan Commission Staff
- Comprehensive Plan Steering Committee
- Advisory Plan Commission
- Board of Zoning Appeals
- City Council
- City Departments and Organizations
- Neighborhood Associations
- Citizens of Marion

## How to Use this Document

Comprehensive plans come in all shapes and sizes. Marion 2030 is organized into 6 main sections; Community Profile, Sector Studies, Plan Elements, Action Plan, Public Input and Appendix. Each section is coded by color and has the ability to be adopted as an independent element. This is to encourage frequent updates of each section as needed.

1. The **Community Profile** summarizes Marion's current conditions and contains information related to location, history, demographics, and resources.
2. The **Plan Elements** focus on several main topics relevant to the future growth of Marion: land use and zoning, transportation and circulation, city image and identity, neighborhood character, economic development, intergovernmental cooperation, natural resources and environment, parks and recreation and implementation.
3. The **Action Plan** is a separate document that expands upon the Mission Statements and Objectives that are identified in the Plan Elements with specific actions that will help each objective be met. The Action Plan is meant to keep the community on task by highlighting a suggested lead organization, and associating each action with a general timeline.
4. Since each area of the city has a unique character and faces different challenges, a **Sector Study** was completed for each of the main areas of Marion; Central, North, Northeast, East, Southeast, South, Southwest, West and Northwest. Each study follows the following format: character maps, neighborhood association information, character district map, sector trends, zoning and land use information, and land use recommendations. This section of the plan also focuses independently on the Downtown, Village and Indiana Wesleyan University campus special study areas.
5. The **Public Input** chapter summarizes the community meeting and survey results. These results were used to guide the focus of the plan.
6. The **Appendix** is a collection of the related research, in-depth studies, and the complete community meeting and survey results that the bulk of the plan is based upon.

## Implementation of the Comprehensive Plan

Since small decisions have the potential to make a large impact on the city, the comprehensive plan is intended to be used by various departments and organizations to guide decisions on a daily basis. Also, since conditions and opportunities are continuously changing, the document is meant to be a living document that is ever-evolving. The Implementation Element and Action Plan of this document outline suggestions and a future amendment schedule.





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Supplement 2: Marion 2030 Comprehensive Plan DVD

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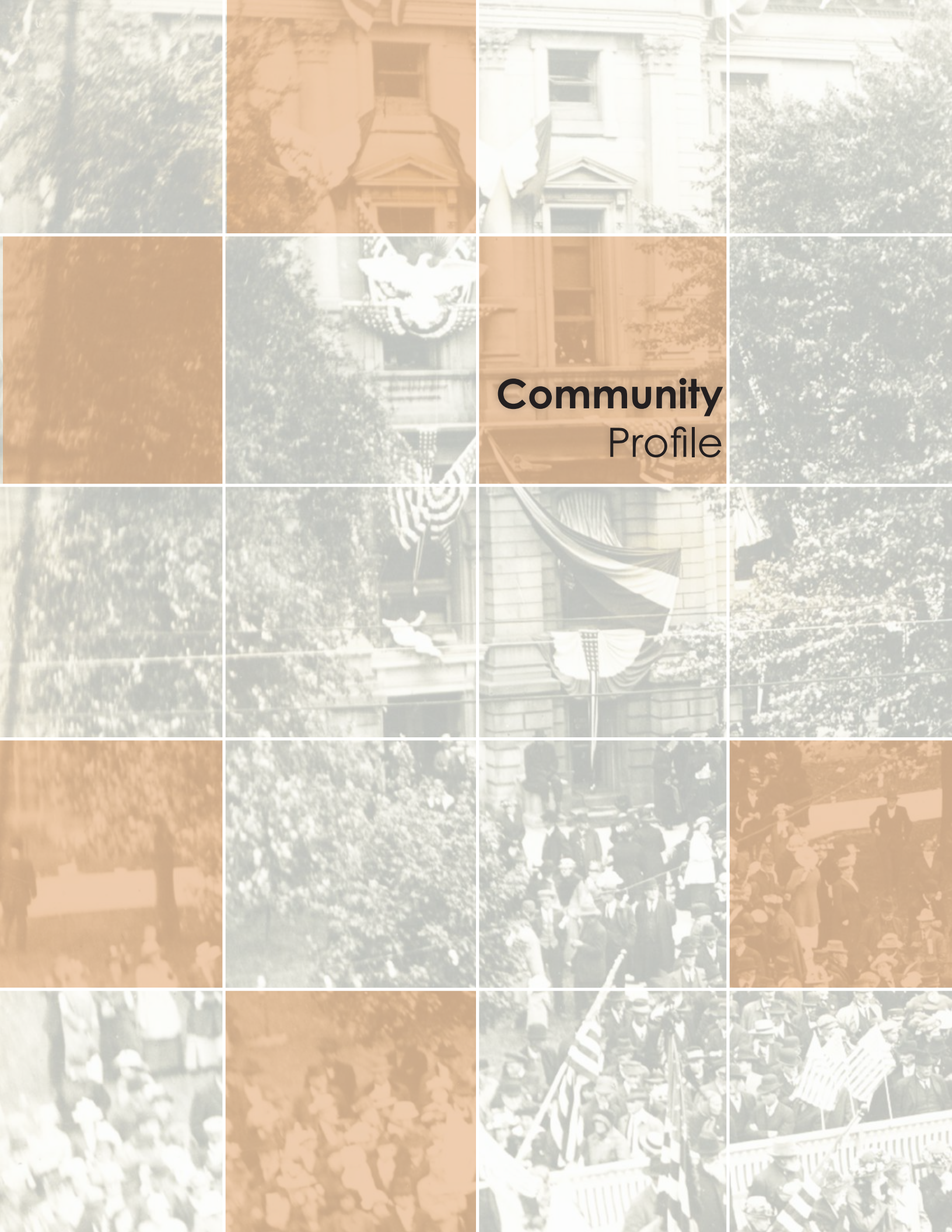
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# Community Profile







# Community Profile

## Introduction

The Community Profile is meant to give an overview of who we are and where we are headed as a City. Historical information, demographic data, and available resources, is provided. Please note, most demographic data is based on the 2000 Census and will need updated based on the 2010 Census when available.

## Chapter Content

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- Inventory
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  - Historical Resources
  - Festivals + Events
  - Arts Facilities
  - Other Cultural Features
  - Demographics
  - Community Services

## Location

The City of Marion lies in north-central Indiana, north of Indianapolis, and is the county seat of Grant County. The Central Indiana region has been called the “Crossroads of America” because of its location at the intersection of many shipping routes. Marion’s placement within the “triangle” of Chicago, Detroit, and Indianapolis positions itself in a half-days drive of over 20 metropolitan competitive marketplaces for shipping and manufacturing.



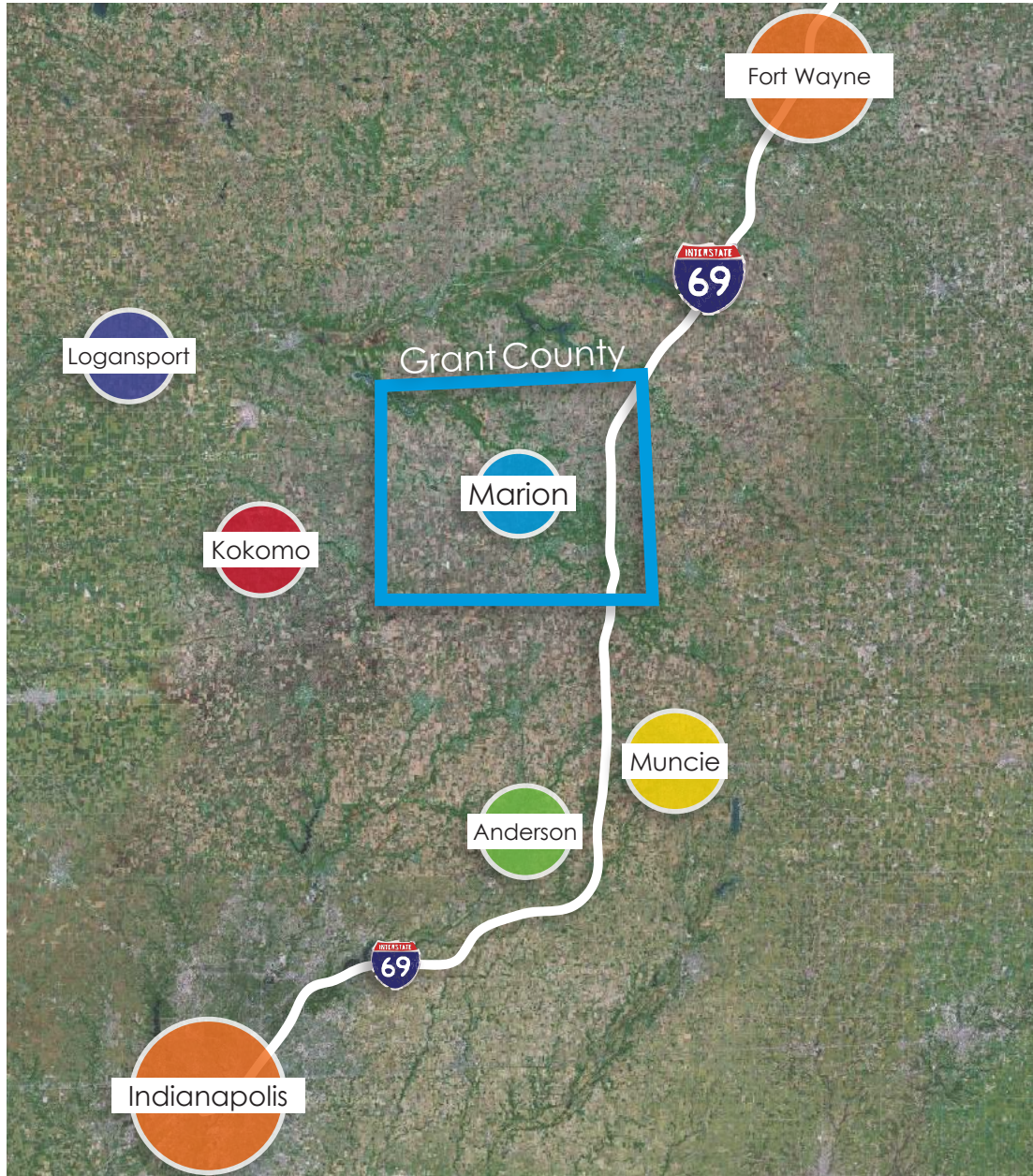
Aerial shows relationship to surrounding major cities

City	Distance	Driving Time	Population
Fort Wayne	53 miles	1 hour	216,099
Indianapolis	87 miles	1.5 hours	795,458
Cincinnati	185 miles	3 hours	332,458
Columbus, OH	186 miles	3.25 hours	747,755
Chicago	188 miles	3.5 hours	2,836,658
Louisville	196 miles	3 hours	261,853
Detroit	248 miles	4 hours	916,952
St. Louis	329 miles	5 hours	350,759



Marion is located approximately half-way between Fort Wayne and Indianapolis, granting it access to an extensive pool of resources. Its proximity to Interstate 69 makes it accessible from many of the region's largest cities.

The following comparisons relate the trends of the City of Marion and cities of similar size in the region, including Kokomo, Logansport, and Anderson. These cities were found to be comparable in population, industry, educational systems, and other demographic trends.



City	Distance	Driving Time	Population
Kokomo	29 miles	40 minutes	45,902
Anderson	33 miles	1 hour	57,311
Muncie	40 miles	1 hour	65,410
Logansport	53 miles	1.25 hours	18,743

## History of Marion

The City of Marion takes its name from Francis Marion, a Brigadier General from South Carolina during the American Revolutionary War.

## 1825-1887: Pioneer Era

North-Central Indiana was originally considered a no-man's land because of its dense forest cover. Martin Boots made the first entry for land (in what is now Marion) on October 19, 1825; David Branson entered land on August 26, 1826. An increasing number of settlers created the need for merchandise stores and mills. A post office was established on January 18, 1832.

The post was called “Grant County” until 1836 when the community was renamed “Marion.” In 1838, a petition was presented to incorporate Marion, establishing it as a town the following year. Many structures in Marion were only temporary, with permanent structures emerging in later decades of the era. With the construction of new roads in the 1860s and railroad transportation in 1867, Marion was no longer an isolated community in Indiana.

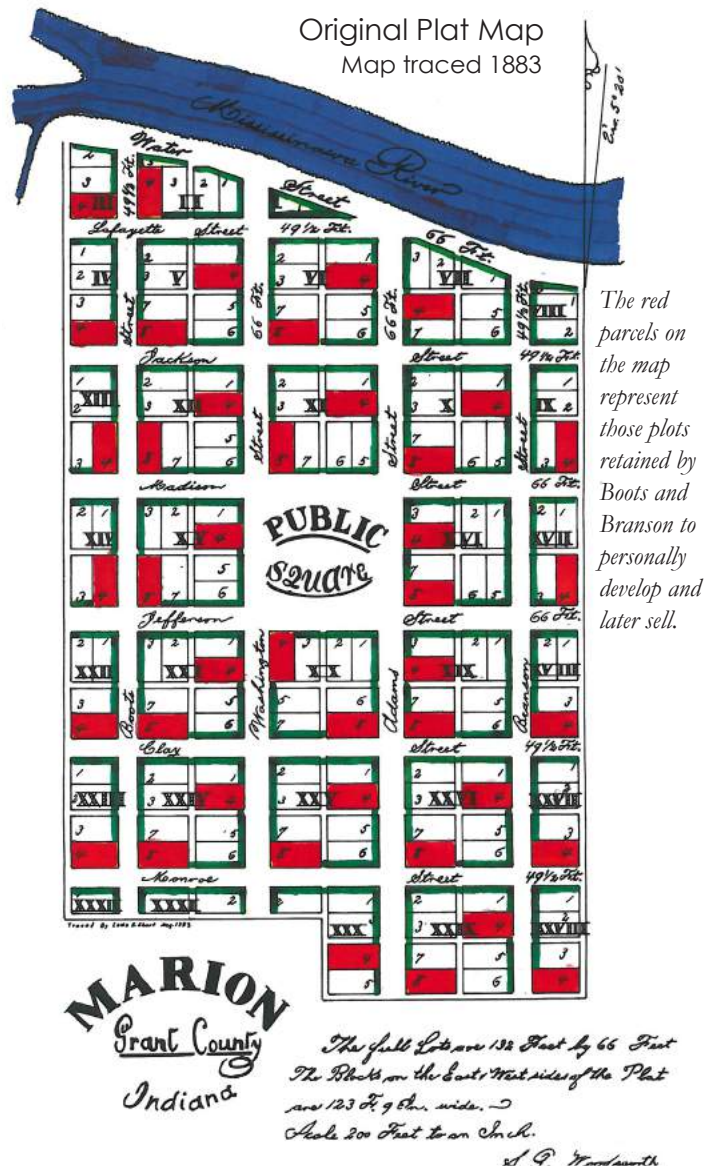
## 1887-1930: “The Golden Years”

The year 1887 brought a natural gas and oil boom in the Midwest. The discovery of natural gas in Findlay, Ohio encouraged local entrepreneurs to drill a well on the southeast corner of Boots and 14th Streets on January 13th of that year. With success at that location, other wells were drilled throughout Marion and the gas boom was underway. With an influx of land speculators, laborers, craftsmen, and entrepreneurs, Marion's population jumped from 3,500 in 1887 to 21,000 in 1894. Development of businesses, education, industry, arts, and recreation in Grant County flourished for decades to come.

## 1930-1942 “The Maturity of Downtown Marion”

This period is remembered as a time with a vibrant and active downtown. Seemingly undeterred by the Great Depression, Marion thrived because of its diversity of industry. Locally owned plants were shifting to corporations that controlled operations from headquarters outside of the city.

The automobile brought the demise of public transportation. Increased traffic volumes initiated plans for a bypass around Marion. Downtown began seeing a decline, ushering in a new era in its development.





### 1942-1970: “The New Marion”

The “Bypass,” also known as Baldwin Avenue from the northern City limits to 16th Street and as Western Avenue continuing south, was completed in 1942. The slogan “Marion-the City on the Move,” aptly described the shift from downtown to the “Bypass” when urban development was prospering. Locally owned manufacturing plants were replaced by national corporations that made significant contributions to the local economy and standard of living.

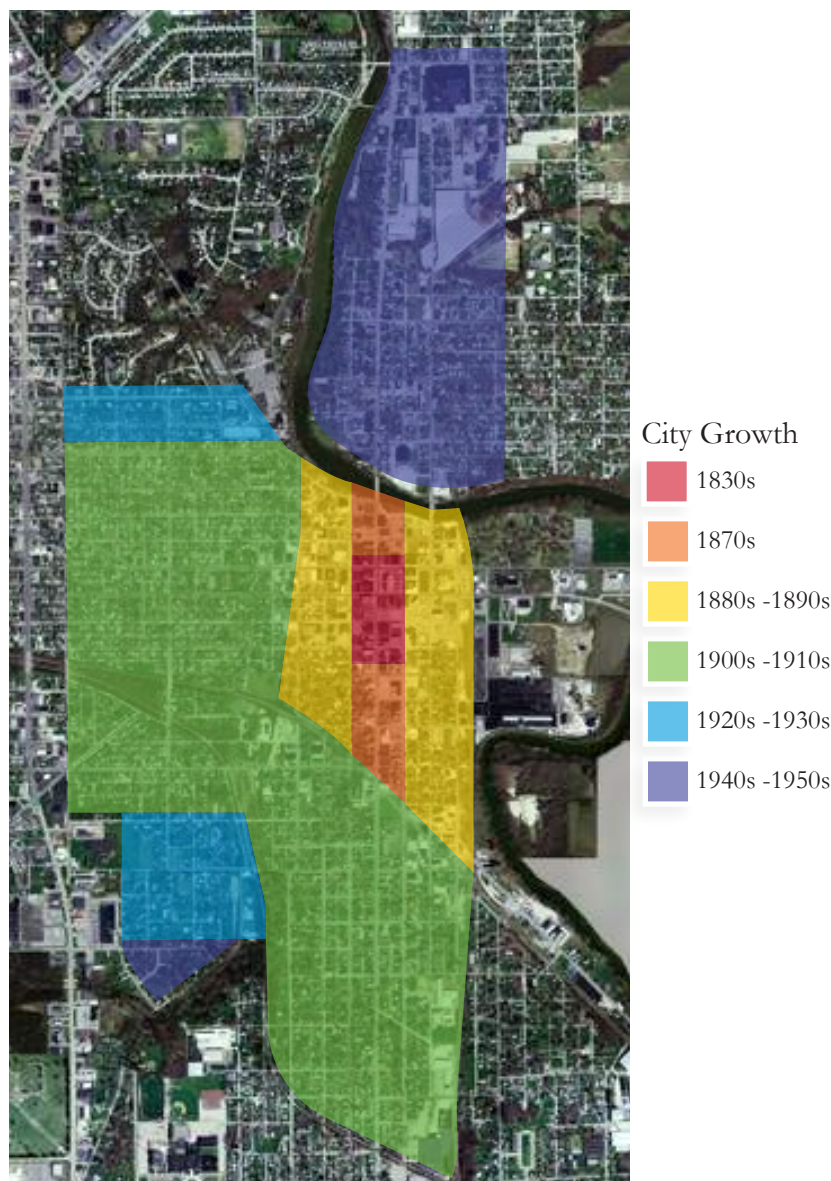
### 1970-Present: Commercial Marion Today

Much of this time period is characterized by the rapid development of the “Bypass.” Chain retail and fast food establishments continued to occupy much of the corridor, branding it as the commercial strip of Marion. With its high traffic volumes, Marion shoppers were beginning to bypass downtown entirely in favor of the familiar brands and quicker travel times.

In 1977, the migration from downtown began in earnest with the redevelopment of North Park Plaza, from an open air shopping center to an enclosed mall. Its placement at the intersection of State Roads 9, 37 and 15 made it a highly visible and viable destination, enticing several of the major downtown merchants (i.e. J. C. Penney and Sears) to make the move to the North Park Mall from Downtown Marion. When it was purchased in 2008, it was renamed Five Points Mall and is currently undergoing extensive renovations to create a vibrant retail center in the building that exists today.

Although we have lost several factories in the past few years, Marion has recently experienced a resurgence of business and development. New nationally recognized establishments on the “Bypass” have proven continued investment, including Meijer, White Castle and Culvers, among others. Renewed interest in manufacturing has been shown by the new or expanded operation of companies such as TriEnda, Central Indiana Ethanol, Winterfield, DANA, Double-H Manufacturing and General Motors. The location of Dunham and Dollar General Distribution Centers also aided in Marion’s turn-of-the-millennium regrowth.

Further expansion of Indiana Wesleyan University and the construction of a new Ivy Tech Community College campus have exemplified continued investment in education. In conjunction with the new 21st Century Scholars program, Marion is on a path to substantially grow in education and technology fields in the coming years.

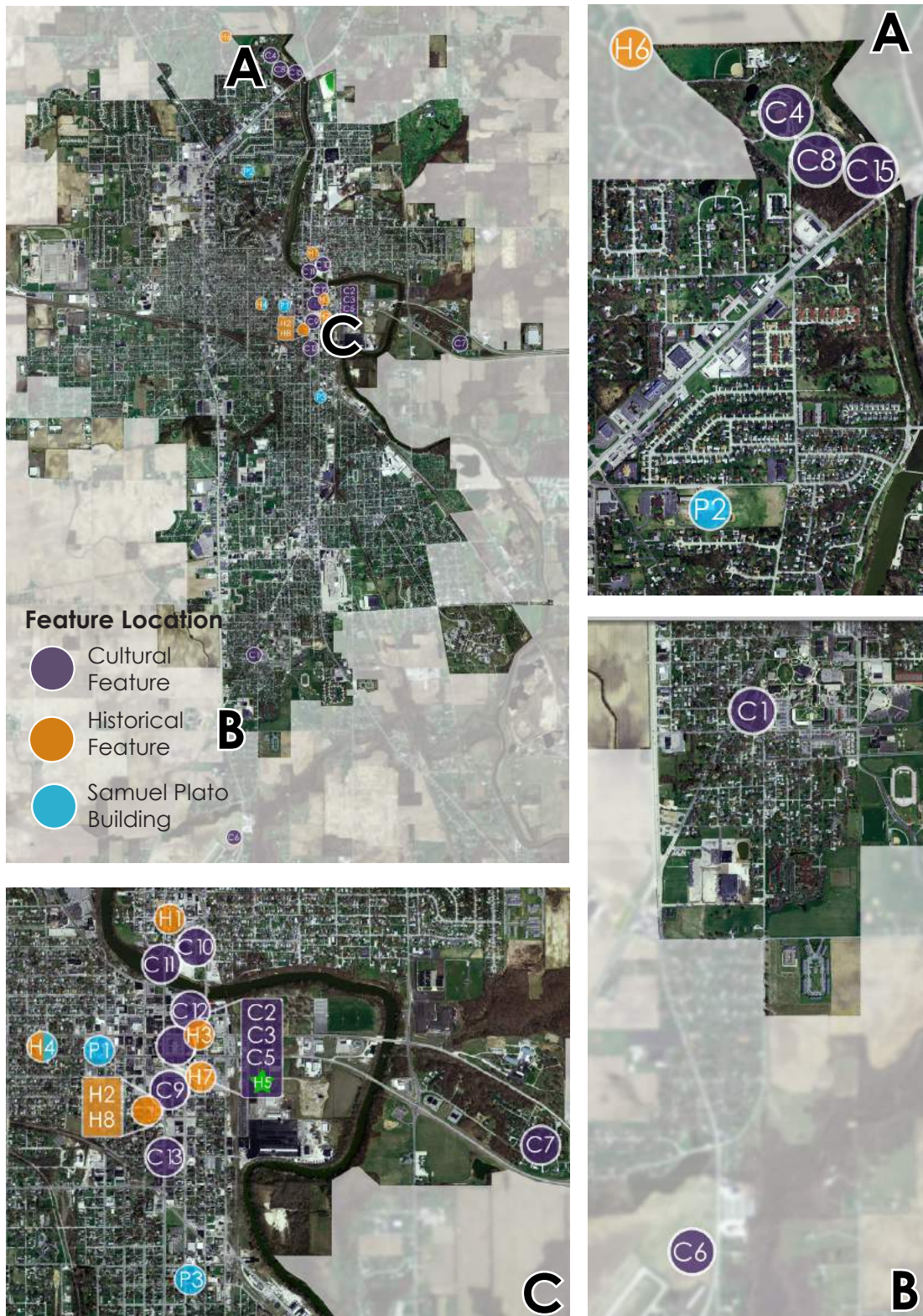




## Inventory

### Feature Location Map

The following map shows the location of several historical and cultural features that Marion offers. Many of these assets to the community are located within Marion's downtown.



### Historical Features in Marion

Label	Site Name	Address	Phone
H1	Aaron Swayzee-Love House	224 N. Washington St.	765-674-2900
H2	Abijah C. Jay House	118 W. 7th St.	765-674-2900
H3	Grant Co. Jail & Sheriff's Residence	215 E. 3rd St.	765-674-2900
H5 (Represented in a Star)	Marion Downtown Commercial Historic District	Downtown Marion	765-674-2900
H6	Woodside	1119 Overlook Dr.	765-674-2900
H7	James Dean Birthplace	Corner of 4th & McClure Streets	Not Available
H8	Marion Public Library & Museum	600 S. Washington St.	765-668-2900

### Cultural Features in Marion

Label	Site Name	Address	Phone
C1	IWU Beard Arts Center	4201 S. Washington St.	765-677-2716
C2	The Community School of the Arts	307 S. Adams St.	765-662-6263
C3	Christmas City USA Parade		765-664-4166
C4	Cruisin' in the Park	Matter Park, Marion	765-998-7424
C5	First Fridays	Southern Riverbank - Downtown	765-662-1192
C6	Fly/In, Cruise/IN	Marion Municipal Airport	765-674-7777
C7	Grant County 4H Fair	1403 E. SR 18	765-662-8937
C8	International Walkway of Lights	Along Mississinewa River to Matter Park	765-668-4453
C9	Marion Civic Theater Inc.	5055 Washington St.	765-668-7800
C10	Memorial Coliseum	S. Washington St. & E. Grant St.	765-668-4453
C11	Marion Easter Pageant	118 N. Washington St.	765-664-3947
C12	Marion Philharmonic Orchestra	215 S. Adams St.	765-662-0012
C13	Quilter's Hall of Fame	926 S. Washington St.	765-664-9333
C14	Riverfest	Matter Park (Quarry Rd. & River Rd.)	
C15	Marion Classic/ 4th of July	Southern Riverbank	765-668-4453

### Samuel Plato Buildings

Label	Site Name	Address	Phone
P1	First Baptist Church	4th St. & Nebraska St.	765-674-2900
P2	St. Paul Catholic School	1009 W. Kem Rd.	265-662-2883
P3	Platonian Apartments	15th St. & Adams	765-674-2900
H4	The Hostess House	723 W. 4th St.	765-664-3755

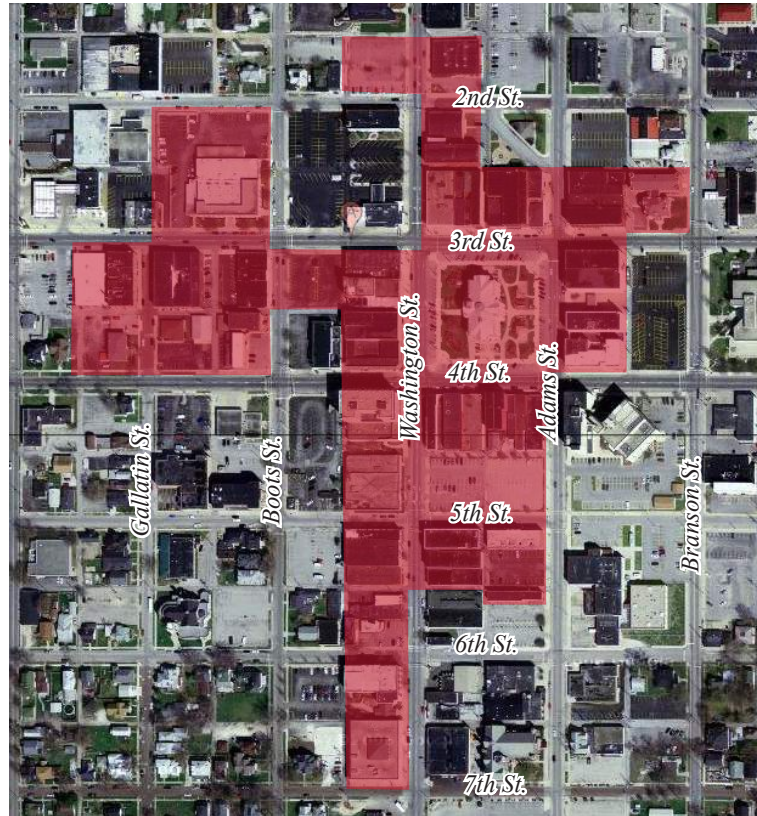
\*\* Not shown on Map: Mississinewa 1812, this annual event is held 7 miles north of Marion's city limits.



## Historical Resources

### Downtown Historic District

Marion's Downtown Commercial Historic District weaves throughout the area to protect the remaining historic structures. The district is roughly bounded by 7th, 2nd, Branson, and Gallatin Streets, as defined by the National Registry of Historic Places. There are approximately 52 buildings, 2 structures, and 2 objects within the 80 acre tract. Featured architectural styles include Italinete, Romanesque, and Classical Revival. Listed below are buildings that are registered on the National Register of Historic Places.



National Register of Historic Places: Marion

Building	Location	Date Added to Registry
Grant Co. Jail & Sheriff's Residence	215 E. 3rd St.	1990
Jay, Abijah C., House	118 W. 7th St.	2003
Jenkins, Israel, House	7453 E. 400 S.	2003
Marion Division, Veterans Affairs Northern Indiana	1700 E. 38th St.	1999
Aaron Swayzee House	224 N. Washington	1983
Downtown Commercial Historic District	7th, 2nd, Branson, & Gallatin St.	1994
Webster House	926 S. Washington St.	1992
Hostess House	723 W. 4th St.	1988
Woodside Building	1119 Overlook Rd	1997

### **(P1, P2, P3) Samuel Plato Buildings**

Samuel Plato was a distinguished African American architect that is credited for the design and construction of many historical buildings in Marion. Plato was born in 1882, in Waugh, Alabama. He grew up learning carpentry from his father, and later went to college, initially for law, but ended up going into architecture and carpentry. All the odds were against Plato going into this profession because of his African American descent, but that never stopped him. He eventually became the first African American to be hired to design and contract a federal building in the United States. Plato built a total of 20 different post offices in New York, New Jersey, and Kentucky.

After college, Plato moved to Marion to start his new life and career. Even though he had trouble finding work due to his race, he eventually constructed many buildings such as schools, churches, factory buildings, and private residences in the city. He was first given the task of building Marion High School, but the workers refused to work with him. After this, Plato was given the job of constructing a high school in the southern part of town specifically for African American students. Because of the treatment Plato received during the Marion High School job, he required that black contractors be admitted into the contractor's union before any work began.

Some specific buildings he designed were the Wilson-Vaughn Mansion (the Hostess House), the First Baptist Church at 4th and Nebraska Streets, St. Paul Catholic School (Marion's first parochial school), and the Platonian Apartments at 15th and Adams. There are also many private residences that Plato designed found throughout the city of Marion. Examples of Plato's success and style of architecture still exist in Marion today.



*Architect Samuel Plato, 1882-1957*

### **(H4) The Hostess House**

Designed and constructed by Samuel Plato, the Hostess House, originally built for J. Woodrow Wilson, still stands today on the corner of 4th and Garfield St. This building has been awarded both local and national recognition and added to Register of Historical Places in 1988. The house was also placed on the list of Indiana's Historic Sites and Structures in that same year. Today the house is a popular lunch cafe that is open Monday through Friday 11:30 to 1:00 pm. The upper levels of the house still showcase some of the historical furniture in various rooms, as well as a small gift shop on the second floor.



*Hostess House*

### **(H6) Woodside, Frank Lloyd Wright House**

The world-renowned architect, Frank Lloyd Wright, designed a home located at 1119 Overlook Road, referred to as either Woodside or Dr. Richard E. Davis House. Wright suggested that Dr. Davis find a plot of land that was in a suburban setting with hills, a creek, and something that nobody else wanted. They chose a plot within the Shady Hills subdivision. Filled with various species of trees that developed a barrier to a golf course west of the property and a wooded creek. When designing Woodside, Wright was inspired by the geometry of Sioux teepees which he then incorporated into a 40-ft. tall building at its apex. The main portion of the home, an independent guest house, and a specially designed dog house were built between 1952 and 1955.



*Woodside as it stands*



### (H7) James Dean's Birthplace

The famous actor, James Dean, was born in Marion on February 6, 1931. The house, also referred to as "Seven Gables," was located on the corner of 4th and McClure Streets. The house no longer stands at this site. To commemorate the location of his birth there is a stone with a plaque and star on the sidewalk. There is a James Dean exhibit, gift shop, and gallery located in Fairmont, and a festival in his honor in September.



*James Dean memorial erected at the former site of "Seven Gables"*

### (H8) Marion Public Library & Museum

The Marion Public Library and Museum is housed in the Carnegie building at the corner of 6th and Washington Streets. The building was constructed in 1902 to house the much needed library and cultural center. Over the years the building has undergone various renovations to keep the building modernized and update library services. The museum was opened to the public in 1992 offering several exhibits and the library also offers open meeting rooms for the different organizations and agencies of Marion.



*Marion Public Library*

### (H1) Aaron Swayzee-Love House

Located on N. Washington St., the Swayzee-Love house has been the home to many of Marion's distinguished and famous residents including, Aaron Swayzee, George Steele, and Edwin and Barbara Love. The home has been owned by various people including, shoemakers, soldiers, store owners, and librarians. This house is one of the best and only examples of Greek Revival Architecture in Marion. The home's distinct characteristics are its pristine white color and two Greek columns. This home has been around for much of Marion's history, through the ownership of many important figures and recognition for its ornate architectural style. Due to its historical significance, the house was registered by both the National Register of Historic Places and the Indiana Preservation List.



*Swayzee-Love House Today*

### (H2) Abijah C. Jay House

This historical home was built for Abijah Cooper Jay who was a very active member in the Society of Friends, as well as serving as a commissioner of Grant County. This brick, two-story Queen-Anne style Victorian home is located at 118 W. 7th Street. The house was sold in 1997 to the Marion Public Library. Initially, the Library needed additional parking and made the decision to demolish the home if it did not sell soon. However, these plans changed in 1998 when a W.K. Kellogg Foundation grant gave a new vision for the home. It would be used as an extension of the library museum, meeting rooms and community events. The house was placed on the National Register of Historic Places in March of 2003.



*Jay House, 1910*

### (H3) Grant County Jail & Sheriff's Residence

The Old Grant County Jail and Sheriff's Residence, located on the corner of 3rd and Branson Streets, is a three story structure that was built between 1903 and 1904. The jail was comprised of 67 cells and seven iron doors, which made escape almost impossible. An addition of a residential unit for the Sheriff and his family was built for an additional \$15,000. Today the jail has been converted into residential apartments, known as the Castle Apartments. The complex displays various photographs throughout the halls that symbolize the history and memories of the buildings.



*Old Grant County Jail*

## Festivals & Events

### (C5) First Fridays

First Friday is an event sponsored and organized by the Main Street Marion organization on the first Friday of each summer month. The event is held in Downtown Marion at the Mississinewa riverfront between First and Third Streets. First Friday is a community-wide event that gives local groups, organizations, and vendors the opportunity to showcase their merchandise and talents. First Fridays begin at noon by serving lunch from various vendors and the evening entertainment starts around 6pm. Each First Friday is based on a theme which reflects the atmosphere and entertainment one should expect. The festival season is generally concluded with an Oktoberfest celebration.



*First Friday onlooking River*



*Re-enactment*

### Mississinewa 1812

Mississinewa 1812 is the largest War of 1812 reenactment in North America and is held annually in October only 7 miles north of Marion. Mississinewa 1812 is a historical commemoration of the Battle of Mississinewa that was fought on December 17-18, 1812. The event offers a wide variety of activities and events including: the battle re-enactment, Indiana village, military camps, river pirates, and other forms of entertainment, all along the banks of the Mississinewa River. There are different areas set up within the event such as Rivertown, where more than 140 merchants, artisans, and food concessions offer authentic 1812 merchandise and demonstrations. Mississinewa 1812 is an exciting weekend that offers a wide range of entertainment and history for the entire family.

### (C3 & C8) Marion is Christmas City USA

In 1967, Marion trademarked the nickname of Christmas City USA when an Indianapolis television station visited the city to film the elaborate holiday decorations for a Christmas special. The main centerpiece of the holiday festivities is the Christmas City Walkway of Lights, which was established in 1992, when the walkway was expanded north from the Courthouse Square to the Riverwalk. The holiday display is spread out about 4 miles and features more than 2.5 million lights. Within the arrangement there are over 125 different displays all positioned along the Mississinewa Riverwalk that leads from downtown to Matter Park. These decorations are one of the oldest and largest light displays in the Midwest. Each year more than 50,000 vehicles with nearly 200,000 passengers visit the Walkway of Lights. The holiday event begins on the Saturday before Thanksgiving and continues through New Years Day. The holiday season officially begins when the Christmas City USA parade leads Santa into town for the lighting of the Walkway at dusk.



*Light display of a riverboat*



### **(C11) Marion Easter Pageant**

The Marion Easter Pageant was originally started in 1937 as a local church group project depicting the Christian Holy Week. The Pageant started out slow, but soon it caught the attention of the community and others and it grew to be a world renowned religious festival. The event has been held annually since 1937 except for the years of World War II. It takes about 2000 volunteers to put on the pageant and make it a successful event. The Pageants is held every Easter weekend.

### **(C6) Fly-In, Cruise-In**

The Fly/In, Cruise/In, is an annual event that is held at the Marion Municipal Airport. The event features antique, classic, home-built, ultralight, and warbird aircrafts and vintage cars, trucks, motorcycles, and tractors. The fun usually begins early in the morning and goes until mid-afternoon. An all-you-can-eat breakfast is served, with all of the proceeds going to the Marion High School Marching Band. Rides on many of the showcased aircrafts are offered to anyone who attends the event for a small fee. This is a unique event that is available to both locals and visitors in Marion.



*Aircraft at Fly/In Cruise/In*

### **(C4) Cruisin' in the Park**

Cruisin' in the Park is a car show held in Matter Park. The event is held every July and is free to the public. There are both classic and custom cars on display at the event. For A \$15 pre-registration fee, each car is judged in a variety of categories. There is a DJ, cookout, concert, and awards ceremony for all participants to enjoy.

### **(C7) Grant County 4-H Fair**

The 4-H fair is an opportunity for the area's youth to showcase their talent with exhibits and livestock shows. The fair is held in July at the Grant County Fairgrounds located off of State Road 18W. Also at the fair are carnival rides and entertainment, including a demolition derby, truck pull, arts and crafts, commercial displays, and fair concessions.



### **Marion Classic Bike Race/ Red, White and Zoom**

The Marion Classic is a qualifying bike race to be added to the calendar in Indiana. The race has found a new home downtown along the river. The race has been added to the 4th of July festival weekend, in 2010, as the "Red, White and Zoom" Festival, an extreme sports themed festival. The festival concludes after the final race with a firework display and performance by the Marion Philharmonic Orchestra.

## Arts Facilities

### (C2) The Community School of the Arts (CSA)

The Community School of the Arts offers the youth of the Marion community the opportunity to discover their talents and passion for different forms of art. CSA offers various classes for performing, singing, dancing, acting, music, and art classes. These classes are offered to children of all ages at low costs with excellent education from teachers, mentors, and outside visitors. CSA offers various opportunities for the children to work with professionals, such as Disney Channel stars, Broadway stars, and actors. This organization is nationally recognized and is a great asset to the Marion community. The school has relocated to a renovated historical building on the Square in Downtown Marion.



### (C1) Indiana Wesleyan University's Beard Arts Center

The Beard Arts Center on Indiana Wesleyan's campus is primarily devoted to the division of Art. The building houses classrooms and faculty offices, and offers modern facilities for art studios and education. Also located within the Beard Arts Center are two galleries, the Williams Gallery and the East Gallery. The Williams Gallery is home to both the Bonta and Howards art collections, which include various paintings and photographs. The East Gallery is frequently used to showcase visiting artists, traveling shows, and special featured exhibitions in all media. Each April, both galleries are used to display the Senior Art Majors' work. In May, IWU concludes the public school's academic year by hosting the All-Students Juried Exhibition and the works of the Marion Public School Student Exhibition. During this exhibition week the student artists and their families come to the Arts Center to view hundreds of works of art.



Beard Arts Center, IWU

## Other Cultural Features of Marion

### (C9) Marion Civic Theater

The Marion Civic Theater (MCT) has been serving the community for over 50 years with a wide variety of cultural experiences. The first production, Goodbye, My Fancy, was presented at the Spencer Hotel. Since that show, the MCT has produced various productions that have been held at several locations including, the Hostess House Ballroom, the Grant County 4-H Community Buildings, Marion High School, and recently at the renovated James Dean Memorial Theater. The Civic Theater also works with the Community School of the Arts. Today, MCT is a growing organization that is vital to the community.



Civic Theater

### (C13) Quilter's Hall of Fame (Marie Webster House)

Marie Daugherty Webster was a nationally known leader of the quilt revival and introduced the culture of quilting to America. She and her husband moved to Marion in 1902, and lived in the home located at 926 S. Washington St. for 40 years. Marie became famous in the quilting world when four of her quilts were featured in The Ladies Home Journal in 1911. From then on many of her quilts were featured in the magazine. Webster also authored several how-to books on quilting which added to her fame. In 1991, Marie Webster was inducted into the Quilter's Hall of Fame, a non-profit organization that honors the history of quilting and modern day quilters. Marie Webster's home was purchased in 1991 by Rosalind Perry, Webster's granddaughter, and was donated a year later



Marie Webster's house and current Quilter's Hall of Fame Location

to the Quilter's Hall of Fame. This organization funded the major renovations necessary for the house to be used as a museum and research center.

The house was considered a National Historic Landmark in November of 1993 due to the home's broad theme and historical movements in America. The Quilter's Hall of Fame in Marion was officially open in July 2004, with a ribbon-cutting ceremony. Thousands of fans and quilters came to the opening that was titled "Celebration 2004." Today, this home is an international draw for the community, and is visited by about 5,000 people each year. Many quilts are displayed all over the city which helps boost the quilting culture throughout Marion.

### **(C10) Memorial Coliseum**

The Memorial Coliseum, which is located on the north side of the Mississinewa River across from Downtown Marion, has played an integral part in the community. When the Coliseum first opened in 1928 it served as home to the Marion High School basketball team. Nearly every game was sold out. The last basketball game was played there in 1970. The well-known Marion Easter Pageant is also held at the Coliseum, from its first performance in 1937 to the present day. Also, the Charles G. Barley Memorial Organ was donated to the school children of Marion in 1928 and is housed in the Coliseum. Today, the Coliseum is home to the city's Y.M.C.A. The Coliseum's ornate architectural features and stature continue to add to the Mississinewa riverfront for the community of Marion.



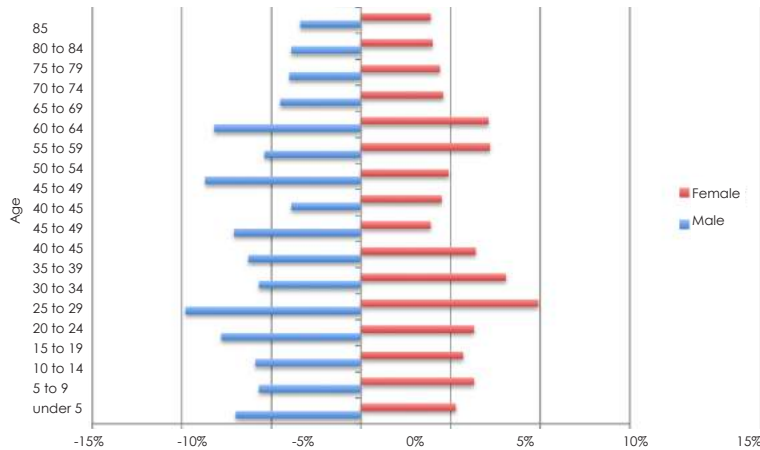
*Memorial Coliseum, 1950's*

### **(C12) Marion Philharmonic Orchestra**

The Marion Philharmonic Orchestra is a local orchestra and classical music group that specializes in music education. Throughout the year the group performs several concerts and at different community events such as the Fourth of July celebration.

## Demographics

### City of Marion : Gender Distribution



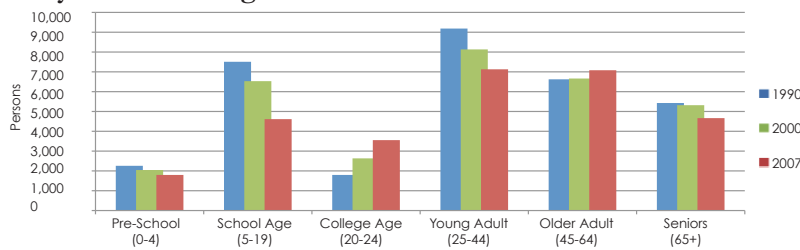
This population pyramid uses the 2006-08 census data set. The increase in the population cohort of males aged 45-59 can be explained by an increase of Veteran complexes within city limits. There is also an increase of population at the 20-24 age cohort which is explained through increase of college aged students attending Indiana Wesleyan University. Overall, this population pyramid shows typical patterns for a declining population.

**Grant County  
Population:**  
**68,600**

**City of Marion  
Population:**  
**30,200**

\*estimated 2008 data

### City of Marion : Age Distribution



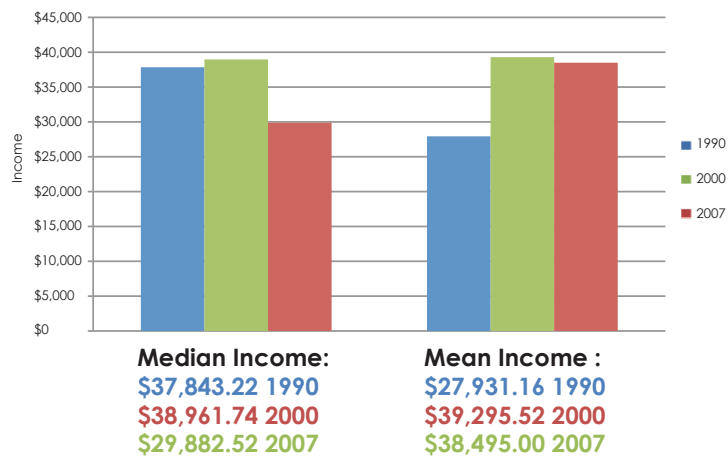
Marion witnessed its highest population in the 1970s, with a peak population nearing 40,000 people. Between 1970 and 2007, Marion's population had declined at a steady rate to nearly 29,000. Grant County experienced the same trend. After a peak population around 1970, totals have decreased steadily. Marion is expected to see significant growth in the 2010 census.

### City of Marion : Family Income



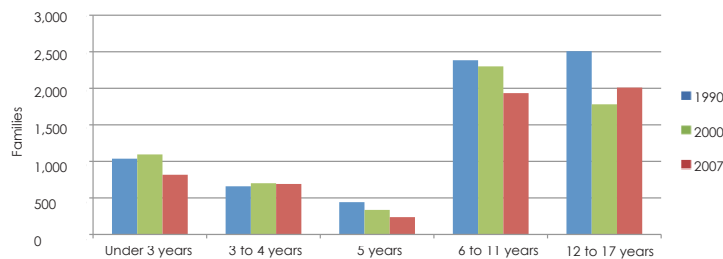
This graph shows the varying degrees of financial stability over time. The average income for residents in Marion is \$20,000 - \$34,999. This particular cohort, during economic downturns, has the ability to make drastic jumps. Higher income families face a relatively more stable status.

### City of Marion : Mean vs. Median Income



When adjusted for inflation, Marion households and families are earning more now than in 1990. Despite a drop in median incomes, mean incomes have not drastically changed since 2000. As evidenced by the income graphs on the previous page, many higher-income residents left the city over time, decreasing the number of families and households in higher earning brackets. A larger proportion of people earning lower incomes pulled the median income down.

### City of Marion : Families with Children

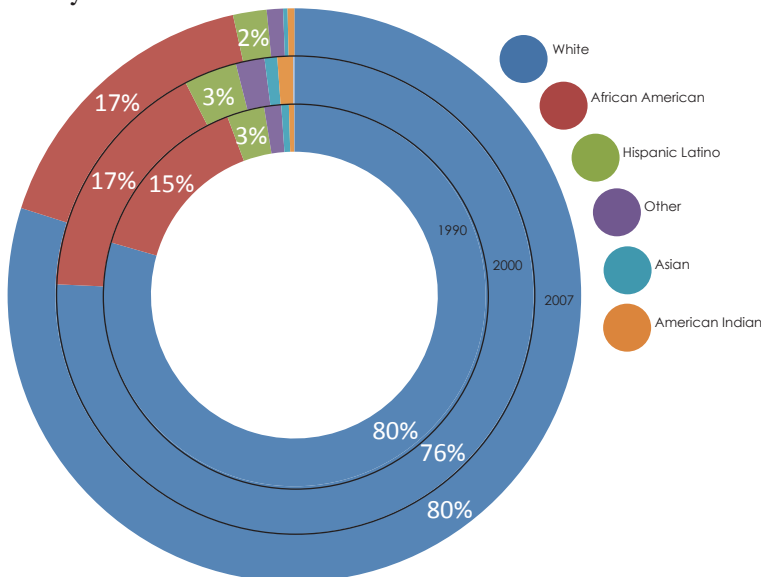


Census information defines the number of families with children under the age of eighteen by age category. The City of Marion has seen a decline in all categories except those with children aged twelve to seventeen, which grew by nearly 130 families from 2000 to 2007. Although most categories declined from 1990 to 2007, families with three to four year olds have seen a modest increase.

	1990	2000	2007	% Change
Families	9,215	6,213	5,689	-32.6%
Under 3 Years	1,037	1,095	817	-21.2%
3 to 5 Years	659	701	691	+4.9%
5 Years	442	336	237	-46.4%
6 to 11 Years	2,384	2,300	1,934	-18.9%
12 to 17 Years	2,508	1,781	2,010	-19.9%

A rise in the population of families with older children represents a younger incoming workforce that may benefit businesses in Marion. With more of these children pursuing higher education, the educated workforce of Marion could see a substantial increase in coming years. These results can also help us plan for parks and recreational needs. A large population of 6-11 and 12-17 year olds should dictate the current and future needs of the youth population.

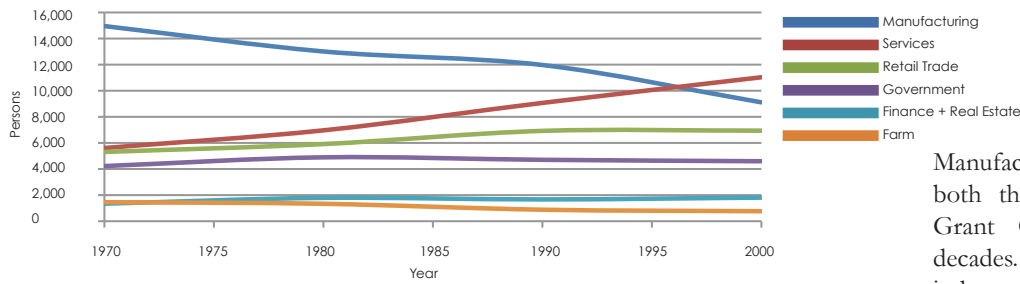
### City of Marion : Racial Distribution



From 1990 to 2000, Marion saw a slight decline in its white population and a minority population increase, creating a more diverse community. Coinciding with an overall population decline, all ethnic categories saw decreases, with some being eliminated completely. The white population returned to its original proportion whereas the African American population remained the same, signaling a steep decline in other minority populations.



## Grant County : Employment by Sector

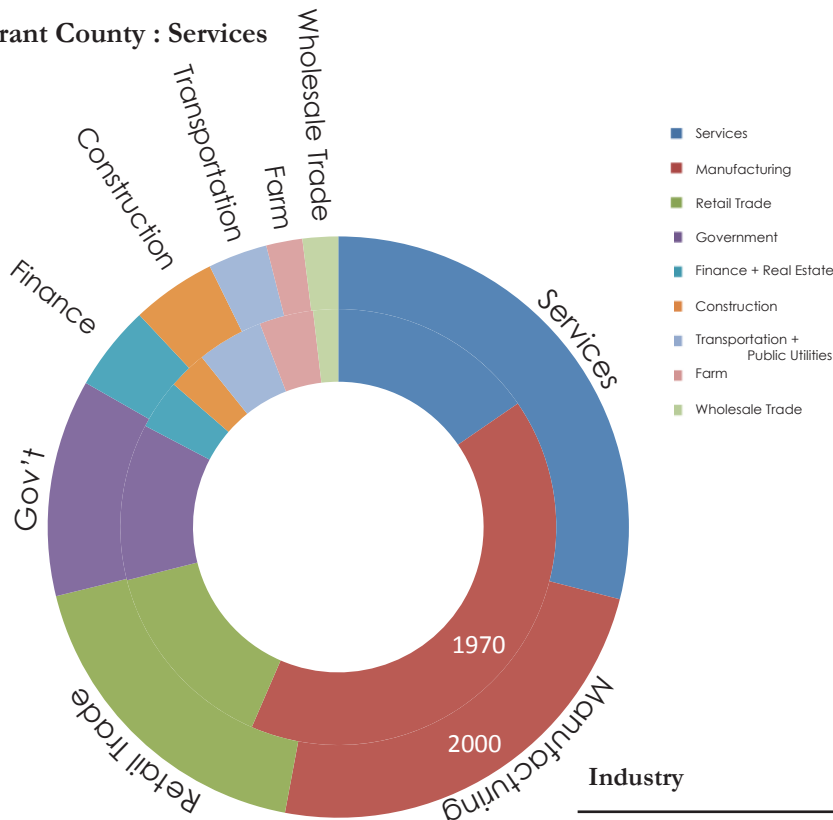


Industry	1970	2000	% Change
Manufacturing	40.8%	23.7%	-17.1%
Services	15.3%	28.7%	13.4%
Retail Trade	14.5%	18.1%	3.6%
Government	11.5%	12.0%	0.4%
Finance, Insurance, Real Estate	3.7%	4.7%	1.0%
Construction	2.8%	4.7%	1.8%
Transportation + Utilities	4.9%	3.3%	-1.6%
Farm	4.0%	2.0%	-2.0%
Wholesale Trade	1.8%	2.0%	0.1%
Agricultural, Forestry, Fishing	0.5%	0.6%	0.1%
Mining	0.2%	0.3%	0.1%

Manufacturing had dominated both the City of Marion and Grant County's economy for decades. With the decline of industry in the Midwest, exiting factory jobs reduced employment in the manufacturing sector. Between 1970 and 2000, the manufacturing industry saw an employment decline of 17.1%.

Services grew 13.4% in the same time period. The growth of Marion General the V.A. Hospital, Indiana Wesleyan University, and Indiana Business College provided ample growth in the services sector, allowing it to overtake manufacturing as the City and County's largest employer

## Grant County : Services



Between 1970 (inner circle) and 2000 (outer circle), this graph shows how the city has grown relative to its population. It is important to note the large increases of Service and Retail Trade within Marion. The decline in manufacturing within Midwestern cities has been a current trend in the past several decades of which Marion is no different.

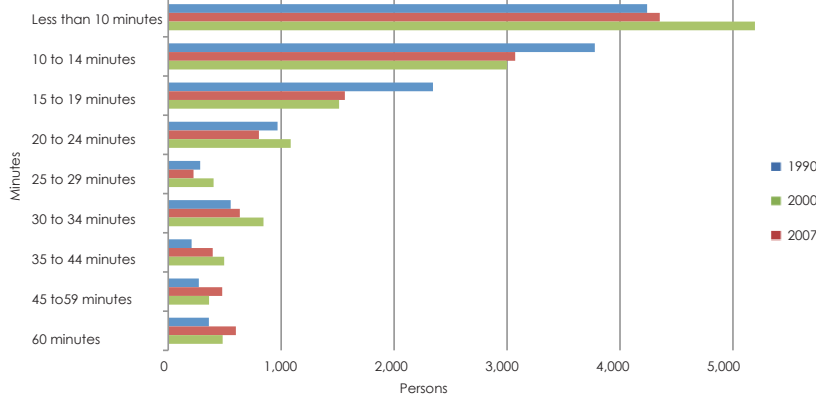
The table below shows the relationship between the Industry categories and the number of establishments within. It breaks down the structure further by listing the number of jobs and average weekly wages.

Industry	Service	Jobs	Weekly Wage
Health Care + Social Services	124	4,685	\$775
Manufacturing	64	4,178	\$1,058
Educational Services	40	4,003	\$587
Retail Trade	244	3,043	\$391
Accommodation + Food Services	122	2,158	\$218

### City of Marion : Commuting Times

	1990	2000	2007	% Change 2000-2007
Drove Alone	10,275	9,474	8,630	+ 3.0%
Carpooled	1,886	1,569	1,385	+ 0.1%
Public Transportation	108	116	27	- 0.7%
Other Means	734	961	702	- 1.3%
Worked at Home	312	335	165	- 1.2%
Total	13,315	12,455	10,909	

### Commute Time (Minutes)



The table to the left breaks down how the people of Marion travel, ranging in modes of transportation. As the table breaks down into categories of types of travel, the years dictate the average ridership of each. There is an increase of driving alone and carpooling whereas a decrease in traveling in other means and working at home are prevalent. The totals of these categories are important to note as they show the decline in average driving of the average Marion resident.

The majority of commuting distances in the City of Marion is under 20 minutes. Within the 20 minutes and under categories, most people are driving less than 10 minutes to their destination (as seen in the bar graph to the left.)

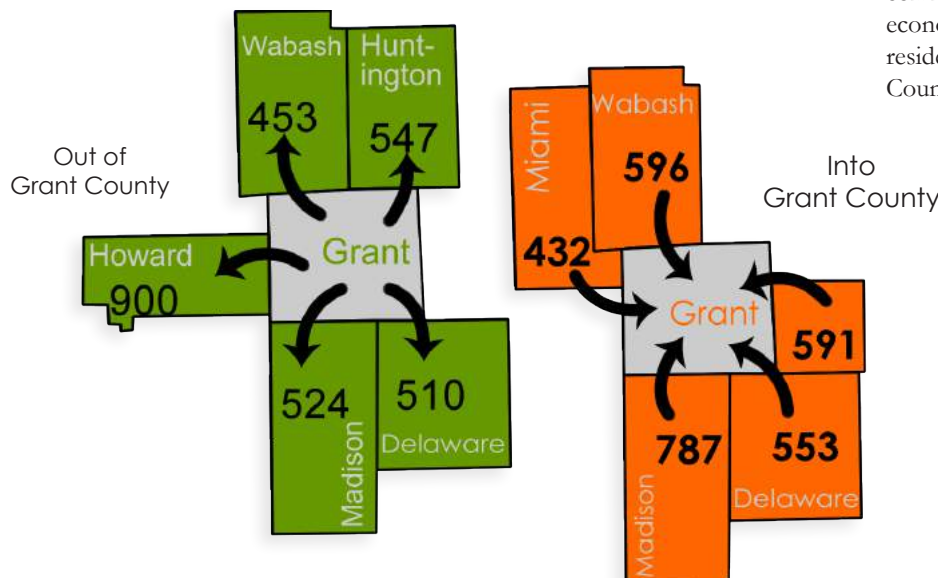
Aggregate  
Commute Time :  
3582.5 hours 1990  
3795.5 hours 2000  
4032.7 hours 2007

Time Cost of  
Commuting :  
\$63,878.40 | day  
\$23,315,617.14 | year

Average Wage :  
\$633.73 2008  
\$15.84 | hour

The average commute time for Marion residents has increased over 5%, which can be given a dollar amount of close to \$64,000 a day.

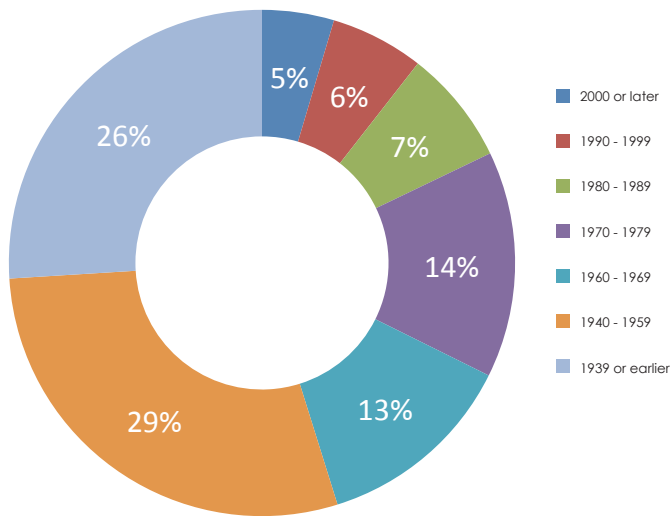
### Grant County : Commuting Zones



The graphic representation of where commuters are going to/from is an economic tool. Many Grant County residents are commuting to Howard County, whereas a large number of Madison County residents travel into Grant County.



### Year Structure Built

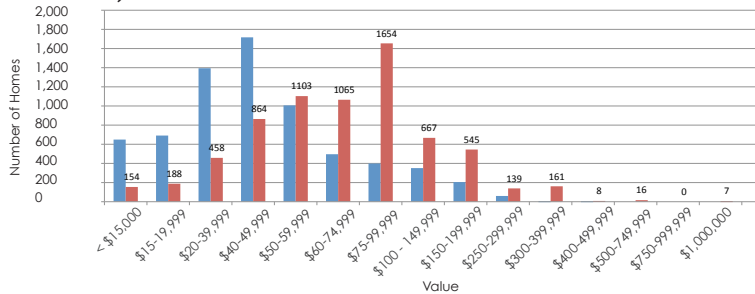


The majority of the housing stock in the city of Marion is classified as “historic.” The 2007 Census states that over half of all 14,689 housing units were constructed before 1970. The amount of older housing units leaves the city with a vast amount of housing stock in disrepair.

### Median Home Value :

\$58,641.00 1990  
\$72,957.62 2000  
\$82,500.00 2007  
U.S. : \$181,000.00 2007

### City of Marion : Housing Prices Not adjusted for Inflation

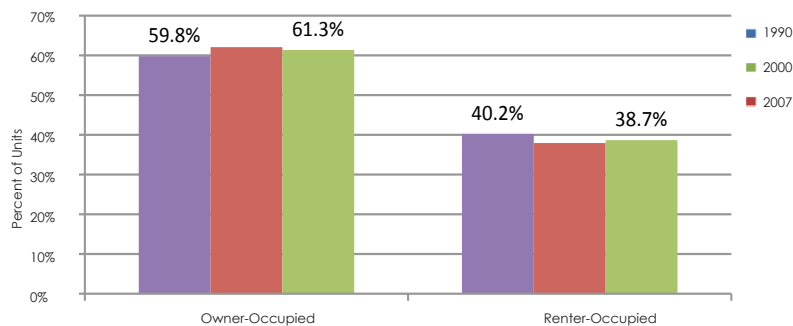


Through successive demolitions, the number of housing units decreased between 1990 and 2000. The same time period presented an increasing vacancy rate of both owned and rented properties.

### City of Marion : Housing Statistics

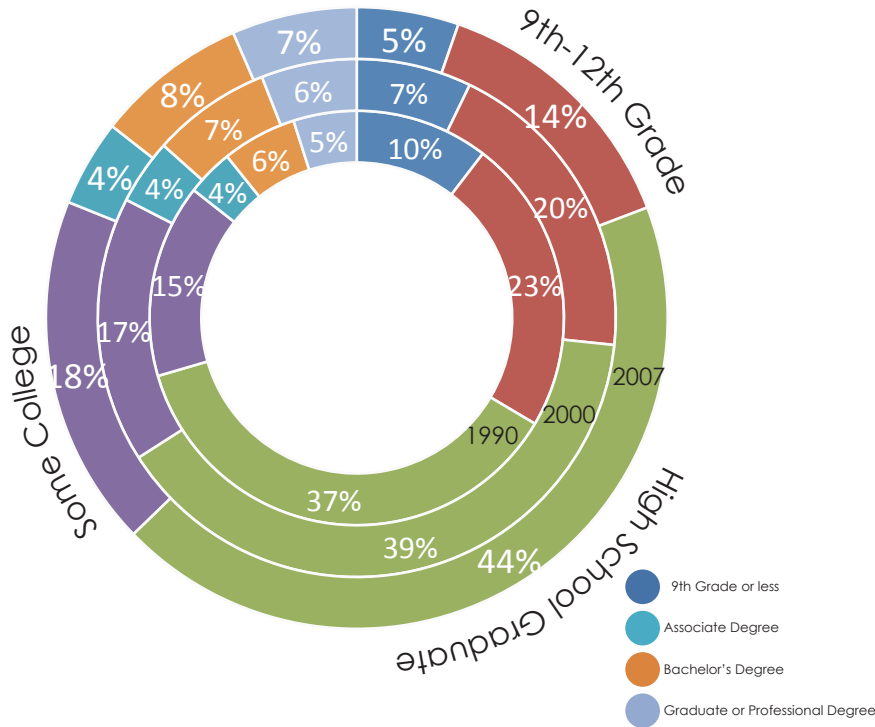
	1990	2000	2007	US (2007)
Total Housing Units	14,000	13,820	14,689	-
Homeowner Vacancy Rate	2.2%	2.4%	7.1%	2.2%
Rental Vacancy Rate	8.8%	10.6%	16.6%	7.8%
Total Vacancy Rate	9.3%	9.8%	18.2%	11.6%
Persons per Owner-Occupied	2.53	2.42	2.34	2.70
Persons per Renter-Occupied	2.25	2.11	2.07	2.41
Average Family Size	2.99	2.91	2.90	3.19

Marion’s average family size has been slowly declining, with a drop of .09 persons per family since 1990. The same trend was seen in persons per housing unit, with a decrease in occupants in both owned and rented units.



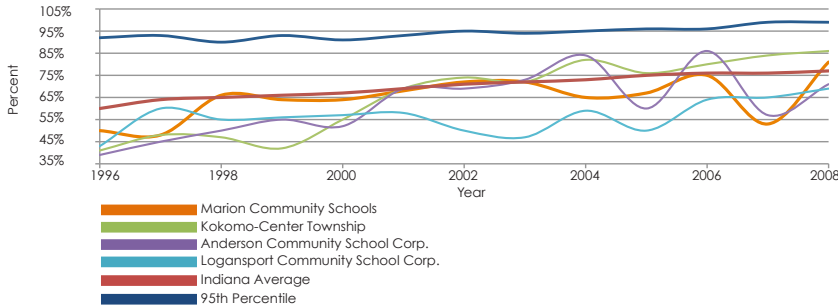
The majority of Marion’s housing stock has been owner-occupied for several decades. However, the balance of owned residential properties has increased marginally since 1990 with only a small decline through 2007. This shift away from rental properties reflects an increase in housing equity, providing Marion with a more stable housing market and economy.

### City of Marion : Educational Attainment



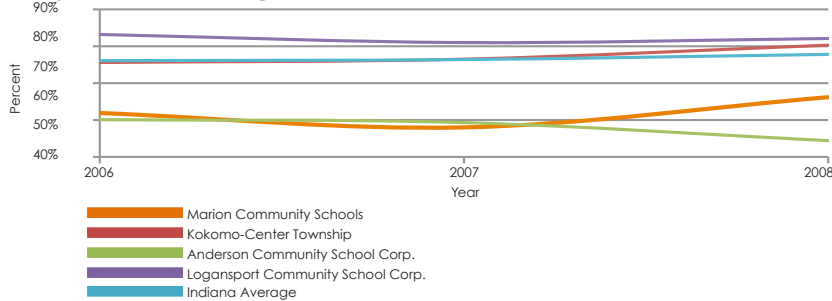
Educational attainment has risen steadily in each successive Census count. The amount of high school graduates has risen, as well as 9th to 12th grade promotions and the amount of residents with some college education. The amount of residents with Graduate or Professional Degrees and Bachelors Degrees have risen only slightly which represents a lack of keeping educated people in the city limits and/or attracting these people to the city.

### City of Marion : Graduate Pursuing Higher Education



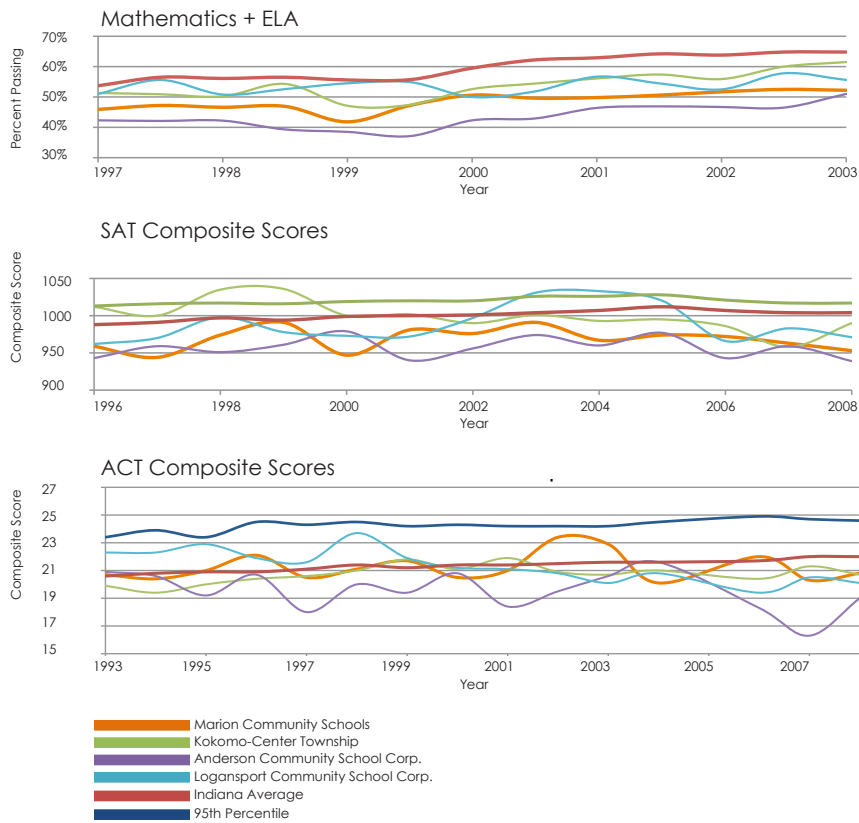
The City of Marion follows the regional trend in high school graduates pursuing a higher education. There was an increase in those pursuing a higher education in 2008 and this number is projected to grow with the new location of the Ivy Tech campus and adoption of the 21st Century Scholar program.

### City of Marion : High School Graduation Rate



Although low, compared to schools regionally, Marion has been drastically increasing its high school graduation rate over the past three years.

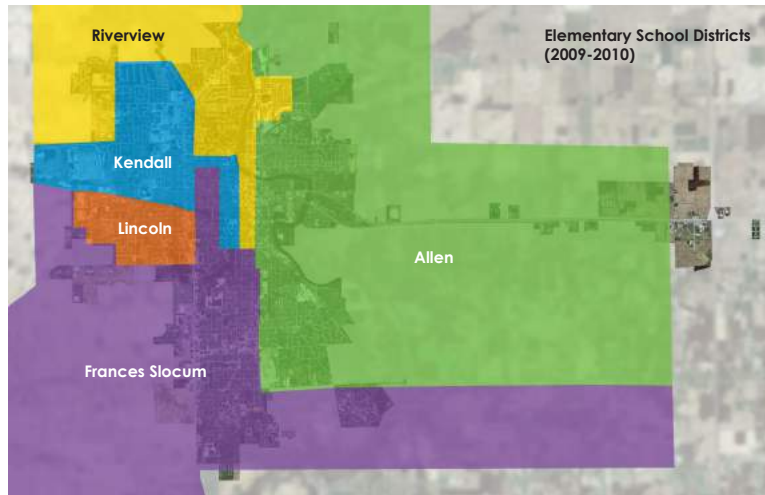
## City of Marion : Educational Scores



The average ISTEP, ACT and SAT scores earned by students (residents) of the City of Marion are similar to those in the region.

Scores are currently lower than the State averages for all tests, but the ACT scores fluctuate from exceeding state averages, to falling below averages.

## City of Marion : School Districts



Allen Elementary School  
Enrollment (07-08): 349  
Enrollment (08-09): 319

Lincoln Elementary School  
Enrollment (07-08): 299  
Enrollment (08-09): 289

John L. McCulloch Middle School  
Enrollment (07-08): 498  
Enrollment (08-09): 462

Frances Slocum Elementary School  
Enrollment (07-08): 379  
Enrollment (08-09): 298

Riverview Elementary School  
Enrollment (07-08): 454  
Enrollment (08-09): 410

Justice Thurgood Marshall Middle School  
Enrollment (07-08): 633  
Enrollment (08-09): 655

John W. Kendall Elementary School  
Enrollment (07-08): 506  
Enrollment (08-09): 475

Southeast Elementary School  
Enrollment (07-08): 355  
Enrollment (08-09): 348  
\*school projected to close

Marion High School  
Enrollment (07-08): 1443  
Enrollment (08-09): 1433

## Community Services

### Utility and Infrastructure

#### Electricity

##### Indiana Michigan Power Company (I&M)

A unit of American Electric Power, I&M provides power to 575,000 customers throughout Indiana and Michigan. Its close proximity to locations in Indiana provide dependable service while its operation under AEP affords competitive utility rates. Primary voltage of local power lines runs at 12,000 volts.

#### Water & Sewer

##### City of Marion

Both water and sewer are provided by municipal utility services in Marion. Main lines range in size from 8 to 18 inches with water pressures from 40 to 50 pounds per square inch (PSI).

#### Natural Gas

##### Vectren Corporation

Vectren is an energy holding company providing natural gas to 681,000 customers in central and southern Indiana.

Gas lines range from 2 to 10 inches with gas pressure ranging from 50 PSI for smaller applications and 240 PSI for larger, mostly industrial sites.

#### Telephone

There are two telephone service providers in the City of Marion:

##### AT&T

The American Telephone and Telegraph company provides digital switching phone service to Marion residents and businesses.

##### Brighthouse Networks

Brighthouse cable service providers offer competitive rates in digital services, including telephone, television, and internet.

#### Fiber Optics

The City of Marion's information infrastructure is supplied by two major fiber optic providers:

##### Zayo Bandwidth Indiana

Fiber comes from both Kokomo and Indianapolis through Anderson and Muncie. Zayo's network connects 21 of Indiana's 25 top cities with 1,500 miles of fiber, running through ten of thirteen major technology parks in the state.

##### AT&T

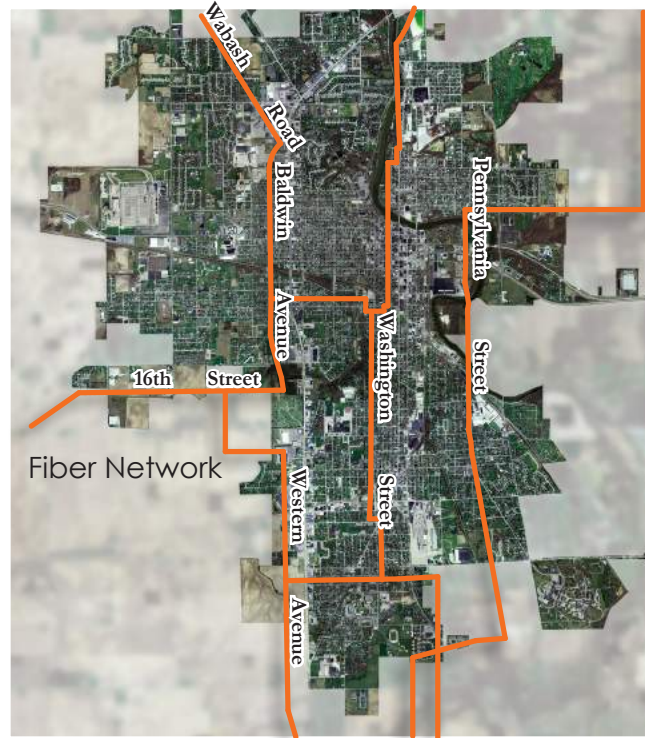
AT&T's fiber optic network provides over 3,400 miles of fiber throughout Grant County. With wire centers in Marion and Upland, the network could easily be extended to reach customers along Interstate 69.

## Indiana Fiber Optic Network

The IFN is an independent and progressive voice, video, and data company with over 1,900 route miles of fiber. Its intention is to provide state of the art fiber connections to under served parts of the state. Local members of IFN include Swayzee and Sweetser Telephone Companies in Grant County, along with Citizens Telephone Corporation of Warren, Indiana.

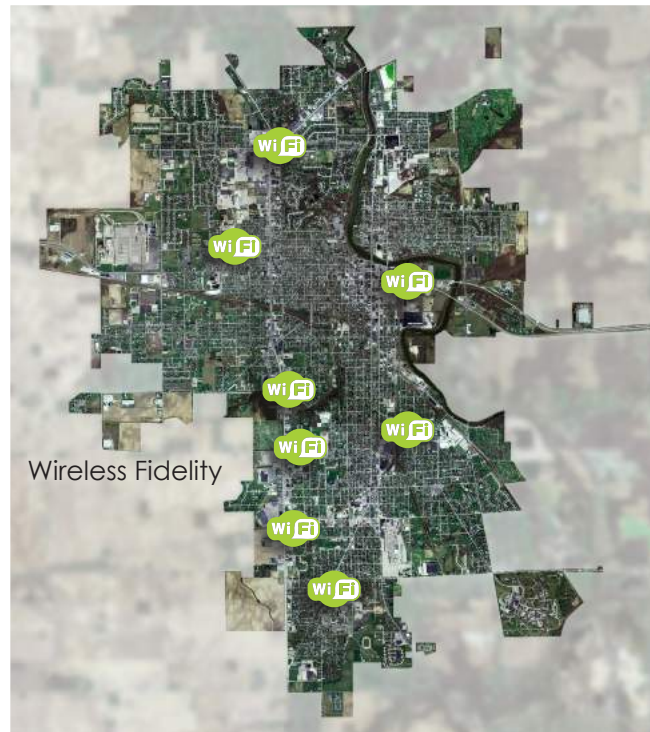
There are several opportunities for the Fiber Optic Network to be expanded and embraced which are mentioned throughout the comprehensive plan, more specifically in the Downtown Element.

The Zayo Bandwith Indiana Network provides a fiber optic network runs from Kokomo to Indianapolis, passing through Anderson and Muncie. This network is part of a larger system connecting 21 of Indiana's top 25 cities.



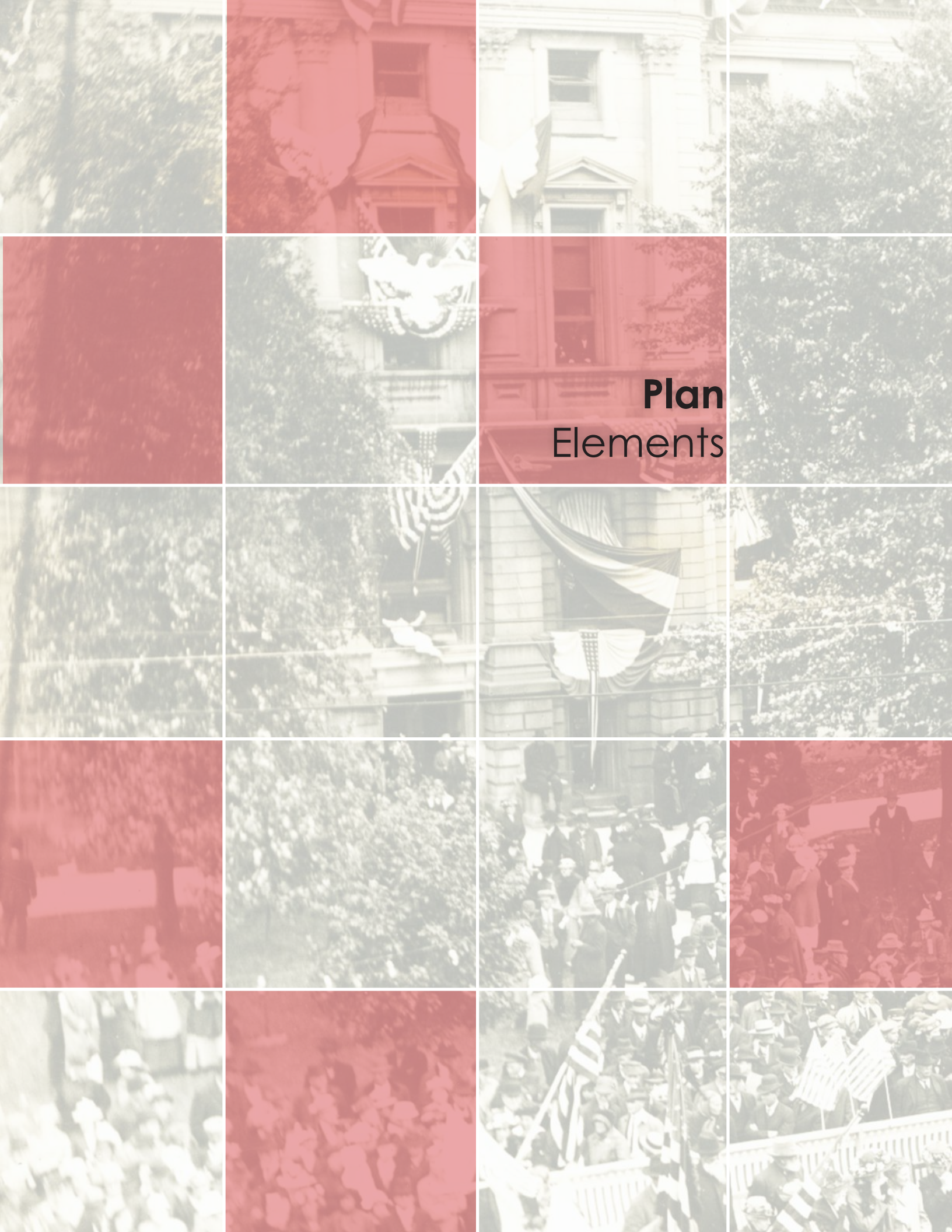
## Wireless Fidelity Access

There is a variety of WiFi access points throughout the City of Marion. The most notable networks are in the Downtown Core and on the Indiana Wesleyan University campus. Connections are also available at McDonald's, Starbucks, and several other points across the city.









## Plan Elements



Table of Contents

The Plan Elements cover a series of the most important Goals as identified in the City of Marion. Each Element begins with a mission statement and list of objectives related to the element, an introduction and inventory of current conditions, and analyzes relevant information and ideas.

Element Contents

- Mission Statement
- Objectives
- Element Contents
- Introduction
- Inventory
- Recommendations
- Policy Recommendations

Elements

Land Use + Zoning .....	pg. 1
Transportation + Circulation .....	pg. 21
City Image + Tourism .....	pg. 35
Neighborhood Character .....	pg. 45
Economic Development .....	pg. 55
Intergovernmental Cooperation .....	pg. 69
Natural Resources + Environment .....	pg. 75
Parks + Recreation .....	pg. 83
Implementation .....	pg. 109



# Land Use + Zoning

## Mission statement:

“Enforce updated zoning and land use regulations based on desired future land use patterns to ensure sustainability and smart growth.”

## Objectives

- Encourage the revitalization of existing commercial centers and encourage mixed-use, pedestrian friendly neighborhood village centers, campuses, central business districts and regional shopping hubs.
- Minimize conflicts between competing land uses.
- Recognize and be aware not to expand upon non-conforming uses and zoning conflicts.
- Promote only the responsible expansion of City limits of and utilities into unincorporated areas.
- Use the comprehensive plan objectives to guide land use designs while remaining flexible to unforeseen opportunities and information.

## Element Content

- Introduction
- Land Use
  - Current Land Use Map
  - Future Land Use Map 2030
- Zoning
  - Zoning Districts
  - Existing Zoning Tools
  - Zoning Map
- Recommendations
  - Land Use Changes
  - Zoning District Changes
  - New Zoning Tools
- Recommended Land Use Policies

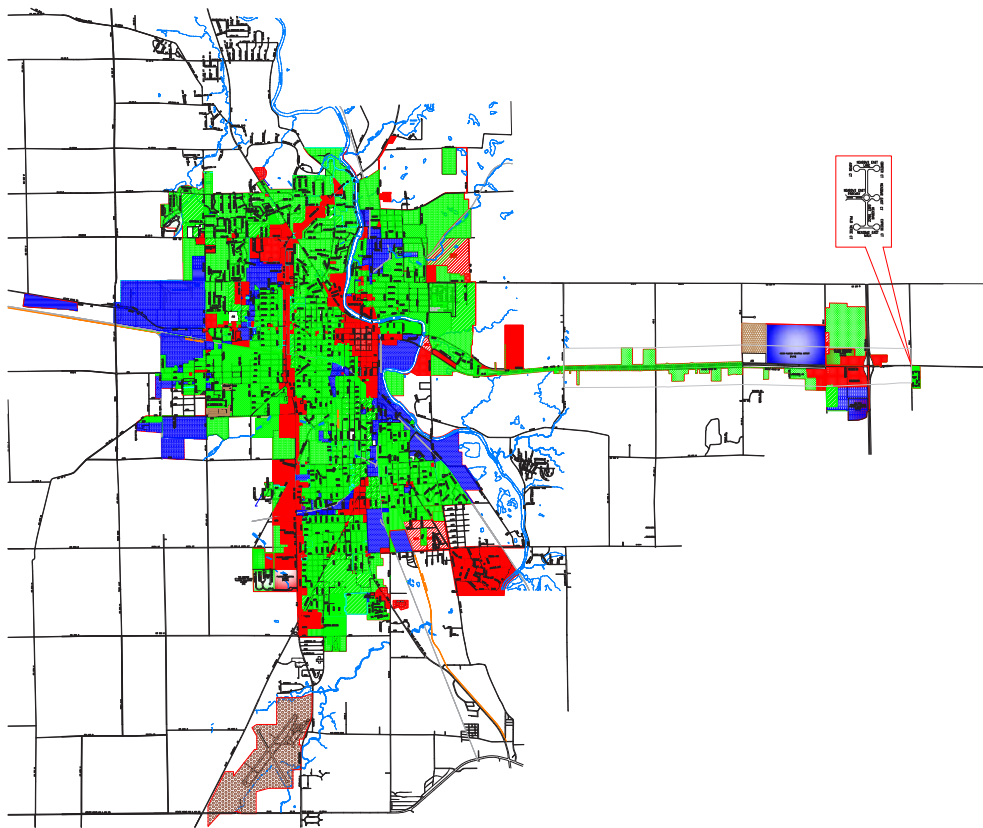
## Introduction

Land use is an inventory of the division of land into categories based upon current uses, impacts and density. Land use planning is a way of prioritizing land for different uses to meet the various needs of the city. The current land use map on page 4 provides a visual representation of the current land uses within city limits.

Land use policies and maps are planning tools used to coordinate future development and revitalization efforts. The goal of the land use plan is to allow the basic residential, commercial and industrial land use categories to exist successfully together, rather than compete or affect one another negatively. Land use policies and maps should be considered prior to making any land use decisions. Plans and land use decisions consider transportation, infrastructure and environmental conditions, as well as socio-economic factors. Land use planning is an important tool used to:

- Guide development along major roadways and gateways into the City,
- Preserve land for important future uses (parks, schools, hospitals, fire/police stations as needed, etc),
- Preserve individual neighborhood character (density, setbacks from road, types of uses, etc), and
- Buffer different uses from one another, such as an industrial use to residential areas.













One way to look at where we are heading as a city is to analyze the current zoning map. Below is a condensed version of the map that gives a glimpse of the current land use trends that we can expect without any updates. It is easy to identify the residential areas, the main commercial corridors, and several industrial and commercial pockets. Land use planning begins with setting land use policies and goals, and collecting an inventory of current land uses. This map can then be updated to reflect the land uses desired in the future, known as a future land use map (both maps shown later in this element).



## Land Use

While the future land use map is an important guide, it is not definitive or law. Land use policies and maps are meant to provide comprehensive and flexible guidelines for making land use decisions and dealing with unforeseen future development scenarios. It is the “intent” of the map that is important and will be considered by those making land use decisions. The map is not meant to be considered on a parcel basis, but deals rather with the land uses and trends of smaller areas. For example, when considering a potential commercial use, it is more important to consider whether the intent of the map is to encourage commercial uses in that general area, or whether there is a more appropriate commercial corridor or hub nearby.

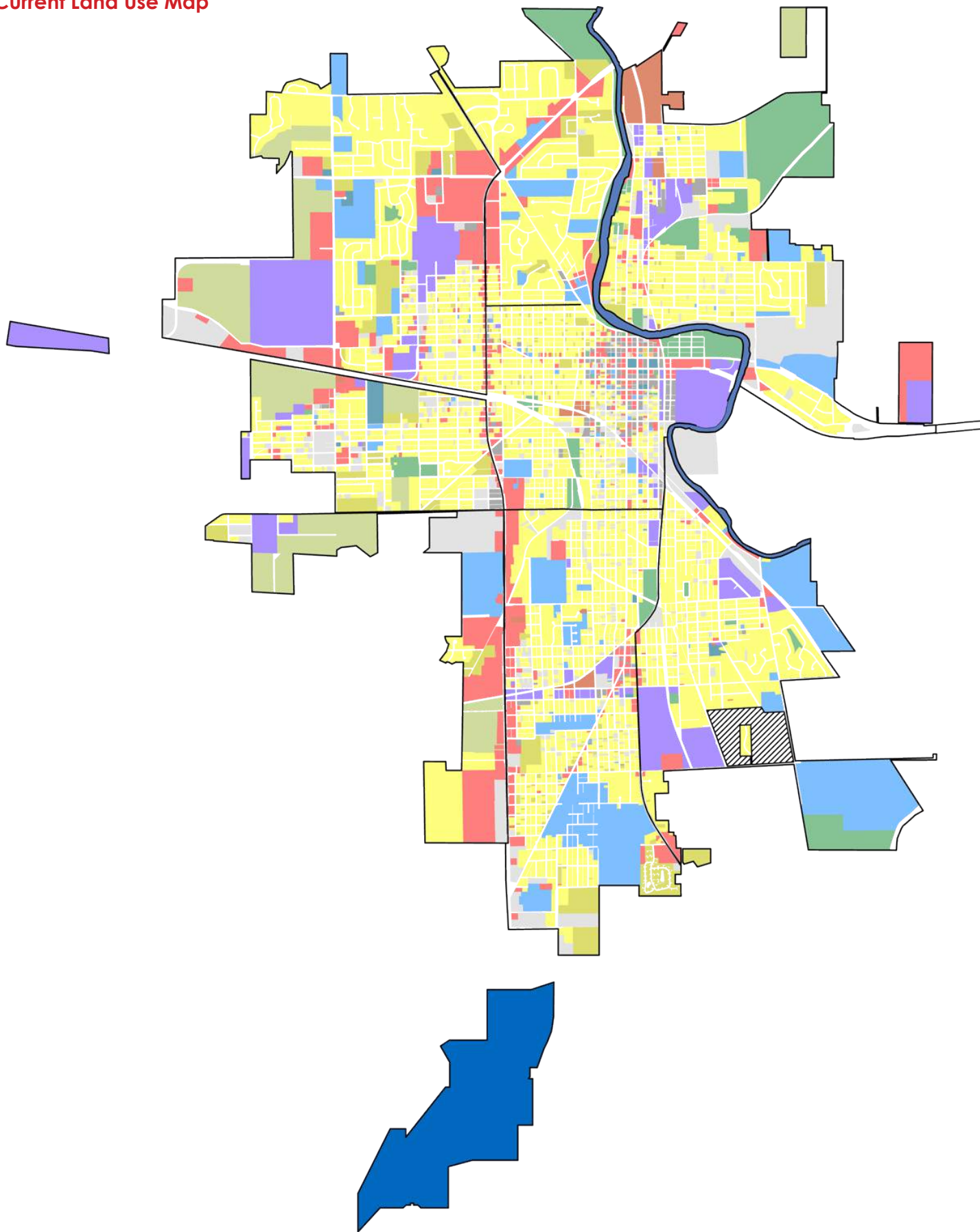
The current and future land use maps use the following basic categories.

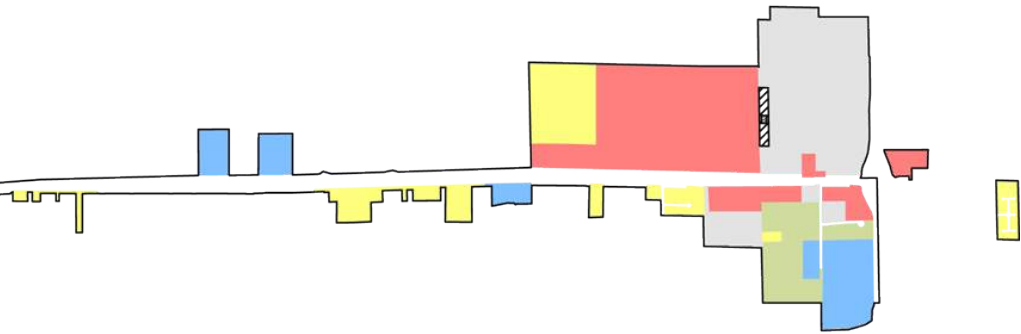
	Agricultural-	Land generally used for agriculture and farming
	Single-family-	Residential, detached homes
	Multi-family-	Duplexes, apartments, senior housing
	Commercial-	Mixed-uses, offices, general retail, restaurant
	Institutional-	Schools, hospitals, churches, cemeteries
	Industrial-	Junkyard, disabled vehicle storage, outdoor storage of materials, factories
	Recreation/Green Space-	Public parks or playgrounds, playing fields, courts, trails, community centers
	Mixed-Use-	A mixture of commercial and residential uses (for our purposes)
	Public/Government-	City and County offices and facilities
	Utilities-	Sewage treatment, water, electric, substations
	Parking-	Paved or unpaved, designated for parking (generally shown Downtown and in large commercial areas)
	No Specific Use/Vacant-	Street and rail right-of-way, vacant lot, undesignated open space

When land use and zoning maps are overlaid, they should relate closely and it should be clear where they do not coincide. Zoning can be considered the building block of a city. Every development decision, from the smallest shed to the largest factory is regulated and located based on a zoning classification. The district will determine what uses are allowed, the size and location of buildings, and parking and signage regulations. While the future land use map might clearly show an area intended to remain as residential, outdated zoning may reflect a decades-old industrial classification. This issue can be solved through subsequent plans to rezone, through neighborhood input, to ensure that unwanted zones are eliminated. The zoning ordinance should follow the future land use map closely and reinforce the goals of the plan. Rezoning should always be based on the most recent comprehensive plan update and can lay the groundwork for accomplishing the goals identified throughout this plan.















## Current Land Use Map

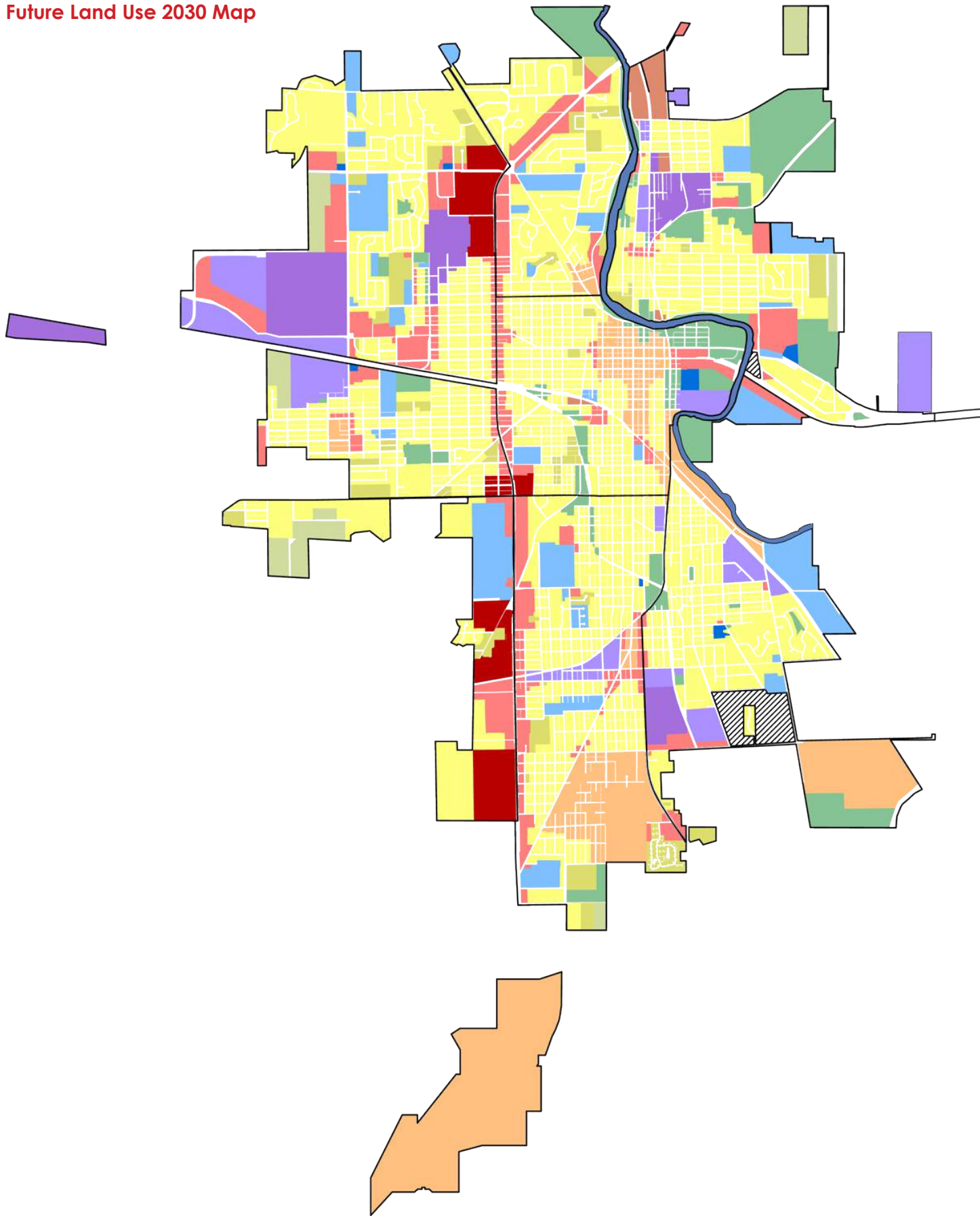


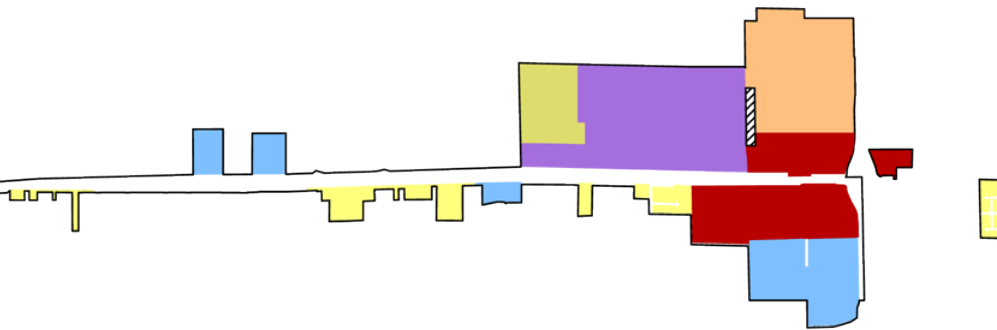


### Current Land Use

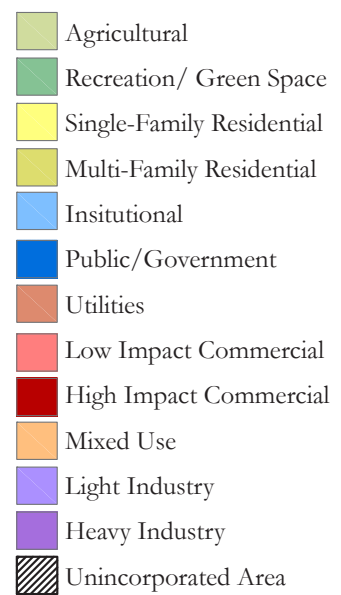
-  Agricultural
-  Commercial
-  Multi-Family Residential
-  Single Family Residential
-  Institutional
-  Industrial
-  Recreation/Green Space
-  Mixed-Use
-  Public/Government
-  Utilities
-  Parking
-  No Specific Use/Vacant

Future Land Use 2030 Map





### Future Land Use 2030





## Zoning












### Zoning Districts









From protecting the value of your home to laying the groundwork for the progress of your city, planning is a critical part of the economic development process. Just as an architect creates a blueprint for a building, an urban planner creates the blueprint, or plan, for a City. One of the tools used to implement the plan for a City is an updated zoning ordinance. Zoning districts are used to differentiate between and regulate the different impact levels of residential, commercial and industrial uses.

- **Residential Districts-** Six districts, RS, R1, R2, R3, R4, and R5, are established for residential use in conformity with the types of neighborhoods, which have occurred, and are likely to develop in the areas so designated on the Zone Maps. The districts differ primarily with respect to requirements of lot size, building ground floor area, and the number of families which may be housed in one building. Customary home occupations, or home businesses, are allowed only in certain districts.
- **Commercial Districts-** Seven commercial districts, PB, AB, LB, CB, CC, GB, and SC, are established to meet the specific requirements for the several classes of business uses needed to give adequate service throughout the city, as related to present and future development. They generally follow arterial roads and include parking and signage standards. Several of these areas are mixed-uses of residential and commercial, primarily through upper-story housing.
- **Industrial Districts-** Three districts, I1, I2, and I3, are established to meet the present and future needs of the city for industrial development operations, including some ancillary services for industry and employees. Low impact and residential uses should be buffered. Industrial district should be purposefully located in areas conducive to success (easy access, storage, lighting, noise allowance, etc) and consider impacts on surrounding uses.

Once the future land use map is established, the existing zoning ordinance and map may need updated to reflect the goals set in the Comprehensive Plan. Zoning districts are used to determine actual lot standards for each land parcel within city limits. While the future land use map shows the desired general use of the area, the zoning classification of a parcel dictates the specific land uses and densities of development allowed. The following is a list of current zoning district classifications used in Marion, generally ranging from lowest to highest impact.

- **AG.** The AG district is established in recognition of agriculture as the predominant and basic use of land throughout much of the county and for the conservation thereof in certain areas. Permitted uses in this district include all forms of agricultural uses.
- ▤ **RS.** This single-family district has been established principally to include lands that are generally characterized by two or more of the following conditions: substantial differences in topographic relief; extensive tree cover; heavy mucky or easily erodible soils; unusual drainage characteristics; outside areas of utility development; or are currently being developed in a distinctive pattern not adaptable to the customary manner of subdividing land for residential purposes. Requirements for minimum lot sizes and ground floor areas of structures are substantially greater than those of the other residential districts.
- ▤ **R1.** Low Density Single-family- This is a single-family, low-density residential district. The minimum lot size and building area are less than the RS District. R1 Districts usually include new and developing single-family neighborhoods and subdivisions.

- 
**R2.** Medium Density Single-family- This district is primarily a medium density single-family district. The R2 requirements as to minimum lots and ground floor area of buildings are less than those specified for residential districts RS and R1. This district frequently applies to existing residential neighborhoods and comparable expansions thereof.
  
- 
**R3.** Low Density Single and Multi-family- This district is established to include areas of relatively low density two-family and multiple-family residences permitted on a density of use basis, with the minimum lot size being increased for more than one family in a building. Single-family residences are also permitted on a density basis somewhat higher than R2 Districts. The R3 requirements as to minimum lot and ground floor area of buildings are less than those for residential districts RS, R1, and R2.
  
- 
**R4.** Medium Density Single and Multi-family- This is a medium density residential district with single, two-family, and multiple family residences permitted. The minimum lot and ground floor requirements are substantially less than those for residential districts RS, R1, R2, and R3.
  
- 
**R5.** High Density Single and Multi-family- This is relatively high-density residential district with all types of residential development permitted. The minimum lot and ground floor requirements are the lowest of any residential district.
  
- 
**MH.** Mobile Home Park- This district is established to provide for mobile home parks with exclusive occupancy by mobile homes as residences.
  
- 
**PR.** Residential PUD- This district is available to mixed-use, master-planned areas that are comprised of greater than 51% residential uses.
  
- 
**PB.** Professional Business- This district is established as a buffer, generally between commercial and residential districts permitting selected professional and business uses having limited contact with the public.
  
- 
**AB.** Accommodation Business- This district is established to include areas that are in close proximity to expressway interchanges or recreation uses and at appropriate intervals along major thoroughfares and are designed to provide uses appropriate to the limited accommodation and service needs of these areas.
  
- 
**LB.** Local Business- District LB is designed and located in neighborhoods to accommodate the primary and service needs of the locality. Although limited in area occupied, the district is important to the economic welfare of the community in placing “convenience” and “impulse” goods shops close to the consumer.
  
- 
**CB.** Central Business- The CB District is established to include areas that are intended to serve as the Central Business District for urban places.
  
- 
**CC.** Central Core- This is a special district, applicable to downtown. It is established to provide for the special needs of this area, by waving certain requirements in regards to parking and sign regulations, which are necessary in other commercial districts.

-  **GB.** General Business- This district provides for all types of business and service uses, including warehouse and storage facilities, as well as some light industrial operations.
-  **SC.** Shopping Center- This district originally provided for planned shopping centers of at least six acres, frequently in single ownership. The WalMart Center and Marsh-North Strip are the few examples that utilized this district. It has seemingly be replaced by the use of commercial PUDS.
-  **PC.** Commercial PUD- This district is available to mixed-use, master-planned areas that are comprised of greater than 51% commercial uses.
-  **I1.** Light Industry- This district incorporates many of the existing industrial developments and provides for their expansion. Generally, the permitted uses will include only those where all of the operations, including the storage of material, are confined within a building and the performance characteristics are compatible with uses permitted in neighboring districts.
-  **I2.** General Industry- This district is established to provide for general industrial operations utilizing both enclosed and unenclosed space for storage, fabricating and manufacturing.
-  **I3.** Heavy Industry- This district is established to provide for general industrial operations in the processing of raw materials for the production of basic commodities.
-  **PI.** Industrial PUD- This district is available to mixed-use, master-planned areas that are comprised of greater than 51% industrial uses.
-  **AZ.** Airport Zone- This district is established to be applied to the city's Municipal Airport. Certain commercial and industrial operations may be permitted by special exception.

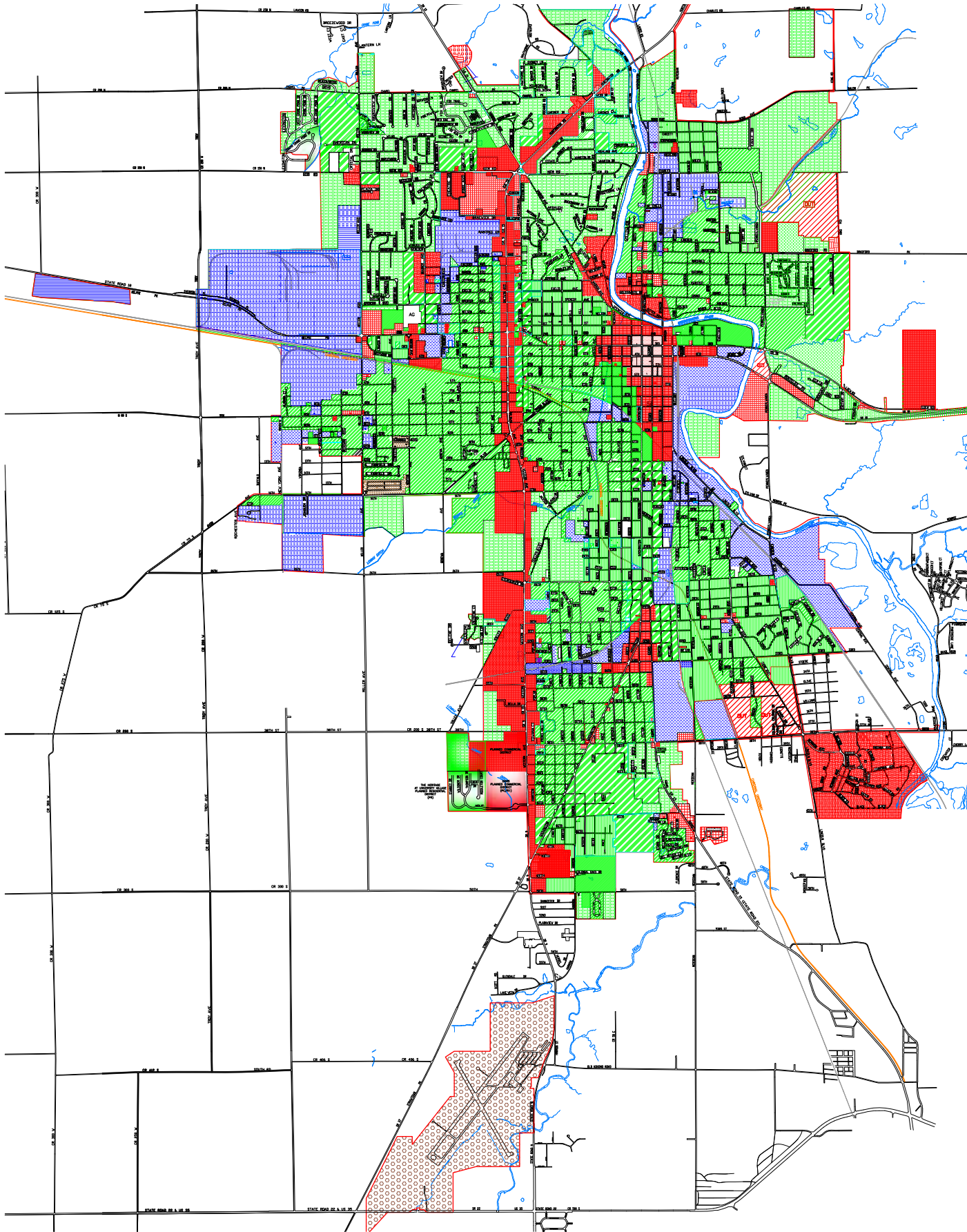
## Existing Zoning Tools

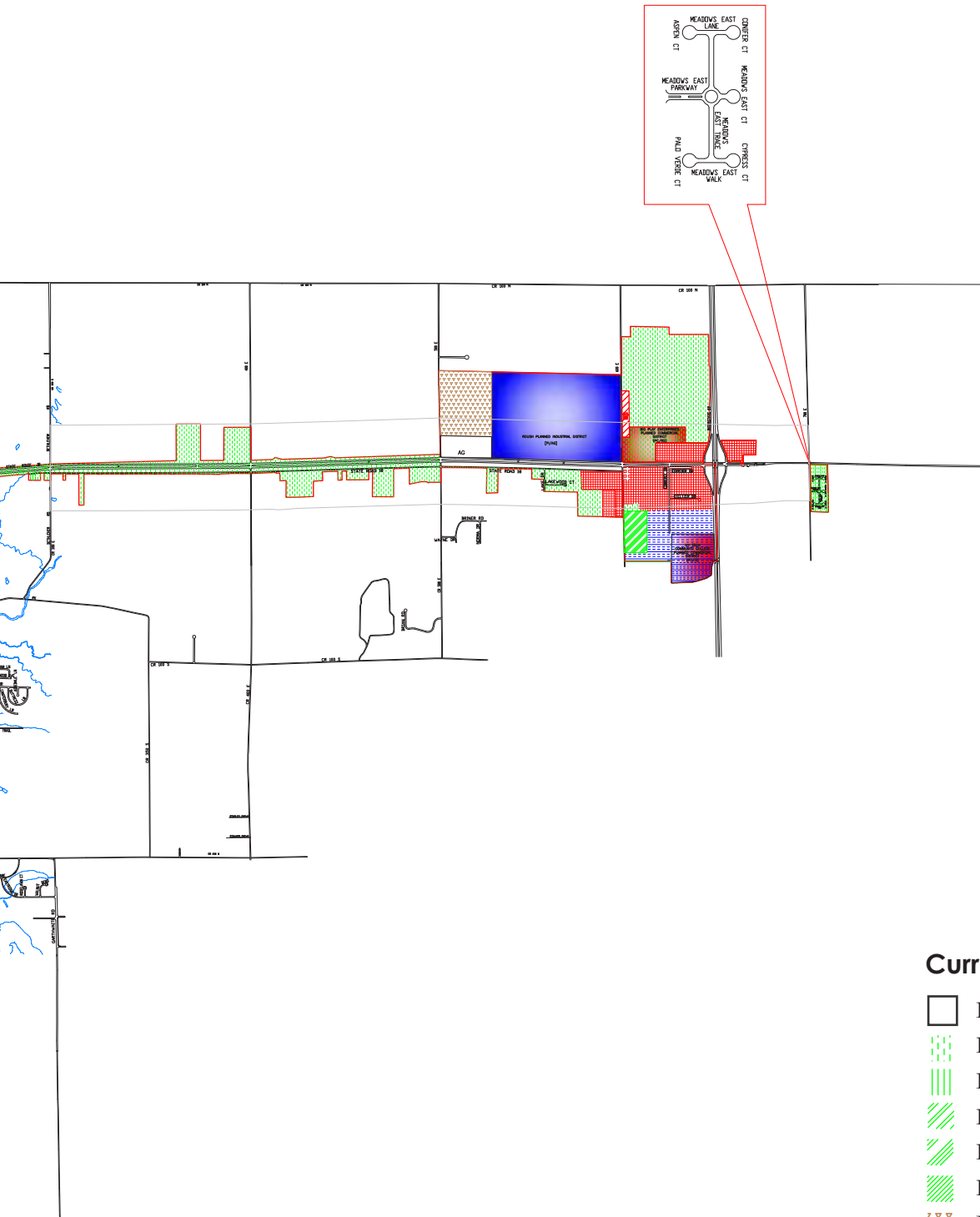
The law allows for different tools when regulating land use and zoning, to achieve goals set by the community, and adjusting for unexpected development trends.

- **Zoning Districts-** The zoning ordinance includes a list of districts, ranging from low to high impact, from residential to industrial zoning. Each parcel within city limits has a designated classification. This classification dictates the development standard and land use regulations that must be followed.
- **Variances and Special Exceptions-** Variances and special exceptions allow for a property to vary from different aspects of the zoning ordinance if approved by the Board of Zoning Appeals. The most common types are land use and development standard variances. Special exceptions are similar in that they allow an applicant to vary from the ordinance, but are different in the sense that they only allow permission if certain conditions are present.
- **Rezoning-** The law allows for a property to be rezoned from one district to another if approved by Plan Commission and City Council. The property is then subject to all related regulations of the new zoning district. Because of this, rezoning has the potential to have a large impact on the future of an area and should be done with intention and after much consideration.
- **Overlays-** Overlays are used to impose an additional layer of standards in an area. Commonly used along corridors or in downtown areas, it is a way to add specific regulations or design standards to a large area without changing the existing base zoning districts.
- **Planned Unit Developments (PUDs)-** Another way to allow for a mixture of uses and design standards is through the establishment of a PUD. A PUD establishes a new zoning ordinance for a master planned area and has hierarchy over the underlying zoning district and any overlays that may exist. In this case, it is important for the PUD document to encompass similar design standards and overall continuity with the surrounding area as the underlying planning layers. Just as there are multiple tools and strategies available, there are several key players involved in land use and zoning decisions.
- **Board of Zoning Appeals (BZA)-** This 5 member board has the ability to grant variances and special exceptions from the zoning ordinance based on different legal criteria.
- **Advisory Plan Commission-** This 9 member board serves to maintain the comprehensive plan and to make land use recommendations to the City Council and other groups.
- **City Council-** Among other things, the Council ultimately has the responsibility of adopting comprehensive plan and zoning ordinance updates. They also have the final decision regarding rezoning requests.
- **Planning Department-** This department serves as the staff of the Plan Commission and is responsible for staff reports to the different decision making groups, as well as day-to-day activities such as permitting and site plan reviews.



## Zoning Map





### Current Zoning

	RS		LB
	R1		CB
	R2		CC
	R3		GB
	R4		PC
	R5		I1
	MH		I2
	PR		I3
	PB		PI
	AB		AZ

## Recommendations

Like many other Midwestern communities, Marion suffered great industrial losses in the past decades. These losses resulted in many residential vacancies and excess industrial land. As we continue to rebound and grow, it is important that we ensure our future land use decisions are sensitive to the community's needs, and that we remain aware of all economic and environmental ramifications. It is equally important that the zoning ordinance and districts evolve with the city as needed. For a more in-depth land use or zoning review of a certain area of the city, please see the Sector Study portion of the comprehensive plan. Below are the general changes recommended as part of a much needed zoning ordinance update.

### Land Use Changes

#### City Boundaries

Marion's status as an Advisory Plan organization within a county Area Plan organization prevents us from planning outside of the boundaries of our city limits. This presents several jurisdictional issues. For example, much of the city is surrounded by agricultural land. Even though these areas may border a residential neighborhood, they can currently be developed without any input from the city. It may be in our best interest to strategically annex certain areas surrounding the city as a greenbelt to prevent unwanted uses. This greenbelt could continue to encourage certain agricultural uses, while preventing undesired growth or uses. Greenbelts can also help improve air and water quality, provide a habitat for wildlife and preserve agricultural character.

In an effort to prevent sprawl, priority should be given to infill development and redevelopment. New projects should be encouraged to develop on vacant lots within current city limits. Unplanned sprawl will inevitably stretch our budgetary and material resources, including emergency personnel, street maintenance, and school and bus systems. The imminent development of the I69 interstate interchange will present additional issues, such as the threat of business relocation from Baldwin Avenue and Downtown to SR18. Care should be taken to encourage only uses that will not compete with those that are offered within the existing city limits. Without actively annexing portions along the SR18 corridor from I69, preservation, planning and guiding economic development of the corridor are largely out of our control. Our efforts to improve the land around the interstate may spur unwanted, unfettered development along the corridor.

#### Residential Neighborhoods

Residential areas should be identified as "neighborhoods" and great care should be taken to preserve the individual character of each neighborhood. Much of the City is encompassed by active Neighborhood Associations, and these groups can be essential in identifying character and traits that should be celebrated and preserved through a public neighborhood planning process.

#### Commercial Corridors and Nodes

Heavy commercial activity should be centered around transit and shopping centers. Lower impact commercial and professional business uses can be used to buffer residential transitions. Large mixed-use and campus uses, such as the IWU and VA campuses, may warrant transitional zones that allow for complementary businesses and home businesses.

#### Industrial Sites

There are several smaller, defunct industrial sites throughout the city that are remnants from years of planning neglect. Several of these sites have scattered, run-down, single-family homes remaining on their grounds that are not ideal. Active industrial uses should be located in one of the several, larger industrial "parks" that are forming naturally and are situated in a way that is conducive to their success, such as easy transportation access, storage capabilities and the ability for large scale lighting and parking lots. Industrial sites should be surrounded by a commercial or a landscaped set-back buffer to prevent a negative impact on surrounding residential uses.

## Encourage Mixed-Use Developments

“Mixed Use” is a term used to describe an area that is suitable for residential and nonresidential uses. Mixed use areas should do the following:

- Allow a mixture of complementary land uses, services, retail & civic uses within walking distance of residents that encourages linking of trips
- Encourage live/work spaces on existing commercially zoned land
- Create viable development opportunities for under used Center City sites
- Encourage transition from nonresidential to residential uses
- Provide on-street activity in commercial areas after 4pm and built-in customers for existing and potential businesses

To accomplish successful mixed use areas, they should allow for mixed uses along major corridors and intersections, and along the edges of neighborhoods. To allow for these areas to thrive as mixed-use developments, master-planned PUDs and dedicated zoning districts should include necessary zoning ordinance and design standard elements. The following areas are all considered mixed-use, but are not designated so it is recommended that they be rezoned to Central Business (CB) areas, existing Campus (C) areas requiring new zoning districts, and potential Mixed-Use (MU) master-planned projects and PUDs. Each of the three types should begin with a similar base, including zoning restrictions related to buffering, design, density, uses and transitional zones. Each of the areas will also require specialized codes to reach their full potential and meet individual needs. Despite their different natures and needs, they are all designated as “Mixed-Use” on the previous future land use map.

**(CB-1 and CB-2)** A popular form of traditional mixed-use areas are known as Central Business Districts (CBDs). There are currently two areas that are considered central business districts in Marion; the Downtown and Village areas. Both have the available historic building stock for first floor commercial and upper-story housing, and lend themselves to a “main street” feel. Though they share similarities, they are both comprised of different building uses and design elements. Due to the distinct character of each business district, it is recommended that they no longer share the current zoning classification of Central Business (CB). Instead, it is recommended that each area be given a new zoning district of CB-1 and CB-2 that are closely related and include design standard elements, but allow for individualistic elements that will allow each area to thrive and embrace their differences.

**(C-1)** Indiana Wesleyan University Campus- Shown as institutional, the IWU campus located in south Marion serves as a mixed-use campus including institutional, commercial, recreational and residential uses. There is currently no district that allows for the uses needed by a campus of this type and the current residential zoning creates never-ending development and permitting issues. A separate zoning classification should be created and the various active campus-owned parcels should be joined to form fewer large parcels to simplify development efforts. The new district code should include design standards and development standards that concentrate on boundary design and neighborhood buffers, shared parking and campus-wide wayfinding and signage.

**(C-2)** Veteran’s Affairs Campus- Located in southeast Marion, the VA campus functions as a separate entity including institutional and residential uses. There is potential in the excess buildings of this federal site for public, mixed-use institutional, office and residential uses.

**(C-3)** Marion Municipal Airport Campus- This regional airport services several visitors and local travelers. Portions of the property surrounding the airport are well-suited for complementary commercial uses to serve airport users and nearby residents. The airport and surrounding uses should be considered a master-planned campus, emphasizing circulation.



**(C-4) Marion General Hospital Campus-** This regional hospital's campus is comprised of multiple buildings and a heliport on several blocks, and has a need for special allowances and development standards that remain sensitive to the surrounding neighborhoods.

**(MU-1) I69 Interchange Mixed-Use Area-** Several master planned projects are proposed at the I69 Marion exit. Proposed uses include multi-family residential, commercial, office and hotel uses. While still encouraging success at this new regional hub, strategies should be developed to encourage visitors of the new development to also travel further into Marion to explore our downtown and shopping areas.

**(MU-2) Former Malleable Mixed-Use Area-** The area located at the busy intersection of 9th and Miller Avenue is the vacant site of a former factory and is currently zoned residential. This site has the potential to serve West Marion well as a pedestrian friendly, mixed-use commercial and residential development focused on serving neighborhood needs.

**(MU-3) Southeastern Mississinewa Riverfront Mixed-Use Area-** The area along Lincoln Blvd and the western riverbank is currently zoned industrial and features a mixture of blighted industrial and single-family residential uses. There are several historic brick warehouses that could be reused for interesting technology, office and loft space. The adjacent vacant land would be well-suited to townhomes with a currently underutilized river overlook. The area could be connected to Downtown by a greenspace from 5th to 9th Streets.

## Zoning District Changes

### Central Business (CB)

Adapt Central Business Zoning to create CB-1 and CB-2 districts to accommodate the Downtown and Village areas. Each code should share basic design standard standards, but allow for individualistic design elements and authorized uses that will allow each area to thrive and embrace their differences. These areas should have a mixed-use emphasis to allow for buildings to serve dual purposes.

### Central Core (CC)

Currently, the twelve blocks surrounding the Courthouse in Downtown Marion are designated Central Core zoning. While it is reasonable to assign different standards to the blocks surrounding "the Square" facing the Courthouse, the blocks between 5th and 6th, and Boots and Branson Streets do not share the same issues, and should be returned to Central Business (CB) zoning. (If the proposed "5th Street Commons" project in this area moves forward, the buildings facing the new plaza space could benefit from zoning standards closer to the CC district, being that the parking lot would serve as a type of public square.)

### Change Local Business classification to "Neighborhood Business"

Changing the name would clarify the intent of the district. There is the potential for smaller, lower impact commercial nodes within different areas of the city. We could purposely plan for neighborhood business/village center commercial nodes in underserved areas of town to provide neighborhood needs, goods and services. This would permit neighborhood based retail, without allowing a scattering of commercial uses throughout neighborhoods. A strategic plan should be pursued to ensure well-spaced commercial nodes based on service areas and existing development patterns.

### Eliminate Unneeded Districts

Accommodation Business (AB)- This district is only used once within city limits for a church property. The original intent was for it to be used at interstate interchanges and near recreation. The recommended districts listed previously, I69 Interchange Mixed-Use Area (MU-1) and Trailhead Mixed-Use Areas (MU-4), would be better suited for these purposes. Either way, this district would need rewritten and would need to be implemented at these vital points.

### **Rename Airport Zone (AZ)**

This district should be renamed or rewritten to include the recommended mixed-use district allowances previously mentioned as the Marion Municipal Airport Campus (C-3).

### **Preservation Zones**

Other than General Agriculture (AG), there is currently no district available to assign areas as preservation or park space. There are areas along main corridors, along the trail system, and between active industry and housing that would lend themselves to a “preservation” or greenspace zoning district. It is important that land is saved for a reason, including the creation of a greenbelt around the City, a greenbelt along both sides of the SR18 corridor, water conservation and to prevent stormwater runoff. Green technologies should be incorporated when possible.

The current Residential Suburban (RS) zoning district is principally used along SR18 from I69 and could be renamed or rewritten to serve as the preservation district along this important corridor.

### **(MU-4) Trailhead Mixed-Use Area**

Specific trailheads of the Cardinal Greenway and proposed Norfolk Southern Rails-to-Trails project would be well-suited to mixed-use residential, home-business, and commercial development serving as neighborhood centers to residents and trail riders.

## **New Zoning Tools**

### **Historic Residential Overlay**

The Martin Boots and Garfield neighborhood associations have expressed interest in implementing an overlay to preserve the historical and single-family character of this downtown-adjacent area. As the large homes are converted to multi-units, the overlay should include provisions that visually preserve the single-family nature of the area, such as rear parking areas, single front entrances and interior mailboxes.

### **Gateway and Corridor Improvement Overlays**

An overlay can be created to place additional standards along main corridors through town to ensure that we are presenting our best selves to visitors and investors. Standards could include, but are not limited to landscaping requirements, design standards and development standards.

### **Updated Unified Development Ordinance (UDO)**

Once a comprehensive plan update is adopted by City Council, the City should immediately begin the process of updating Marion’s Zoning and Subdivision Ordinances. As mentioned, these ordinances are enforced daily to dictate land use decisions and have the ability of drastic implications. It is recommended that the City pursue a Unified Development Ordinance to avoid the potential contradictions inherent in the current separate zoning and subdivision ordinances. A UDO should work in tandem with the Comprehensive Plan, and allows zoning, subdivision regulations, urban design and basic architectural standards to be compiled into one compact document.

Among others, the following are areas of the current code system that drastically need added or improved.

**Authorized Uses** - The current code follows an authorized use matrix that illustrates which uses are allowed in each district that is severely outdated and often contradicts the main ordinance text. If we are to remain with this same matrix, it needs updated to include modern uses and each use should be looked at again for its suitability in each district based on the goals set in the updated Comprehensive Plan. It should also be cross-referenced with any related code updates.

### Sign Ordinance

The current sign and billboard ordinances are drastically outdated and are adding to a major sign clutter issue in the City. These codes should be updated to reflect sign allowances based upon neighborhood character, road classifications, speed limits and business frontages. Billboards and temporary signage run rampant throughout the city and should be restricted, if not banned in the future. Regulations should also address the locations and standards of digital signage.

### Infill Ordinance

The current ordinance regulates the lot coverage, building setbacks and building height of a proposed project dependant on the assigned district, regardless of the character of the adjacent properties. In some cases, the code actually detracts from neighborhood character by assigning arbitrary standards. Steps should be taken to incorporate existing neighborhood and development trends, and allow a project to fit more seamlessly with its surroundings. This is especially important in residential areas as the number of teardowns increases and vacant lots are redeveloped.

### Landscaping Ordinance

Other than a few references to buffers, landscaping standards are not addressed in the current zoning ordinance. Parking lots, main corridors and non-residential uses should have buffering and general landscaping restrictions that enhance the character of the city. This code should also address greenspace and stormwater standards, and encourage natural swales and pervious concrete parking areas. A tree replacement requirement could also be included.

### Customary Home Occupation Ordinance (CHO)

The current CHO ordinance that regulates home businesses is drastically outdated. It doesn't consider the online business phenomenon or entrepreneurial possibilities if located on an appropriate corridor. Several successful businesses were started out of homes and garages. Our codes are often inflexible in accommodating newer types of companies, such as the technology fields and home businesses. There are different levels of impacts of home businesses, including foot traffic, parking needs, signage and outside storage. A recent public survey indicates that the majority of respondents do not mind a home business in their neighborhood if there is no negative outside impact. An audit of the zoning code and streets should determine appropriate areas for development of this type. Signage, parking and traffic should be considered.

### Accessory Dwelling Units

Many cities have begun to recognize the value of allowing small second units in single-family neighborhoods and are adopting zoning codes allowances for their controlled provision to alleviate potential foreclosure concerns. It was once common to allow for the care of elderly relatives and income generating accessory properties, but modern subdivisions have eliminated this flexibility. Reasonable restrictions can be placed within a new code that are intended to ensure that the visible and functional character of neighborhoods are not disturbed, including the following requirements for accessory dwelling units:

- may not be larger than 1-bedroom or larger than 600 square feet in size,
- may not have a door facing the street,
- must be designed to match the architectural style of the main house they are added to,
- must have one off-street parking space,
- may not be sold separately from the main dwelling, and/or
- either the main dwelling or the accessory dwelling must be owner-occupied.



Example accessory dwelling units. Traditional vehicular storage on ground floor with living quarters located on second story.

## Recommended Land Use Policies

### Buffers

Ordinance updates should include provisions related to buffering requirements, such as fencing, berming and landscaping that is sensitive to surrounding uses and the neighborhood. All efforts should be made to preserve the boundaries between the Central Business District and traditional residential neighborhoods.

### Rezoning

Zone changes should be heavily dependent upon meeting the goals set by the community in the comprehensive plan and the future land use map. As mentioned, decision makers should consider the intent of the map and goals when dealing with unforeseen development scenarios. Spot zoning and expanding land use violations should be avoided at all costs.

### Annexation

In an effort to prevent sprawl, priority should be given to infill development and redevelopment. A strategic, targeted infill plan should be created and new projects should be encouraged to develop on vacant lots within current city limits when possible. Unplanned sprawl will inevitably stretch our budgetary and material resources, and it would be in our best interest to perform a future annexation and greenbelt study. Without annexing portions along the SR18 corridor from I69, planning and guiding economic development is out of our control.

### Violations

Enforcing zoning violations is one of the most important acts of city administration. In addition to eliminating blighted buildings and trash, partnerships and resources should be dedicated to this task. A simplified process is needed to prosecute ongoing and future zoning violations. Initial priority should be given to industrial land use violations, illegal businesses and signage violations.







# Transportation + Circulation

## **Mission Statement:**

“Connect neighbors and visitors to essential services and attractions via a multi-modal transportation system.”

## **Objectives**

- Provide transportation options and connections for pedestrians and all mobility types.
- Encourage a multi-modal transportation system that ensures safety, full connectivity and accessibility through the City and region.
- Establish an integrated and functional wayfinding system that is clear and concise on a resident and visitor level that is based on a highly programmed design package.
- Allow for site-specific circulation and wayfinding programs that are sensitive to the city’s image and their surroundings.

## **Element Content**

- Introduction
- Inventory
  - Street Hierarchy
- Current Conditions
  - Commuting/ Traffic Counting
  - Public Transportation
  - Cardinal Greenway
  - Truck Routes/ Railroads
- Analysis
  - Truck Routes/ Public Transportation
  - Connections
  - Traffic Calming/ Pedestrian Crossing
  - Balanced Parking Needs
  - Gateways
- Recommended Policies
  - Reduce Speeds
  - Truck Routes
  - Complete Streets
  - Health and Wellness
  - Accessibility is Key
  - Signage Elements
  - Strategic and Long Term Planning

## Introduction

The Transportation + Circulation Element of the City of Marion's Comprehensive Plan is aimed to set forth the policy and objective framework to shape the city's transportation network. While the nation is in a time of economic and financial trouble, the City of Marion is currently experiencing an increase in new business. As new corporations and businesses establish activity in the city, circulation becomes altered and it is important to note the changes while adapting and shaping the future growth to benefit a city-wide circulation plan.

This chapter outlines the City of Marion's current transportation conditions and identifies the issues that need to be addressed in order to successfully grow as a community and city. Issues are congruently related to other chapters within the Comprehensive Plan as transportation and circulation is not a singular factor in the city's structure. As a result, this element considers much of the previous and latter mentioned content. Most of the decisions regarding land use and roadways have already been made, although variations in this structure are contemplated to ensure the successful growth of the city.

The ideals and goals of this chapter are derived from the mission statement, which was established by the Steering Committee:

- Connect residents and visitors to all amenities throughout the city.
- Promote a pedestrian friendly environment throughout the city.
- Provide a transportation that caters to all modes of travel

This element also contains the circulation issues that pertain to the City of Marion as a whole as well as recommendations; such as circulation elements, urban design standards, public and private transportation and safety for pedestrian walkability.

## Inventory

### Street Hierarchy

The identification of roadways allow for a detailed planning process to occur which includes land use and capital improvement funds to be allocated when necessary. The functional classification system breaks down the street system into hierarchical levels. Listed below are the levels that impact the City and those that the city currently uses.

#### Interstate

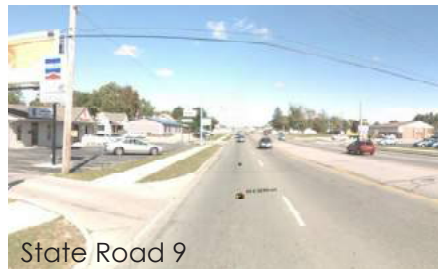


Divided highways with full control of access and interchanges. Designed for high speed travel, it consists of multi-lane traffic with the primary use for long distance trips from state to state.

Roadways with this classification: (in no particular order)

- Interstate 69

#### Principal Arterial



Similar in function to an interstate, a principal arterial consists of four lanes of travel and are usually divided although not grade separated.

Roadways with this classification: (in no particular order)

- |                    |                         |
|--------------------|-------------------------|
| ■ State Route 18   | ■ 9th Street            |
| ■ State Route 9    | ■ 11th Street           |
| ■ State Route 15   | ■ Lincoln Boulevard     |
| ■ West 16th Street | ■ 38th Street           |
| ■ 17th Street      | ■ South Meridian Street |
|                    | ■ Miller Avenue         |



## Minor Arterial



Provides access to principal arterials (highways/freeways), emphasizing the connection of cities with highways and adjacent communities.

Roadways with this classification: (in no particular order)

- |                     |                        |               |
|---------------------|------------------------|---------------|
| ■ Kem Road          | ■ South McClure Street | ■ 11th Street |
| ■ Wabash Avenue     | ■ Pennsylvania Street  | ■ 26th Street |
| ■ Washington Street | ■ West Bradford Street | ■ 30th Street |
| ■ Adams Street      | ■ Nebraska Street      | ■ 33rd Street |
| ■ Branson Street    | ■ IR113                | ■ 45th Street |
|                     | ■ 9th Street           | ■ 50th Street |

## Collector



Distributes traffic between major traffic generators and the arterials.

Roadways with this classification: (in no particular order)

- |                    |                    |                      |
|--------------------|--------------------|----------------------|
| ■ Chapel Pike      | ■ West Factory Ave | ■ South Adams Street |
| ■ Highland Avenue  | ■ Butler Avenue    | ■ Butler Avenue      |
| ■ West Bond Avenue | ■ Western Avenue   |                      |

## Neighborhood Street



Provides driveway access within residential neighborhoods. Generally, neighborhood streets have low speeds and volumes.

Roadways with this classification: Most other roadways in city limits

## Current Conditions

There are currently little to no regional or county-wide transportation planning initiatives. Involvement at higher levels of government (the State of Indiana and the Federal Government) would be beneficial to ensure cooperation and alternative solution planning. One successful example of regional and national planning is the Cardinal Greenway, which is part of the American Discovery Trail that is a national coast to coast nonmotorized trail.

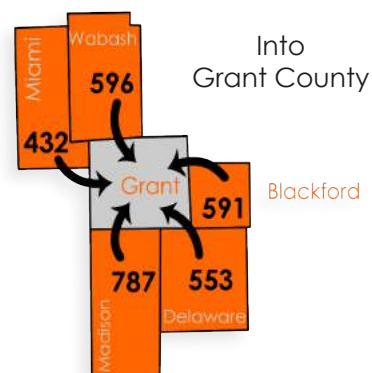
### Commuting

From information gathered from the 2000 U.S. Census, the amount of peoples commuting in and out of Grant County to surrounding counties is relatively equal with those commuting into Grant County. It was also observed that there has been a decrease in public transportation and other means of transit, where as there was an increase in driving alone in vehicles within City limits. The majority of the population drives a distance less than ten minutes, creating the potential of increased walking and biking opportunities.

### Traffic Counting Map

Obtaining a current traffic tally on major and secondary roads is important, as they have a part in representing overall growth in Marion. Taking these counts during the same time of the year every year is also important, as variables such as school pickup/dropoff and university attendance are likely to drastically change throughout the year.

- Updated traffic count maps are available in the City Engineering + Planning Offices (Summer 09)



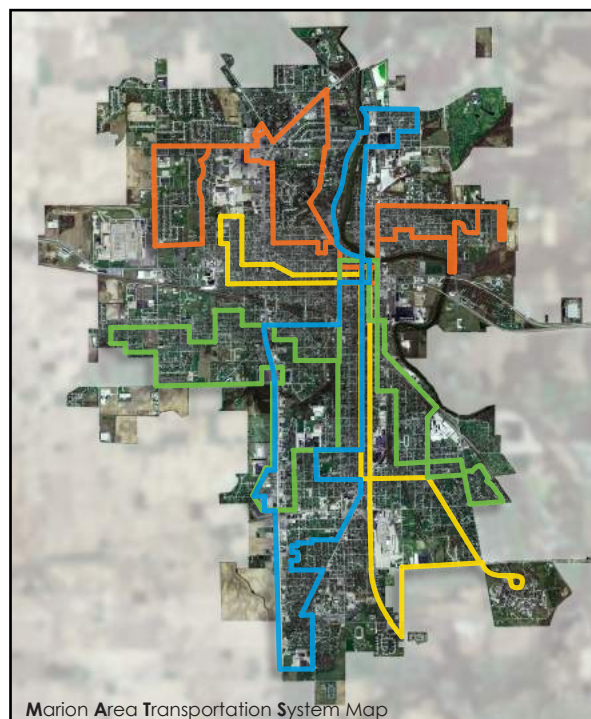
### Public Transportation

The City of Marion's Transportation Department currently provides a fixed route and demand-response service to specific locations within city limits.

The City of Marion also provides a Free Ridership Program, which is part of the demand response service that allows for residents to call and arrange a pick up within city limits.

The three major goals of the Marion Area Transportation System are:

- To provide convenient, reliable, safe and comfortable service to all patrons.
- To provide fixed route and demand responsive services as efficiently and equitably as possible.
- To maximize potential ridership within the parameters set by our service area and available funds.



- Northeast | General Motors
- North Marion | Indiana Wesleyan University
- South | East - West | Point
- V.A. Hospital | West Marion



### Cardinal Greenway

The Cardinal Greenway is a great asset and provides access to safe recreational bicycle riding opportunities. It also runs along Junction Park, which is a major public recreational entity in the city. It runs at elevated and street levels through the city presenting access and trailhead opportunities.

### One-Way Streets

One-way streets are era remnants when it was thought to be more important for traffic to get through town rather than to destinations. Currently, many one-way roads connect and merge into two-way roads, including two of the most heavily traveled north/south minor arterials; Washington and Adams Streets. Several business frontages are eclipsed as traffic travels past in only one direction, limiting business opportunities. Washington and Adams Street make up two sides of the downtown square, the remaining two sides of the square are part of S.R. 18; which are also one-way streets. This further provides an unpleasant environment in the downtown by confusing visitors and shoppers during their downtown experience. One-way roads are a major concern for circulation in the downtown, however one-way roads at a neighborhood level work successfully because of their lack of heavy traffic.

### Interstate 69

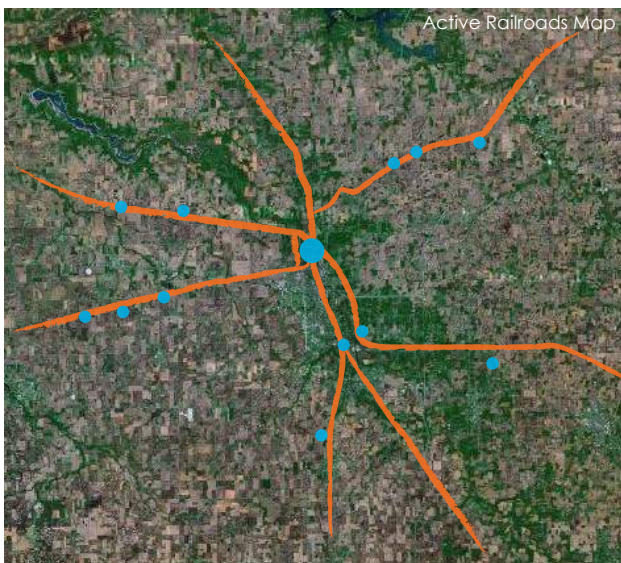
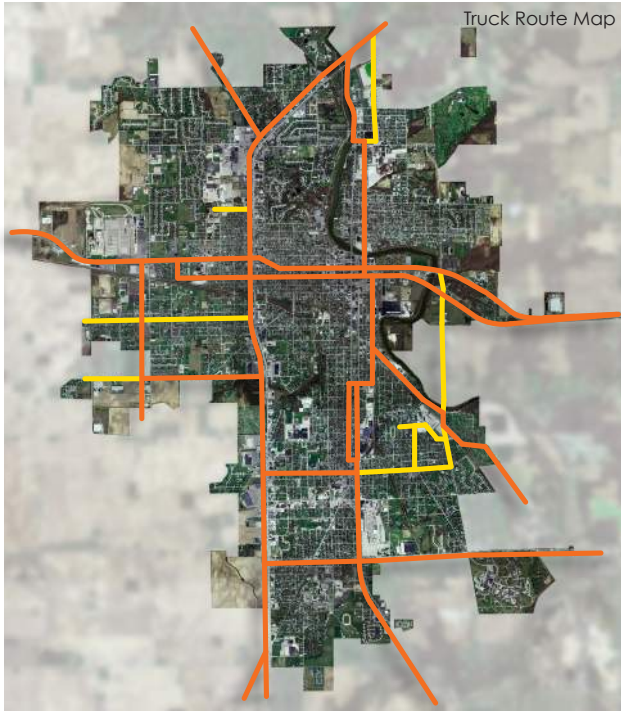
Located roughly 5.5 miles from the downtown square, the I69 interchange feeds S.R. 18, which runs through the City of Marion to adjoining state routes. The majority of truck traffic is traveling through town, although a portion travels to various industrial and warehousing facilities located in the City of Marion.

### Truck Routes

There are two truck routes that run through city limits. Ordinance truck routes guide truck traffic off the I69 interchange and through the downtown square allowing trucks to diverge into the various industrial and warehousing facilities. Included in this truck traffic is live animal transport. The non-ordinance truck route takes truck traffic off of S.R. 18 before entering the downtown. This route is currently only used when the ordinance truck route is impassable.

### Railroads

Several rail lines operate both regionally and nationally, most notably are Central Railroad of Indianapolis and Norfolk Southern.



## Analysis

### Pedestrian Safety

Under current conditions, the City of Marion is pedestrian friendly in the Downtown area with sidewalks that are accessible to all residents. Sidewalks are, generally speaking, connected across streets and alleyways. Bicycles are able to ride these, but this is not recommended, as they are not wide enough for safe travel of both walking and biking pedestrians. There is a lack of sidewalk continuity and connection radiating outward from the downtown thus failing to be pedestrian friendly. This begins around 7th street to the River and from Gallatin to McClure Streets.

Many sidewalks have not been properly maintained and many have been completely neglected in locations across the city. Traveling on foot is limited by block due to inconsistencies of sidewalk connections. A sidewalk hierarchy maintenance system could be in place to ensure resource allocation is best appropriated.

Bicycles are able to ride on the streets of Marion, however are not encouraged to do so. Riding on the more populated roads would be a safety risk, as fast moving trucks and traffic play a major role in hindering safe bicycle travel.

The Cardinal Greenway provides a great asset to the community although it is currently somewhat underutilized. Creating a system of linkages to and from the Cardinal Greenway to public parks and service buildings, as well as other destinations throughout the community, could transform the Cardinal Greenway into an entity such as the Monon Trail in Indianapolis.

### Public Transportation

The current public transportation system meets the needs of the community. The demand response system picks up and drops off residents in the city limits, utilizing the free ridership program.

### Connections

An overall connectivity plan throughout the city would greatly increase ridership and create new pedestrian friendly transit options. More efficient use of existing infrastructure would also improve connectivity throughout the City of Marion. Connections include vehicular, sidewalks, bike lanes, and other multi modal transit options.

### Traffic Calming

Traffic calming is a strategy, often used by Urban Planners and Engineers, to reduce the speed of traffic throughout an area in order improve the safety of pedestrians and residents in that area. Not only do streets service the vehicle, but they also have a large social and recreational service to play. Currently, most major roadways are used to 'get out of town,' where exceeding speed limits prohibit enjoyable spaces. Through more than adequate traffic lane widths and large setbacks, drivers feel comfortable driving faster. Implementing traffic calming strategies would be advised in order to slow traffic on these roadways for safety. These strategies could be implemented through a series of application types and phasing techniques.

### Pedestrian Crossing

Designated pedestrian crossings are lacking within city limits. Designation of a pedestrian crossing is important because it forewarns the driver that pedestrians could be present and to slow down. These are also important in terms of placement. Highly pedestrian traveled intersections should be designated through a marked crossing. One example that could use this type of designation/ application would be an intersection on the bypass where pedestrian travel is uncomfortable and dangerous.

### Balanced Parking Needs (for the resident and business)

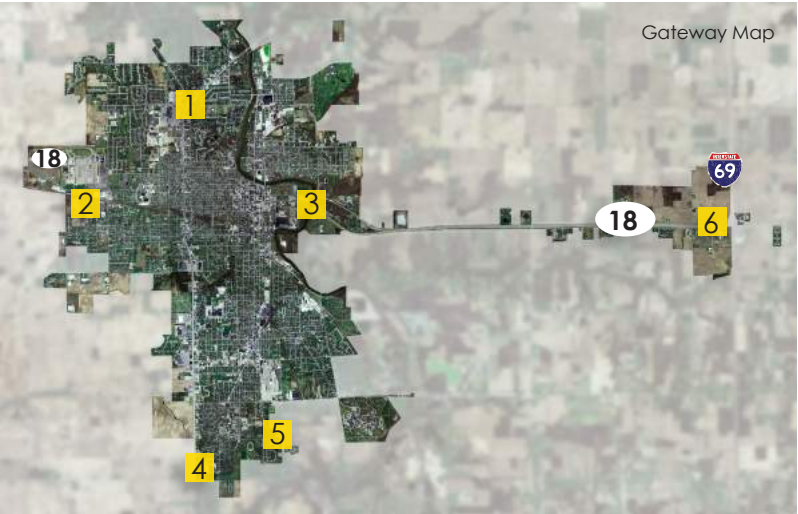
In the downtown area alone, over 45% of developable land is parking (not including most on-street parking). This is an alarming rate in any downtown location. Parking is a double-edged sword, as businesses around the square want parking to increase, but too much parking creates an unfriendly environment for pedestrians.



There are adequate spaces available for drivers in the downtown area, although not necessarily right in front of the building you wish to visit. Sidewalks become an important factor in creating a friendly environment. More parking lots are not needed, rather better connections to and from existing spaces would be encouraged.

### Gateways

Entering the City of Marion is currently marked with a sign roughly 4' x 8'. This should be celebrated by implementing a more grand approach. This is held true for all gateways into Marion. The gateways could then have a continuity factor that reinforces branding throughout the rest of the city. This can be completed through the use of a common street tree, light pole, brick, etc.



### Gateway Site



## Recommended Policies

Reduce speeds through heavily traveled pedestrian areas

### Reduce Vehicular Speeds Downtown

A common misconception during times of revitalization in the late 1970's was to turn two-way streets into one-way through a downtown setting. It was believed that one-way travel was more efficient and drivers would be more focused on the store frontages. After years of economic decline, Marion's Downtown Square should receive the attention it deserves as it is the heart of the city itself. In an effort to slow traffic and create a pedestrian friendly area, the Downtown square could be returned back to two-way travel. This allows for a comfortable setting for the pedestrian to travel while in Downtown, as well as slowing vehicular traffic down as it comes to and through the Downtown. This could be a collaborative project including the River Plaza and S.R. 18 Corridor improvements.

Phasing becomes a crucial factor in the success of any project. A phasing plan could be developed in order to ensure the successful transformation of one-way streets into two-way. In order to start the project it is suggested that Washington and Adams Streets be reverted to two-way streets first. These streets would become the catalyst to turning other roadways into two-way.

Switching from one to two-way streets could be effective, however it is also suggested to reduce lane widths and add landscaped bump-outs, which will provide the necessary streetscape and aesthetic qualities that were mentioned in various community meetings.

### Traffic Calming Plan

Creating a strategic Traffic Calming Plan, which would be part of an overall phasing plan, could be created in order to achieve a safe circulation system throughout the city. It is important to be very detailed in this plan; referencing various street types, traffic calming strategies and land uses. This is important because in order to achieve a fully functioning and successful street, all three must be considered.

### Traffic Calming Strategies

In an effort to reduce overall traffic speeds throughout the city, a series of traffic calming strategies were developed and could be applied to arterials. Current conditions on Washington and Adams Streets are quite dangerous and act as a 'get out of town' roadway. Speed limits are posted at 25 mph and 35 mph, however vehicles travel at 45-55 mph regularly. This creates a very dangerous atmosphere for the current residential character of these streets.

It is recommended that a series of strategies be implemented in order to achieve the highest of quality street systems. The following strategies are examples of traffic calming techniques that could be applied to the streets in question.

- Timing of street lights could be altered in order to discourage the 'through street' mentality. This allows for the driver to reduce their traveling speed and enjoy a traveling experience, more than getting from point A to point B.
- Bump-outs could be strategically placed on parallel parking lanes in an attempt to pressure the driver to reduce their speeds. At each bump-out a tree could be placed in an effort to create shaded traveling lanes and sidewalks.
- Reduction of traffic lane widths is also a simple and easily obtainable technique which slows traffic. For example, road widths on Washington and Adams Streets are much wider than required, reducing them to 10-12 feet is favorable.
- Ridding of one-way streets is a more timely and expensive task, however changing main one-way streets into two-way will provide a great benefit to the overall circulation of the city. At the neighborhood level, one-way streets provide sufficient circulation.

## Truck Routes

### Re-route trucks

It is highly encouraged to re-route the truck routes away from the Downtown square in order to provide a pedestrian friendly atmosphere. State Route 18 currently carries trucks from Interstate 69 through downtown and onto Baldwin Avenue or various industrial and warehousing facilities. It is encouraged to reroute the trucks from entering the downtown square while still accessing Baldwin Avenue (the commercial corridor) and the various warehousing facilities. This could be achieved by routing them onto Pennsylvania Avenue and 38th street, which is the alternate truck route currently in place.

## Multi-Modal Linkages System

### Interconnected Linkages Plan

As the city grew in the past decades, efforts to connect through vehicular travel were high in priority. The current street system connects neighborhoods, industrial zones and commercial corridors. Residents are looking for cheaper and more efficient ways to travel throughout the city. It is recommended that the City create a comprehensive linkages plan which connects all the major amenities the city has to offer. This includes parks and recreation opportunities, governmental buildings, commercial hubs and working zones. This linkage system should be aimed at providing Marion residents the opportunity to travel throughout the city in other ways than the vehicle.

This suggestion can be developed in several different ways. Sidewalks are simple in construction and an ideal way to move throughout the city on foot. It is another suggestion to encourage the use of the city's current 50/50 sidewalk program to ensure that sidewalks are being placed and linking residents throughout the city. Requiring new development to place sidewalks at street edges and throughout the developing site will continue to improve connectivity.

## Complete Streets

### Regional Connectivity

Transportation options within the state and regional are real options and could be investigated for potential to connect to Marion. A regional mass transit line connecting Cincinnati, Indianapolis, and Chicago could be promoted with a Marion stop. This could give the City of Marion opportunities for regional tourism and marketability, as well as traveling.

### Rails to Trails Conversions

Taking advantage of unused rail lines would be beneficial for a rails to trail operation. Similar to the Cardinal Greenway, which runs through the city, rail lines could be transformed into pedestrian paths and be part of the linkages system. All pathways could be interconnected through the city and most importantly would be connected with the Cardinal Greenway and the Riverwalk, which are currently heavily utilized entities in the city. Transforming these 'lines' into a system will benefit all users. After analyzing possible routes, Adams Street or the abandoned rail line should be used for the a north/ south route as they provide unique traveling experiences connecting the Riverwalk, Downtown, Village, residential areas, the Cardinal Greenway and Junction Park.

### Safety

Safety of travelers is a concern. Placing the linkage system on street level will dramatically improve overall safety because it is visible at all times. Lighting should be placed along side all pathways in order to lessen safety concerns. Safety also includes maps and wayfinding signage. Designated pedestrian crossing zones could be in place at strategic locations in order to reduce the amount of crossings and provide safer crossing when predictable. Emergency call boxes are also desirable features.

## Connections

Connections should take various shapes, as they will be required to fit various situations throughout the city. It is important, however, to recognize locations in which these connections traverse. The following are suggested and not limited locations in which the system should link to: Cardinal Greenway, Riverwalk, River Plaza, Lake Plaza, Downtown, Junction Park, Municipal buildings, the airport, The Village, Indiana Wesleyan University and Ivy Tech, City Parks, Hospital, Etc.

## Health and Wellness

In order to remain competitive with other Midwestern cities, Marion should strive to promote health conscience efforts toward sustainability. The following is a list of proven measures that can be implemented towards this goal.

- **Widen sidewalks-** sidewalks should be 8' wide along major thoroughfares and 10' wide in commercial areas with additional landscaped area to buffer pedestrians from the road and encourage use.
- **Protect bicyclists-** 5' wide bicycle lanes encourage use and tell drivers that bicyclists have a legitimate place on the road and to reduce their speed.
- **A "road diet"-** reducing the number of driving lanes and adding center turn lanes to accommodate other uses such as medians, pedestrian pathways and bike lanes.
- **Narrow lanes-** most states require 10'-11' foot lanes but are slowly reducing widths to 9'-10' lanes to reduce speeds, make drivers more alert and increase pedestrian safety.
- **Separate traffic with medians-** medians invite foot traffic by reducing the number of traffic lanes to cross before reaching security.
- **Reduce traffic signals and hazards with roundabouts-** require slower speeds, but move 30% more traffic than traditional stops and are generally safer.
- **Paint "fog lines"-** increasing the stripes of pedestrian crossings from 4" to 8" wide visually narrows the road and causes drivers to reduce speed.
- **Plant trees-** increases property values, creates a sense of security and separation from the road for pedestrians, and gives drivers a point of reference for their speed

Accessibility is a key to success

### Ensure the accessible access to amenities

Access to the varied amenities throughout the city is a key factor in ensuring the success of the system. The linkage system should be accessible to all residents regardless of disability. Sidewalks should be installed and maintained to disability standards which the city currently uses. It is, however, just as important to retrofit existing sidewalks to fit these standards as it is for new construction.

All new pathways that are being considered should be built using disability standards to ensure that every amenity is accessible to every resident. A sidewalk hierarchy map could be created in order to ensure the responsible allocation of monies. It should prioritize improvement schedules based on need and overall connectivity. Maintenance and management of the sidewalks should be cared for in the same manner.

## Signage Enhancements

### Cohesive and celebratory gateway program

The current gateways into the city (as shown in the gateway map) are signs marking city limits. Gateways into cities should be celebrations and large welcomings. This package should be highly programmed, cohesive and take into consideration the branding and design strategies of the City of Marion. Emphasis on these gateways are very important to visitors, as signage throughout the city is equally important to the residents.



### City-Wide Wayfinding System

Wayfinding is defined as the organization and communication of our dynamic relationship to space and the environment. In layman's terms, it is a series of things that guide us from place to place. Wayfinding is a five step process starting with knowing where you are, knowing your destination, following the best route to your destination, being able to recognize your destination, and finding your way back to your starting point. The design of wayfinding systems should include: (1) identifying and marking spaces, (2) grouping spaces, and (3) linking and organizing spaces through both architectural and graphic means.

Architectural wayfinding systems use the design and organization of landscaping, urban amenities and buildings as spatial indicators. There are five primary architectural wayfinding elements for highly legible and comprehensible urban environments: paths/ circulation, markers, nodes, edges and zones/ districts.

It is suggested that a wayfinding package be developed in order to successfully guide visitors and residents throughout the City of Marion. The wayfinding package could highlight key amenities throughout the city that might be visited or shopped. The package could then be directly involved with the urban design elements that come from a branding study.

### Encourage cooperation at all levels of government

As the city grows and works toward bettering itself, it is highly encouraged and could be required at various levels of government to work together to ensure the success of programs and projects. A package of application and implementation policies could be developed in order to make these processes simple and achievable. Creating pamphlets, websites, etc could be a marketing option to ensure that developers and residents know what is required for easy information exchange. These could include the rules, regulations and benefits of working with localities. Keeping an open line of communication is also encouraged, as different levels of government discuss topics that involve economies of scale, which allows programs and projects to take shape.

### Strategic and Long Term Planning

#### Land Use and Transportation Compatibility

Currently, there seems to be a very large disconnect between land use operation and its transportation system. Roadways are disconnected and confusing to travel by vehicle and dangerous to travel by bike or foot. During the planning process, a program to ensure the collaborative planning of land use opportunities and transportation could be implemented at all levels of government. This program could ensure that knowledge regarding varying degrees of professional and community needs are met.

Land use decisions could be responsive to alternative modes of transportation such as the linkages system. Buildings and uses should no longer turn a blind eye to the street but rather promote a pedestrian friendly and walkable atmosphere. Buildings could celebrate the walkable street and pathway system. Responsible land uses would abut other responsible land uses and provide a character that promotes more responsible land choices. The Land Use and Zoning Element references more detail in specific areas throughout the city.

Rather than planning individual sites and thinking about the singular project, it is suggested that master planning is involved when larger tracts of land are being redeveloped/ developed. This will allow for creative solutions to creating 'places' rather than buildings or sites.

#### GATEWAY

1. 5 Points (Kem Rd. & Baldwin)
2. W. 2nd Street
3. E. 3rd Street (S.R. 18)
4. Western Ave. (S.R. 9, )
5. S. Adams Street (S.R.15)
6. S.R. 18 (at I69 interchange)



Current gateway signage



### Strategic Parking Plan

Parking will inevitably be a problem in any downtown setting, Marion is no different. A strategic plan to combat the issues of parking downtown could be used to reduce the amount of parking lots and cure the downtown of its perceived parking issue. A Parking Plan was recently developed in Marion's Downtown Plan and could be instated to fulfill these needs. This plan could also be associated with connecting existing parking lots and spaces for easy pedestrian access. As mentioned in the Downtown Plan and the Natural Resource and Environment Element, a landscaped parking lot requirement could be instated in order to combat aesthetic issues and storm water issues. It is also suggested there be a balance between visitor and employee parking on the downtown square. This will encourage visitors to park.

See the Downtown  
Special Study Area  
for the Strategic  
Parking Plan





# City Image + Tourism

## Mission Statement

“Preserve and enhance the city’s image, character and quality of life.”

## Objectives

- Increase and promote elements of a higher quality of life to attract urban tourism, economic development opportunities and residential growth.
- Promote and market the city to visitors and potential investors through a positive branding strategy.
- Maintain awareness of history and preservation during development and redevelopment efforts.
- Promote cohesive design through development and redevelopment, land use and zoning, and circulation, with flexibility to adapt to major changes in character.
- Emphasize importance of citywide character and maintenance.

## Element Content

- Introduction
  - Branding
  - Marketing and Promotion
  - Urban Tourism
- Inventory
  - Key Players
  - Key Findings
  - Potential Brands
- Recommended Policies
  - Branding
  - Character Based Design
  - Improve Image
  - Recommended Policies

## Introduction

City Image relates to the way we are remembered and perceived by visitors and residents. Once an image is identified and branded, efforts to reinforce that image should be made in all small decisions. Competition for residents has increased due to globalization and technology advances that give the society the choice of living in one place and working in another. There are reasons why people choose particular cities in which to live and work. In order to create a community where people will want to live and visit, strategists and planners are working at a feverish pace to increase quality of life, re-brand cities or brand cities that have never had a strong brand. Cities are spending millions of dollars in brand investing to bring their cities to life, or in some instances, back to life. A coordinated branding strategy can increase effectiveness with limited resources.

### Branding

The American Marketing Association (AMA) defines a brand as a way “to identify the goods and services of one seller or group of sellers and to differentiate them from those of other sellers.” This strategy applies to cities trying to “sell” themselves to visitors and investors. Branding is not about getting your target market to choose you over the competition, but rather it is about getting your prospects to see you as the only one that provides a solution to their problem. This is the reason that the city’s brand should be unique enough to attract visitors that can be sure that this is the only place that they can have a specific experience.

According to the AMA, the objectives that a good brand will achieve include:

- Delivers the message clearly
- Confirms your credibility
- Connects to your target prospects emotionally
- Motivates the buyer
- Concretes user loyalty

A possible danger is for an identity to be over-rationalized. A brand can be generalized so much that it becomes a cliché. This could cause the city to be recognized for only one of the things it has to offer. In these cases, the brand could indeed be successful, but may have lost its purpose and connectivity to the city. Post-industrial and economically depressed cities can make comebacks even when the industries they were built on have become obsolete. Cities must evolve to survive, and brands must evolve with the city. It is essential that there is community-wide support and public buy-in from the business community for whichever brand is chosen.

Because volume breeds mediocrity, and the sheer scale of today’s cities can prevent them from excellence in all but niche pockets, Downtown squares and certain planned developments have an opportunity to embrace and promote their individuality. A study should be conducted to determine the city’s potential for different branding opportunities. Once Marion’s brand is established, a supplementary study should be conducted focused on the niche brand of the Downtown area that reinforces the brand of the city. Brands can be reinforced in many ways and in almost every decision that is made, including promotion and marketing efforts, wayfinding signage, business recruiting, the establishment of flagship projects and hosting of mega-events.

### Marketing and Promotion

To succeed in branding we must understand the needs and wants of our customers and prospects. We can do this by integrating our brand strategies at every point of public contact. A brand resides within the hearts and minds of customers, clients, and prospects. It is the sum total of their experiences and perceptions, some of which we can influence, and some that we cannot.

A strong brand is invaluable as the battle for customers, residents and investors intensifies day by day. It's important to spend time investing in researching, defining and building our brand. Because a brand is the source of a promise to your consumer, it should be a foundational piece in our marketing communication. The "Make It Marion" logo used in the majority of our marketing materials should work well with and reinforce the brand that is chosen.

### Urban Tourism

Urban tourism in the Midwest is generally based on short visits (overnight stays of one to three nights), rather than on long term vacations. As people have tight budgets, increasingly busy lifestyles and difficulty in leaving for long breaks, urban tourism increases. There are a number of primary tourism elements that have the ability to attract tourists and visitors, including the following.

- **Cultural Facilities:** museums and art galleries, theatres, concert halls, cinemas, conference centers, indoor and outdoor sports facilities
- **Amusement Facilities:** Night clubs, casinos, organized events, festivals
- **Landscape and Urban Environments:** historical routes traces, interesting buildings, ancient monuments and statues, religious buildings, parks and green areas, water, canals, beaches
- **Social and Cultural Characteristics:** interesting livelihoods, language, local customs, cultural heritage, hospitality, safety
- **Secondary Elements:** hotels, catering facilities, commercial centers, markets, accessibility, internal transportation network, parking facilities, tourism facilities

According to 2004 Economic Impact Study of Travel and Tourism on Indiana Counties, Grant County captures approximately \$66 million dollars a year in visitor spending, or .7% of the total share of the State.

Existing resources are now being bundled as unified packages for selling a city. An essential part of tourism planning is the evaluation of an attraction towards the tourist and the decision to embrace it. Each city can be sold in many different ways to different tourists. The city has the chance to choose the kind of tourists it wishes to attract, but it first needs to have the necessary prerequisites to attract them. Produced sales packages should not remain stable, but should evolve as the city changes. Visitors can be classified into the following groups, according to their reason for visiting:

- Visitors for business
- Delegates for conferences and fairs
- Short stay visitors
- Daily travelers
- Visitors of friends and relatives
- Long term travelers, just making a stop at the city
- Shopping and rest stop for bus tour participants
- Long term travelers, using the city to visit areas around it

By developing poles of attractions for tourists, cities can increase their role in tourism of the region. The impact of tourism has increased due to a new focus on the importance of opportunities for visitors. One of the characteristics of a successful city would be that a visitor leaves with the feeling that there were so many things to do and see that they did not have enough time and want to come back.



## Inventory

### Key Players

- The City administration is the primary organization charged with the promotion of the image, brand and marketing of the City of Marion. Resources include the Mayor, City Council, various departments, the City website and the Neighborhood Association President's Council.
- The Convention and Visitors Bureau promotes all communities within Grant County and the County as a whole. They are the primary organization for recruiting visitors and packaging visitor experiences.
- The citizens play the most important role in promotion of the city and the creation of the city's perceived image. It is essential that we keep the public informed of all successes and triumphs so that they can be ambassadors for the city. Visitors also play a large part in passing our image and brand through word of mouth.

### Key Findings

An Assessment and Report for Grant County was prepared by Destination Development in September 2008 that outlines the following suggestions. "The county has tremendous potential and some great 'bones' to work with. Priority: Find your niche, your brand, as a county, and for each of the communities. What is it you want to be known for? Eight things you can do to make a difference tomorrow:

- Redevelop and place your gateways where you will make the first best impression. Make them shine.
- Develop a county-wide wayfinding system.
- Develop some strong signage ordinances addressing portable signs, plastic banners and business signage, and put in place an abatement program.
- Develop gathering spaces and bring downtown to life.
- Pipe classical music downtown.
- Promote your anchor businesses.
- Provide public restrooms.
- Redevelop the parking "mess."

### Potential Brands

Though the City has successfully adopted the slogan "Make it Marion" and a related logo, it still lacks a successful brand. While a logo may visually represent a place, a brand is what you are generally known for or remembered as. Branding can be based on something as simple as a type of flower, a food item or a famous event. A study should be performed to narrow the focus of our citywide brand. The following is a list of popular ideas gathered through public input:

- **Mississinewa River-** The presence of a backwards flowing river through Downtown offers a unique natural resource and opportunity.
- **Blue City-** In addition to the River, the Splash House and proposed River and Lake Plazas offer the chance for a new brand of passive and recreational water opportunities.

### Top Attractions

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1st Fridays Downtown  
 Walkway of Lights (expand)  
 Easter Pageant  
 Hostess House  
 Marion Classic bike race  
 Reclaim "Christmas City USA"  
 (broaden, create year-round store)  
 James Dean's birthplace  
 connection & festival  
 Quilters Hall of Fame/quilting niche

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\*Top results compiled from sector meetings and ranked in order of popularity

- **Green City-** With the adoption of a proposed trail and park system similar to that in the Parks and Recreation element of this plan and “green” technology improvements, the City has the opportunity to brand itself as the primary “green” city in Indiana.
- **Marion Classic Bike Race-** The Marion Classic is the first National qualifying bike race to be held in Indiana and has found a new home Downtown. The planned combination of the bike race and the 4th of July festival, “Red, White and Zoom” extreme-sport weekend, has the opportunity to develop into a regionally-known mega-event. The combination of the race, current trails and planned trail-system place us in the running to become branded as a bicycling/healthy/sustainable city.
- **Christmas City, USA/Walkway of Lights-** Marion is still known locally as Christmas City, USA, but little has been done to reinforce this brand. Several people have interest in expanding the Christmas City, USA and Walkway of Lights brand, but there is hesitation to identify with a seasonal brand unless it is incorporated into other aspects of the City.
- **Quilters Hall of Fame-** The location of the National Quilters Hall of Fame is an untapped resource that could be further developed. Quilting has a large following and shops, seminars and museums could turn Downtown Marion into a quilting Mecca.
- **Garfield-** Jim Davis, the creator of the Garfield comic strip is originally from Grant County and steps have been taken to embrace this as a brand. There are Garfield statues placed throughout Marion and the county. This doesn’t seem to work as a primary brand for the City since it has more of a county focus. However, as the county seat, it is still an option.
- **James Dean/1950s-** The actor James Dean was born and raised in Downtown Marion and a Dean-themed festival in the County is very well attended. The site of his original house is currently used as a parking lot, but could be developed into an James Dean Monument Park with a statue or used to recreate the house as a museum. Again, this potential brand has more of a county focus, but it could serve as an Downtown attraction.
- **Samuel Plato-** Famed African-American architect Samuel Plato began his career in Marion and is responsible for several existing grand buildings, such as the Hostess House. The historic church located at Nebraska and 4th Streets is currently slated for demolition. This may serve as an ideal site for an improved gateway into Downtown and Plato Monument Park honoring the architect and providing information and directions to other African-American landmarks.



Marion Classic



Walkway of Lights



Mississinewa River



Quilters Hall of Fame

## Recommended Policies

### Branding

#### City Identification Markers

One place to begin studying the brand of a city is to adopt city identification markers. A city tree, flower, bird, song, flag and recreational past-time can be chosen and potentially guide the future brand of the city. This can be expanded to include brands for the individual neighborhood associations. For example, each neighborhood could adopt a tree, flower, sign, address number style, mailbox and holiday decoration plan.

#### Host a Mega-event

There are two basic reasons for engaging in this process. The first is that local authorities deal with mega-events in strategic terms, pursuing opportunities for regional, national or even international promotion at low cost. The second reason is that mega-event hosting can boost tourism development. For cities that seek to be competitive, this rationale supports the trend for consumer-based development, which presupposes funding of a tourist friendly landscape. The Marion Classic is lucky enough to have been added again to the national bike race calendar. Being the only official race in Indiana creates the potential to bring thousands of visitors to the City's Downtown. Combining this event with an "extreme sport" theme could be expanded to attract people with multiple related interests. Trail signage, bike racks, bicycle sculptures and clearly defined bike lanes could easily reinforce a bicycling brand.

#### Flagship Projects

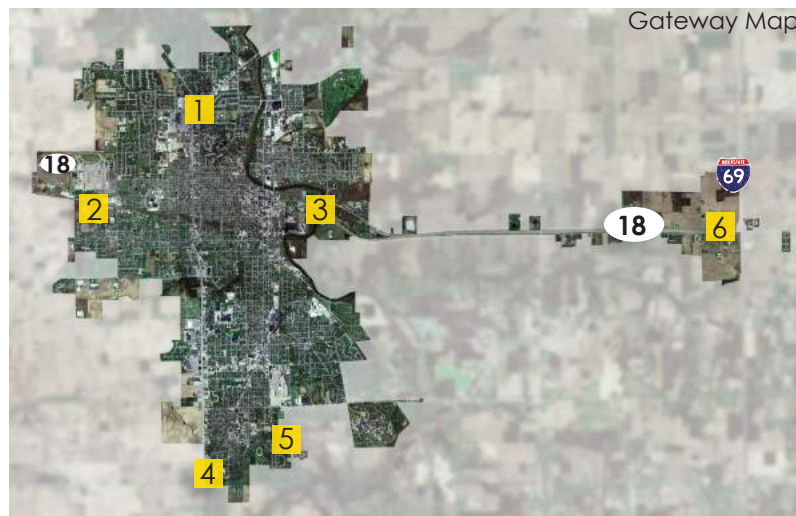
Large flagship projects can play a functional role in creating an image and an identity for a city, as well as increase its tourism and marketing potential. Investing in prestigious construction or landmarks can be used as a promotional tool and a tool for creating an image that can be used by both the public and private sector. Development of a flagship attraction can help create an identity for the city and subsequently create a "product" capable of attracting capital and people. The disadvantage of this strategy is that it needs constant effort and updating to attract new visitors. Any project of this scale should work to reinforce the city's branding strategy, rather than compete with it or potentially create a new brand. The proposed Downtown River and Lake Plazas could serve as attention-grabbing flagship projects that reinforce the "water" brand that is commonly suggested by Marion residents. These projects could also reinforce the sustainable and/or bicycle-friendly themes previously suggested.

## Character-Based Design

### Gateways and Thoroughfares

Our gateways and thoroughfares welcome visitors and reflect our city's image on a day to day basis without our control. Gateways into the city should not necessarily be placed directly at city limits. Gateways should be placed at specifically chosen sites that reflect a positive image and are well maintained. We should also focus design and redevelopment efforts on our main thoroughfares. The Bypass, SR18, Washington and Adams, Nebraska and 38th Street each have a unique character and overlays could be created to ensure that development and redevelopment efforts are coordinated to reinforce a positive image. This will reflect a the city's image to visitors, as well as locals. By improving all main thoroughfares, we could see residual benefits in the neighborhoods from the outside-in.

Gateway and thoroughfare signage and design should be based on neighborhood design-based context and the desired brand. The following are suggestions for the 6 main gateways into the City.



- **Gateway 1:** This gateway is strictly automotive oriented, fixed around the conjunction of three major roadways, Kem Road, S.R. 15 and S.R. 9, rather than fixed at city limits.
- **Gateway 2:** In the western portion of city limits, this gateway welcomes drivers into city limits along side the General Motors structure. A gateway should be located here in order to recognize the industrial/ manufacturing influence that is located in the City of Marion.
- **Gateway 3:** As the main entrance into Downtown, the railroad tracks act as a historical/ natural gateway for the city. It should not only work with the overall design scheme for the entire city, but also work together with the Downtown design scheme.
- **Gateway 4:** The southern gateway welcomes citizens at S.R. 9 and S.R. 37. This is a large intersection, thus calling attention to the entrance. The Marion Municipal Airport is just south of this intersection, which also requires special attention to this intersection for visitors.
- **Gateway 5:** A main entrance/exit into the City of Marion, the intersection of S.R. 15 (Adams Street) and Meridian Street is another large intersection. The major road at this intersection (Adams Street) is a north/ south arterial which also connects Downtown.
- **Gateway 6:** The intersection of S.R. 18 and Interstate 69 creates a large gateway for traveling citizens and visitors. This particular gateway should be physically large in order to call attention to those traveling on S.R. 18 and/or I69.



### City-Wide Wayfinding System

The city is in desperate need of a strategic wayfinding system that incorporates branding, signage, maps and directional devices that tell people where they are, where they want to go, and how to get there. Wayfinding is defined as “the organization and communication of our dynamic relationship to space and the environment.” In layman’s terms, it is the series of things that guide us from place to place. Wayfinding is a five step process starting with knowing where you are, knowing your destination, following the best route to your destination, being able to recognize your destination, and finding your way back to your starting point. The design of wayfinding systems should include identifying and marking spaces, grouping spaces, and linking and organizing spaces through both architectural and graphic means.

Graphic information is the most direct way for people to find their location. Visitors are required to observe, read, learn and comprehend these systems as they make their way through a site or building. A complete wayfinding system should include vehicular and pedestrian signage, visitor information kiosks, decision point signs (placed prior to key intersections), neighborhood identifying signs, park and trail directional signage, gateway signs and monument signs.

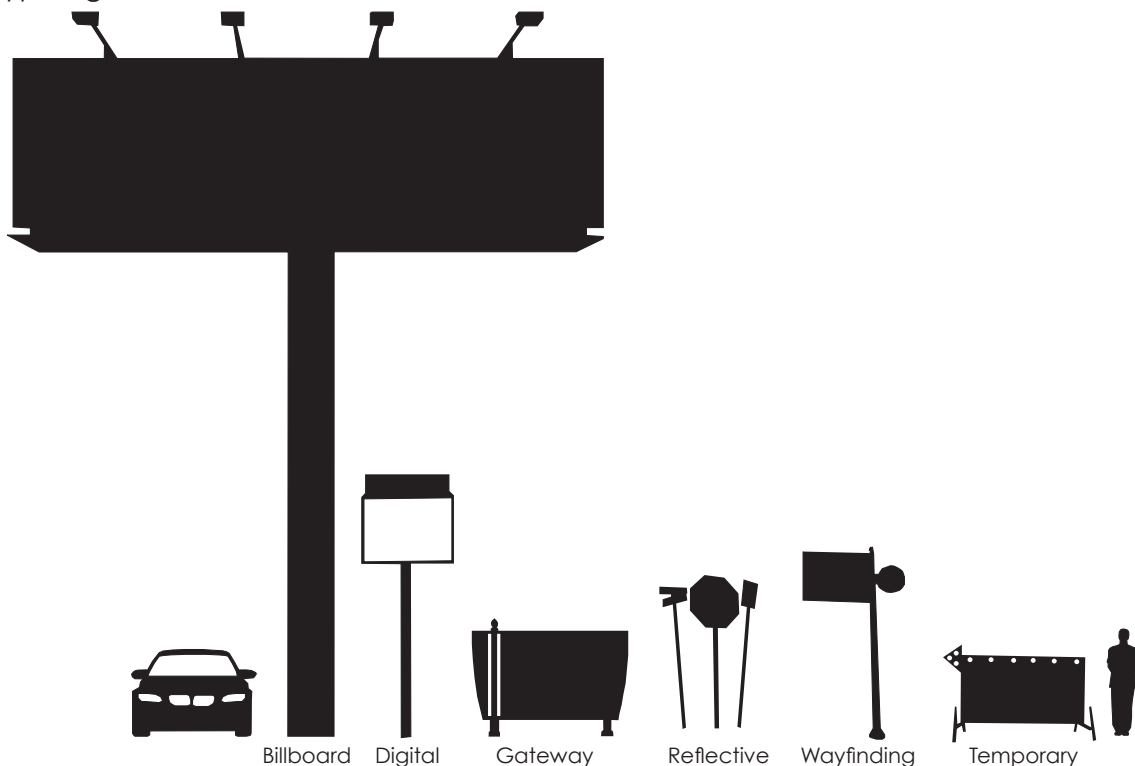


A unified wayfinding system such as the above, located in Portage, Indiana, would be beneficial to implement as it will reinforce directional purposes and create design/ branding elements for the city.

### Design-Based Planning

Developers, designers, and public planners will be more successful with infill and redevelopment if they use the local design context in planning their projects. This sensitivity to local conditions goes hand-in-hand with the mentioned need for flexibility in local development codes. Graphics should be included in zoning and subdivision codes to communicate design standards and make codes easier to use.

### Sign Typologies





## Improve Image

### Promote Quality of Life

The final and most important concern regarding quality of life is perception. It is important that visitors and potential investors are aware of the intangible aspects that make the City of Marion a great place. This can be accomplished through wayfinding signage and television and radio ads. It is equally important that the current residents of Marion are aware of these factors and regularly promote them through word of mouth to family, friends, visitors and customers. An inward focused marketing campaign should constantly remind our residents why they should be proud that they've "Made it Marion."

### Reduce Sign Clutter

It is proven that most temporary signage and replaceable letter electric signs are effective for a maximum period of up to 14 days and only if there is a significant amount of time between uses. Also, the more signage in a general area, the less effective each sign becomes. Along this vein, a study was recently completed by Destination Development in which they labeled Marion as "the city with the most temporary signage and worst problem with sign clutter in the country." This is not a good brand to have. The following are suggestions meant to help solve this issue, as related to the sign typologies shown on the previous page.

- **Temporary Signs-** A popular topic at all community meetings and discussions with the public, it is no secret that the use of temporary signage is out of control. There is currently code in the Zoning Ordinance that regulates the use of such signage to a few weeks a year with time in between use. A moratorium on new permitted temporary signage should be coupled with public notice that the current ordinance will be upheld and fines issued. Recommendations from the community assessment by Destination Development recommend a new code to be phased in over a year that incorporates the following: Maximum of two weeks at a time, six times per year, Used only for special promotions and events, By permit only, Signs violating this can be impounded
- **Reflective Signs-** An audit of reflective signs should be completed, and those in poor condition should be replaced and those that are found redundant should be removed.
- **Digital Signs-** The sign ordinance code needs to be updated to address the modern technology of digital signs, including brightness, allowed locations and time periods between flashing ads.
- **Unused/Abandoned Sign Remnants-** A sign abatement fund could be created to allow for the removal of excess and abandoned signs and poles with the property owner's permission.
- **Billboards-** There is an excess of billboards throughout the community along major and minor thoroughfares. The advertising structure ordinance should be updated to reduce the allowable size, restrict digital conversions, and increase spacing restrictions to reduce the number of conforming billboards. Once billboards have passed their grandfather period, they should be removed immediately with the aid of the proposed sign abatement fund.
- **Wayfinding Signage-** There is little wayfinding signage throughout the City, concentrated only on State roads. These signs are generic green metal signs, placed too close to key intersections, display confusing information and say nothing about our City's image. These signs should be removed, co-located with other signage in more appropriate locations, or replaced with a new wayfinding system by the City that reinforces a newly identified brand.
- **Gateway Signs-** The current gateways into the City are marked with mismatching signs that say little about the City or our character, and are commonly located in unpleasant locations that only define the "physical" boundaries of the city and not the "mental" boundaries. These signs should be updated in conjunction with a branding study and wayfinding system update.
- **Business Signage-** Should be sensitive to the street and pedestrian level. Clear and concise signage should be maintained, have less than 8 words, and identify the type of business and business name.

### **Heart of the Community**

Another way to improve the City's image and boost tourism is to focus on the central core. Downtown is the heart of the community and the first thing that most people encounter when they drive through or visit Marion. Many site selectors and investors rate a city based on the attention paid to the central business district. It is important that we embrace the unique character of downtown and strive to improve the area through cleanup and redevelopment efforts.

### **Reduce "Sky Garbage"**

Excess and unmaintained power and utility lines are commonly referred to as "sky garbage." This suggestion is in the same vein as reducing the amount of sign clutter along our major corridors. All efforts should be made during utility updates and new projects development to bury utility lines.

### **Code Enforcement**

Code enforcement should be a city priority to enhance city image. Trash, abandoned vehicles, zoning and signage codes should be strict and enforced, especially along all major thoroughfares. When asked to rate their neighborhood, 70% of respondents said that there should be "minimum standards for rental housing regarding appearance, safety, and public health concerns." Judging by this response and how often code enforcement and property maintenance were mentioned during community meetings, it is recommended that a city-wide property maintenance code be explored and applied to rental housing.

## **Recommended Policies**

### **Incentives**

Financial incentives may be necessary to encourage appropriate infill projects, particularly affordable housing projects. Incentives for appropriate infill projects should receive preference over non-infill development or projects that do not comply with the comprehensive plan.

### **Preservation**

We need to recognize historically significant resources as important character building components of our city and downtown that can make us competitive with other Midwest towns.

### **Flexible Standards and Procedures**

Odd-shaped lots, close building orientation, steep topography, poor access, brownfields, and a multitude of other site constraints require flexibility and creative design solutions. Administrative variances or adjustment procedures can be provided in local codes to address the most difficult sites and opportunities to improve design quality. At the same time, it is important to recognize that some sites may not be fully developable.

### **Audit Codes**

Commercial and residential infill and redevelopment should be a high priority to recover from the past loss in population. Development codes are often too limited and inflexible when applied to infill and redevelopment projects. Obstacles include outdated and conflicting subdivision, zoning, and public works standards; building codes; and review procedures that take too long, particularly for small projects. A development code "audit" is recommended to identify barriers to infill and redevelopment.

### **Community Support**

A brand cannot be successful without public buy-in from residents, business owners and city officials. Staff and local policy makers need to have a favorable attitude toward infill and redevelopment to get good results. Public education and good examples are critical. Neighbors will support good projects when they feel that the project benefits them.



# Neighborhood Character

## **Mission Statement:**

“Promote and enhance the unique character of the city and strive to preserve individual neighborhood identities.”

## **Objectives/Policies:**

- Promote neighborhood character at the citizen level through promotion of Neighborhood Associations.
- Encourage sensitivity to neighborhood character through infill and development based on the local design context.
- Preserve neighborhood character through active zoning and code enforcement.
- Strive to eliminate foreclosures, vacancies, absentee landlords and blight through responsible home ownership and outreach.
- Provide housing opportunities for all levels of income and need.

## **Element Content**

- Introduction
  - Key Players
  - Neighborhood Study Results
- Inventory
  - Neighborhood Association Map
  - Infill
  - Housing
  - Foreclosures
- Recommended Policies

Introduction

Neighborhood character is the core of the city’s overall image. The category consisting of neighborhood character, our history and our sense of place was rated the second highest opportunity in the City when all sector meeting results were compiled. Major concerns that threaten neighborhood character include infill challenges, housing concerns (vacancies, rental property maintenance and abandoned houses) and a lack of citizen involvement.

Key Players

- Affordable Housing and Habitat for Humanity- Both organizations provide outreach and alternative housing options for low to moderate income families in the city.
- Code Enforcement Department- This city department bears the brunt of the responsibility of regulating trash and abandoned vehicles at properties throughout the city.
- Neighborhood Associations- As the City of Marion struggles with its own image and branding, the building blocks of the city must remain strong. The main strategy to do so is to identify, embrace and promote the character of the individual neighborhoods. There are currently 27 neighborhood associations that encompass many of the city’s neighborhoods. The associations were put in place to increase community involvement and provide an organized outlet for public participation. However, there are several areas of the city that are not currently involved in an organized association.

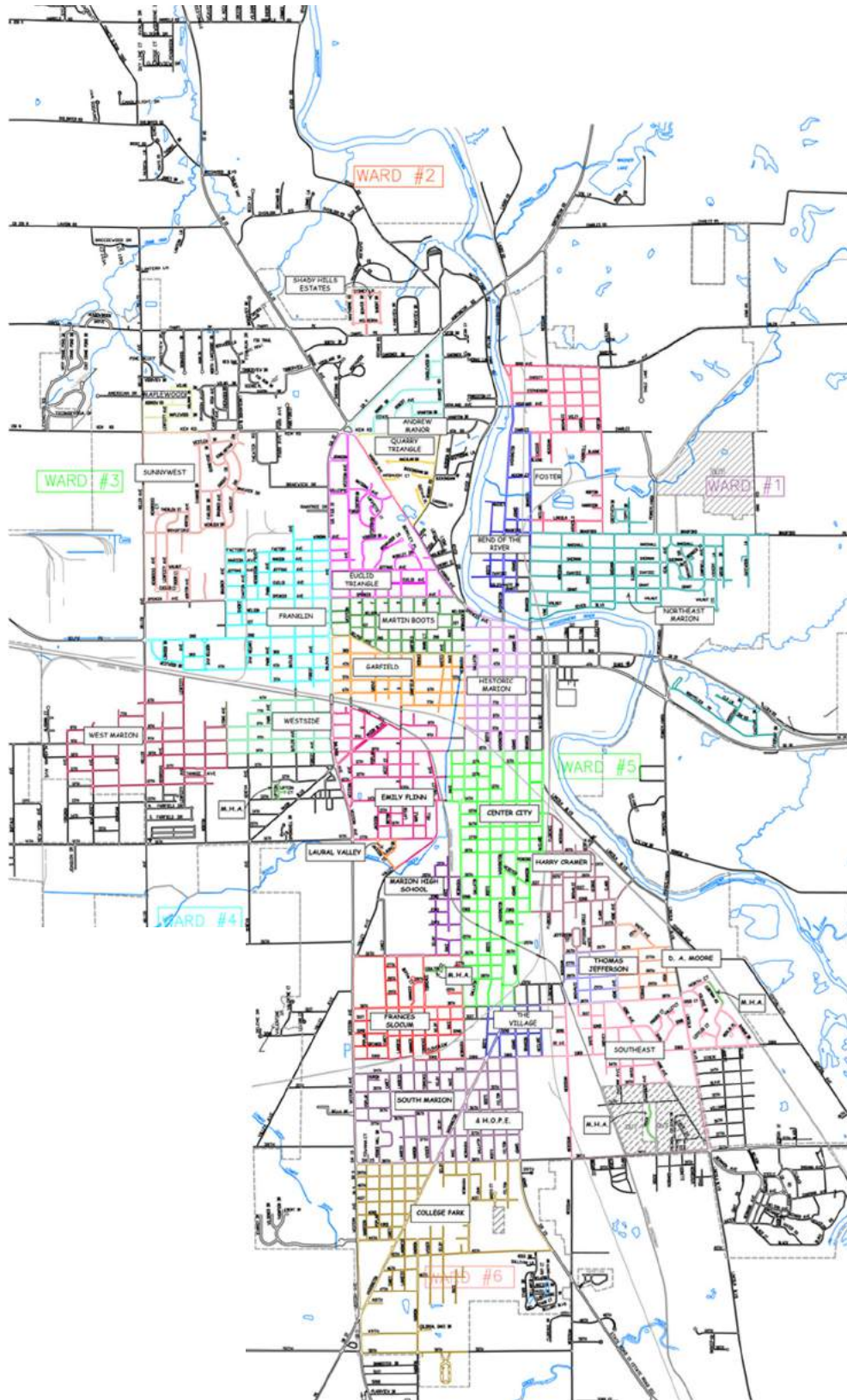
Neighborhood Study Results

Top Neighborhood Opportunities	Top Neighborhood Strengths
Good place to raise children/family oriented	Family/kid-friendly
Affordable housing	Quiet & private neighborhoods
Variety of styles and price ranges	Low crime rate
Historical value/Community history	Well-maintained properties
Revitalize rundown homes and lots	Historic homes/historical context
Character and feel of a Midwest City	Mix of City and rural living/Can see the stars at night
	Affordable housing values/prices



## Inventory

### Neighborhood Association Map

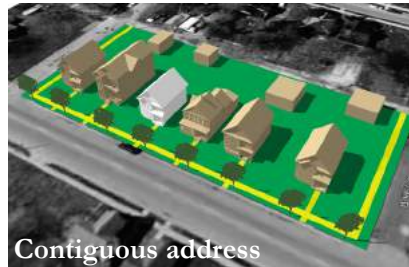




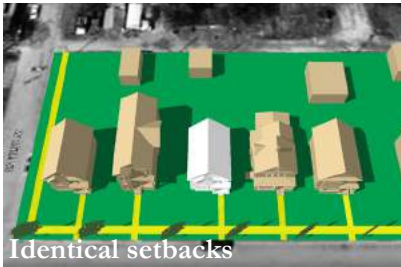
## Infill

Infill is the process of developing vacant or remnant lands passed over by previous development in urban areas or created by demolition of existing structures. The past economic conditions and subsequent loss of population have left Marion with several underused or vacant commercial, industrial and residential properties. Such properties commonly feature blighted structures slated for demolition or vacant spaces. When these properties are redeveloped, it is important that they are done so based on the character of their surroundings.

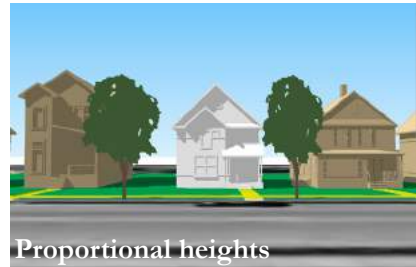
### Consistent Infill



Contiguous address



Identical setbacks

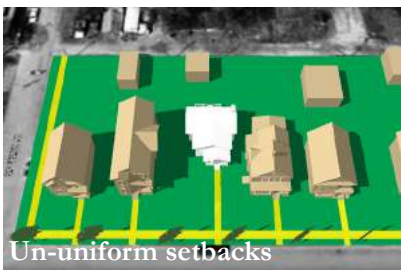


Proportional heights

### Inconsistent Infill



Broken address



Un-uniform setbacks



Un-proportional heights

Based on the Infill and Redevelopment Code Handbook, the following are six common hurdles to infill:

#### **Infill and redevelopment projects often cost more to build than raw land projects.**

Hard costs, such as land, site preparation (i.e., demolition or toxics), construction, and parking vary widely but generally run more for infill and redevelopment. Typically soft costs, such as survey, architecture, engineering, legal, permitting, and marketing, also run more due to design challenges and public process requirements inherent to infill and redevelopment projects.

#### **Policymakers tend to overlook the public cost-savings of infill and redevelopment.**

About 500 studies have been written about the costs of public services to serve different development patterns and the majority of the studies conclude that it costs considerably less to provide linear services (sewer, water, streets) to a compact, efficient development pattern than to a sprawling pattern.

#### **Largely due to past experience with poor quality examples, many community members actively oppose infill and mixed-use projects.**

The Policymakers Guide describes this frustration: “In the past, local governments have focused on regulations relating to particular uses and densities rather than paying attention to the much more important issues of scale, landscaping and, most important of all, the relationship of the building to the lot upon which it sits, to the rest of the street, and to the neighborhood. The unpleasant results have become indelibly imprinted in the minds of many citizens. Residents may also have some very legitimate concerns about reduced air quality, increased traffic, more parked cars, and overuse of civic buildings and parks.”

**Developers often avoid infill or redevelopment projects in inner-city neighborhood due to fear of reduced marketability.**

A three-year study undertaken by the Urban Land Institute of six low-income, inner-city neighborhoods revealed that low quality of education and crime most strongly contribute to neighborhood decline. Poor quality infill development, lack of code enforcement, blight, and a lack of neighborhood mentality were seen as contributing to the problem.

**Finance and capital markets can be a barrier to the infill developer.**

Lenders perceive mixed-use projects appropriate to infill development as risky when there are not many similar projects to which they can be compared. The problem is compounded by the fact that many banks separate their residential and commercial loan functions, so individual loan officers are not familiar with all elements of the project. Mortgages of infill projects are also difficult to sell to the secondary market (Fannie Mae, Freddie Mac, etc.). The secondary market sets the underwriting standards for most loans and these quasi-public institutions do not tend to underwrite condominiums, townhouses, live-work units, co-ops, co-housing, mixed-use developments, and the like.

**Zoning for separate uses has gone too far.**

The Euclidean zoning model of “separating uses” began as a response to industrial pollution and diminishing quality of life in inner cities and spread across the county in the early 1900’s, prohibiting different types of housing to mix, and isolating neighborhoods from jobs, stores and services. Today, the practice of separating land uses and prescribing inflexible lot area, building setback, and other dimensional standards has resulted in barriers to compatible infill and mixed use developments.

## Housing

### Housing Options & Styles in Demand

- Senior Housing- An aging population presents the need for housing options with little to no upkeep or maintenance, proximity to healthcare, and accessible passive and recreational spaces.
- Young Professional Housing- Part of recruiting and retaining young professionals is supplying a mix of attractive, interesting and modern housing options.
- Family Housing- There are many housing options available for young and established families, but many properties haven't been well-maintained or modernized.



#### Bungalows

American bungalows became popular in the 1930's. Due to their modest size, bungalows should be reserved for lower traffic side streets and located to reflect neighborhood set-backs and scale.



#### Estate Homes

Larger homes featuring 1,800+ square feet and multiple bedrooms and bathrooms. Most appropriate on prominent thoroughfares such as Washington, Adams and Nebraska, but also along historic streets within the Garfield and Martin-Boots neighborhoods.



#### Flex Homes

Allows a family to grow with the home by featuring up to 300 square feet of unfinished space to be used in the future. Commonly have three bedrooms and two bathrooms and are best suited for side streets.



#### Live-Work Mixed Use Flats

Several opportunities exist to rehab existing commercial buildings into live-work flats featuring ground floor commercial or art space and upstairs living units. Multiple living units can provide enough income to pay for the owner to live mortgage free.



#### Loft Condos

Target markets for loft condos are single and young professionals, married couples with grown children and retired executives. Loft condos have successfully been implemented in nearby Midwestern cities such as Elkhart and Muncie. Our historic commercial and unused industrial building stock is well suited to this type of redevelopment.



#### Row Houses

Provides the opportunity to live without having to maintain a large yard and a condo association to maintain exteriors. Row houses should be located along major thoroughfares such as Washington, Adams, Nebraska and 38th Street.

Center City is of particular concern in the areas of vacant properties, infill issues and affordable housing option needs. A special study focused on the area from 3rd to 38th Streets between Nebraska and McClure Streets. The 2005 IACED study, “Improving Neighborhoods Through Revitalization Plan (INTR),” recommended the following housing types be implemented. Several types can also be located throughout several of the historic neighborhoods in other areas of the city.

### Housing Type Specification Examples

TYPE	LOT WIDTH	UNIT SIZE	UNIT PRICE	SQ. FT. PRICE
Row House	25	1000-1200	\$65,000	\$65
Bungalow	35	1100-1400	\$75,000	\$68
Flex Home	40	1200-1500	\$85,000	\$71
Estate Home	50	1400-1800	\$100,000	\$71

\*INTR study

### Foreclosures

Most of the country is facing a foreclosure epidemic. According to foreclosure expert Allan Mallach, there are three foreclosure markets and multiple strategies to address concerns in each market.

- **Market Correction-** These neighborhoods are typically strong despite declining prices and strong intervention is not necessary. Little to no acquisition is necessary, and the market should correct itself. It is important to be vigilant about property standards, prevent foreclosures and facilitate new buyers in these areas.
- **Market Destabilization-** These are perhaps the neighborhoods with the best opportunities for leveraging stabilization investments through focused intervention strategies. Acquisition and selective demolition should be used to create opportunities for reuse and neighborhood stabilization, including rehab for home ownership and infill development. Property maintenance and foreclosure prevention efforts should remain aggressive.
- **Market Collapse-** Potentially the most challenging neighborhoods to address due to dramatic collapses in the market, acquisition should be used to form a land bank for future opportunities, demolish properties to reduce oversupply of stock and reserve for alternative uses.



## Recommended Policies

### Infill Strategies

The following are changes in regulations and suggestions of strategies to make infill and redevelopment a more reasonable and attractive choice for a developer as building on raw land on the fringes of the community.

- Infill Design Guidelines/Standards — Appropriate building scale, materials, color, window proportions, and facade articulation, for example, all contribute to compatibility to the neighborhood. It is important that this strategy is upheld during city projects, affordable housing and habitat housing and private development.
- Site Assessments and Inventories — Maps of underutilized (vacant, infill, and redevelopable) land that are prepared during comprehensive plan updates and neighborhood studies can be of value to prospective developers. Local governments can advertise and promote infill and redevelopment sites identified in the site assessments and inventories over the counter or on a web site.
- Design Assistance — Design assistance can range from providing diagrams, pictures, and sample designs, to preparing complex site plans and be tailored to individual projects. These types of services can assist developers in protecting neighborhood character and complying with local regulations. Assistance may also be provided by various departments through the use of virtual modeling programs.
- Financial Incentives — Financial incentives are often necessary to induce redevelopment in blighted areas, and in areas where there is a high expectation for public benefits or amenities. Cost reductions and subsidies may include, but are not limited to, public improvement cost-sharing; land acquisition and write-downs; tax credits and abatement; low-interest loans and other financial incentives; application fee reductions or waivers; and expedited permit processing. These types of subsidies should be offered only when the development advances a legitimate public purpose (e.g., affordable housing, public space, transit-oriented development, etc.).

### Foreclosure Strategies

There are three foreclosure markets (Market Correction, Market Destabilization and Market Collapse) and multiple strategies to address concerns in each market.

Suggested strategies to combat the different levels of the foreclosure market are suggested below.

- Prevent further foreclosures through outreach and temporary assistance
- Market the neighborhood and facilitate sales
- Maintain vacant properties and enforce codes
- Protect renters through assistance and relocation
- Acquire and rehab properties to sell, lease to purchase or rent
- Land bank properties for longer-term disposition (base model on Genessee County/Flint, MI)
- Demolitions- This strategy should be reserved for markets similar to Marion, where rehab needs are too great, there is a massive population loss and excess supply, and are not expected to recover in the foreseeable future.

### Accessory Dwelling Units

In recent years, cities have begun to recognize the value of allowing small second units in single-family neighborhoods and are adopting zoning codes allowances for their controlled provision to alleviate potential foreclosure concerns. It was once common to allow for the care of elderly relatives and income generating accessory properties, but modern subdivisions have eliminated this flexibility. Reasonable restrictions can be placed within a new code that are intended to ensure that the visible and functional character of neighborhoods are not disturbed. For example, other codes include restrictions on size, orientation of doors, architectural style, parking and ownership.



### Code Enforcement

Zoning and general code enforcement should be a city priority to preserve neighborhood character. Well-maintained properties have a spill-over effect onto how others view, perceive, and treat the area. Non-conforming uses and zoning violations should be tracked and prosecuted until eliminated. Trash, abandoned vehicles and property maintenance codes should be strict and enforced until we have basic code enforcement under control throughout the city. Several cities have developed systems to combat the growing need to address the maintenance of vacant properties.

- Increased fines for violations (Chula Vista)
- Increased fees for vacant property registration (Minneapolis)
- Higher tax rate on vacant property with violations (Louisville)
- Neighbors or local government organized to cut grass, shovel snow, etc (Tampa suburbs)
- Residential Abandoned Property Program that holds lenders responsible for the condition of their abandoned or financially distressed property

### Design-Based Planning

Developers, designers and planners will be more successful with neighborhood-sensitive infill and redevelopment if they use the local design context in planning their projects. This sensitivity to local conditions goes hand-in-hand with the mentioned need for flexibility in local development codes. Graphics should be included in zoning and subdivision codes to communicate design standards and make codes easier to use. The following areas of the code should be written or combined with overlays that remain cognizant of neighborhood character.

### Streetscape and Intersection Improvements

- Calm traffic through bump-outs, street narrowing, landscaping and pedestrian scale street lighting.
- Gateway signage creates a sense of arrival and should incorporate welcoming monument signs, lighting accents and landscaping. Platonian architectural features could be used to embrace the legacy of Samuel Plato.
- Curb, sidewalk, utility, sewer and drainage improvements should be coordinated to update all based on design standards concurrently when work is done.
- Parking lots should be viewed as public courtyards and open spaces and should be redesigned to fit the character of the surrounding neighborhood.

### Historic Housing Design Guideline Suggestions

- House lot sizes should be similar to traditional and historic lots to preserve individual neighborhood characters.
- Setbacks should be determined by the prevailing character of the neighborhood and should be no more than 15-25 feet from the street in historic neighborhoods. Side and rear yard setbacks should be no less than 5 feet from property lines unless a zero lot line is preferred.
- Single-family detached homes should provide detached garages that face the alley. Front-facing garages are appropriate when alleys are not available, but should be setback from the front of the house. When garages are not appropriate, paved and screened off-street parking spaces should be provided in the rear.
- Front yard fencing should be open-faced pickets approximately 3'-3.5' tall of materials and colors consistent to the neighborhood. Back yard fencing should be 3'-3.5' or approximately 6' tall and follow similar standards.
- All homes should face the street and include a front porch with a 7' depth minimum. Shrubs should be planted along the front of the porch.

- Windows should be a minimum of 24” wide with a minimum of 5” wide window trim. Exterior doors should be six panel doors or feature decorative glass windows.
- Siding, paint, brick and roofing styles should have standards developed per neighborhood.
- Mailbox and address numbers should be required and styles should be determined per neighborhood. Addresses can also be etched into transom windows above doors.
- Each home should have one deciduous tree in the front yard to contribute to the tree canopy.
- All homes should have a walkway from the public sidewalk to the front porch. A black metal pole yard light should be setback no more than 5’ from the front property line.

### Campus Areas

The current zoning code deals only with individual parcels, making it difficult to plan or develop larger campus systems. The Land Use and Zoning element of this plan recommends several areas be rezoned to new mixed-use “campus” districts. This would allow for special needs, such as boundary marking, buffering, shared parking and interior wayfinding systems. The following areas are recommended for rezoning to new campus zoning districts that strive to preserve and enhance the character of the surrounding neighborhoods.

- Indiana Wesleyan University Campus- Currently serves as a mixed-use campus including institutional, commercial, recreational and residential uses. The new district code should include design standards and development standards that concentrate on boundary design and neighborhood buffers, shared parking and campus-wide wayfinding and signage.
- Veteran’s Affairs Campus- The VA campus functions as a separate entity including institutional and residential uses. There is potential in the excess buildings of this federal site for public, mixed-use institutional, office and residential uses that can serve the surrounding neighborhoods.
- Marion Municipal Airport Campus- This regional airport services several visitors and local travelers. Portions of the property surrounding the airport are well-suited for complementary commercial uses to serve airport users and nearby residents. The airport and surrounding uses should be considered a master-planned campus, emphasizing circulation.
- Marion General Hospital Campus- This regional hospital’s campus is comprised of multiple buildings and a heliport on several blocks within the Euclid Triangle Neighborhood Association, and has a need for special allowances and development standards that remain sensitive to the surrounding neighborhood.

### Promote Neighborhood Associations

- Increase Neighborhood Association Program- Work to ensure that all areas of the city are encompassed within an association, that existing associations remain well-attended and active, and that all associations have access to resources.
- Neighborhood Planning Initiative (NPI)- The Advisory Plan Department should continue the Neighborhood Planning Initiative to identify the individual character and goals of the remaining neighborhoods. The following information can be gathered and promoted through the NPI process: awareness of the free online website that is available, creation of a welcome wagon, planning neighborhood cleanups, greenspace potential, park opportunities and Neighborhood Association marketing brochures.
- Neighborhood Identification Markers- Neighborhood Associations can start their own branding study by voting on identification markers such as a neighborhood tree species, flower, bird, flag or banner, address number style, mailbox and/or holiday decoration themes.
- Boundary Definitions- Boundaries of each active Neighborhood Association should be clearly identified through the use of distinctive buffers, lighting styles, banners and/or wayfinding signage.



# Economic Development

## Mission Statement

“Provide employment opportunities and services to residents by aiding in business expansion and retention, while growing and recruiting new industries.”

## Objectives

- Cultivate new and promote small businesses by encouraging an entrepreneurial spirit and providing access to resources.
- Facilitate existing business expansion and retention.
- Strive to attract a variety of industries and business types to the community.
- Encourage development and redevelopment that is more aesthetically and technologically advanced through graduated incentives.

## Element Content

- Introduction
- Inventory
  - Current Conditions
- Relevant Organizations
  - Marion Economic and Community Development Department
  - Marion Urban Enterprise Association
  - Grant County Economic Growth Council
  - Marion-Grant County Chamber of Commerce
- Example Available Indiana Tax Credits
- Recommended Policies
  - Existing Business Retention and Expansion
  - Business Attraction
  - New Business Start Ups

## Introduction

In general, economic development is the improvement of the community's general quality of life and standard of living, and the creation, retention and reinvestment of wealth. Economic development is commonly measured by factors such as job creation, investment, increased income and business expansion. Desired benefits of strategically planned economic development practices are an increase in per-capita income and an expanded and sustainable tax-base. We must promote development and job creation to accomplish this. Common search criteria of businesses looking to relocate are standard of living, time zones, logistics radius, community size and compatible existing operations. However, economic development is based on more than logistics, incentives and marketing. Success can also rely on less traditional motivators including a high Quality of Life and fostering the Creative Class.

## Inventory

### Current Conditions

Potential companies recognize an area greater than city limits and so should we. Helping to create a vibrant regional area expands our own potential for growth. It is also important to retain a regional perspective when dealing with economic development opportunities. Successful projects in Grant County or the region can employ citizens of Marion, service businesses within the city, and potentially grow and expand into our market. One way to do this is to advertise state tax incentives and cultivate positive working relationships with the major economic development players within Grant County, the region and the State.

### Indiana Economic Development Conditions

The State of Indiana, as a whole, has a very competitive business tax structure, including a flat 8.5 percent corporate income tax on adjusted gross income and no gross receipts tax or inventory tax. Indiana also offers many grants, loans and economic development programs for companies creating jobs and raising income in Indiana, including tax credits based on job creation and capital investment, workforce training grants, and public infrastructure assistance.

Indiana offers business support and expertise to companies that are investing and creating jobs in Indiana and places special emphasis on life sciences, advanced manufacturing, logistics, motorsports, information technology, agriculture, energy, insurance and film. Indiana also provides financial assistance to qualified high-tech firms, supports small businesses and offers a variety of special programs, including

#### Definitions of Economic Development:

"Economic Development can be defined as a program, group of policies, or activity that seeks to improve the economic well-being and quality of life for a community by creating and/or retaining jobs that facilitate and provide a stable tax base." Indiana Economic Development Corporation (IEDC)

"The process of creating wealth through the mobilization of human, financial, capital, physical and natural resources to generate marketable goods and services. The economic developer's role is to influence the process for the benefit of the community through expansion of job opportunities and the tax base." American Economic Development Council (AEDC)





certified technology parks and permitting and regulatory assistance to support new business start-ups and business expansion and growth. [www.in.gov/iedc]

### Grant County Economic Development Conditions

Grant County is centrally located on Indiana's I69 Corridor. With a population of 68,609 and an area workforce of 267,300, Grant County remains situated to meet the progressive needs of 21st century employers. World-class higher education institutions in Grant County include Indiana Wesleyan University, Taylor University and the newest campus of Ivy Tech Community College. Locally elected officials demonstrate cooperation and collaboration at all levels. Grant County was selected among the top Midwestern economies by Site Selection magazine for securing an impressive \$231 million in investment in 2005, and was the first county in Indiana to repeal the Inventory Tax.

### Marion Economic Development Conditions

Marion is minutes away from larger cities like Indianapolis, Fort Wayne and Dayton, and within a half-day's drive to over 20 metropolitan markets. This places us in a favorable position for economic development. The following is a brief outline of the current residential, commercial and technology and industrial development conditions.

"Government does not create jobs; it only creates the conditions that make jobs more or less likely."

~Governor Mitch Daniels,  
State of the State Address

### Residential Conditions

The previous closing of several industrial and manufacturing operations resulted in a drop in population, leaving an abundance of vacant and available residential properties. Despite this, there have recently been several new single-family residential developments located in north, south and east Marion. This increase in residential rooftops puts us in a better position to attract retail and restaurant opportunities.

There are several affordable housing options available in Marion, including single-family and apartment units. One area that has been identified as lacking is the availability of newer, market-rate apartments for new and temporary residents, and young professionals. There are currently plans for several apartment buildings of this type within the PUD approved at I69.

Our current and projected population also highlights the need for an increase in independent and assisted-living senior housing. There are current recommendations for a "Senior Village" in the centrally-located area surrounding the Emily Flinn property, aided by the use of a HoTIF funding mechanism.

### Commercial Conditions

There are a number of areas throughout the city that provide neighborhood level businesses and goods.. Most of these areas originally followed industrial and factory developments and were needed when populations were high and automobiles were scarce. As a result, several of these neighborhood hubs and corner stores are at 50% occupancy or difficult to sell/lease. There are neighborhood business nodes that are recommended to remain on the future land use map to offer local services and goods within different sectors of the city. This strategy is also recommended to be expanded and adopted at primary trailheads.

There are several low impact commercial areas including the bypass, portions of SR18, and areas surrounding different mixed use developments and Downtown. These areas commonly require more parking and signage than neighborhood businesses and serve a greater number of residents.

Another fairly low impact area, the economic conditions of Downtown Marion are varied. There is a definite lack of retail and restaurant opportunities, but a significant number of government support services, professional businesses and financial institutions. A market study of the area could show the land use and zoning changes needed to rethink the strategy for a more diverse, vibrant downtown.

There are also currently several existing and proposed regional shopping areas, including the areas around the (eastern) I69 exchange, (northern) 5 Points Mall, (southern) WalMart shopping area and University Marketplace, and the former Hobby Lobby site and Big Lots strip at 16th and the bypass. There was a plan commissioned in 2008 by the CReED Board that highlighted the best and highest uses for the four main CReED areas, including the mall and surrounding properties. This information can be found in the Appendix.

### Energy/Service/Technology Conditions

There are a limited number of energy or technology companies currently operating in the city. This is partially due to the fact that there is not a large pool of potential employees trained in this field. However, our central location, proximity to several higher-education institutions and healthcare facilities, our available commercial and warehouse space, and our financial incentives and affordable cost of operation put us in a prime position to attract this type of investment.

In the fall of 2002, Marion received the Community of the Year Award from the State of Indiana Chamber Organization

There are also state programs that support the attraction and growth of high-technology business in Indiana and promote technology transfer opportunities. Official designation as a Certified Tech Park allows for the local recapture of certain state and local tax revenue which can be invested in the development of the park. The Indiana 21st Century Research and Technology Fund was created to stimulate the diversification of the state economy by developing and commercializing advanced technologies in Indiana.

### Industrial Conditions

Construction on railroads in Marion began in the 1860s, but it was not until 1887 when natural gas was discovered that swift change and industry came to Marion. With the growth that followed, the town's nickname became "Marvelous Marion – the Queen City of the Gas Belt."

Throughout the 20th century, Marion saw the best and worst of industrialization. Several industrial and manufacturing companies were in operation, doing quite well, and supporting a large portion of the families in Marion; until the last 20 years or so of the century. The 1980's and 1990's saw a mass-exodus of manufacturing and industry. At the same time, other Marion industries began to come under the control of nation-wide corporations, resulting in once-dominant manufacturers having a lower prevalence in the Marion economy. The past 10 years has seen a reversal in this trend. The various economic development organizations have worked together to boost this area of our economy through cooperation, effective use of incentives, marketing and active recruiting.

The 2008 CReED Plan highlights recommendations for the Thomson/Winterfield and Ball-Foster active industrial sites, and can also be found in the North Marion sector study and/or the Appendix. In addition to these areas, there are several properties available for light industrial use, offering correct zoning, available parking and usable building space. This, coupled with the work of our economic development organizations, our location, and an abundant, trained workforce should keep us on the current track of improving developmental conditions.

### Quality of Life Conditions

The City of Marion boasts a high quality of life in many regards. The well-developed park and trail systems were rated highly by the public through community meetings and surveys. Several Downtown summer festivals were also rated very highly. Natural features such as the Mississinewa River also play a large part in rating the perceived quality of life of a city.

One aspect that the city struggles with is its education system. Studies have shown that our school system suffers low test score, graduation rates and a sense of apathy among the students. Several steps are being taken to rectify this situation including the adoption of the 21st Century Scholars program and several similar mentor and outreach programs to interest students in graduation and the pursuit of higher education.

Young professionals are generally categorized as educated and entrepreneurial professionals under the age of 40. With the presence of several higher education institutions, we are in the precarious position of recruiting and retaining graduates to remain in the city. Next Generation Consulting has narrowed young professional recruitment down to the following 7 indexes:

1. **Cost of Lifestyle:** Includes variables in the national cost of living index.
2. **Earning:** Measures the diversity of employment opportunities, the percentage of jobs in the knowledge-based sector, and average household income.
3. **Vitality:** Measures air and water quality, green space, and a city's overall health (e.g., obesity, life expectancy, etc.).
4. **After Hours:** Counts the places to go and things to do after work and on weekends.
5. **Learning:** Includes measurements related to educational opportunities and expenditures, educational attainment, and accessibility of Wi-Fi hotspots.
6. **Around Town:** Measures a city's walkability, airport activity, commute times, and mass transit opportunities.
7. **Social Capital:** Accounts for how open, safe, and accessible your city is to all people. It includes measures of diversity, crime rates, and civic engagement (e.g., voter participation, volunteerism).

Of the aforementioned indexes, it becomes clear in which areas the City of Marion needs to concentrate to attract and retain young professionals. For example, the city lacks diverse employment and after hour opportunities. However, the city rates high among its counterparts, in the areas of cost of living, learning opportunities, and civic engagement. The Grant County Young Professionals Network (GCYPN) is an organization spawned from the Chamber of Commerce tasked with improving conditions in an effort to attract to young professionals to the county.



Ivy Tech Community College Marion Campus is one of the educational opportunities offered in Marion.

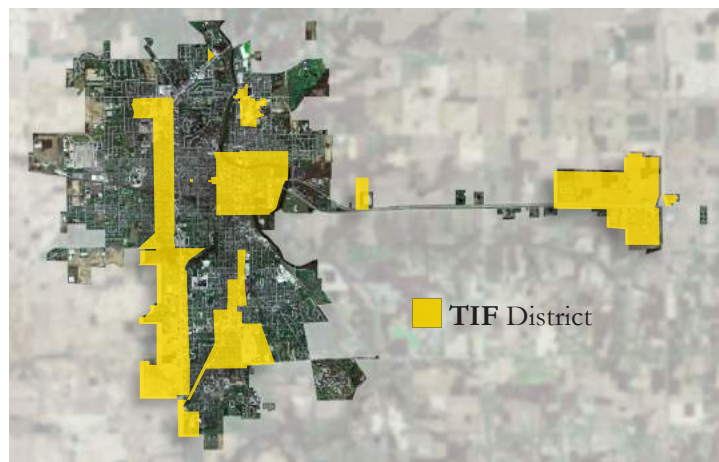
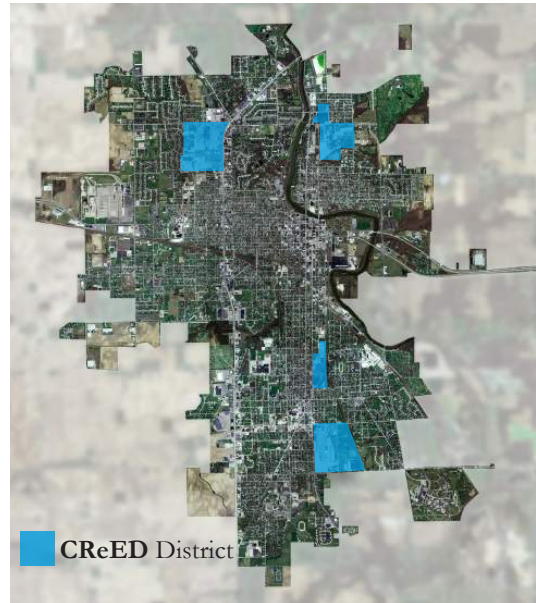
## Relevant Organizations

The following information details the major players involved with retaining and promoting development, and economic incentives available to perspective development within Marion.

### Marion Economic and Community Development Department

The Marion Economic and Development Department operates from City Hall and coordinates the major development projects locating within the City of Marion. This includes the marketing and monitoring of financial incentives and following up on leads. Below are the common services offered or aided by the department.

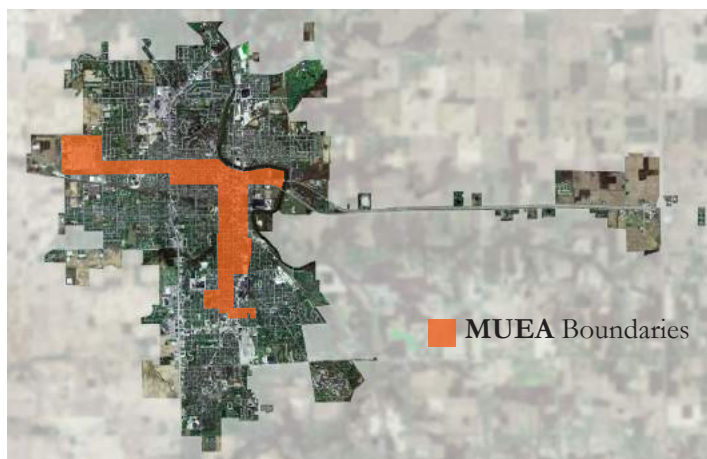
- **Redevelopment Commission-** The Redevelopment Commission is a community based body of appointed volunteers that assist in the procurement and disposal of real estate for economic development purposes through TIF and bonding.
- **Community Revitalization Enhancement District (CReED)-** Establishes an area that creates a tax credit that entitles a taxpayer to a credit against their state and local tax liability for a certain time if a qualified investment is made. The investment must be for the redevelopment or rehabilitation of property located within the CReED boundaries.
- **Tax Abatement-** Tax abatement is a tool used to attract private investment and job creation by exempting all or a portion of the new or increased assessed value resulting from new investment from the property tax roll. Abatements can be granted for both new construction and rehabilitation, with the abatement limited to the increase in assessed value attributable to the new construction, rehabilitation or new equipment. Tax abatement can be granted for between 1 to 10 years and is abated on a sliding scale. In most cases the granting of tax abatement will reduce the amount of property taxes paid by the owner by approximately 50 percent over the full abatement period.
- **Tax Increment Financing (TIF)-** TIF is a tool used to capture increments of future gains in taxes based on increased assessed value to finance current improvements, which will theoretically create the conditions for those future gains. Once a TIF district is established, the property tax revenue attributable to new assessed value within the district accrues to the redevelopment district rather than the traditional taxing units (schools, civil city, township, county etc). The new revenue can be used to pay for infrastructure or other improvements within the designated area. TIF districts can be designated as either a redevelopment area or as an economic development area. A redevelopment area requires the finding of blight and is typically located in an older urban area or brownfield. An economic development area requires the finding of significant economic benefit, jobs and private investment, for the community.





### Marion Urban Enterprise Association (MUEA)

An Enterprise Zone is a defined geographic area within a city that has been recognized by the State of Indiana as having high poverty and/or unemployment rates and physical blight; and has been awarded certain tax benefits for businesses and residents located within that area in order spur economic and community development over a period of 20 years. The Marion Urban Enterprise Association is a non-profit organization established to act as a catalyst for economic development in the Zone by encouraging new capital investment, creating and/or retaining jobs, and increasing employment opportunities for Enterprise Zone residents. The MUEA is nearing the end of its pre-established cycle, but has made many major improvements and small business loans in the past.



### Grant County Economic Growth Council

The Grant County Economic Growth Council was the first county-wide public/private non-partisan local economic development effort. They strive to be the champions of collaboration and opportunity, in an effort to make the county a more attractive place to live, learn, work and retire through the core values of collaboration, innovation and reputation. They also maintain a list of active and available industrial sites throughout the county.

### Marion-Grant County Chamber of Commerce

The Chamber of Commerce helps promote business and a healthy economic climate. The Marion-Grant County Chamber of Commerce has made significant impacts on the economic climate in Marion and Grant County since the 1930's. The Chamber has sponsored many programs during its history, including successes such as the Grant County Economic Growth Council, the Community Foundation of Grant County, Crime Stoppers, Grant County Convention and Visitors Bureau, Human Resources Association, Leadership Grant County, and the Mississinewa 1812 re-enactment speak of the dedication of the Chamber to meet the needs of the community. The Chamber consists of a twenty-one-member board of directors, serves a membership base of nearly 500, and sponsors many events, awards and lectures aimed and encouraging growth and celebrating business successes in Grant County.

### Innovative Network

The Innovative Network is a joint venture of the Indiana Wesleyan University, Taylor University, Ivy Tech Community College, Affordable Housing of Grant County, Marion/Grant County Chamber of Commerce and the Growth Council. The Innovation Network is a structured program to encourage and assist entrepreneurship and technological development from within the community.

### Service Corps of Retired Executives (SCORE)

SCORE is a nonprofit group of 12,400 volunteers across the country that provides face-to-face and online mentoring. Volunteers are generally successful entrepreneurs and executives who enjoy business and sharing their knowledge. SCORE provides mentoring and training for entrepreneurs and are considered the "Counselors to America's Small Business." The Marion chapter, Chapter 550, serves a wide range of clients from the north central Indiana area and hosts personalized counseling sessions on Wednesday mornings.

### Indiana Small Business Development Center (ISBDC)

Marion is served by the East Central ISBDC hosted by Ivy Tech Community College. Indiana Small Business Development Centers (ISBDCs) are nonprofit organizations funded by the U.S. Small Business Administration

and the Indiana Economic Development Corporation. The mission of the organization is to have a positive and measurable impact on the formation, growth, and sustainability of small businesses in Indiana and to develop a strong entrepreneurial community. Clients range from individuals who need assistance in deciding if self-employment is right for them to business owners looking to expand overseas.

**East Central Indiana Regional Partnership**

Also known as Energize-ECI, is a pro-active collaboration of corporate, public, foundation, educational and institutional partners, along with committed individuals, all dedicated to supporting and promoting the many advantages and resources of East Central Indiana. Their mission is to strengthen and grow current businesses and to generate new business investment through relocations and expansions throughout the region. East Central Indiana Development is one of the oldest cooperative marketing programs in Indiana.

**Northeast Indiana Regional Partnership (NIRP)**

The NIRP is an investor-based organization funded by foundations and private investors that supports northeast Indiana economic development. They serve a ten-county region of northeast Indiana by partnering with local northeast Indiana economic development organizations to discover and develop opportunities for new business investment and economic growth in northeast Indiana, including business expansion opportunities and available land.

**Indiana Economic Development Corporation (IEDC)**

The IEDC responds quickly to help businesses locate, grow and thrive in Indiana. The State of Indiana's lead economic development agency, the IEDC oversees Indiana's statewide business attraction and development efforts, coordinates state programs and incentives for companies looking to grow in Indiana, and provides technical assistance, business expertise and funding to Indiana entrepreneurs and high-tech start-ups. The IEDC is led by Indiana Secretary of Commerce

**Affordable Housing Corporation**

This organization offers a program to help small businesses acquire the funding needed to start or grow their business in Affordable Housing Corporation's target area. Business loans may provide terms that are more lenient, less secure, or otherwise less stringent than industry standards. The primary goals of the program are job creation/retention and development/redevelopment of under-utilized/deteriorated commercial/industrial property in the target area.

### Example Available Indiana Tax Credits

Economic Development for a Growing Economy (EDGE) Tax Credit- EDGE is a refundable tax credit program that rewards companies creating jobs and contributing to the growth of Indiana's economy. EDGE credits are calculated as a percentage of payroll tax withholding for net new Indiana jobs and may be awarded for a period of up to 10 years.

- **Headquarters Relocation Tax Credit-** When a business relocates its corporate headquarters to Indiana, it is entitled to a credit against its state tax liability equal to half of the costs incurred in relocating the headquarters. A company must have worldwide annual revenue of at least \$100 million to qualify.
- **Hoosier Business Investment Tax Credit (HBITC)-** This program encourages capital investment in Indiana by providing a credit against a company's Indiana tax liability. The credit amount is based on a company's qualified capital investment with the final credit amount determined by the Indiana Economic Development Corporation, based on an analysis of the economic benefits of the proposed investment.
- Official designation as a **Certified Tech Park** allows for the local recapture of certain state and local tax revenue which can be invested in the development of the park. We do not currently have any technology parks that would qualify to be certified or a large technology workforce. However, the combination of this incentive, low cost of land, our stable medical community and our proximity to several higher-education institutions could make us attractive to future investors in this category. These parks also seem more likely to be located near a major or regional airport, which again places us in a positive position.
- The **Indiana 21st Century Research and Technology Fund** is another incentive created to stimulate the diversification of the state economy by developing and commercializing advanced technologies in Indiana. Grant funds are available. This program operates under the leadership of the Indiana Economic Development Corporation.
- **Industrial Recovery Tax Credit-** The Industrial Recovery tax credit provides an incentive for companies to invest in facilities requiring significant rehabilitation or remodeling expense. After a building has been designated as an industrial recovery site, companies may be eligible for a tax credit calculated as a percentage of qualified rehabilitation expense.
- **Venture Capital Investment Tax Credit-** This credit was established to improve access to capital to fast growing Indiana companies by providing individual and corporate investors an additional incentive to invest in early stage firms. Investors who provide qualified debt or equity capital to Indiana companies receive a credit against their Indiana income tax liability.
- **Media Production Sales Tax Exemption (MPETC)-** The MPETC was established to further grow the Indiana production industry by providing individuals and companies a refundable tax credit of up to 15 percent of the amount spent in Indiana for qualified production expenditures.

## Recommended Policies

There are three main economic development strategies; business retention, attraction, and start-ups. A successful Economic Development Plan should incorporate ideas and policies in each area. The following are suggestions on how to best capture these three areas of opportunity.

### Existing Business Retention and Expansion

Current and expanding businesses are the biggest contributors to the economy of all development types and help protect our tax base. Since 70% of all new businesses are expected to fail within five years, it is important to support and help retain current businesses, and help companies that are at risk of leaving or downsizing. It is just as important to identify opportunities to help companies expand in the community and risks that could cause employers to leave the community. Just as we target businesses from other cities, our businesses are being targeted by our competitors.

#### Outreach

Since we already have the contracts, it is important to build positive relationships with individual company executives and publicly recognize individual business and industrial successes. It is also important to tell the story of our community's success. In order to build confidence that it is possible to succeed and thrive here, we need to communicate our story to those that can easily spread it. Most notably, the people on the ground floor of economic development; realtors, brokers, banks, ground breakers, etc.

#### Special Improvement Districts

An economic improvement district (EID) is a special purpose district in which property owners agree to collect an additional fee to fund improvements in the district. An EID is developed and managed by the property owners in the district and the investments support their businesses. Improvements may include infrastructure, such as streetscapes, lighting, and public art; services such as security and landscape maintenance; or staff dedicated to managing and marketing the district. Under a variety of names, such as special improvement district, economic improvement district, or downtown improvement districts, the tool has been used in cities across the nation and in Indiana to provide services and infrastructure that are above and beyond what might reasonably be delivered by local government. EIDs are used most frequently to provide support for commercial districts (typically downtowns) and increase retail opportunities.

Economic improvement districts are commonly linked with other programs, such as Main Street, in an effort to maximize the competitiveness of downtown shopping and entertainment districts. A Business Improvement District (BID) in the Downtown is suggested as the best opportunities for a special improvement district in Marion. The most common uses of resources for of this type of district are as follows.

- Capital improvements, such as lighting, street furniture, and landscaping
- Marketing, including sales promotions and festivals
- Economic development efforts to assist local businesses expand and attract new business to fill in vacant store fronts
- Maintenance including trash collection, snow removal, and landscape services
- Additional parking management or security

#### Housing Tax Increment Financing (HoTIF)

State law provides this financing mechanism to aid in redevelopment within a designated Redevelopment Area. By designating a HoTIF, property taxes generated by development within the area can be used to pay for improvements in or near the HoTIF area. The Emily Flinn project in Central Marion is in the process of utilizing this new incentive.



Business attraction is the process of recruiting new and outside businesses into the community. Common search criteria of businesses looking to relocate are quality of life, standard of living, time zones, logistics radius, community size and cities with complementary existing operations. Business attraction commonly receives the most press, support from the community and financial incentives. This is due in part to its immediate impact on increased employment opportunities and investment. New business attraction is, however, also highly sensitive to business cycles and often requires significant creative infrastructure (water, sewer, roads, drainage, power, etc) incentives. New businesses attraction is also highly susceptible to fringe development and encourages sprawl. To increase the many positive impacts of new development, businesses attraction should be focused on infill and redevelopment whenever possible.

## Business Attraction

### Marketing (Internal and External)

Marketing is defined by the American Marketing Association (AMA) as “the activity, set of institutions, and processes for creating, communicating, delivering, and exchanging offerings that have value for customers, clients, partners, and society at large.” It is the process that we use to compete with other cities to satisfy the needs of the consumer. We must become as attractive as possible with regard to a series of issues: residence (especially for highly educated personnel), locations for business establishment, incentives for investment, and places where visitors would like to stay.

City marketing is considered successful when workers, residents and businesses are satisfied with their living conditions, and when tourists, new businesses and new investors have their expectations met. We should be marketing the city, the quality of life, standard of living, and development incentives to visitors and potential investors on a regional and global scale. It is also important to market ourselves to our own residents and existing businesses, so that they remain confident and tell a positive story. A common theme throughout this Comprehensive Plan document is the need for branding and an easily identifiable brand. While our logo has been quite successful and is recognizable to the development community, it does little to attract residents or visitors. The logo would ideally be coupled with a strong brand that tells the world who we are and what we have to offer.



### Quality of life (QOL)

Quality of Life is a subjective measurement used to evaluate the general well-being of individuals and societies based on intangible aspects that make up human life; such as leisure, safety, cultural resources, social life, physical health, and environmental quality issues. Businesses tend to research the quality of life aspects of an area prior to relocation to ensure that the area will be attractive to high-quality employees. A rich and diverse quality of life is also increasingly important as competition for residents has increased substantially among cities. This is in part because globalization and technology have given society the choice of living in one place and working in another. Marion has many things to offer that contribute to a high quality of life, including the River, vast parks and trails systems, cultural resource, etc. Also in our favor, Indiana has one of the shortest commuting times in the nation, allowing workers to spend with their families, hobbies and other interests.

### Site Preparation

“Shovel ready” is used to describe an area that is prime for expedient development; including the presence of available utilities, infrastructure, clean title and clearance from environmental issues. It is beneficial to help create or retain ownership of several “shovel ready” sites throughout the city. There is a new state program to help communities certify sites as ready for development, known as Shovel Ready. It was ultimately designed to help companies locate properties and develop a site quickly. This provides a competitive advantage for Indiana communities that register sites through this program.

The Indiana Brownfields Program is another incentive available to make cities more competitive through site preparation. This Indiana Finance Authority program provides educational, financial, technical and legal assistance to identify and mitigate environmental barriers that prevent the utilization of potential development sites. Grant and loan funding is available.

Other ways to ensure buildable sites are to audit the current land use policies and development codes. Development codes are often too limited and inflexible, especially when applied to infill and redevelopment projects. Obstacles include outdated and conflicting subdivision, zoning, and public works standards; building codes; and review procedures that take too long, particularly for small projects. A development code “audit” is recommended to identify barriers to infill and redevelopment.

### **Infill and Redevelopment**

One prevalent concern is the public cost and social impact of economic development. As mentioned, it is often easier and less expensive for a developer to locate on the fringe of the community. This tends to lead to auto-dependant developments on rural land, increased distances to work, higher infrastructure costs and satellite developments, such as the proposed project at I69.

Current public policies generally provide incentives and subsidies for raw-land or greenfield development. Capital improvement programs directing water, roadway, and sanitary sewer projects to greenfield development sites and zoning and subdivision regulations that contemplate development of large, flat parcels, while neglecting needed improvements in infill areas and neglecting the challenges and opportunities of infill sites, are examples of this type of policy. Proper infill is the primary solution to combat sprawl.

In a strong real estate market, infill and redevelopment may occur without supportive public policies. More often, coordination of public policies and private investment is required to encourage development of under-used and skipped-over areas. Such areas may be targeted for infill and redevelopment when adequate public facilities are available, or can be made available. There may also be active neighborhood support. The area may be important for economic, social, or cultural reasons. Under any of these scenarios, the public and the development community can benefit from strategies that encourage well-planned infill and redevelopment. The following are six common hurdles to infill and redevelopment projects.

- Infill and redevelopment projects often cost more to build than raw land projects
- Policymakers tend to overlook the public cost-savings of infill and redevelopment
- Largely due to past experience with poor quality examples, many community members actively oppose infill and mixed-use projects
- Developers often avoid infill or redevelopment projects in inner-city neighborhood due to fear of reduced marketability
- Finance and capital markets can be a barrier to the infill developer
- Zoning for separate uses often prevents infill and mixed use areas

The following are suggestions of strategies to make infill and redevelopment reasonable and attractive choices for a developer as building, rather than building on raw land on the fringes of the community.

- Financial incentives
- Changes in regulations and land use policies
- Infill design guidelines/standards
- Available site assessments and inventories
- Marketing
- Design assistance
- Targeted Capital Improvement Plans

### River District

The establishment of River Districts is an economic development tool allowed by Indiana Code for communities that meet certain criteria. The location of Downtown along the Mississinewa River and Boots Creek make this area prime for the creation of such a district. Indiana Liquor Laws restrict the number of liquor licenses based on population. Creation of a River District would encourage Downtown restaurant and entertainment development by offering an unlimited number of liquor licenses at reduced rates within an established district. The proposed boundaries of such a district should follow those of an area that needs redeveloped, such as shown on the proposed map.



Proposed River District boundaries based on the 2008 Downtown Study and Plan.

### Utilize Technology

Virtual reality techniques, such as SketchUp, are very useful in affecting enterprises who seek a place to locate. For example, if an enterprise has 5 possible locations in mind, the possibilities for success for any of them are increased if the area is presented through a virtual reality model. Such a presentation could highlight the friendly urban environment, the urban aesthetics, the transportation connections and the location of the enterprise with possible alternative scenarios. A demonstration using high quality pictures adds the component of animation and holds the attention of most people. Animations contain more information and provide a better presentation of buildings and places. In comparison to traditional presentations, computer-generated animations can provide unseen perspectives, manipulate light suitably and show pictures from impossible angles. Another characteristic of this method is the ability to add new buildings and show alternative building designs. This is very important when an effort is being made to tempt a potential investor. Other forms of shared technology include sharing GIS layers (once developed), allowing realtors to advertise spaces on the City website, and providing development and permitting applications that are payable online.

### New Business Start-Ups

New business start-ups provide the largest potential returns, but require risk capital, business counseling, a range of support services and a tolerance to failure.

### Building Space

Entrepreneurs commonly face concerns about the overhead costs of running a startup business. While Marion has the available business stock and low purchase prices, the spaces are often too large and daunting for a new small business. Efforts should be made to encourage small, mixed use commercial spaces in which new businesses can thrive. Many of the historic Downtown businesses that once housed department stores could also be parceled into smaller, more manageable spaces. Diversifying their users could also provide a higher rate of return for business owners that are struggling to rent or lease large spaces to individual clients.

### Home Businesses

Several successful businesses were started out of homes and garages. Our codes are often inflexible in accommodating newer types of companies, such as the technology fields and home businesses. There are different levels of impacts of home businesses, including foot traffic, parking needs, signage and outside storage. An audit of the zoning code and streets should determine appropriate areas for development of this type.

### Foster Entrepreneurial Spirit

It is important that the different development organizations work together to create an environment that is entrepreneur-friendly. This includes helping to create infrastructure and business space sized to serve small

business and identifying and/or organizing a recognizable network of support.

This can also be done through the creation of a business development and solutions center or business incubator. An incubator may be created to provide access to funding and marketing, a shared space and resources to foster several start-up businesses. There are currently 28 incubators recognized by the Indiana Economic Development Corporation (IEDC). This process would begin with an organization identifying the types of businesses to attract to the incubator, securing funding and finding a suitable location.

### Encourage the Arts

The “creative class” is a socioeconomic class that has been identified as a key driving force for economic development of post-industrial cities in the United States, and includes nearly 40 million workers, or 30 percent of the U.S. workforce. The main advantage to fostering the creative class in our city is that it can create outcomes of new ideas and startups, high-tech industries and regional growth. This group is comprised of workers that are considered fully engaged in the creative process and are composed of a wide range of occupations, such as arts, design, and media workers, but also including science, engineering, education, computer programming, and research fields.

Our current economic base of manufacturing limits our growth. Creating a business atmosphere targeted at the creative class can also have a ripple-effect, making the city more attractive to couples with one partner in the creative class one in service or manufacturing fields. Similar to an incubator, an Arts Co-op would help cultivate a more active arts and technology community within Marion, increasing our number of those considered the creative class. Also, an arts co-op can be based on a social or work program that requires community art or improvement hours to be donated in exchange for a dedicated work and/or living space.

Another incentive offered by many is a Percentage-For-The-Arts Program, in which a percentage of construction budgets of private and public projects are devoted to art, either to be placed on site or in other designated target areas. This type of program is generally based on a larger ‘Arts Plan’ that can be adopted by a city.

#### Top 10 Business Start Ups

- Retail
  - Construction
  - Computer
  - Services
  - Business
  - Consultants
  - General
  - Contractors
  - Restaurants
  - Cleaning Services
  - Landscape Contractors
  - Real Estate Services
  - Auto Repair
  - Specialists
- (County Data Corp)





# Intergovernmental Cooperation

## Mission Statement

“Better serve the community by developing closer partnerships between federal, state and local municipalities, and to serve as a driver of communication through which information can be discussed and potential problems solved.”

## Objective

- Improve opportunities for communication, cooperation, and resource sharing between all layers of government.
- Acknowledge and encourage economic development programs that involve countywide involvement.
- Work side by side with Grant County Area Plan Department on regional planning issues; incorporating keystone organizations to ensure expertise from other jurisdictional boundaries are recognized.
- Support changes that encourage cooperation between all levels of government.

## Element Content

- Introduction
- Inventory
  - Key Players
- Intergovernmental Issues and Opportunities
  - Promote Relationships

## Introduction

The purpose of this element is to describe the goals, objectives, policies, and programs for the opportunity of joint decision making and planning as well as the potential conflicts that the City of Marion might encounter with other jurisdictions. The jurisdictions in questions are as follows: City agencies and departments, Adjoining local governments, County agencies, State agencies, Federal agencies, and other quasi-governmental organizations. Recommendations were developed from the information gathered during neighborhood association meetings, city-wide public participation meetings and city-wide mailed surveys.

Intergovernmental cooperation is an arrangement between two or more municipalities to communicate their visions in order to arrive at common goals, shared services or solve mutual problems. Intergovernmental cooperation ranges from informational exchanges to more complicated and formal governmental and legal bounding documentation.

The Indiana Advisory Commission has aimed their efforts to provide a better understanding of the process of government and to create an improved level of communication between the city and county relationships.

“The Indiana Advisory Commission on Intergovernmental Relations was established by the General Assembly in 1995 to provide a forum to plan for and address the problems that will arise as greater demands are made on state and local governments. Based upon federal and other states’ enabling statutes, Indiana is one of 20 states to establish an intergovernmental commission. The mission of the Indiana Advisory Commission on Intergovernmental Relations (IACIR) is to create effective communication, cooperation, and partnerships between the federal, state, and local units of government to improve the delivery of services to the citizens of Indiana.”

Intergovernmental cooperation is a critical element of the planning process and ultimately; the Comprehensive Plan. The future well being of the City of Marion depends on relationship building and joint planning with adjoining cities/ communities.

### Benefits

- Cost Savings - Developing partnerships will create economies of scale, which will allow for more services to be available to more residents for less money.
- Early issue identification - An increase in communication and cooperation will allow for issues and opportunities to arise at an early date, which will successively allow the respective departments and organizations to develop a resolution in a more timely manner.
- Consistency - Cooperation through the goals and objectives set in the Comprehensive Plan will allow for future success on plans.
- Community Service - An increase in services will be available as more cooperation takes place. Communication will allow opportunities for communities to resolve potential issues.
- Trust - Cooperation can lead to increased trust as new relationships are formed, establishing a new set of opportunities.

## Inventory

The following is an inventory of organizations, districts, and departments, etc. that have opportunities for agreements and relationships with other affiliates in the near future. Opportunities can be represented in a number of ways; including, but not limited to, shared cost and services, connectivity of school resources, dually training interoffice personnel and County/ City cooperation.

- Current City Departments -
  - Advisory Planning and Zoning
  - Animal Care and Control
  - Building Department
  - City Controller
  - City Hall & City Council
  - Code Enforcement
  - Development Services
  - Engineering
  - Fire Department
  - Human Relations
  - Information Technology
  - Maintenance
  - Neighborhood Associations
  - Parks and Recreation Department
  - Police Department
  - Street and Public Works
  - Transportation
- Education -
  - Committee on Education and Labor
  - Indiana University East Library
  - Indiana State Library
  - Indiana Literacy and Technical Education Resource Center
  - Indiana Wesleyan University
  - Ivy Tech
- Arts -
  - Arts Alliance
  - Community School of the Arts
  - Marion Civic Theatre
  - Marion Philharmonic Orchestra
  - School system and college arts programs
  - Independent Arts Programs
- City/County -
  - Affordable Housing
  - Cardinal Greenway
  - City of Marion
  - Community Foundation
  - Grant County Historical Society
  - Grant County Literacy Council
  - Habitat for Humanity
  - Main Street Marion
  - Marion-Grant County Chamber of Commerce
  - Marion-Grant County Convention and Visitors Bureau
  - Marion Public Library
  - Marion-Grant County Senior Center
  - Project Leadership
- Adjoining Counties -
  - Huntington County, Miami County, Wabash County, Wells County, Blackford County, Delaware County, Madison County, Tipton County, Howard County
- Government - City/County/State -
  - Family Service Society, Inc.
  - Family and Social Services Administration
  - Indiana Department of Natural Resources
  - Indiana Department of Revenue
  - Indiana Department of Tourism
  - Library of Congress
  - INDOT (Indiana Department of Transportation)

## Intergovernmental Issues and Opportunities

Creating an open network of information and cooperation is essential to the planning process, which can lead to the creation of relationships in the public, quasi-public and private realms. These relationships will build unto themselves to create better efficiencies throughout the system.

### Information Network

In an effort to provide more efficiencies throughout the city, county and region, the City of Marion is working to create a network of information sharing that will lead to a better working and educated system of frontrunners. Cooperation throughout the City's departments has been on the rise as economic tensions have forced the city to change day-to-day operations. More responsibility has been placed on the various departments to work together and reduce costs through increased operational efficiencies.

### Communication

Techniques that will further increase shared systems and operations should include simple and clear ideals to improve opportunities for communication and cooperation of all layers of government. This can be achieved through creating formal agreements for sharing of emergency and town services, creating accountability throughout the city and county departments. Staying abreast of news, current events and projects in the state of Indiana and on a regional basis will further develop lines of communication by the necessary departments. Sharing the City of Marion's Comprehensive Plan with adjoining municipalities and counties is an easy first step for sharing information on a larger scale.

### Regional Planning

Another critical aspect to ensure the complete cooperation of the many departments and levels of government is to work in conjunction with Grant County Area Plan on regional planning issues. A representative could attend Area Plan Commission and BZA meetings to stay abreast of regional planning issues. Every community has expertise in their area and working with this knowledge is priceless when planning on a regional level. Creating outreach programs and community based programs will ensure that a desired level of education is reached in the area.

### Economic Development Information

Gaining access to economic development tools can be difficult for small start-up businesses and entrepreneurs. Providing easy access to economic development programs for entrepreneurs as well as large industrial corporations will further generate business activity in the region. Creating a business spike in Marion will generate business regionally, and vice versa. Solutions include developing a set of community based workshops that allow residents to communicate their ideas to the economic development department. Involving local entities is important, as these are the residents and business owners that invest in the local business programs.



## Promote Relationships

### County relationships

- Create economies of scale on street/ bridge improvements
- Joint planning can allow for ease of development and trust building opportunities as jurisdictions and organizations work together

### State relationships

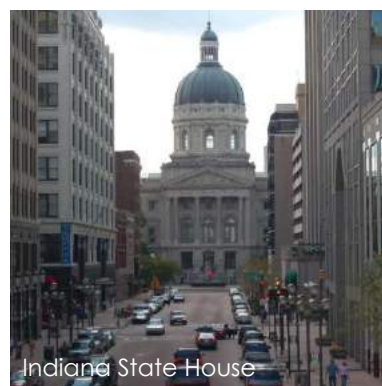
- Communicate between departments at a city level for the strict purpose of sharing information on potential/ upcoming projects
- Discussions about future development strategies will allow for detailed plans and a joint effort in resource gathering
- Create cost efficiencies through economies of scale
- Anticipated state highway improvement projects

### Regional relationships

- Discuss issues and benefits regarding an interstate interchange off of Interstate 69 at 38th Street connecting regional draws to the community
- Work in direct relationship with the Cardinal Greenway, which is part of the American Discovery Trail System
- Anticipated Interstate improvement projects
- Future light rail opportunities throughout the region

### Conflict Resolution Process

As the City of Marion continues to encourage cooperation between local and regional municipalities, conflict will inevitably occur. This chapter is aimed to reduce the opportunity for conflict. However, when conflicts do arise, there are several strategies to resolve them. These include a variety of techniques of negotiation and mediation. Resolution techniques, such as negotiation, are favored over mediation due to costly litigations. Negotiation is a win-win situation where both parties gain something and work together to resolve the issue. Mediations and litigations take a large amount of time and tend to be more costly. Negotiations are generally used to resolve conflicts, but they can conversely be used to avoid a conflict, therefore saving on costly litigations.







# Natural Resources + Environment

## **Mission Statement:**

“Protect, preserve and promote the natural landscape for the City of Marion in a long term planning effort for a healthier environment and more sustainable future.”

## **Objectives/ Policies**

- Ensure sustainability by promoting alternative and renewable energy practices at all levels of development.
- Actively pursue the preservation of open space, the natural environment and wildlife habitats by protecting environmentally sensitive areas from unnecessary and premature development.
- Promote a higher quality of life through environmentally sensitive best practices in regards to air and water quality, soil and floodplain management, noise control and the urban tree canopy.

## **Element Content**

- Introduction
- Inventory
- Recommended Policies
  - On Going Efforts
  - Improve Tree Canopy
  - Improve Water Quality and Stormwater Management Techniques
  - Improve Air Quality
  - Increase The Amount Of Renewable Energy Opportunities
  - Preserve And Protect Open And Natural Space Throughout The City Of Marion

## Introduction

Conservation of natural resources and the environment is an important factor in achieving and maintaining the quality of life of Marion's residents. The city currently has many desired and valuable amenities that allow the City of Marion to stand out in the region. This refers to the open space system and natural environments that the city offers, including the Mississinewa River and any one of the great public parks located in the city. These amenities can be referred to as the 'natural infrastructure' of the city.

Over the next several years, many factors have the potential to radically change the world as we know it; depleting oil resources, climate change, species extinctions, increasing human population pressures on resources and the environment, etc. The concept of sustainability is defined as finding the long-term balance between built and natural environmental sensitivity, social equity and economic vitality. Sustainability seeks to find and nurture a balance among these three key sectors that impact the viability and vitality of a community.

The purpose of the Natural Resource and Environment Element is to raise awareness, promote the responsibility of long term planning and encourage the protection of Marion's natural environment. A summary of issues which outlines problematic concerns and suggestions of how to improve conditions and set sustainable goals is provided below.

## Inventory

### Natural Environment Protection and Development

As new development occurs within the city, it can severely change the natural landscape, including air quality, soil and slope structure, water runoff, wildlife disruptions, etc. It is important to regulate land use compatibilities at a high tolerance to ensure like uses are placed in close proximity. This reduces less disruption to the natural environment. What can the city do to keep development from hindering the natural environment?

### Water Quality and Safety

Located throughout the City of Marion and Grant County, 15 wells supply water to residents. As water runs over the ground it is naturally cleaned and riddled of most unwanted minerals. Drinkable water is rapidly diminishing as the built environment destroys the ability to naturally filtrate water. Protecting these natural environments will allow the city and county to provide cleaner water to its residents. What can the city do to ensure water quality is maintained and improved?

### Preservation

The park system is a natural amenity that the residents of Marion consider an important factor for the desired quality of life. The current park system serves the community well and updating the Parks and Recreation Master Plan will further increase the success of the parks and open space system. What should the city do in order to achieve a healthy balance between manageable and excessive park space while ensuring a successful future?

### Future Environmental Qualities

Ranging from air quality to alternative energies, striving for a higher quality of life is what leads the city to change. If environmental qualities decline, potential for business and residential development could decline.

### Sustainability

Sustainability encompasses a wide variety of practices and technologies, however it is essentially meeting the cities current needs without jeopardizing the needs for future generations and development. Making decisions today that will not hinder the growth for future development is a critical aspect in the sustainability movement. One example of this is to provide sustainable energy. Providing energy by burning and wasting materials is no longer a viable process. Promoting and utilizing alternative and renewable energy systems would benefit the City of Marion in becoming more physically healthy and environmentally sensitive.



## Recommended Policies

### On going Efforts

#### Create Local Action Plans

Creating Local Action Plans for the topics mentioned below is an ideal strategy toward turning ideas into reality. Local Action Plans detail techniques and processes for the responsible organizations to follow, creating accountability, to ensure the success of a project.

#### Regulation and Monitoring of the Natural Environment

Monitoring current environmental qualities is one way to track environmental progress. Monitoring provides the necessary information for analyzing and representing trends in any given area. This provides the opportunity to assess possible actions for furthering environmental progress.

#### Education and Outreach

Instituting educational programs could provide opportunities for innovation and creativity to combat the various issues that the Natural Resources Element outlines. More specifically, education towards issues and opportunities for sustainable development will provide the local community and economy with opportunities for innovations in sustainable living. Educating the public in preservation and protection of open space could also be influential through the city. Pamphlets are simple and effective ways to get the word out on city rationale toward preservation and protection.

#### Increased Health

In order to remain competitive with other Midwestern cities, Marion should strive to promote health conscience efforts toward sustainability. The following is a list of proven measures that can be implemented towards this goal.

- Widen the sidewalks to increase usability by different mobility types
- Retrofit streets to protect bicyclists and provide bike racks in strategic locations
- A “road diet” (reduce number of driving lanes to accommodate other uses)
- Narrow lanes to slow traffic
- Separate traffic with medians to aid pedestrians
- Reduce traffic signals and hazards with roundabouts
- Paint “fog lines” (wide striped pedestrian crossings that visually narrow the road seen by drivers)
- Increase tree canopy by planting along main thoroughfares, within neighborhoods and in parks
- Promote health conscience decisions and programs city wide
- Investigate a Smoke Free city wide ordinance
- Ban “burn barrels” city wide

### Improve The Tree Canopy Within City Limits

#### Tree Canopy

Air quality improves through the amount of air cycling in the tree system, reducing stress on the trees, as well as improving air to breathe. Stormwater run-off is reduced due to the natural filtration system of the trees. Water quality is improved because of the same filtration systems. Greenhouse gases are reduced, especially in urban settings, due to the projection of shade onto the built environment. As buildings are shaded from the sun’s rays, air conditioning and heating units are not used as much during peak seasons and the results can be seen in financial gains.

Increasing the tree canopy within city limits has many benefits, not limited to branding or marketability. Increasing the amount of trees planted within the city will increase the amount of shade that is present. In turn, air quality, water quality and reductions in stormwater runoff and greenhouse gases increase.

### **Tree Replacement Programs**

A tree replacement program is one strategy to maintain and/or increase tree canopies within the city. This strategy creates accountability on the development side of the planning process. One suggestion would be to require one or two trees be planted for every one tree destroyed. Another suggestion for a replacement program is for every tree destroyed, a monetary value would be pledged toward a fund to plant a tree. The purpose of this strategy is to gather the ‘tree money’ and use it towards a larger public project. An example of this would be to place trees around the courthouse square, trails or main corridors and gateways.

## **Improve Water Quality and Stormwater Management Techniques**

### **Erosion Control**

The City of Marion should continue to follow the State of Indiana’s regulations on Sediment and Erosion Control. These regulations can be found through the Department of Natural Resources. It is important to note that development only requires that the Indiana Storm Water Quality Manual be consulted before construction begins on projects after an acre in size.

### **Development Buffering**

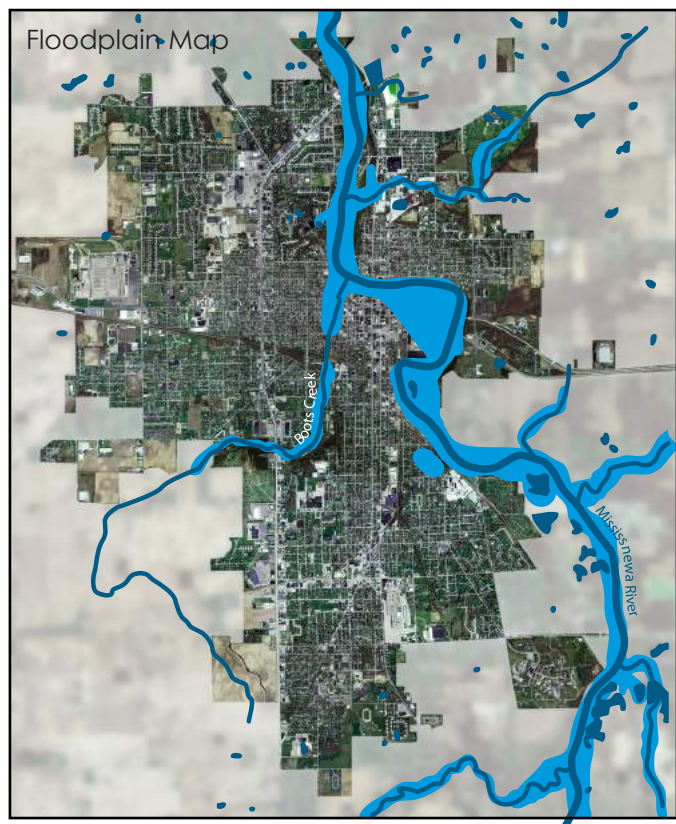
The city should create a series of buffering strategies, which prohibit development to occur in restricted areas around waterways within the city. Buffering around streams to restrict most development should require a given setback, which could be jointly decided by Advisory Planning and Engineering Department in order to protect water quality. Developing buffered land to meet minimum lot sizes and platting of new land should be extremely limited and only in rare cases. Creating a development buffer around the Mississinewa River is also ideal in order to improve water quality by requiring a natural vegetative filtration area between development and the river.

### **Wetland Preservation**

Wetlands are a generally misunderstood and under appreciated natural system in the environment. Wetlands have many functions including the filtering of nutrients, sediments and toxins before entering the river, lakes and streams, acting as storage basins for water during flooding and the reintroduction of water into the ground table. In addition to these, wetlands generally provide habitation opportunities for wildlife. The preservation of wetlands provide a protection for wildlife, as well as an improvement of water quality that is reintroduced into the land.

### **Floodplain Preservation**

Development should only be allowed within the 100 year floodplain, defined by FEMA (Federal Emergency Management Agency), in extremely rare cases. Development includes structural advances, whereas preservation of wetlands and other natural amenities would be preferred and highly encouraged. Floodplains are ideal sites for parks, trails and passive recreation.



## Groundwater

Providing sufficient filtration of water is important as it provides water for the community to drink. Creating the aforementioned techniques and strategies allow for naturally efficient water filtration to occur. When rain water is filtered through natural vegetation, the water then travels to the water table, which is then tapped by the strategically placed wells across the city.

## Permeable Paving

Stormwater management techniques are wide ranging and can be applicable across the city. One suggestion is to replace standard concrete paving with permeable concrete, which will allow a portion of rainwater to run through the pavement into the ground surface below, relieving pending pressure on the current stormwater system. Permeable concrete is a paving technique that includes a wide variety of options including pervious concrete, pervious asphalt, brick paving, a grid system that allows a combination of support, etc.

## Bioswale Installments

Managing stormwater is a small-scale strategy. Bioswales are relatively simple installations that can replace current landscaped areas onsite. Applications can range from parking lots to residential parcels, if retrofitted. Bioswales are one suggestion to small-scale retrofits that can be applied on various levels of land use.

## Landscaped Parking

One suggestion to combat several issues is to create a landscaped parking lot ordinance, which would require a percentage of landscaping within each lot. There are several different techniques to achieve this goal. One suggestion is to require a given percentage of a parking lot to be shaded by tree canopies. A second suggestion is to require a landscaped percentage, which requires trees or shrubs throughout the lot. The favorable suggestion is to require the installation of bioswales in landscaped portions of parking lots to aesthetically improve the image of the parking lot, as well as take pressure off of the storm water system. This approach should also be implemented in existing lots by ordinance at time of redevelopment and/or improvement.

## Improve Air Quality

### Increase of Tree Canopy

As mentioned, increasing the tree canopy throughout the City of Marion will result in higher air quality, water quality, and a reduction in stormwater runoff. The Advisory Plan Commission, Street & Public Works, and various county offices should work together to form regulations and documentation to increase the tree canopy in the city.

### Impervious Surface Shading

Working with city ordinances and improvement suggestions, requiring an increase of shaded impervious surfaces will reduce the amount of heat gain and glare in urban and suburban settings. The increase in tree canopy and shading of impervious surfaces will reduce the amount of surface runoff.

### Alternative Fuel Sources

Rising costs of fossil fuels encourage research into alternative fuel sources for governmental owned and operated vehicles. Fleet cars throughout the city could be switched to alternative fuels sources when economically feasible. This would result in a reduction of gas emissions emitted into the air.



(Above) Bioswale installment located between street and walking path. This allows stormwater to retain on site for longer periods of time and reduces runoff. This type of installment is ideal for the pedestrian linkages system proposed.



(Above) Landscaped parking lots can aesthetically improve an area, and be functional. This picture shows a bioswale retroactively installed in a 'big box' parking lot, catching a large portion of the 'first wash' of rain.

### Noise Ordinance Buffer

When promoting recreational trails and open spaces, noise becomes a large deterrent to an enjoyable time. Reducing noise in areas and open spaces that are intended to be used primarily by pedestrians is a strategy to promote their success. Creating a series of ‘Noise Reduction Zones’ would allow for a more pleasant time for residents and visitors.

These ‘zones’ could be applied throughout the city in strategic areas such as the downtown, the proposed linkage system of open spaces and possibly the proposed River Plaza. For example, downtown is currently bombarded by semi-trucks at a constant rate throughout any given day. Installing a noise reduction ordinance in the downtown would require trucks to be rerouted around the downtown. In turn, this allows for a more walkable and pedestrian friendly atmosphere.

## Increase The Amount Of Renewable Energy Opportunities

### Renewable Energy Ordinances

A city-wide ordinance could be added in order to allow responsible renewable energy generators to be placed at the residential level. They could be considered beneficial to the city, as they require no new energy consumption and have the potential to place energy back into the system.

### Green Building Programs

Incentives for ‘greening’ the city should be applied at all levels of development. Programs that encourage or require builders of new construction to adopt innovative building techniques that reduce energy consumption could be added to home builders.

### Alternative Energy Options

As technology rapidly advances, it is important not to fall behind in the allowance of personal or corporate uses of alternative energy. There is a large opportunity for advancement in renewable and alternative energy uses within the city. Current renewable energy systems that the City of Marion could embrace for use include but are not limited to solar, wind, geothermal, and hydroelectric.



(Above) Wind turbines are increasingly smaller and more innovative as technology increase. The above picture shows one option for the S.R. 18 corridor and how its lighting can be self sustaining or energy producing through turbines attached on light poles. Wind created from passing traffic or natural can spin these turbines to create energy. This is just one possibility for innovation and renewable energy.

Wind turbines come in a variety of sizes, however the City of Marion is not an ideal location for large scale wind turbines. Mid-scale residential style wind turbines provide the opportunity for small scale operations. Wind turbines at a smaller scale do not produce large amounts of noise pollution, resulting in favor of residential and civic applications.

Creating a renewable energy corridor along S.R. 18 that works in accordance with the Preservation Corridor, as mentioned below, will allow S.R. 18 to act as a branding corridor leading into the city. Creating stand-alone renewable energy systems along the entire stretch of S.R. 18 would encourage the use of lights and other powered entities. For example, a self-powered light pole and power generating residential scale solar panels and wind turbines as seen above. These poles would add aesthetic value to the city’s entrance and possibly serve as a branding opportunity that leads visitors off I69, into Downtown and ‘Marion proper’ and through a unique corridor experience.

Solar panels could be placed upon rooftops of government buildings, as well as residential buildings to reduce the use of fossil fuels. Solar panels come in a variety of forms and have a variety of applications. Encouraging the use of solar panels at a residential and corporate level would be an ideal practice to reduce the overall energy consumption rate. One example of a solar application initiative is the ‘Million Solar Roofs Initiative’ which is



a US Department of Energy effort to promote the installation of solar panels on one million US buildings by 2010. Their aim is to support states and local communities as they develop a commitment to solar energy.

Geothermal projects can also be applied at a variety of scales, although large projects are favorable. Recent discoveries in this technology allow for large scale productions to operate efficiently. One suggestion would be to create Neighborhood Geothermal Power Stations that produce power for each neighborhood. This allows for higher efficiencies and lower waste.

Hydroelectric power can also be utilized, as the Mississinewa River is an untapped resource in terms of energy production. There is currently a dam located in the northern portion of the river, however it does not produce energy. Retrofitting or creating a new power-generating dam could be a great asset to the City of Marion and its power supplying ability.

### **Branding**

One suggestion in the use of renewable energy would be the marketing of Marion as ‘green city.’ This would allow the City of Marion to use varying types of renewable energy to power residential homes, businesses, governmental buildings, vehicles, etc. This could also be used as a branding opportunity for the City of Marion, if green technologies were utilized in all facets of the city. It could also attract like minded businesses and residents. A major milestone for this movement would be to retrofit existing city-owned properties with ‘green’ features such as energy efficient lighting, energy saving appliances and system upgrades, and green roofs.

## **Preserve and Protect Open and Natural Space Throughout The City of Marion**

### **Preservation Collaboration**

The Parks and Recreation Department, Advisory Plan Commission and Engineering Department could work together with local organizations and trusts to maintain the amount of open space preserved throughout the city. In this case, the Parks and Recreation Department should be responsible for an increase in public participation and coordination of collaboration.

### **Agricultural Land**

There is little agricultural land within city limits, and what is left should be preserved and protected from further development. The city is in a unique position in regards to its boundaries and relationship to future growth and the interstate system. State Road 18 joins the interstate with the City of Marion and continues to connect with various industrial and warehousing facilities with seemingly varied land acquisitions.

It is advised to annex land surrounding S.R. 18, acting as a buffer, to prevent unplanned development along this corridor. Preserving this land at its current state of agriculture is in order to concentrate growth in the developed areas that are stagnant and need attention. Without attention, it is likely that this corridor would be developed. Albeit positive that development is occurring, development should be focused inward, as redevelopment, rather than prematurely developing on agricultural land that can be better utilized or saved for future, responsible growth.

### **Level of Service Standards**

Utilizing the Parks and Recreation Element for references to the Level of Services for each park is an ideal practice in an active attempt to preserve ‘needed’ parks. An ordinance should be put into place to ensure that each neighborhood is provided with an adequate level of park service.

### **Connectivity**

Connectivity throughout the city is referenced in the Parks and Recreation Element. An inner-connectivity system throughout the city should be implemented to ensure that every resident has equal access opportunities. The Linkages Plan, as outlined in the Parks and Recreation Element, should be the template that the city follows, as this plan provides ideal parks to connect to and the suggested passageways in order to do so. The

Plan provides opportunities to gain access through various modes of transportation to major amenities across the city. Furthermore, a regional attempt should also be embraced. The Cardinal Greenway is an excellent starting point, as it is part of the American Discovery Trail, an interconnected system that runs nation wide.

**Wildlife Inventory**

The City of Marion, in conjunction with Grant County, should create an inventory of plants and wildlife species and natural areas that denote important places which should be protected and utilized as a source of information about the natural environment. This cataloged inventory should then be shared between local municipalities as a regional information source. Updating these catalogs is a necessary occurrence in order to maintain accuracy.

**Development Location Decisions**

It is a recommended practice to divert development away from sensitive areas. When reviewing large scale master planned projects, these areas could become natural features within the development.



# Parks + Recreation

## Mission statement

“Provide safe and accessible parks, greenspaces and recreation opportunities to Marion residents and visitors.”

## Objectives

- Trail system connections to parks, schools, senior centers and other recreational opportunities.
- Ensure access to park opportunities for residents and visitors of all ages and creeds.
- Provide safe opportunities for parks and trail uses.
- Strive to provide a higher quality of life to residents.

## Element Content

- Current Recreation Opportunities
- Park Classifications
  - Park Guidelines
  - Parks and Recreation Service Areas
- Current Conditions
- Analysis
- Proposed Park Service Areas
  - Proposed Park Service Areas
  - Proposed Parks + Connections
  - Proposed Trail Connections
  - Proposed City Trail System
- Parks + Recreation Master Plan
- Recommendations

## Current Recreation Opportunities

A well-maintained park system is important to the quality of life of Marion residents and quality of life is important for economic development because it is used by perspective investors to rate competing towns. The following pages outline the city's current park and recreation opportunities and propose a plan to ensure an improved, well-used and cost-effective system.

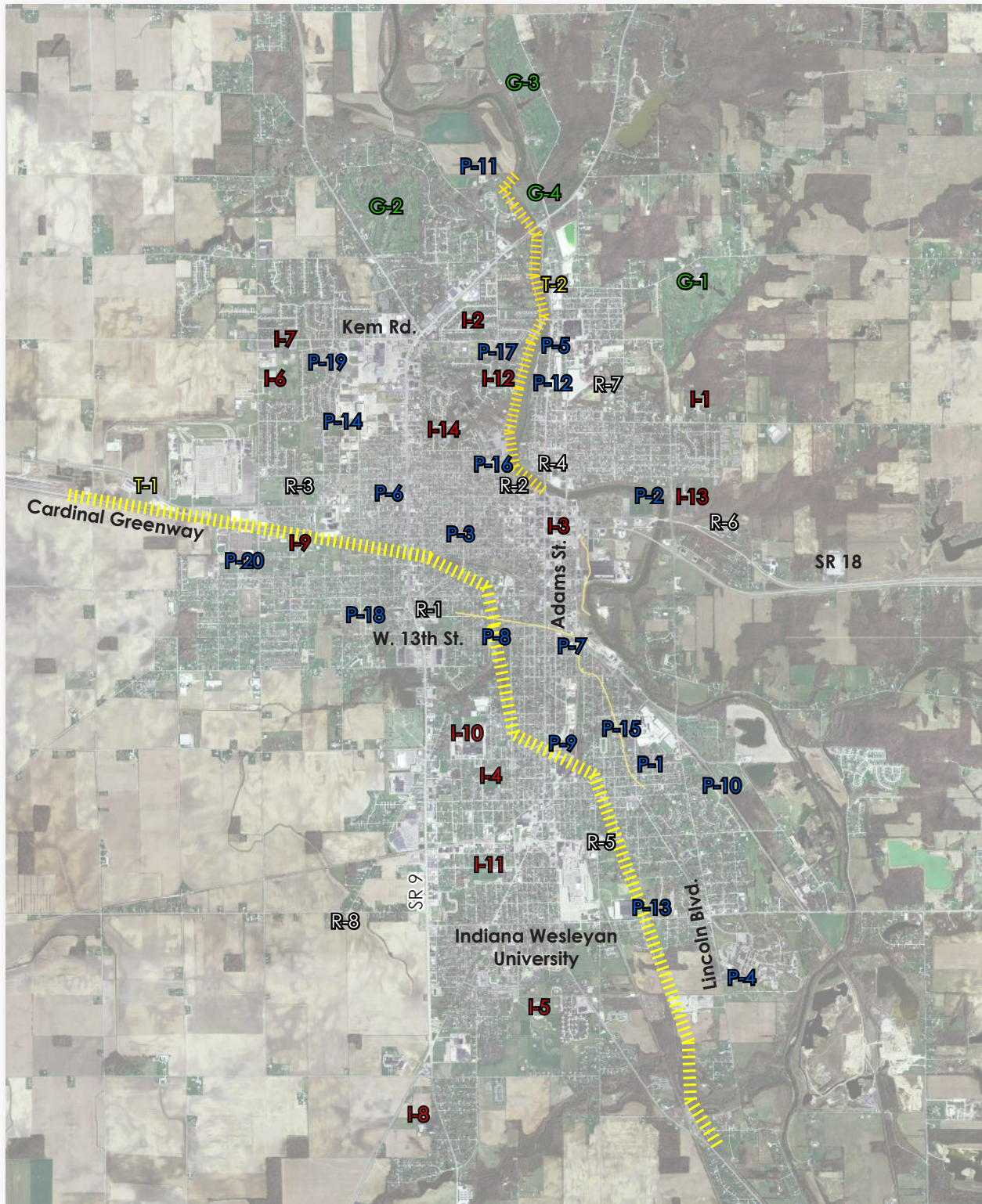
### Parks & Recreation Opportunities Locations

The following map is an inventory of the existing park and recreation opportunities available within the City of Marion. The opportunities are broken down into five categories: city parks, institutional or school parks, recreation facilities, trails and golf courses. Each of these categories are denoted by a color and label. By identifying all park and recreation opportunities within the city, we can analyze the potential areas where additional parks, trails or other forms of recreation are needed. This inventory can also show clear overlaps in services, denoting potential areas for park disposal.

### Marion Parks & Recreation Opportunities

City Parks	Label	Institutional Parks	Label
28th St. Park	P-1	Allen School	I-1
Ballard Field	P-2	St. Paul Parish School	I-2
Barnes Park	P-3	Community School of the Arts	I-3
Chambers Park	P-4	Frances Slocum School	I-4
Charles Mill Park	P-5	Indiana Wesleyan University	I-5
Franklin Park	P-6	Justice Thurgood Marshall MDL School	I-6
Friends Park	P-7	Kendall School	I-7
Hogin Park	P-8	Lakeview Christian School	I-8
Junction Park	P-9	Lincoln School	I-9
Lincoln Hills Park	P-10	Marion High School	I-10
Matter Park	P-11	McCulloch Middle School	I-11
N. Boots St. Park	P-12	Riverview School	I-12
Seybold Park/Pool	P-13	Tucker Area Vocational Technical Center	I-13
Sunnycrest Park	P-14	Westminster Presbyterian School	I-14
Thomas Jefferson Park	P-15		
Townsend Park	P-16		
Vandevanter Park	P-17		
Webster Park	P-18		
Westlea Park	P-19		
Westpoint Park	P-20		
Recreation Facilities		Trails	Label
Clarence Faulkner Community Center	R-1	Cardinal Greenway	T-1
Girl Scout Wapehani Council	R-2	Riverwalk	T-2
Salvation Army Family Store	R-3		
YMCA	R-4		
Boys & Girls Club	R-5		
Fairgrounds	R-6		
P.A.L. Club	R-7		
		Golf Courses	Label
		Marion Elks Country Club	G-1
		Shady Hills	G-2
		Meshingomesia Country Club	G-3
		Rivers Edge Family Golf Center	G-4











## Park Classification

### National Recreation & Parks Association Guidelines



The NRPA (National Recreation & Parks Association) has developed a list of guidelines used to classify the different types of parks within a region. The following types of parks are differentiated by size, service areas, typical features and other factors.

#### City of Marion: Park Classification Guidelines

Park Type	Use	Service Areas	Desirable Size	Acres/1,000 Population(A)	Desirable Site Characteristics
 Mini Park	Small neighborhood area intended to serve a concentrated population or a specific group such as children.	1/2 Mile	Less than 2 Acres	0.25 to 0.5A	Within neighborhoods that have close proximity to apartment complexes, and elderly housing.
 Neighborhood Park	Designed for active or passive activities such as play areas, storage and shelters, open space, multiple use paved areas, parking, and lighting.	1 Mile	3-15 Acres	1.0 to 2.0A	Can be intense development that is easily accessed by surrounding neighborhoods. Should be centered with safe walking and bike access. These can be school parks.
 Community Park	Provides large outdoor areas such as athletic fields, pools, community centers, picnicking, and restrooms.	2 Miles	20 Acres or Larger	5.0 to 8.0A	Well suited for intense development of recreational purposes. Such features can include bodies of water as well as easy access to surrounding neighborhoods.
 Regional Park	Area for outdoor recreation, such as picnicking, boating, fishing, swimming, camping, trail uses, and play areas.	Several communities within 1 hour driving time.	200 Acres or Larger	5.0 to 10.0A	
 Linear Park	Developed for one or more varying modes of recreational travel, such as hiking, biking, and cross country.	No applicable standard	Sufficient width to provide maximum use.	Variable	Built or natural corridors, such as utility rights-of-way, abandoned rail lines, and roads, that link together other components of recreation within the area.
 Special Use	Areas for specialized or single purpose recreational activities, such as golf courses, nature centers, or outdoor theaters.	No applicable standard	Variable depending on desired size	Variable	Found within communities.

## City of Marion: Park Classification Guidelines

Using the information from the NRPA's guidelines, a similar set of guidelines were created specific to Marion's current city park inventory. The information for these classifications are used throughout the following park and recreation suggestions and plan.

 <b>Existing Mini Parks</b>		 <b>Existing Community Parks</b>		 <b>Existing Regional Parks</b>	
Existing Parks	28th St. Park Franklin Park Friends Park North Boots St. Park Thomas Jefferson Park Townsend Park	Existing Parks	Ballard Field Chambers Park Junction Park	Existing Parks	Junction Park Matter Park
Size	0.3 - 2 Acres	Size	19 - 23.5 Acres	Size	23.5 - 101 Acres
Service Area	1/4 Mile Radius	Service Areas	1 Mile Radius	Service Areas	Several Communities within 1 hour drive
Typical Features	Play Equipment Benches	Typical Features	Athletic Fields Picnic Areas Shelters Restrooms	Typical Features	Play Area Restrooms Trails Waterparks Athletic Fields
 <b>Existing Neighborhood Parks</b>		 <b>Existing Special Use Facilities</b>		 <b>Existing Linear Parks</b>	
Existing Parks	Barnes Park Charles Mill Park Hogin Park Lincoln Hills Park Seybold Park/Pool Vandevanter Park Webster Park Westlea Park Westpoint Park	Existing Parks	Boys & Girls Club Clarence Faulkner Community Center Girl Scout Wapehanti Council Marion Elks Country Club Salvation Army Family Store Shady Hills YMCA Meshingomesia Country Club Fairgrounds Arbor Trace	Existing Parks	Cardinal Greenway Mississinewa Riverwalk
Size	3 - 9 Acres	Size	Variable	Size	1.6 - 9 Acres
Service Area	1/2 Mile Radius	Service Area	No Applicable Standard	Service Areas	No Applicable Size
Typical Features	Play Equipment Shelters Parking Lighting Benches	Typical Features	Golf Courses Gymnasiums Organization Buildings	Typical Features	Paved Pathway Benches Lighting Features Trash cans



## Parks & Recreation Opportunities Service Areas

Using the previously mentioned classification system, the following service area map shows which areas of the city's population are being served by particular city parks and public recreation opportunities. The size and amenities offered at a park determined its classification and its relative service area size. The circles on the opposite map represent the assumed service area of each park and show areas of service overlap. Parks with multiple overlaps in service area that offer similar attractions are likely to be underutilized, as users generally visit the nearest park with the most amenities.

It is easy to see on the map that many of the smaller city-owned mini and neighborhood parks have overlapping service areas. This shows where it may be opportunistic to eliminate some parks from the city's ownership. Regional parks, denoted by a star, have a service area of a one hour driving distance. Therefore, the entire city would be able to access one of these parks easily.

Currently, most special recreation uses are located within an existing city park's service area. In the future, it is important to strive for a variety of recreation facilities to be located near existing parks or trails. This will help create an overall park system which can include parks and diverse recreation opportunities that can be more easily connected by an integrated trails system. This would allow all residents safe access to the various parks and recreation opportunities.

### Current Recreation Activities



Friendship Park in Matter Park



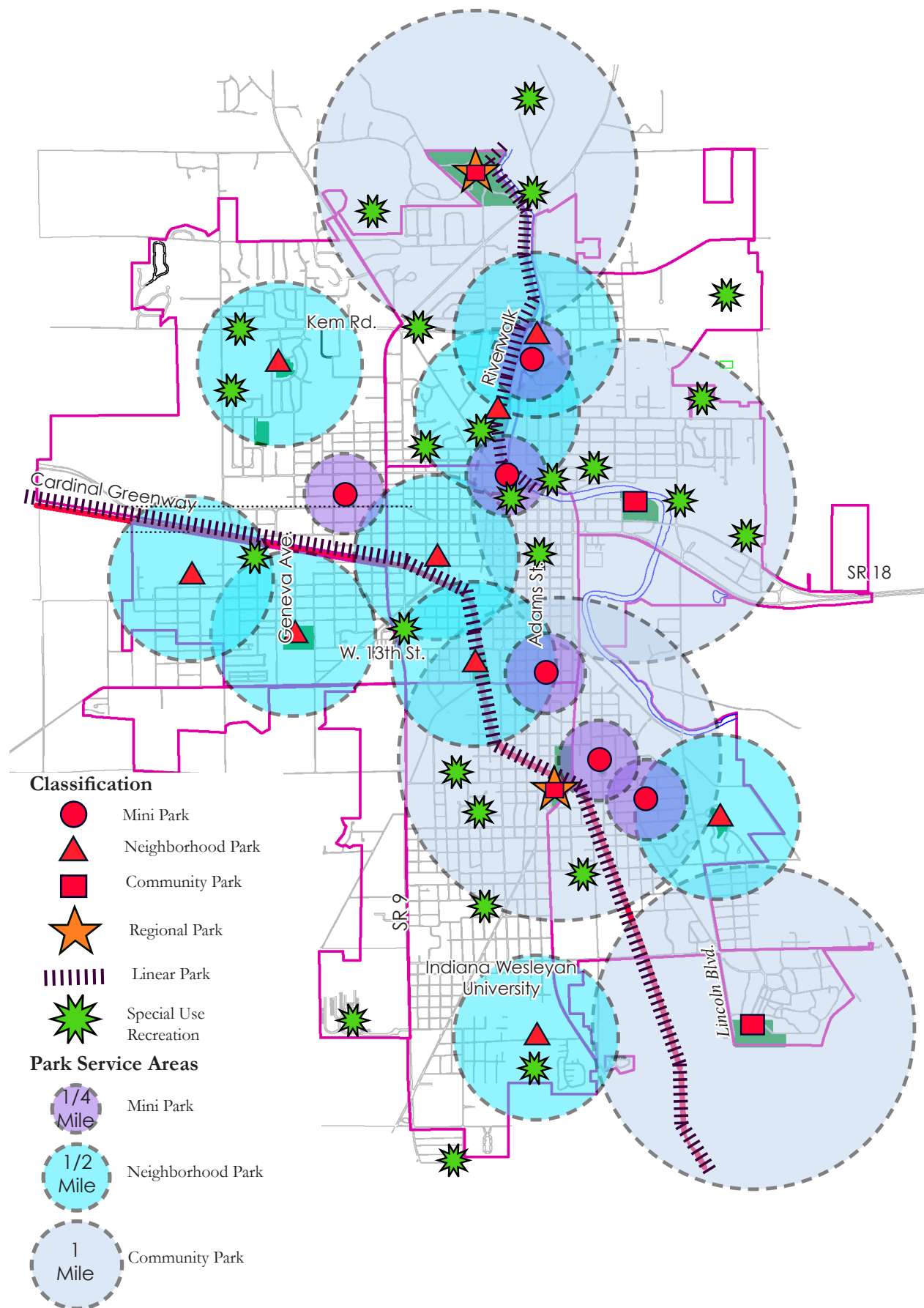
Pedestrian bridges on the Cardinal Greenway.



Fishing on the Mississinewa River near Charles Mill Park



Splash House at Junction Park





## Current Park Conditions

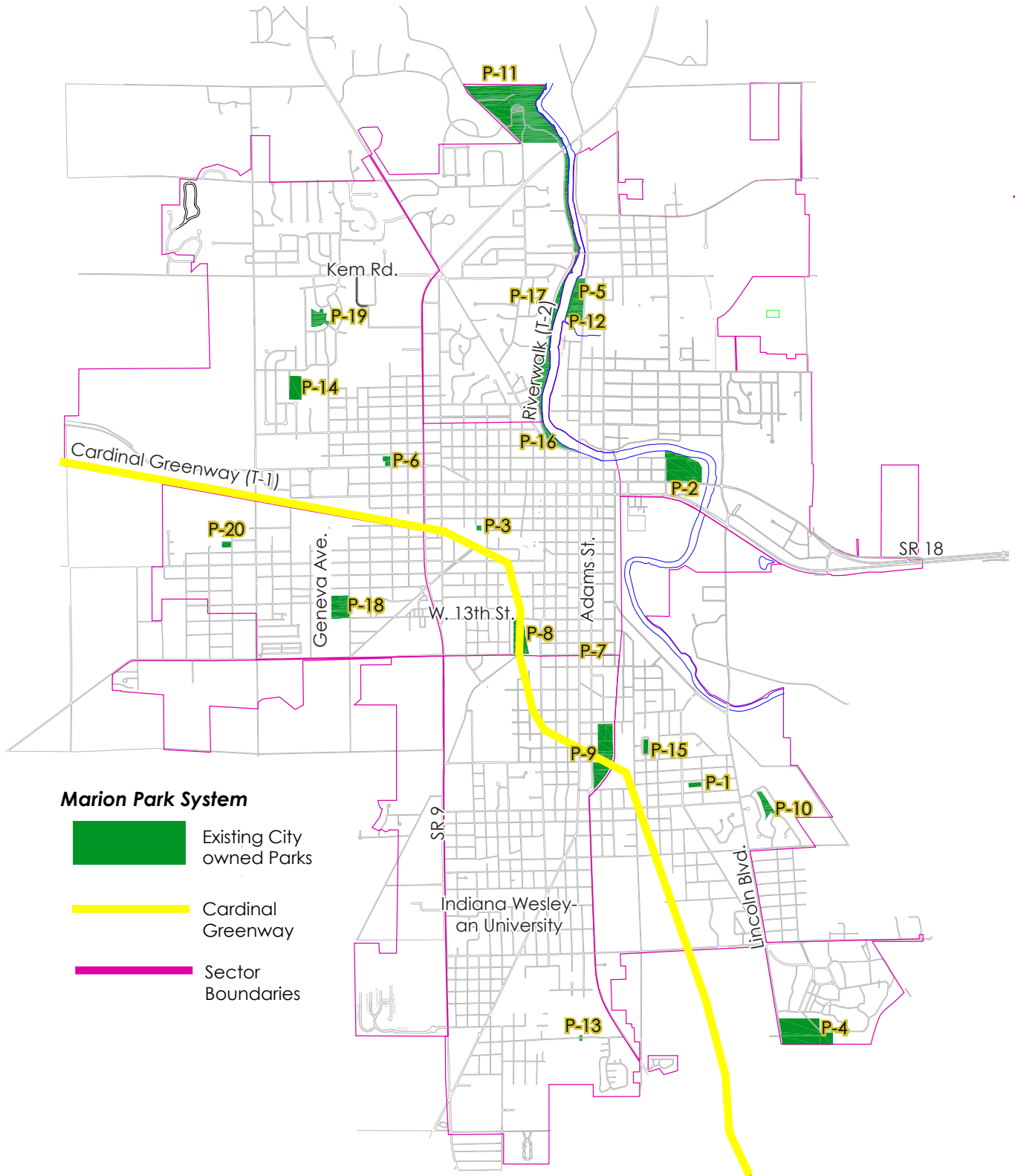
Currently, the city Parks and Recreation Department owns and/or maintains 20 parks and 2 trail systems located throughout the city, with a total of 234.7 acres. These parks range in size between 0.3 to 101 acres, with Matter Park being the largest park. Maintaining this large amount of acreage would be more manageable if the number of parks were reduced and the remaining parks were expanded to ensure an equal or improved level of service.

Each of these parks currently offer various amenities that target different age groups. Most of the smaller mini and neighborhood parks are equipped with duplicate amenities, such as play equipment and a picnic shelter. Currently, most of these parks have no pedestrian friendly linear connection with one another.

### City Parks

Label	Park Name	Location	Size(Acres)
P-1	28th St. Park	28th St. & Terrace	1.1
P-2	Ballard Field	St. Rd. 18 & Pennsylvania	19
P-3	Barnes Park	6th St. & E St.	3
P-4	Chambers Park	4600 S. Lincoln Blvd.	20
P-5	Charles Mill Park	N. Washington St. & Charles St.	3
P-6	Franklin Park	W. 2nd St. & Butler Ave.	1
P-7	Friends Park	17th St. & Adams	0.3
P-8	Hogin Park	14th St. Valley Ave.	9
P-9	Junction Park	26th St. & Adams	23.5
P-10	Lincoln Hills Park	Dunbar Dr. & Curfman Rd.	3.6
P-11	Matter Park	River Rd. & Quarry Rd.	101
P-12	N. Boots Street Park	Massey St. & N. Boots St.	2
P-13	Seybold Park./Pool	847 E. 45th St.	8.3
P-14	Sunnycrest Park	Bradford St.	5
P-15	Thomas Jefferson Park	26th St. & Meridian St.	1
P-16	Townsend Park	Spencer Ave & Nebraska St.	1.4
P-17	Vandevanter Park	Highland Ave. & River Rd.	5
P-18	Webster Park	13th St. & Geneva Ave.	5
P-19	Westlea Park	Knight Circle & Braewick Dr.	5
P-20	Westpoint Park	7th St. & Michigan Ave.	5
T-1	Cardinal Greenway		9 (5.5 Miles)
T-2	Missisinea River-walk		3.5 (2.25 Miles)
Total Acreage			234.7 Acres

# Existing City Park Locations



## Analysis

The existing city parks were further inventoried to see what amenities were available in each location. Below is the list of amenities that were tracked upon site visits to each park. After inventorying the offered amenities, each of the park's amenities that were eliminated were found at one of the parks that the city would continue to maintain in the future.

### Inventory List

<b>Athletic Fields &amp; Courts</b>	<b>Label</b>	<b>General Amenities</b>	<b>Label</b>
Announcer's Booth	1	Bike Rack	23
Baseball Diamond	2	Boat Launch	24
Basketball Court	3	Bridge	25
Bleachers	4	Cabin	26
Dugout	5	Community Center	27
Scoreboard	6	Concession Stand	28
Soccer Field	7	Entrance	29
Scoreboard	8	Garden	30
Volleyball Court	9	Lighting	31
Tennis Court	10	Memorial	32
<b>Picnic &amp; Play Areas</b>	<b>Label</b>	Park Sign	33
4-Square	11	Parking	34
Frisbee Golf-Basket	12	Path	35
Frisbee Golf-Tee	13	Paving	36
Hopscotch	14	Pedestrian Crosswalk	37
Horseshoes	15	Power Outlets	38
Lazy River	16	Restroom-Permanent	39
Picnic Shelter	17	Restroom-Portable	40
Picnic Table	18	Sculpture	41
Play Area	19	Storage	42
Pool	20	Trail	43
Cornhole	21	Utility Building	44
Waterslide	22	Water Fountain	45
		Bandshell	46

Based upon the principle that the Park Department's resources are currently overwhelmed, the next step in the inventory process was to investigate the development potential of each park. The availability of water and power, floodplain location and base zoning results are listed on the opposite page. Suggestions were made based on the availability of water and electricity, opportunity for future growth and expansion, current usage, available amenities, size and location. The common recommendations that spawned from this study were to keep, keep and expand, transfer ownership, or sell park land for development.

Please see Appendix for detailed inventory of parks suggested to be retained or expanded

Based on the chart on the following page, the parks recommended to be kept are those that offer varied amenities, are large in size, present the opportunity for expansion, or present challenges for any other use. For example, the parks located in the floodplain cannot easily be developed, so they should either remain as city parks or be donated to an organization that will maintain them as parks. Strategic location was also a factor in ensuring that all residents had access to a park.

## Development Potential

	Park	Power	Water	Flood Plain	Zoning	Recommendation
P-1	28th St. Park				R2	Sell for development
P-2	Ballard Field	X	X	X	R5	Keep & Expand
P-3	Barnes Park	X			R3	Sell for development
P-4	Chambers Park	X	X		PB	Keep
P-5	Charles Mill Park	X	X	X	R3	Keep
P-6	Franklin Park				R3	Sell for development
P-7	Friends Park				R4	Transfer Ownership
P-8	Hogin Park	X	X	X	R3	Transfer Ownership
P-9	Junction Park	X	X		I2	Keep, Rezone, & Expand
P-10	Lincoln Hills Park				R3	Transfer Ownership
P-11	Matter Park	X	X		R1	Keep
P-12	North Boots St. Park	X		X	R3	Transfer Ownership
P-13	Seybold Park/Pool		X		R4	Transfer Ownership
P-14	Sunnycrest Park	X			R1	Keep; Expand into adjacent property
P-15	Thomas Jefferson Park				R3	Transfer Ownership
P-16	Townsend Park	X	X	X	AG	Transfer Ownership
P-17	Vandevanter Park	X		X	R1	Keep
P-18	Webster Park	X	X		R3	Keep & Expand
P-19	Westlea Park				R1	Sell for development
P-20	Westpoint Park				R3	Transfer Ownership

Parks suggested to be transferred to new ownership can be leased or donated to a nearby church, organization or neighborhood association. This would continue the use as a park, while transferring the responsibility of park maintenance and upkeep to another willing, community-minded organization.

Currently, park space that is deemed unnecessary and slated for sale must follow the following process.

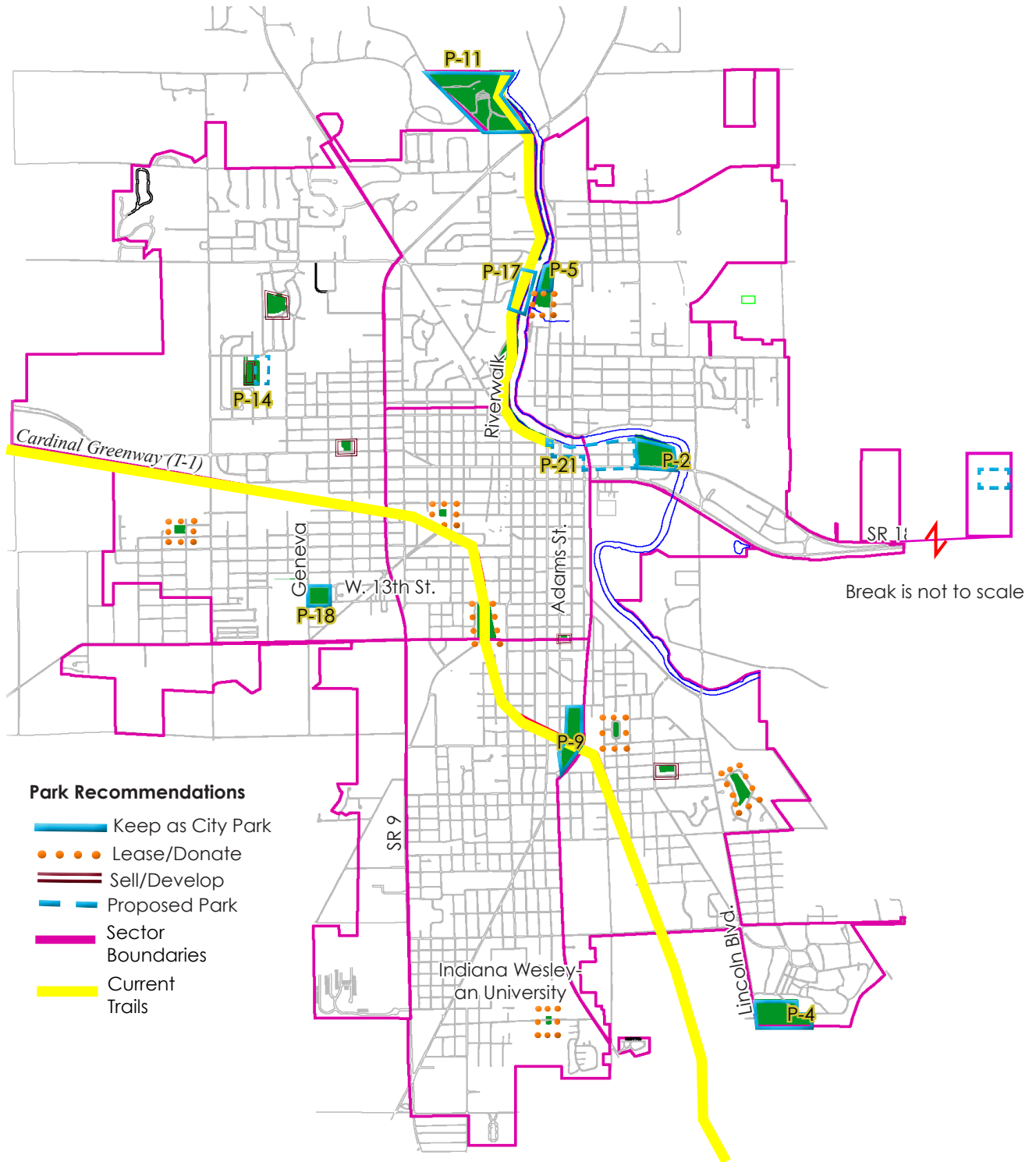
1. The Parks Board conducts a cost-benefit analysis on the property and recommends to the City Council that it should be offered for sale.
2. If the City Council approves the sale, then the property must be appraised.
3. The property is put up for auction and must be sold for 90% of appraised value.
4. Proceeds may be used to purchase additional park land or capital improvements to other park properties.

When deciding on whether a park should be sold or developed, it is important to look at whether the park is “shovel-ready” and equipped with power and water. The existence of these two elements will ensure an easier transition to a developer. The location of these parks is also very important, because the land needs to be in an area that would be attractive to a potential developer. Smaller park land could be used by neighborhood associations as picnic spaces or community gardens.

Although it seems as if the city would be losing park space, focusing on the remaining parks will allow the city to maintain, update, expand and enhance the features and amenities offered. By transferring the responsibility of the smaller parks to another source, resources could be allocated more efficiently to create larger, “mega” parks similar to Matter Park.



# Park Recommendations



## Proposed City Parks to be Retained

After looking at various factors, including availability of water and electricity, opportunity for future growth and expansion, current usage, available amenities, size and location, 9 of the current 20 parks were chosen to remain as parkspace under the city’s ownership.

Although it seems that the amount of park space will drastically decrease under this plan, an expansion of Ballard Field, a proposed Riverfront Plaza Park and the addition of trails will increase the total acreage of parkspace. The riverwalk could increase nearly 1 mile in length and potentially add about 1.5 acres in green space. Ballard Field is currently about 19 acres, but with the expansion into Johnstown and the Go-Kart park, the acreage will increase to 44.3 acres. The proposed River Plaza will also add approximately 6 acres to park space and will eventually connect to the Ballard Field/Johnstown Park. This Downtown plaza and park could become Marion’s second largest park area. Webster Park and Sunnycrest Park also have the potential to be expanded by several acres into adjacent land in the future.

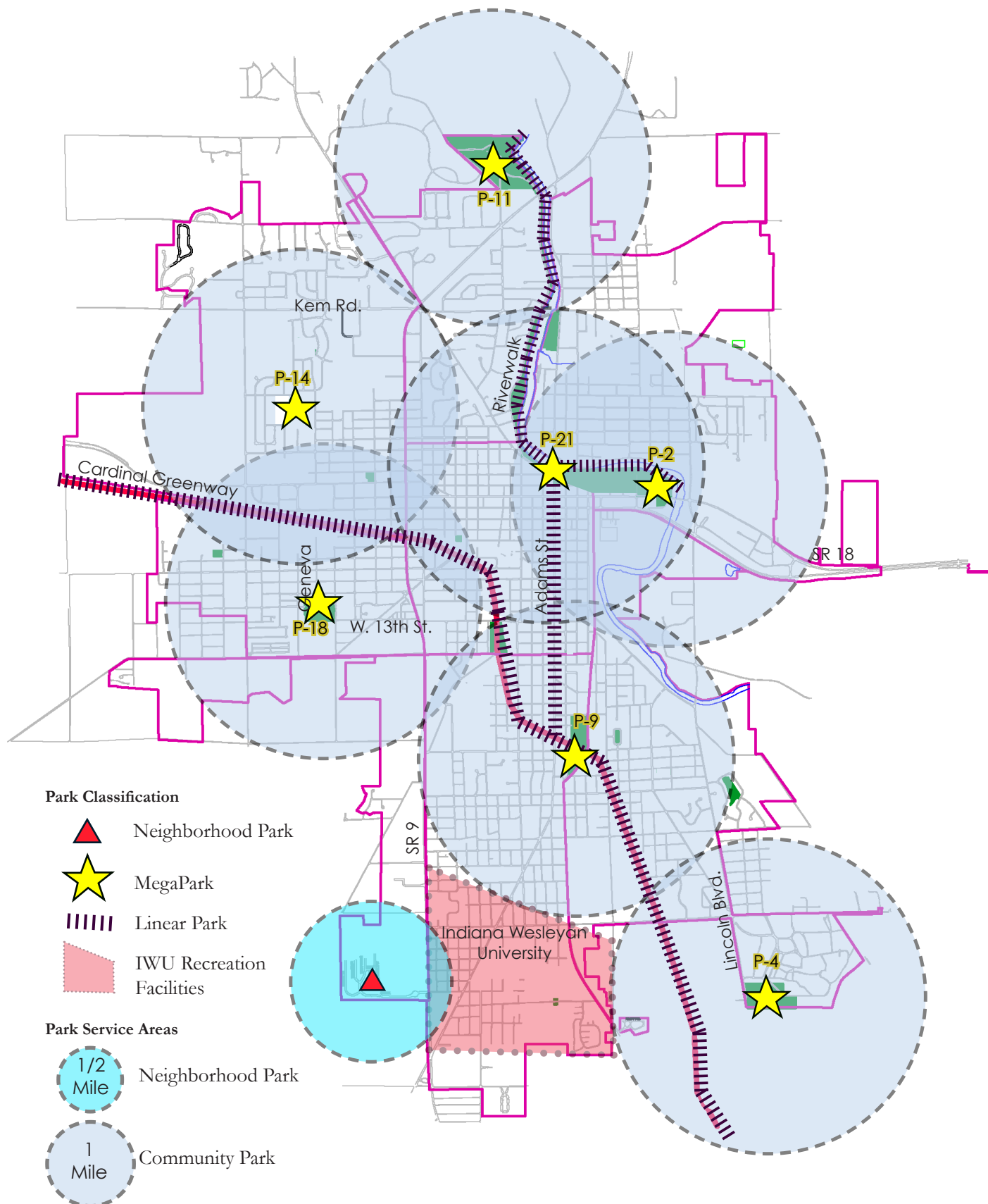
As noted below, the current park system incorporates roughly 235 acres spread over 20 parks and 2 trails. The park retention and expansion plan below would total 9 parks and 2 trails at 227 acres under city ownership. This does not include the 8 parks totalling 30.6 acres that are recommended to be transferred and continue to function as parkspace. This would mean an overall increase of acreage, while greatly reducing the resource and maintenance commitments of the City Park Department. We would be able to boast larger, well-maintained, dynamic park experiences in each area of the city. These large parks are considered “mega-parks” for the purposes of the remaining study.

Mega Park-  
large city-owned  
park offering multiple  
amenities, servicing a  
1 mile radius

## City Parks

Label	Park Name	Location	Size (Acres)
P-2	Ballard Field	St. Rd. 18 & Pennsylvania	44.3
P-4	Chambers Park	4600 S. Lincoln Blvd.	20
P-5	Charles Mill Park	N. Washington St. & Charles St.	3
P-9	Junction Park	26th St. & Adams	23.5
P-11	Matter Park	River Rd. & Quarry Rd.	101
P-14	Sunnycrest Park	Bradford St.	5
P-17	Vandevanter Park	Highland Ave. & River Rd.	5
P-18	Webster Park	13th St. & Geneva Ave.	5
P-21	River Plaza	1st St. & Washington	6
T-1	Cardinal Greenway		9 (5.5 Miles)
T-2	Mississinewa River-walk		5 (3.25 Miles)
Total Proposed Acreage			226.8 Acres
Current Acreage			234.7 Acres

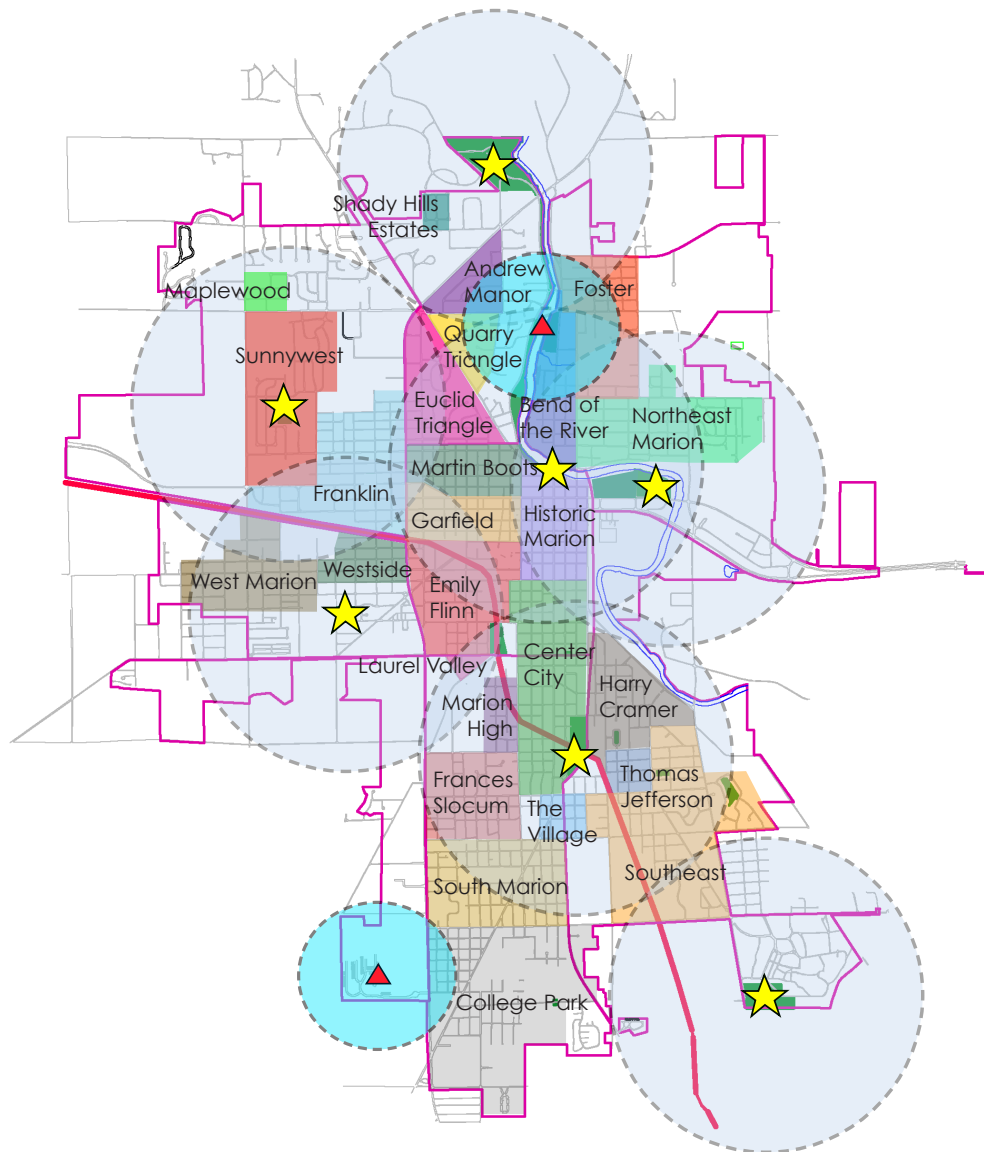
## Proposed Park Service Areas



## Proposed Park Service Areas

The map (left) shows the service areas of the parks proposed to remain under city ownership. These “Mega Parks” are meant to serve a 1 mile radius and be expanded and improved so that they will better serve residents. The reduction in the number of parks will allow each park to receive more focus from the city, and can be updated and maintained to serve the community more efficiently. Many of these parks can be expanded to gain more acreage, which also improves the service area distance.

With the mega-parks serving a 1 mile radius, most residents will have access to a large city-owned park within 1 mile of their home. One exception is the southern region of the city. However, Indiana Wesleyan University is located within this area and has campus’ green spaces are available for the public to access. The neighborhood parks will continue to have a 1 mile service area. Below is a map showing the service areas of the proposed parks in relation to existing neighborhood associations. The associations have unique recreation needs based on average age, yard sizes and ethnicity. The associations are great resources and could be surveyed to identify desired amenities that would thrive in each park.





## Retained/ Proposed Park + Connection Space

The following are recommendations for each of the parks proposed to remain under city ownership, as seen on the opposite map. Recommendations are based on site-visits, current amenities and uses, and community input from surveys and public meetings.

As mentioned, the goal should be to offer expanded and dynamic recreational experiences unique to each park. This will ensure that parks are used by residents from all sectors of the city. The current trend in parks is to emphasize activity, such as disc golf and roller-hockey. Each park should also continue to offer the usual passive, open space and neighborhood-friendly playground equipment that is expected of a city park.

Additional photos, inventories and recommendations for each park can be found in the Appendix.

The following are recommendations for connections of all mega-parks, the Riverwalk, the Cardinal Greenway and future trails.

### City Parks to Keep

Label	Park Name
P-2	Ballard Field
P-21	River Plaza
P-4	Chambers Park
P-5	Charles Mill Park
P-9	Junction Park
P-11	Matter Park
P-14	Sunnycrest Park
P-17	Vandevanter Park
P-18	Webster Park
P-22	Proposed East Park when developed
T-1	Cardinal Greenway

## Mississinewa Riverwalk Park Connections

### T-2 Mississinewa Riverwalk

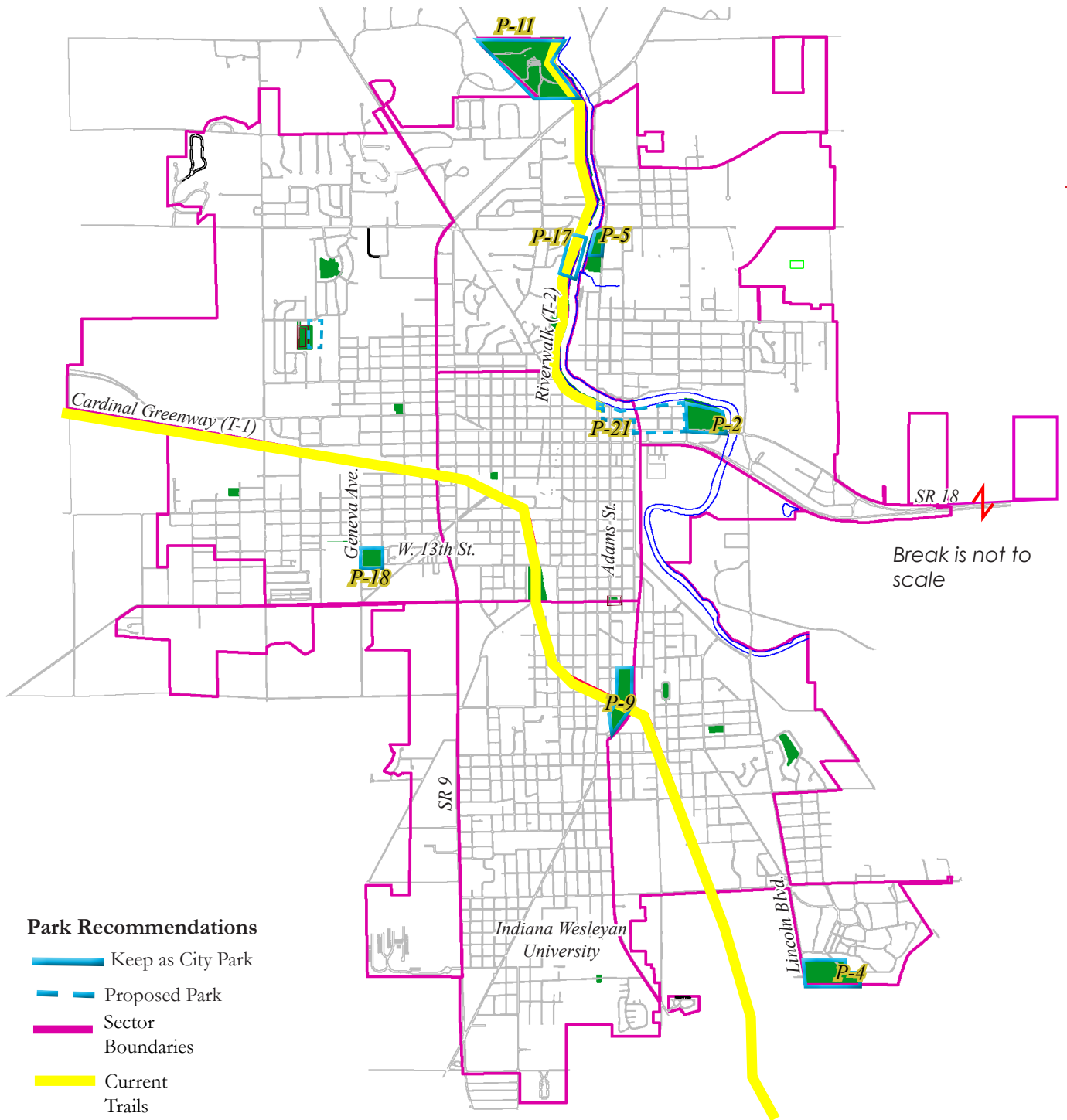
The Riverwalk is a 2.25 mile paved trail that connects Downtown to Matter Park along the Mississinewa River. It offers scenic views of the river and could connect several key attractions and parks.

### P-21 River Plaza

The riverwalk currently begins under the Washington Street bridge at 1st Street. The city has actively purchased properties along the riverbank for the purpose of developing a River Plaza. The parking lots in this area currently house the downtown summer First Friday Festivals. However, 1st Street must be closed and the space requires temporary electric panels and water service for at each event, creating a “temporary” feeling of the festival. A more permanent, planned space is needed. This would include well-placed electrical outlets, temporary vendor spaces, and the elimination of 1st Street from Washington to Branson Streets and a portion of Adams Street. A pedestrian bridge over the river has been proposed to connect the plaza with the YMCA. The bridge could expand into a large covered space in the center to shelter fisherman, the orchestra or small wedding parties.



The Riverwalk should be extended to continue east along the river into Ballard Field, connecting this central park with Matter Park. The vehicular connection from the river plaza should be improved along 2nd Street from Adams Street into the Ballard Field area, allowing for emergency access when the train blocks SR18.



**P-2 Lake Plaza**

Currently, Ballard Field is a community park that contains three soccer fields at the eastern gateway into the city from I69. The park is equipped with lighting, parking and restrooms, and is adjacent to the Mississinewa River. Ballard Field is located just east of the proposed River Plaza and the beginning of the Riverwalk. The riverwalk can be extended to connect Ballard Field to the River Plaza, and therefore to other parks throughout the city. This park can also double in size by expanding to the west into the previous Johnstown neighborhood area and to the south to incorporate the existing go-cart track property across SR18. As mentioned, 2nd Street should be improved to connect pedestrian and vehicular traffic to the proposed River Plaza, and allow for emergency vehicles to bypass trains.



Ballard Field (P-2), Johnstown Park (P-2), River Plaza (P-21)

The location of this park provides a unique opportunity to create a special place that is seen by all visitors and highway traffic from I69. It is located in the floodplain and is bordered on two sides by the Mississinewa River, making it ideal for a water feature, such as a man-made lake to be created. The lake could range from 10-15 acres to be used for water sports and competitions, paddle boats and canoes, fishing, ice-skating, and swimming, etc. Its proximity to Downtown, location off of the busy square, and the adjacent historic hotel make this a good location for an additional, pedestrian-friendly plaza and festival space with a permanent stage. It could also serve future urban residents lacking yard space with a dog park. There is also room for much-requested RV parking along the northwest boundary of the park along the River or in the go-kart lot along S.R.18.



Example of 10 acre lake

**P-17 Townsend Park**

Boasts a great location next to the river and serves Marion General Hospital visitors, the local Girl Scout troop and residents of the historic Martin Boots neighborhood. It currently houses benches, play equipment and picnic shelters. If the Girl Scout organization does not agree to accept ownership, this park should be maintained by the city since they are responsible for the Riverwalk running through the park. Its small size, good condition and location adjacent to the water make it beneficial for the city to maintain control of this park.

**P-11 Chambers Park**

Chambers Park offers many different athletic fields and amenities and is currently considered a community park. This park contains many of the city's baseball diamonds, as well as tennis and basketball courts. Parking and lighting are also available at this park. The wide variety of amenities, southern location and size of Chambers park make it an excellent mega-park contender. There are many different uses within the park that can appeal to many different age groups and people. The park is located very close to the Cardinal Greenway which gives the opportunity of connection to the Cardinal Greenway.

**P-4 Charles Mill Park**

Located on the east side of the Mississinewa River within the floodplain. This park is unique because it offers access to the river by boat launch and could serve as a very important amenity as the park system grows. The boat launch is not currently advertised well to the community, but could become more active in the future if dual river access is added in the downtown area.



View of river and Vandevanter Park

**P-5 Matter Park**

Marion's largest and most diverse city and regional park is located adjacent to the river and serves as the culmination of the riverwalk. There are many attractions and several events held at this park, including the handicap accessible playground Friendship Corner, a new garden area, a fishing pond, several shelters and various concerts. It should remain as the primary northern park and its diversity should serve as an example for future mega-parks throughout the city.

**P-18 Webster Park**

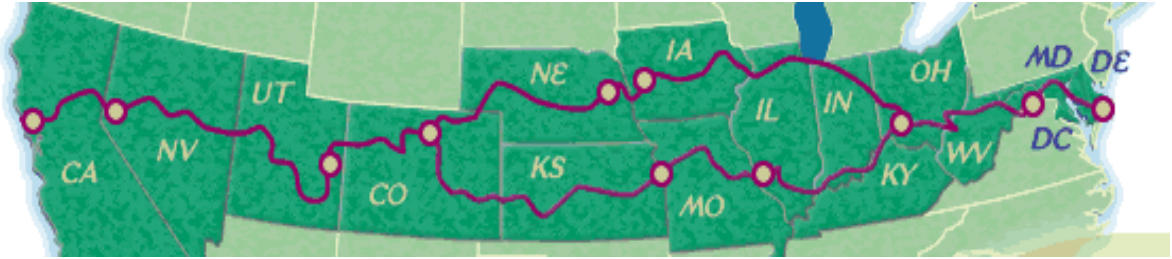
Offers various activities, such as play equipment, a basketball court, and an active horseshoes league. There are also permanent restrooms and parking available on-site. Webster park has the potential to be expanded, making it a good candidate for the western mega-park. The park has ample mature trees and the city currently has ownership of the entire block, making it very possible to add more features to the park. The play equipment and picnic shelter need to be updated or replaced in order to help discourage vandalism within the park. There is currently an issue with the restrooms being vandalized, these should be removed from the park and replaced in the future once the park is expanded and more popular.



## Proposed Trail Connections

### T-1 Cardinal Greenway

Our portion of the Cardinal Greenway is a converted abandoned rail line, known as a rails-to-trails project. It is part of the American Discovery Trail that will soon connect both coasts. The Greenway currently runs through a large portion of west, central and south Marion. The trail is an underutilized amenity and could raise property values and sustain mixed-use trailhead developments.



Proposed American Discovery Trail (<http://www.discoverytrail.org>)

The Greenway crosses through the center of Junction Park and provides the opportunity for a a major multi-level trailhead. A direct connection from the Cardinal Greenway to Downtown is needed to pull visitors from nearby communities. The Greenway should be used to connect several city parks and recreation opportunities.

### P-9 Junction Park

Junction Park is the large community/ regional park that houses the Splash House in south Marion. There are future plans to extend this park to the north into the concrete jungle that remains of the previous factory. The levels of concrete and location off of the Cardinal Greenway would



Concrete area north of Splash House ideal for urban skate park.

make an ideal urban skate park, including the BMX and skate park equipment that are currently located in Hogin Park. The park offers amenities that can not be found anywhere else in the city. Junction Park is centrally located and can be connected to other parks around the city by the Cardinal Greenway. This trail runs through the middle of the park, making it accessible from all areas of Marion. An abandoned rail line also runs along the east side of the property, creating additional trail access and connections.



### Adams Street Connection

A 1.5 mile path or improved sidewalk is proposed along the eastern side of Adams Street from the Downtown River Plaza to the IWU campus. This path would be a much needed improvement through these under-served central Marion neighborhoods. Improvements could include tinted, and/or pervious concrete, handicap ramps, extended width, railings and landscaping. This would allow a bicycle and pedestrian connection of the Downtown Plaza and Riverwalk entrance, Junction Park and the Splash House, the Village and IWU.



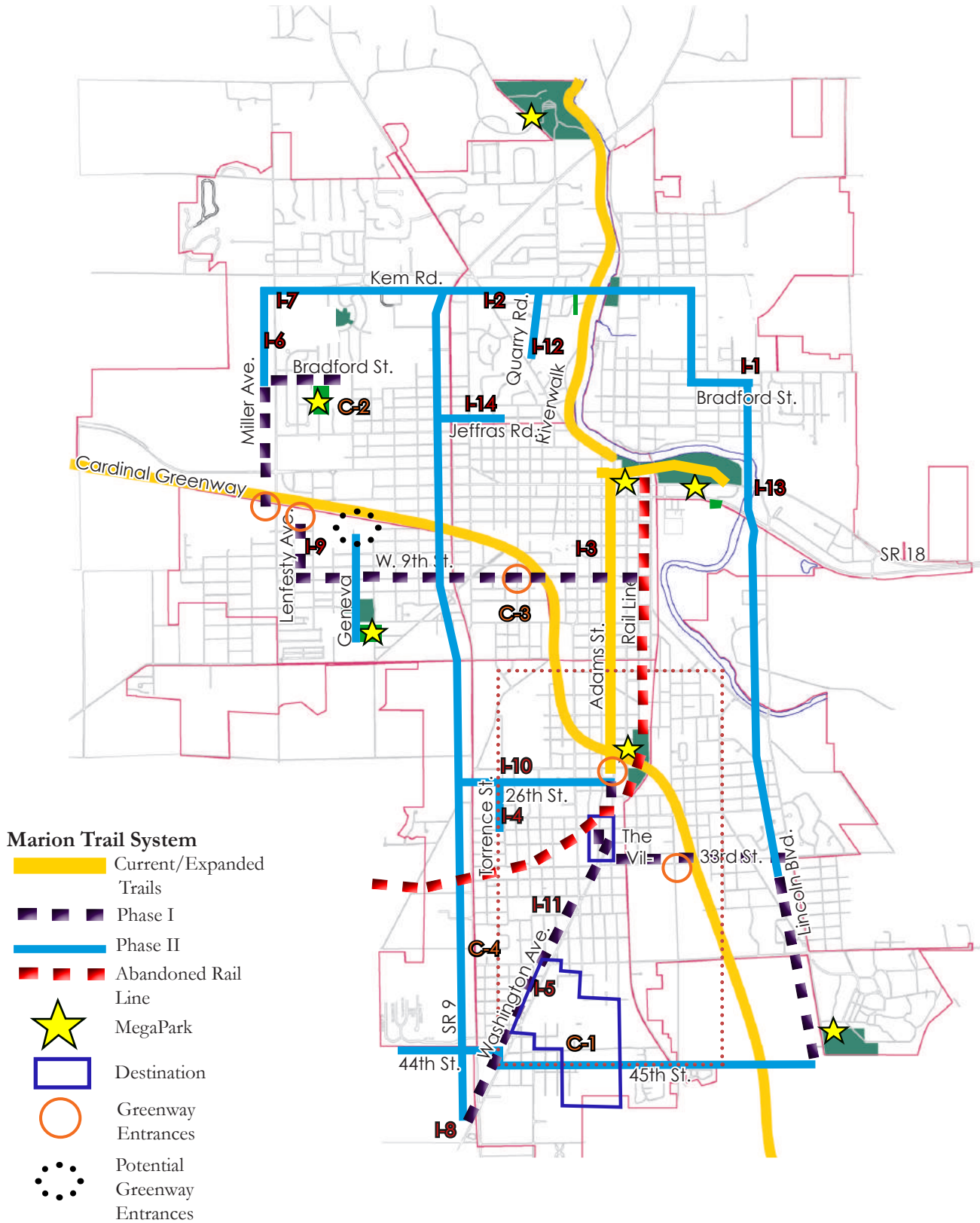
Proposed Adams Street Connection

### Rail-to-Trail Conversion

A trail has been proposed on the abandoned Norfolk Southern rail line connecting Downtown along McClure Street, continuing out to the bypass through central Marion. A large portion of this line is adjacent to an active line and poses potential issues. The most viable portion of this line would be from the Splash Park to the Village and out to the bypass, allowing for residents on this area safe access to a connection of parks and trails.

A vacant triangular parcel on Washington Street at the northern boundary of the Village could serve as the primary trailhead for this path. This could also serve as a draw for visitors to explore a new portion of the City from the trailhead of the Cardinal Greenway. Both this trail and the Adams Street connection could become part of the trail system connecting all parks, schools, neighborhoods and senior centers throughout town and become part of the parks acreage.

# Proposed City Trail System



The purpose of a proposed trail system throughout Marion is to connect everyone to the Mega Parks, Riverwalk, Cardinal Greenway, schools and other areas of recreation. This system has been divided into two phases for completion.

### Phase I

Phase I would involve creating a pedestrian connection to all parks in the city. The purpose of this phase is to create safe pedestrian access throughout the city through repairing or building new sidewalks or bike lanes along these routes. Each of the roads chosen for the trail connections have enough right-of-way to allow for both sidewalks and bike lanes. To make a more prominent trail, the sidewalk could be paved in different colors or materials to allow the pedestrian to know they are on a specific trail. Incorporating safe and dedicated crosswalks into the trail system would also increase the safety of pedestrians. The implementation of wayfinding signs along these routes would ensure safe travel for pedestrians. Signs that give directions along the trail to parks, recreation facilities, schools, other trails and trailheads would also enhance the system.

### Phase II

Phase II would introduce a pedestrian access loop including a sidewalk system around the city that would give everyone safe pedestrian access to parks within a 1/2 mile. This is where Safe Routes to School could be incorporated into the system. Many of Marion's retirement communities are also located along this loop.

Institutional Parks	Label
Allen School	I-1
St. Paul Parish School	I-2
Community School of the Arts	I-3
Frances Slocum School	I-4
IWU	I-5
Justice Thurgood Marshall MDL School	I-6
Kendall School	I-7
Lakeview Christian School	I-8
Lincoln School	I-9
Marion High School	I-10
McCulloch Middle School	I-11
Riverview School	I-12
Tucker Area Vocational Technical Center	I-13
Westminster Presbyterian School	I-14
Retirement Communities	Label
Colonial Oaks	C-1
Miller's Merry Manor	C-2
NBA Flinn Place	C-3
Prince Hall Housing Authority	C-4



Trailhead potential at Junction Park incorporating Adams and Washington Streets, the Cardinal Greenway, the proposed rail-to-trail conversion, and proposed sidewalk/trail connections.

### Abandoned Rail Line

A large recreational opportunity for the city would be to establish a trail along the abandoned rail line that runs through central and south Marion. This could be a similar trail to the Cardinal Greenway. Providing a trail along this line would give pedestrians a natural place to recreate and avoid the streets. This line does run alongside an active line until 26th St., however speed restrictions, proper fencing and green buffers would keep the trail safe for travel.

\*Proposed routes are suggestions based on right-of-way availability, traffic counts and proximity to existing or proposed recreational opportunities. A further study is needed to finalize these proposed routes.

## Recommendations

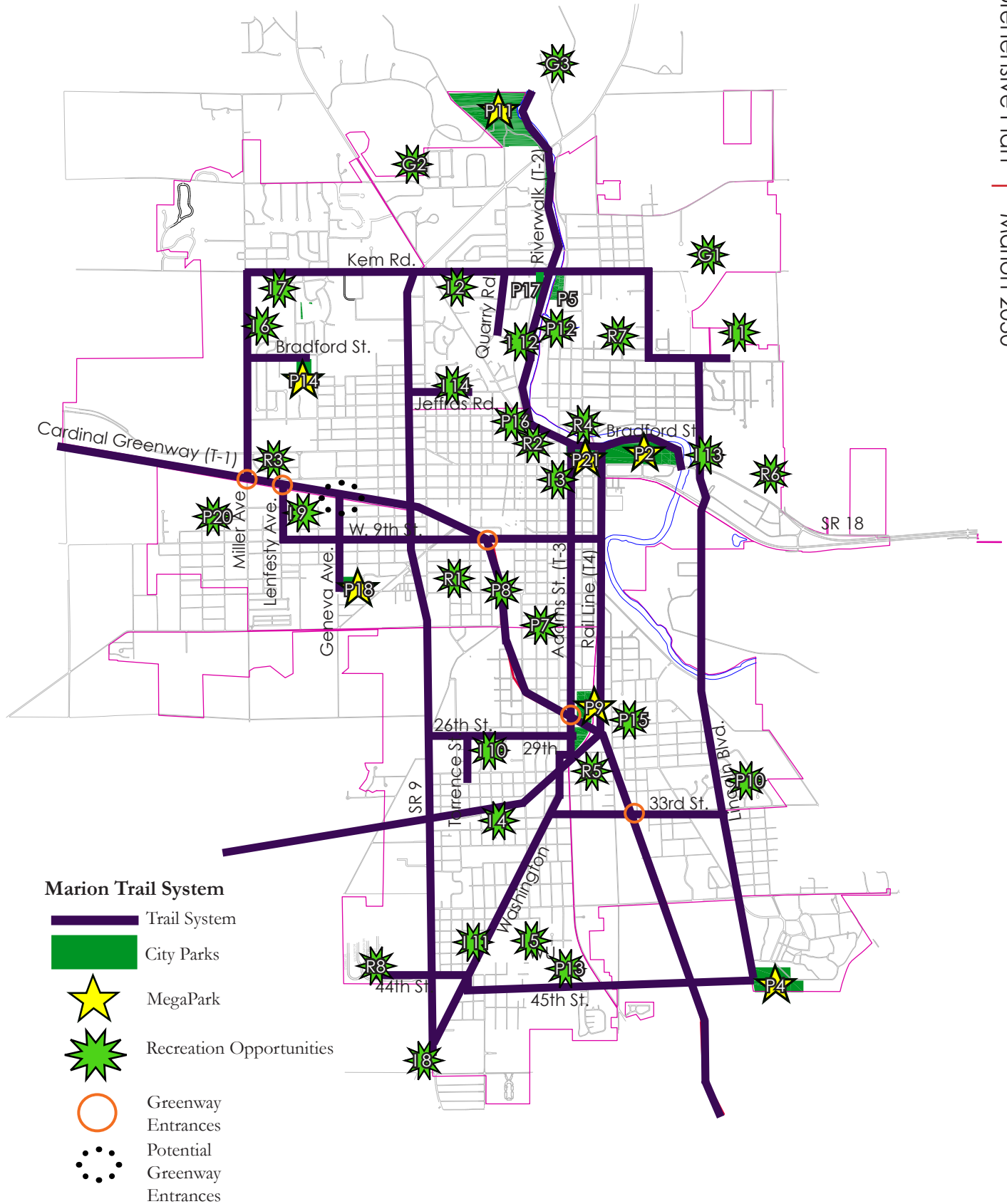
The final parks and recreation plan is comprised of 9 city-owned parks, several recreation opportunities, and various trail systems throughout the city connecting it all together. The trails would connect to the Cardinal Greenway and the Mississinewa Riverwalk. This plan will help to alleviate the maintenance burden by retaining only certain parks that offer a wide array of amenities, as well as continuing to serve the entire city. Each park was chosen based on location and what it offers to the community to ensure residents will still have access to a park within a half-mile. The trail routes that were chosen will help give pedestrians greater access to recreation opportunities within the city, as well as ensure safety for pedestrians traveling to either a park or recreational opportunity.

Many of the final proposed recreational opportunities in Marion are shown on this final table and map. This map also shows where each of the trails connects with the Cardinal Greenway to allow for easy accessibility. This creates an overall Parks and Recreation Plan that emphasizes connections, responsible resource allocation, accessibility, and opportunity. This plan will enhance the existing parks and recreation system, and expand on those opportunities to create a unified system that residents and visitors of Marion can enjoy.

### Marion Parks & Recreation Opportunities

City Parks	Label	Institutional Parks	Label
Ballard Field/Lake Plaza	P-2	Allen School	I-1
Chambers Park	P-4	St. Paul Parish School	I-2
Charles Mill Park	P-5	Community School of the Arts	I-3
Junction Park	P-9	Frances Slocum School	I-4
Matter Park	P-11	IWU	I-5
Sunnycrest Park	P-14	Justice Thurgood Marshall MDL School	I-6
Vandevanter Park	P-17	Kendall School	I-7
Webster Park	P-18	Lakeview Christian School	I-8
Downtown River Plaza	P-21	Lincoln School	I-9
Recreation Facilities	Label	Marion High School	I-10
Clarence Faulkner Community Center	R-1	McCulloch Middle School	I-11
Girl Scout Wapehani Council	R-2	Riverview School	I-12
Salvation Army Family Store	R-3	Tucker Area Vocational Technical Center	I-13
YMCA	R-4	Westminster Presbyterian School	I-14
Boys & Girls Club	R-5	Trails	Label
Fairgrounds	R-6	Cardinal Greenway	T-1
P.A.L. Club	R-7	Riverwalk	T-2
Arbor Homes Neighborhood Park	R-8	Adams Street Urban Connection	T-3
		Abandoned Railline conversion	T-4
Parks: Transfer Ownership	Label	Golf Courses	Label
Friends Park	P-7	Marion Elks Country Club	G-1
Hogin Park	P-8	Shady Hills	G-2
Lincoln Hills Park	P-10	Arbor Trace	G-3
North Boots Park	P-12	Meshingomesia Country Club	G-4
Seybold Park/Pool	P-13		
Thomas Jefferson Park	P-15		
Townsend Park	P-16		







## Policy Recommendations

The final parks and recreation plan is a snapshot of parks, recreation opportunities and a trail system that would provide maximum quality of life benefits, with responsibility and cost sharing. Listed below are further recommendations.

### **Connections**

A well-integrated parks system begins with making important connections. All public parks and trails should be connected to neighborhoods, schools, senior centers and other recreational opportunities. These connections should receive financial priority and be advertised through clear signage. All connections should begin or culminate in central Marion; at the River Plaza mega-park if possible. This would ensure an equal distance of all connections and emphasize the importance of Downtown and that the River Plaza belongs to the entire community.

### **Emphasize Safety**

Parks and recreation opportunities should emphasize safety. Parks and trails should be well-lit and their boundaries clearly defined. Certain park areas may benefit from fencing or railings. Trail and sidewalk connections should have maintained maps, signage and emergency call boxes when possible.

### **Maintenance**

While a new park or play area is a wonderful amenity, weather and use will require updates and maintenance. A plan for upkeep and maintenance should be included in the Parks Board approved Parks Plan.

### **Shared Resources**

A city-wide recreation system includes all parties remaining community-minded and sharing resources when possible. Working with neighborhood associations, non-profits and churches to adopt parks will ensure that adequate recreation opportunities are available to all residents, while allowing the city to focus on maintaining several larger park experiences. A study of all classes and programs offered throughout the city would allow for potential facility sharing and the elimination of duplicate programs.

### **Create Unique Experiences**

While each mega-park should strive to serve the needs of all residents within a 1 mile radius, each park and trail should have its own identity to encourage year-round use, and visitors and users from the other areas of Marion. For example, soccer fields could be clustered in one park, while horseshoes are offered at another. Signage and public art, such as statues, fountains and murals can help give each park a unique identity, further encouraging community-ownership.



# Implementation

## Mission Statement:

“Protect and enhance the quality of life by providing a high level of service in an efficient and responsible manner, and implement policies that evolve with the city and its citizens.”

## Objectives

- For this plan to be effective, it must be distributed, promoted and referenced.
- The comprehensive plan is meant to serve as a guideline for decision making and should be used in conjunction with other legal decision making criteria.
- The comprehensive plan is meant to evolve with the city’s needs and changing demographics, and should be reviewed on a regular basis with input from the public.

## Element Content

- Introduction
- Implications
  - Land Use + Zoning
  - Transportation + Circulation
  - City Image + Tourism
  - Neighborhood Character
  - Economic Development
  - Intergovernmental Cooperation
  - Natural Resources + Environment
  - Parks + Recreation
- Reference Material
- Methods Of Implications
  - Conformity Within The Plan
  - City Projects/ Public Projects
  - Annual Report/ Public Meeting
  - Future Planning Efforts
- Interpretation Of The Plan
- Amendments To The Plan
  - Annual
  - 5 Year Review
  - As Needed
- Future Plan Updates

## Introduction

The Marion 2030 Comprehensive Plan Update is meant to serve as a guide, based on public input, to ensure that all decision-makers share the same basic visions in various aspects of city life.

The following information is meant to provide the blueprint to guide the city's elected and appointed leadership and staff in the day-to-day implementation of the comprehensive plan. The creation and implementation of the plan is partially guided by Indiana code. This element of the plan addresses the other aspects of the implementation of the plan, including the general implications of implementation, contributing partners, other plans that were referenced, methods of implementation, interpretation of the plan, amendments to the plan and future plan updates.

## Implications

### Land Use + Zoning

The comprehensive plan is a policy document calling for growth and land use management. A wide-range of land uses are to be accommodated in a way that makes efficient use of public infrastructure and resources, while remaining sensitive to environmental and social needs. The plan envisions land use patterns that create socially stimulating places, which minimize the disturbance of environmentally sensitive land, and make the most efficient use of public investments in community facilities and services. This should be accomplished through a variety of means, including incentives for land uses that accomplish the goals of the plan and disincentives for development that will not further the plan's goals.

### Transportation + Circulation

The plan calls for the reorientation of the city's transportation system beyond the personal automobile, so that residents, businesses and visitors have access to a variety of transportation modes, including bus, air, bicycle and walking. The plan acknowledges the many benefits of this approach, including enhanced neighborhoods, healthier citizens, reduced traffic congestion, and reduced levels of air pollution and energy consumption. The plan notes the higher initial safety concerns and costs of creating the proposed transit system updates, but also points out the long-term capital gains of a multi-modal transportation system. The plan encourages neighborhoods to be linked by a community-wide fabric of streets, sidewalks and open spaces that contribute to increased property values and neighborhood character.

### City Image + Tourism

The plan recommends policies that preserve character and increase quality of life through design and code enforcement. It also highlights the importance of improving and maintaining our main gateways and thoroughfares. The plan also recognizes the need for strong branding, marketing and promotion to increase economic development and tourism opportunities.

### Neighborhood Character

This plan promotes enhanced neighborhoods that encourage compatible housing options, non-residential uses that support the daily needs of residents and the elimination of major commercial encroachments into neighborhoods. It also supports initiatives that reduce blight and the potential for foreclosures and vacancies, such as code enforcement and outreach.

### Economic Development

The plan encourages continued economic growth for the area and participation by the city in economic development activities. The plan encourages the city's participation to be strategic and support development that is consistent with the goals of the comprehensive plan and other city policies, and reserve incentives for appropriate projects that do so. The city should encourage economic growth that minimizes adverse social and environmental impacts, while maximizing economic benefits.

### **Intergovernmental Cooperation**

The plan states that cooperation among the city, county, other municipalities, school district, regional planning and transportation agencies, and state and federal agencies is critical to the success of the plan and the City of Marion. Such cooperation is expected to be done in such a way that will ultimately reduce the overall costs of providing government facilities and services, increase environmental sensitivity and improve social conditions.

### **Natural Resources + Sustainability**

The plan explores conditions of geological resources, floodplains, wetlands and habitats. While the plan encourages continued growth in the planning area, the plan attempts to mitigate the adverse natural effects through improvements to the existing natural resources.

### **Parks + Recreation**

The plan calls for the preparation of a parks and recreation plan that is based on connectivity, access and the conservation of limited resources. The plan anticipates social and economic benefits to accrue to the community and individual property owners.

### **Contributing Partners**

The following partners play a vital role in the preparation, adoptions and implementation of the Comprehensive Plan. The Marion Comprehensive Plan must also be distributed to these key organizations and players, in addition to public buildings and agencies, such as Marion Public Library, as well as online.

- Advisory Plan Commission Staff
- Comprehensive Plan Steering Committee
- Advisory Plan Commission
- Board of Zoning Appeals
- City Council
- City Departments and Organizations
- Neighborhood Associations
- Citizens of Marion



## Reference Material

Portions of the following plans, studies and reports are incorporated into this Comprehensive Plan update. Relevant data may also be found in the Appendix.

- “Plan for Historic Marion” prepared by the City of Marion Advisory Plan Department, Summer 2008.
- Bend of the River, Center City, Emily Flinn, Martin Boots and Garfield “Neighborhood Plans” prepared for the respective Neighborhood Associations by the Advisory Plan Department, Spring 2008.
- “Grant County Assessment Findings and Suggestions Report” prepared by Destination Development, September 2008.
- “CReED Strategic Redevelopment and Reuse Master Plan” prepared by Development Concepts for the CReED Board, February 2008.
- “Improving Neighborhoods Through Revitalization Plan” prepared by Indiana Association for Community Economic Development, February 2005.
- “2004 Economic Impact of Travel and Tourism on Indiana Counties” prepared by Global Insight, 2006.
- “Synergy Discussion Forum Results” Citizen based survey, completed in February 2004.
- “Downtown Revitalization Plan” prepared by Triad Associates for the MUEA Board, 1996.
- “Indiana 18 Corridor Plan” preparation information unknown, 1994
- “Village Corridor Enhancement Design” prepared by Architect Gerald Guy, date unknown.
- “City of Marion Parks and Recreation Master Plan” prepared by Park Board of Directors, April 2005.

## Methods of Implementation

### Conformity with the Plan

The Comprehensive Plan guides development and redevelopment activities within the city. Private development requires approval under the city zoning and subdivision ordinances. The Board of Zoning Appeals, Plan Commission and City Council legally base development reviews and land use decisions on conformity with the most current Comprehensive Plan and Zoning Ordinance. If projects are not consistent with this plan, then the plan commission may entertain a review and amendment of the plan, in accordance with the amendment procedures outlined later in this section.

### City Projects

City projects and public improvements involving development and redevelopment are to be designed to be consistent with the city’s comprehensive plan. When appropriate, the planning commission may be asked to provide advice on how projects might be best designed to implement the comprehensive plan. New streets, structures, utilities, squares, parks, and other public ways, grounds or open spaces should be constructed so that the location and character comply with the comprehensive plan.

### Public Projects

All publicly and privately owned utilities should strive to identify potential partnerships and projects with mutual benefits and cost savings. For example, if a new utility update requires the destruction of a sidewalk or street, plans should be shared with various departments to identify opportunities for other related updates and ways to meet the goals of this plan.

### Annual Report

In order to monitor the success of this plan and its implementation, plan commission staff should prepare an annual report to be submitted to City Council and leadership. The official report should outline the status of each individual goal, objective and action outlined in the Action Plan, and give recommendations for future activities to continue or complete the implementation of each strategy. This report should be prepared in draft form by the planning department for the Plan Commission's review, modification and approval. The report is then submitted to City Council for review and approval. Once approved by Council, the report should be made available to interested individuals, organizations and public agencies. The report and all Comprehensive Plan updates should be made available to the public online, in the Plan Commission office and the Marion Public Library.

### Annual Public Meeting

Following the adoption of the annual report, the plan commission should hold an annual public meeting focused on the status of the plan's implementation to educate the public. This meeting should address changes in social, economic and environmental conditions affecting the city and identify future issues that may require attention.

### Future Planning Efforts

The comprehensive plan calls for a series of further planning activities, including plans for area, neighborhood and site-specific issues. These planning activities can be performed by the Advisory Plan Commission staff or consultants, but should include the participation of residents, business owners, property owners and other community stakeholders.

## Interpretation of the Plan

The Comprehensive Plan is meant to serve as a guideline for decision-making. The plan should be used in conjunction with other legal decision-making criteria. All policies and actions are recommendations based on information from the public, past plans and studies, and professional opinions. The plan is meant to evolve with the city's needs and changing demographics and should be reviewed on a regular basis.

## Amendments to the Plan

Since small decisions have the potential to make a large impact on the city, the comprehensive plan is intended to be used by various departments and organizations to guide decisions on a daily basis. Also, since conditions and opportunities are continuously changing, the document is meant to be a living document that is ever-evolving. Marion 2030 is organized into 5 main sections; Community Profile, Sector Studies, Plan Elements, Action Plan, and the Appendix. Each section is meant to be adopted and amended independently, as needed.

### Annually

- Utilize the Action Plan as a "To Do" list, marking items complete and adding actions to the list.
- Prepare an annual progress report based on the Action Plan to distribute to City leadership, departments, organizations and public.

### 5 Year Review

- Prepare an official update to be readopted by the Plan Commission and Council every five years. Changes should be made to the official document if possible, but can be added as an addendum to the plan. The ideas and goals set in the plan are meant to guide the future growth of the city; therefore, an updated comprehensive plan should always look 15-20 years into the future and evolve with the community.

### As Needed

- A large portion of this plan is rooted in the idea that the city lacks a consistent brand. It is recommended that this plan be updated to reflect the chosen brand once a study has been completed.
- Updated demographic information is released every ten years by the US Census and the Plan should adjust accordingly once the 2010 results are available. Population, housing and employment data should be based on the most recent data available.
- Review the comprehensive plan with all new City department heads, Council members, Plan Commission and Board of Zoning Appeals members.
- Goals, policies and actions in the plan should be updated on a regular basis so that the community continues to move forward together.
- The plan should be reviewed often for ambiguous language, confusion caused by layout or organization and corrected during the next update.

### Future Plan Updates

Indiana law specifies the procedure for adoption of a comprehensive plan. Future updates to the comprehensive plan are officially adopted by the Marion Common Council. The Plan Commission has the primary responsibility of preparing updates to the plan and recommending it to the legislative body for adoption. The steps are outlined below. (The law specifically provides that plans may be adopted as separate elements, such as land use, thoroughfares, parks, and community facilities.)

1. Staff and Plan Commission prepare a plan or updates with input from the community.
2. Plan Commission holds a public hearing on the plan.
3. Plan Commission adopts the plan by resolution and recommends it to the legislative body for adoption.
4. Legislative body adopts the plan by resolution. A resolution is more appropriate than an ordinance, because the plan is a guideline, not a regulation. After the plan commission recommends a plan for adoption, the legislative body has the option to adopt the plan and any subsequent updates.

The objectives and actions for each Plan Element, with directives for how and when implementation is to occur, can be found in the Action Plan of this Comprehensive Plan. This is found along with a table summarizing the objectives and actions of all other elements and special element areas.





# Action Plan







# Action Plan

## Introduction:

The Action Plan expands upon the Objectives identified in the Plan Elements. Actions are recommendations meant to help achieve each Objective. Potential Lead Organizations are suggested. A general timeline is also associated with each action.

## Objectives

- ST - Short Term= less than 5 years
- LT - 5+ years
- OG - On-Going

The Action Plan is meant to be used to track progress and in the compilation of an annual report by noting when an action is started or completed. This not an extensive list and new actions should be added by organizations and the public each year.

## Chapter Content

- Land Use + Zoning
- Transportation + Circulation
- City Image + Tourism
- Neighborhood Character
- Economic Development
- Intergovernmental Cooperation
- Natural Resources + Environment
- Parks + Recreation
- Implementation

## Land Use + Zoning

Mission Statement: "Enforce updated zoning and land use regulations based on desired future land use patterns to ensure sustainability and smart growth."

Objective 1: Encourage the revitalization of existing commercial centers and encourage mixed-use, pedestrian friendly neighborhood village centers, campuses, central business districts and regional shopping hubs.

Started	Complete	Action	Potential Lead Organizations	Timeline		
				ST	LT	OG
		Audit zoning code to ensure mixed-use commercial districts	Advisory Plan	X		
		Encourage infill and redevelopment	EDO's			X
		Encourage live/work spaces in central business districts	Advisory Plan, EDO's			X
		Create separate zoning districts for Downtown and the Village	Advisory Plan	X		

Objective 2: Minimize conflicts between competing land uses.

Started	Complete	Action	Potential Lead Organizations	Timeline		
				ST	LT	OG
		Identify areas needing buffered through neighborhood planning process	Advisory Plan, Neighborhood Associations (N.A.'s)		X	
		Center commercial activity around corridors, gateways, trailheads, etc.	EDO's			X
		Group industrial uses in larger industrial "parks"	EDO's			X
		Adopt Historic Residential Overlays that preserve character and land uses	Advisory Plan	X		

Objective 3: Recognize and be aware not to expand upon non-conforming uses and zoning conflicts.

Started	Complete	Action	Potential Lead Organizations	Timeline		
				ST	LT	OG
		Track zoning violations in database	Advisory Plan	X		X
		Simplify process for ongoing and future zoning violations	Advisory Plan, Code Enforcement	X		
		Utilize GIS and mapping software to track zoning and land use violations	Advisory Plan			X
		Partner with County GIS system to reduce costs	City, Advisory Plan	X		
		Investigate properties for non-conforming uses and zoning conflicts prior to variances, rezones, etc.	Advisory Plan			X

Objective 4: Promote only the responsible expansion of city limits and utilities into unincorporated areas.

Started	Complete	Action	Potential Lead Organizations	Timeline		
				ST	LT	OG
		Promote infill projects over greenfield and/or sprawl development	EDO's			X
		Perform annexation study	City	X		
		Annex strategic areas around the City as "greenbelt" or preservation zones	City	X		

Objective 5: Use the comprehensive plan objectives to guide land use designs while remaining flexible to unforeseen opportunities and information.						
Started	Complete	Action	Potential Lead Organizations	Timeline		
				ST	LT	OG
		Keep Land Use maps updated	Advisory Plan			X
		Rezone properties at time of annexation based on objectives of the updated plan	Advisory Plan			X
		Audit zoning and subdivision codes for unclear, conflicting and outdated language	Advisory Plan	X		
		Eliminate unneeded zoning districts	Advisory Plan	X		
		Develop Unified Development Ordinance (zoning and subdivision) based on comprehensive plan	Advisory Plan	X		
		Update Authorized Use matrix to reflect new code and comprehensive plan	Advisory Plan	X		
		Update Sign Ordinance	Advisory Plan	X		
		Update Customary Home Occupation Ordinance (home businesses)	Advisory Plan	X		
		Develop and adopt Infill Ordinance	Advisory Plan	X		
		Develop and adopt Landscaping Ordinance	Advisory Plan	X		
		Investigate use of Accessory Dwelling Units in certain neighborhoods	Advisory Plan	X		



## Transportation + Circulation

Mission Statement: "Connect neighbors and visitors to essential services and attractions via a multi-modal transportation system."

Objective 1: Provide transportation options and connections for pedestrians and all mobility types.

Started	Complete	Action	Potential Lead Organizations	Timeline		
				ST	LT	OG
		Ensure that sidewalks and ramps are installed to ADA standards	Engineering			X
		Install wider sidewalks when possible to accommodate the elderly	Engineering			X
		Continue and advertise 50/50 sidewalk program	Engineering			X
		Install bike lanes along major thoroughfares with excess rights-of-way	Engineering			X
		Require bicycle parking at commercial developments	Advisory Plan	X		X
		Acquire abandoned rail line from Downtown to the Bypass for potential rail-to-trail project	Engineering	X		

Objective 2: Encourage a multi-modal transportation system that ensures safety, full connectivity and accessibility through the City and region.

Started	Complete	Action	Potential Lead Organizations	Timeline		
				ST	LT	OG
		Prepare and implement Connectivity Plan connecting trails, parks, schools and neighborhoods	Advisory Plan, Engineering, Parks	X		X
		Create sidewalk hierarchy system based on Connectivity Plan	Engineering	X		
		Require sidewalks with new development in high priority areas based on Connectivity Plan	Advisory Plan, Engineering			X
		Ensure that nondriving public has access to same amenities as driving public by sidewalks and bike lanes	Engineering			X
		Connect Riverwalk and Cardinal Greenway through designated trail	Parks	X		
		Install call boxes and lighting along trail systems	Parks	X		
		Extend limited bus service to 2nd and 3rd shifts	Transportation	X		
		Develop Thoroughfare Plan that identifies priority intersections for marked crosswalks	Advisory Plan, Engineering	X		X
		Develop and implement a Traffic Calming Plan for neighborhoods and major thoroughfares	Advisory Plan, Engineering, N.A.'s	X		X
		Implement Parking Plan from Downtown Study (for visitors, residents and employees)	City	X		X
		Require designated parking spaces for Downtown developments by ordinance	Advisory Plan	X		X
		Investigate rerouting truck traffic around Downtown by ordinance	Engineering, Traffic Commission	X		
		Petition for interchange from I69 at 38th Street	City, EDO's	X		

Objective 3: Establish an integrated and functional wayfinding system that is clear and concise on a resident and visitor level that is based on a highly programmed design package.

Started	Complete	Action	Potential Lead Organizations	Timeline		
				ST	LT	OG
		Identify major attractions and include on wayfinding signage	City	X		
		Install gateway signage based on identified brand at major gateways and city limits	City	X		
		Advertise free public parking on Downtown and Village wayfinding signage	City	X		
		Direct visitors into Marion "proper" from I69	City	X		

Objective 4: Allow for site-specific circulation and wayfinding programs that are sensitive to the city's image and their surroundings.

Started	Complete	Action	Potential Lead Organizations	Timeline		
				ST	LT	OG
		Incorporate parks signage with city wayfinding system	Parks	X		
		Encourage integrated neighborhood wayfinding systems and boundary identifications	City, N.A.'s			X
		Integrate city and campus wayfinding systems (IWU, MGH, etc)	City, N.A.'s, private			X

## City Image + Tourism

Mission Statement: "Preserve and enhance the city's image, character and quality of life."

Objective 1: Increase and promote elements of a higher quality of life to attract urban tourism economic development opportunities and residential growth.

Started	Complete	Action	Potential Lead Organizations	Timeline		
				ST	LT	OG
		Locate a Welcome Center and Convention Center at I69 exit	City, CVB		X	
		Embrace Marion Classic bike race and Red, White and Zoom as national "mega-event"	City, CVB			X
		Redevelop Downtown riverfront and Ballard Field as river and lake plazas	City, CVB		X	
		Connect Riverwalk and Cardinal Greenway through designated trail	Parks	X		
		Market Splash Park to surrounding counties	Parks, CVB			X
		Install trees, electricity and speakers along Downtown streetscape (concurrent with extending fiber optic lines around Square)	City, Downtown orgs.	X		

Objective 2: Promote and market the city to visitors and potential investors through a positive marketing strategy.

Started	Complete	Action	Potential Lead Organizations	Timeline		
				ST	LT	OG
		Designate city identification markers (tree, flower, song, bird, seal, flag, etc)	City, public	X		
		Perform branding study with public input	City, CVB	X		
		Update Comprehensive and Action Plans based on identified brand	Advisory Plan, public		X	
		Develop city marketing campaign based on identified brand	City, CVB	X		
		Appoint person or organization to remain focused on implementing identified brand	City, CVB	X		X
		Implement city-wide wayfinding elements based on identified brand (directional, gateway, etc)	City	X		
		Utilize online resources to market the city	City, CVB			X

Objective 3: Maintain awareness of history and preservation during development and redevelopment efforts.

Started	Complete	Action	Potential Lead Organizations	Timeline		
				ST	LT	OG
		Develop downtown design standards with character sensitive façade and lot requirements	Advisory Plan	X		
		Audit codes to identify barriers to character sensitive infill redevelopment	Advisory Plan	X		
		Develop outreach methods to educate and inform public about importance of preservation, design and planning	Advisory Plan, MSM	X		X
		Honor past residents of historical significance throughout the community (plaques, statues, parks, signage, etc)	City, organizations			X
		Encourage creation of a Marion historical society that works in conjunction with County society	City, MSM	X		

**Objective 4: Promote cohesive design through development and redevelopment, land use and zoning, and circulation, with flexibility to adapt to major changes in character.**

Started	Complete	Action	Potential Lead Organizations	Timeline		
				ST	LT	OG
		Include graphic examples of design standards in zoning code updates	Advisory Plan	X		X
		Supplement zoning codes and design standards with graphic examples	Advisory Plan	X		X
		Adopt a digital sign ordinance	Advisory Plan	X		
		Bury utility lines during development and infrastructure improvements when possible	City, Utilities			X
		Require that development site plans include information related to surrounding buildings and sites	Advisory Plan			X
		Reserve Administrative Variances for projects that are sensitive to local design context	Advisory Plan			X

**Objective 5: Emphasize importance of citywide character and maintenance.**

Started	Complete	Action	Potential Lead Organizations	Timeline		
				ST	LT	OG
		Perform sign inventory of abandoned and unpermitted signs and replace necessary reflective signage	Advisory Plan, Engineering, Code Enforcement	X		X
		Develop Sign Abatement Program targeted at removing unpermitted, nonconforming, defunct or abandoned signs	Advisory Plan, Code Enforcement	X		
		Establish Sign Abatement Fund to eliminate unnecessary sign and pole remnants	Code Enforcement	X		X
		Increase code enforcement at gateways and along major thoroughfares	Code Enforcement			X
		Recognize good design and property maintenance through Neighborhood Association awards	City, Neighborhood Associations			X

## Neighborhood Character

Mission Statement: "Promote and enhance the unique character of the city and strive to preserve individual and neighborhood identities."

Objective 1: Promote neighborhood character at the citizen level through promotion of Neighborhood Associations.						
Started	Complete	Action	Potential Lead Organizations	Timeline		
				ST	LT	OG
		Increase Neighborhood Association Program to encompass all residential areas	City, N.A.Dept.			X
		Encourage use of free online resources by Neighborhood Associations	N.A.'s			X
		Designate and advertise Neighborhood Association Information Centers (meeting info, marketing materials, etc)	City, N.A.'s			X
		Organize neighborhood cleanups	N.A.'s			X
		Continue Neighborhood Planning Initiative (NPI) to provide Plans to all Neighborhood Associations	Advisory Plan, N.A.'s			X
		Develop individual neighborhood brands through study of neighborhood identification markers	N.A.'s			X
		Establish Neighborhood Association boundaries through signage, landscaping or design elements	City, N.A.'s	X		
		Create Community Tool Maintenance Sheds with equipment to rent or borrow	N.A.'s, Parks	X		
		Encourage neighborhood marketing plans	N.A.'s, EDO's			X
		Encourage Associations to form support systems to help the elderly and disabled maintain their property	City, N.A.'s			X
		Notify Neighborhood Association Presidents of important topics as spokespeople	City			X

Objective 2: Encourage sensitivity to neighborhood character through infill and development based on the local design context.						
Started	Complete	Action	Potential Lead Organizations	Timeline		
				ST	LT	OG
		Develop infill design guidelines and standards based on neighborhood design context	Advisory Plan	X		
		Develop design guidelines for historic neighborhoods	Advisory Plan	X		
		Prepare site assessments and inventories of underutilized land/lots	Advisory Plan, EDO's	X		X
		Promote available infill sites	EDO's, N.A.'s			X
		Provide site design assistance to developers and residents	Advisory Plan			X
		Supplement zoning codes and design standards with graphic examples	Advisory Plan	X		
		Land bank properties for long-term disposal and redevelopment	City			X
		Install traffic calming measures at neighborhood level	City, Engineering			X
		Coordinate infrastructure improvements during utility and road work	City, Utilities			X



Objective 3: Preserve neighborhood character through active zoning and code enforcement.						
Started	Complete	Action	Potential Lead Organizations	Timeline		
				ST	LT	OG
		Continue demolition program in sensitive areas until supply and demand stabilize	City			X
		Identify, track and prosecute code violations	Code Enforcement			X
		Identify, track and prosecute zoning code violations	Advisory Plan, Code Enforcement			X
		Develop a Property Maintenance Code focused on rental properties	City, Code Enforcement	X		
		Establish Abandoned Property Program requiring registration and maintenance of abandoned properties	City, Code Enforcement	X		
		Increase fines for code enforcement violations	City, Code Enforcement	X		
		Post corporate contact information of property owners on site for neighborhood to contact absentee owners	N.A.'s, Housing orgs.			X
		Higher tax rates on vacant property with violations (Louisville model)	City		X	

Objective 4: Strive to eliminate foreclosures, vacancies, absentee landlords and blight through responsible home ownership and outreach.						
Started	Complete	Action	Potential Lead Organizations	Timeline		
				ST	LT	OG
		Market neighborhoods and facilitate sales	N.A.'s, Housing orgs.			X
		Engage neighbors in marketing the neighborhood and properties for sale	N.A. Dept.			X
		Protect renters through assistance and relocation in wake of foreclosure	Housing orgs.			X
		Provide outreach to borrowers about the risk of foreclosure early in the buying process	Housing orgs.			X
		Purchase homes in short-sale and lease back to former owner	Housing orgs.			X
		Educate Neighborhood Associations about warning signs of foreclosure and access to help	Housing orgs.			X

Objective 5: Provide housing opportunities for all levels of income and need.						
Started	Complete	Action	Potential Lead Organizations	Timeline		
				ST	LT	OG
		Acquire and rehab properties to sell, lease or rent	Housing orgs.			X
		Prepare standards allowing Accessory Dwelling units in appropriate areas	Advisory Plan	X		
		Encourage mixed-income developments	City, EDO's, Housing orgs			X

## Economic Development

Mission Statement: "Provide employment opportunities and services to residents by aiding in business expansion and retention, while growing and recruiting new industries"

Objective 1: Cultivate new and promote small businesses by encouraging an entrepreneurial spirit and providing access to resources.

Started	Complete	Action	Potential Lead Organizations	Timeline		
				ST	LT	OG
		Encourage mixed use commercial spaces Downtown and the Village	City			X
		Encourage division of large commercial space Downtown into smaller store fronts	City, MSM			X
		Audit Zoning Code to reflect updated Home Business regulations	Advisory Plan	X		
		Update the Customary Home Occupation Ordinance to allow appropriate internet businesses	Advisory Plan	X		
		Identify appropriate areas for Home Businesses	Advisory Plan, N.A.'s			X
		Identify an organization to create a business incubator facility	EDOs	X	X	
		Identify an organization to create arts co-op	Art Alliance	X		
		Develop a community wide arts plan	Art Alliance, Advisory Plan	X		
		Investigate a percentage-for-the-arts program	City, Art Alliance	X		
		Encourage small entrepreneurial businesses based on identified city brand	City, EDOs			X

Objective 2: Facilitate existing business expansion and retention.

Started	Complete	Action	Potential Lead Organizations	Timeline		
				ST	LT	OG
		Publicly recognize individual and business successes	EDOs, City			X
		Tell the story of our community's success to development professionals (realtors, brokers, bankers, etc)	City, EDOs			X
		Investigate Economic Improvement Districts (EID) in neighborhoods	City, Advisory Plan	X		
		Investigate Business Improvement Districts (BID) in Downtown and the Village	City, Advisory Plan, MSM	X		
		Designate a HoTIF district encompassing greater Emily Flinn project area	City, EDOs	X		

**Objective 3: Strive to attract a variety of industries and business types to the community.**

Started	Complete	Action	Potential Lead Organizations	Timeline		
				ST	LT	OG
		Develop an Economic Development attraction, retention and expansion plan	City, EDOs	X		
		Attend trade shows and conferences	City, EDOs			X
		Visit prospects	City, EDOs			X
		Develop a branding strategy	City, EDOs	X		
		Package city logo and branding strategy for marketing purposes	City	X		
		Advertise city and regional Quality of Life elements	City, CVB, EDOs			X
		Audit land use policies and development codes to eliminate outdated and inflexible codes	Advisory Plan, EDOs	X		
		Identify and remediate brownfield sites for development	EDOs			X
		Certify sites as Shovel Ready with the State of Indiana	EDOs, City			X
		Inventory available infill sites	EDOs, Advisory Plan			X
		Update regulations and land use policies to promote character sensitive design guidelines and infill standards	Advisory Plan, EDOs	X		
		Develop a Capital Improvement Plan (CIP)	City	X		X
		Establish a Downtown River District based on Indiana Code	City, MSM	X		
		Utilize virtual technology, such as Google SketchUp, to advertise potential development scenarios	Advisory Plan, City, EDOs			X
		Market the City internally	EDOs, N.A.s			X
		Share appropriate GIS layers and mapping mediums with realtors, developers, site selectors, etc.	City			X
		Utilize the City of Marion's website to advertise site and building inventory	City			X
		Provide online development information and permitting applications	City			X
		Track economic, market and demographic data	City, EDOs			X
		Encourage a full count Census tally every 10 years	City			X
		Petition for interchange from I69 at 38th Street	City, EDOs	X		
		Extend fiber optic lines to Downtown Square (concurrent with tree planting, lighting and speakers)	EDOs, City	X		
		Maintain an accurate traffic count map	Engineering			X

**Objective 4: Encourage development and redevelopment that is more aesthetically and technologically advanced through graduated incentives.**

Started	Complete	Action	Potential Lead Organizations	Timeline		
				ST	LT	OG
		Develop and reserve financial incentives for infill development and redevelopment	City, EDOs			X
		Develop design standards for development along major thoroughfares and gateways	Advisory Plan	X		
		Establish a system of reduced permitting fees for appropriate infill projects	City	X		

## Intergovernmental Cooperation

Mission Statement: "Better serve the community by developing closer partnerships between federal, state and local municipalities, and to serve as a driver of communication through which information can be discussed and potential problems solved."

Objective 1: Improve opportunities for communication, cooperation, and resource sharing between all layers of government.						
Started	Complete	Action	Potential Lead Organizations	Timeline		
				ST	LT	OG
		Develop a Capital Improvement Plan (CIP) (sidewalks, streets, equipment, etc.)	City	X		X
		Identify opportunities for shared resources and operational efficiencies between City Hall departments	City	X		
		Investigate a shared GIS system between the City and County	City	X		
		Encourage use of comprehensive plan as a citywide tool absent of political influence	Advisory Plan			X
		Create potential formal agreements for sharing of emergency services and city resources	City			X
		Consolidate City and County purchases to achieve better pricing	City			X
		Encourage Downtown parking compromise between City and County officials	City, MSM	X		

Objective 2: Acknowledge and encourage economic development programs that involve countywide involvement.						
Started	Complete	Action	Potential Lead Organizations	Timeline		
				ST	LT	OG
		Create community-based workshops to educate public on wide-range of issues	Various Organizations			X
		Develop countywide marketing and branding material	CVB			X
		Invite local economists and real estate developers to submit development program recommendations	City, EDOs			X

Objective 3: Work side by side with Grant County Area Plan Department on regional planning issues; incorporating keystone organizations to ensure expertise from other jurisdictional boundaries are recognized.						
Started	Complete	Action	Potential Lead Organizations	Timeline		
				ST	LT	OG
		Share Comprehensive Plan Elements with Area Plan	Advisory Plan	X		X
		Invite Area Plan representatives to relevant City Plan Commission and BZA meetings	Advisory Plan			X
		Request to be notified of Area Plan planning issues within 1-2 mile radius of City limits	Advisory Plan	X		
		Promote long range regional planning with public involvement	Advisory Plan, City, EDOs	X		X
		Partner to create regional public outreach and community based planning programs	Advisory Plan, City	X		X

Objective 4: Support changes that encourage cooperation between all levels of government.

Started	Complete	Action	Potential Lead Organizations	Timeline		
				ST	LT	OG
		Stay abreast of current regional and State developments	City, EDOs			X
		Stay abreast of future regional light rail opportunities	City, EDOs			X
		Continue positive working relationship with INDOT regarding state highways in region	City, EDOs, Engineering			X



## Natural Resources + Environment

Mission Statement: "Protect, preserve and promote the natural landscape for the City of Marion in a long term planning effort for a healthier environment and more sustainable future."

Objective 1: Ensure sustainability by promoting alternative and renewable energy practices at all levels of development.

Started	Complete	Action	Potential Lead Organizations	Timeline		
				ST	LT	OG
		Retrofit City Hall with energy efficient lights, appliances and system updates	City	X		
		Investigate use of LED/CFL bulbs in street and traffic lights	City	X		
		Research use of pervious concrete, pervious asphalt and grid systems on sidewalks, parking lots, plazas and trails	City, Engineering	X		
		Develop educational energy outreach programs targeted at residential development	City			X
		Develop promotional material targeted at commercial development	City	X		
		Encourage retrofitting of rights-of-way, medians and parking lots with natural bioswales when possible	City, EDOs			X
		Retrofit city fleet to use alternative fuel	City		X	
		Create Renewable Energy Ordinances at residential and commercial levels (windturbines, solar panels, etc)	City	X		
		Install green roofs on city buildings (i.e. City Hall)	City		X	
		Establish a "renewable energy corridor" along SR18 from I69 into Marion "proper" (windturbines, trees, etc)	City		X	
		Promote home vegetable gardening and community gardens	City, N.A.'s			X
		Promote US Department of Energy's "Million Green Roofs" initiative	City			X
		Investigate use of hydroelectric power at the dam	City		X	

Objective 2: Actively pursue the preservation of open space, the natural environment and wildlife habitats by protecting environmentally sensitive areas from unnecessary and premature development.

Started	Complete	Action	Potential Lead Organizations	Timeline		
				ST	LT	OG
		Inventory and create database of plant and wildlife species to identify areas to be protected	City, Schools	X		X
		Promote use of natural areas for education	City, Schools			
		Establish techniques to monitor environmental qualities and appoint responsible party to take regular measurements	City, Schools			
		Continue to follow MS4/Rule 5 development guidelines	Advisory Plan, Engineering			X
		Establish development buffers around environmentally sensitive areas	Advisory Plan	X		
		Label floodplain and environmentally sensitive areas clearly on zoning and land use maps	Advisory Plan	X		
		Identify and preserve wetlands within city limits	Advisory Plan, DNR	X		
		Acquire property within floodplain for use as city parks, preservation areas, nature preserves, etc.	City		X	
		Encourage use of environmentally sensitive areas as natural features within large-scale planned developments by code	Advisory Plan			X

Objective 3: Promote a higher quality of life through environmentally sensitive best practices in regards to air and water quality, soil and floodplain management, noise control and the urban tree canopy.

Started	Complete	Action	Advisory Plan	Timeline		
				ST	LT	OG
		Develop parking lot landscaping requirements to reduce stormwater runoff and reduce surface heat gain	Advisory Plan, Engineering, Utilities	X		
		Implement a Tree Replacement Program in development ordinance	Advisory Plan	X		
		Strive to reestablish Tree City USA status	City			X
		Aid Neighborhood Associations in identifying and implementing a neighborhood tree species	N.A. Dept, Arborist			X
		Create Noise Reduction Zones around parks and trails	Advisory Plan, Parks	X		
		Install various tree species along Downtown streetscape to buffer from diseases	City, MSM			X

## Parks + Recreation

Mission Statement: "Provide safe and accessible parks, greenspaces and recreation opportunities to Marion residents and visitors."

### Objective 1: Trail system connections to parks, schools, senior centers and other recreational opportunities.

Started	Complete	Action	Potential Lead Organizations	Timeline		
				ST	LT	OG
		Prepare and implement Connectivity Plan connecting trails, parks, schools and neighborhoods	Advisory Plan, Engineering, Parks	X		X
		Connect Riverwalk and Cardinal Greenway through designated trail	Parks	X		
		Utilize Safe Routes to School Program to connect schools to neighborhoods	Engineering	X		X

### Objective 2: Ensure access to park opportunities for residents and visitors of all ages and creeds.

Started	Complete	Action	Potential Lead Organizations	Timeline		
				ST	LT	OG
		Utilize Connectivity Plan to ensure residents have access to parks within 1/2 mile radius	Parks, Engineering		X	
		Eliminate excess park space to redistribute resources to retained parks	Parks, City			X
		Ensure that nondriving public has access to same amenities as driving public by sidewalks and bike lanes	Engineering, City			X
		Request bus service to all City Parks	Transportation, Parks	X		
		Ensure that sidewalks, trails and ramps are installed to ADA standards	Engineering			X

### Objective 3: Provide safe opportunities for parks and trail uses.

Started	Complete	Action	Potential Lead Organizations	Timeline		
				ST	LT	OG
		Provide ADA access from Cardinal Greenway to Junction Park	Parks, Cardinal Greenway			
		Maintain overlooks and railings along Riverwalk and proposed trail connections	Parks			
		Install call boxes along trail systems	Parks			
		Install lighting along trail systems	Parks			
		Update existing park signage	Parks			
		Install signage and maps directed at visitors and residents along trail systems and pedestrian connections	City, Engineering			
		Encourage police bike patrols through parks	Parks, Police			
		Strive to attain "Bike Friendly Community" status	City, Engineering			

Objective 4: Strive to provide a higher quality of life to residents.						
Started	Complete	Action	Potential Lead Organizations	Timeline		
				ST	LT	OG
		Develop "mega-park" plan to allow shared resources and ensure better park experiences at retained parks	Parks Board	X		
		Inventory parks to ensure unique experiences at each retained park	Parks	X		
		Inventory classes and programs offered by various organizations to share facilities and eliminate duplication	Parks, nonprofit orgs	X		X
		Develop remaining Essex site into potential urban state and BMX track	City, Parks		X	
		Redevelop Downtown riverfront into a plaza maintained as a city park	City, Parks		X	
		Redevelop Ballard Field into urban festival/event space with potential lake	City, Parks		X	
		Include public art in parks to create unique identities	Parks, Art Alliance			X
		Develop site designs and plans for retained parks	Parks, Advisory Plan			X
		Plant variety of tree species in retained parks	Parks, Arborist			X

## Implementation

Mission Statement: "Protect and enhance the quality of life by providing a high level of service in an efficient and responsible manner, and implement policies that evolve with the city and its citizens."

Objective 1: For this plan to be effective, it must be distributed, promoted and referenced.

Started	Complete	Action	Potential Lead Organizations	Timeline		
				ST	LT	OG
		Distribute adopted plan to all city department heads	Advisory Plan	X		
		Supply Marion Public Library with updated plan for public reference section	Advisory Plan	X		
		Distribute adopted plan to all relevant organization (i.e. non-profit, school administration, utilities, etc.)	Advisory Plan	X		
		Identify speaking opportunities to educate groups about content, need and importance of the plan	Advisory Plan			X
		Identify opportunities to educate younger population about importance of the plan	Advisory Plan			X
		Make adopted plan accessible to public through the City of Marion website	Advisory Plan	X		
		Make copies of the plan available to development professionals	Advisory Plan			X

Objective 2: The comprehensive plan is meant to serve as a guideline for decision making and should be used in conjunction with other legal decision making criteria.

Started	Complete	Action	Potential Lead Organizations	Timeline		
				ST	LT	OG
		Review variances and special exception applications based on future land use map and Comprehensive Plan objectives	Advisory Plan, BZA			X
		Review rezoning applications based on future land use map and Comprehensive Plan objectives	Advisory Plan, Plan Commission			X
		Review potential developments based on Comprehensive Plan objectives	Advisory Plan			X
		Identify potential partnerships during planned public projects based on Comprehensive Plan	City, Utilities			X
		Aid each city department in the creation of long range plans based on resources and future needs	Advisory Plan			X



Objective 3: The comprehensive plan is meant to evolve with the city's needs and changing demographics, and should be reviewed on a regular basis with input from the public.

Started	Complete	Action	Potential Lead Organizations	Timeline		
				ST	LT	OG
		Adopt updated comprehensive plan and action plan	Plan Commission, City Council	X		
		Update Plan to reflect chosen brand once a study has been completed	Advisory Plan		X	
		Update Plan to reflect most recent U.S. Census data	Advisory Plan	X		
		Review Comprehensive Plan with new City department heads, City Council members, Plan Commission, and Board of Zoning members	Advisory Plan			X
		Track needed plan corrections for future updates	Advisory Plan			X
		Utilize this Action Plan as a 'To Do' list and track progress	Advisory Plan			X
		Prepare annual progress report based on Action Plan	Advisory Plan	X		X
		Hold annual public meeting focused on the status of the plan's implementation	Advisory Plan	X		X
		Prepare an official Comprehensive Plan Update every 5 years	Advisory Plan, City, Public			X



## Special Study Area: Downtown Marion

### Element Content

- Introduction
- Inventory
  - Active Downtown Organizations
  - Districts
- Neighborhood Character
- Zoning + Land Use
  - Zoning Map
  - Land Use Map
  - Zoning + Land Use Overlay
  - Future Land Use Map
  - Building Use Map
  - Parking Study
  - Parking Plan
  - Sidewalk Conditions Map
  - Circulation
- Analysis
- Design Concept
  - River Front Plaza
  - Lake Plaza
  - The Square + Streetscape
  - 5th Street Commons
  - 3rd + Washington

## Introduction

The Downtown plan was created based upon the information collected from the Downtown Marion Study; which was collected from Neighborhood Studies, Downtown-specific surveys, Downtown Business Owner Surveys, and additional community meetings, and meetings with Downtown Organizations and Business Owners. Based on the collected information, suggested guidelines and concepts were developed for improvements.

After analyzing the collected information, new goals and actions were established in order to target projects on a short term and long term plan. Projects that could be started immediately, began as such, while long term projects are currently being planned.

## Inventory

### Historic Marion

Historic Marion's current character is a culmination of the past 100 years of its development trends. Many buildings still remain from the 1800's, with most facades having been replaced and/ or updated every 25 years. The structures are built in a style that most downtowns follow, with the practice of zero lot line development. This means that structures are generally built to the edge of the buildable area, with parking located in the rear.

### Active Downtown Organizations

The active Downtown Organizations, listed below, are also an opportunity to help improve the area. They provide the possibility of new programs and acquiring grant funding. These groups can be major players in the redevelopment of Downtown.



#### Chamber of Commerce

#### Historic Marion Neighborhood Association

#### Grant County Convention and Visitors Bureau

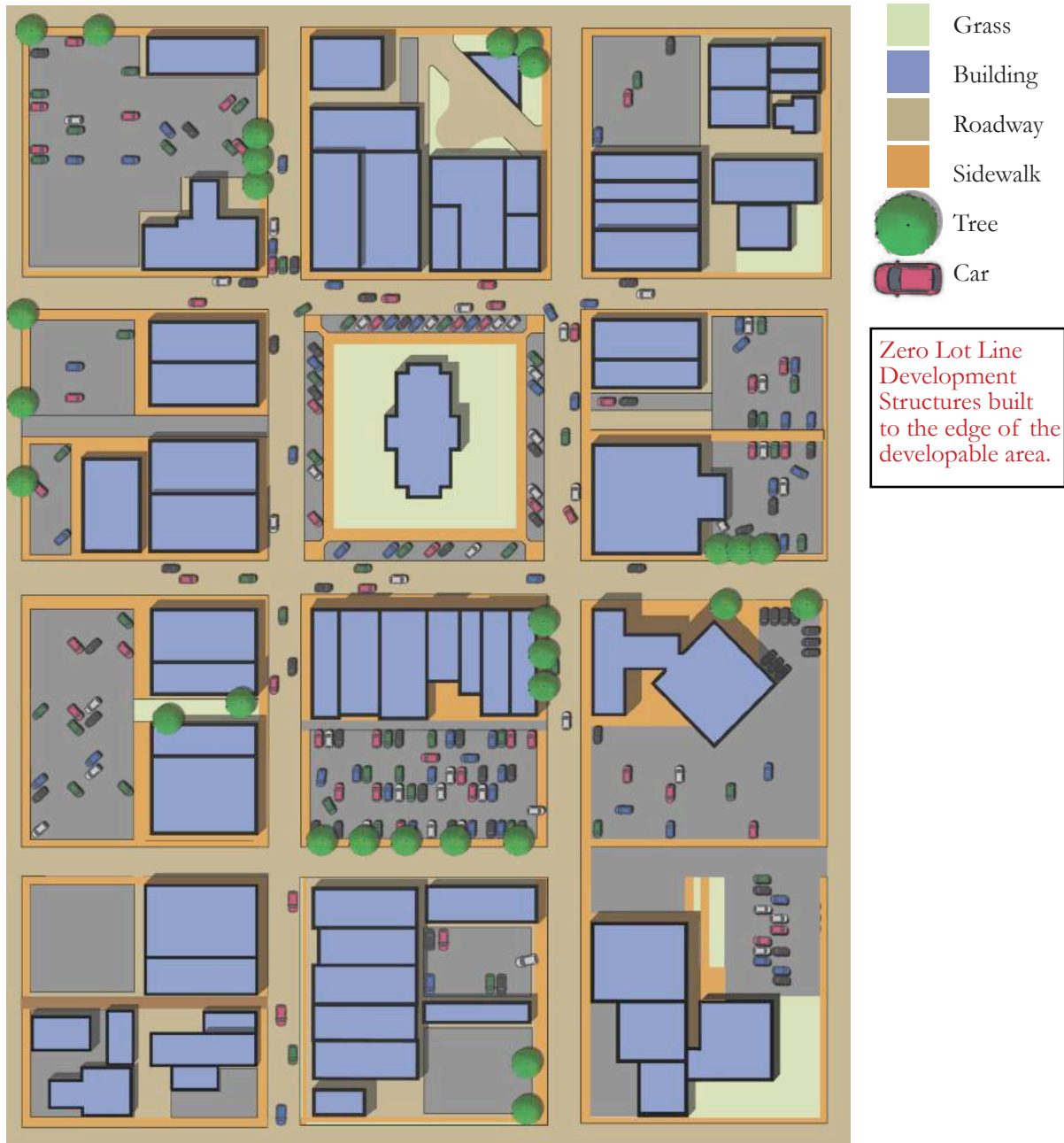
**Main Street Marion** - Representing businesses and residents within the downtown area. A national program that combines the 'four points' of Downtown Revitalization; Organization, Promotion, Design and Economic Restructuring.

**Marion Urban Enterprise Association (MUEA)** - Represents businesses and residents within Downtown and an expanded area along the major North-South and East-West corridors through the city.

## Districts

### Central Core District (Diagram a.)

There are limited landscape features throughout the downtown (Central Core Zoning District), with a few large planters installed on The Square. There are minimal street trees that provide a shaded and comfortable walking environment. Zero Lot Development defines much of this district with parking located to the rear. Parking comprises approximately 40% of the buildable land area within the district.



### Central Business District (Diagram b.)

Continuing the downtown character, the Central Business Zoning District surrounds the Central Core District. The continuity of structure placement versus parking lots becomes intermittent, as shown in the map above. There are structures that face the street and meet the sidewalk for easy pedestrian movement. The further away from the downtown, the larger the setbacks become.



Once again, there is no landscape ‘theme’ throughout this district, but there are opportunities to plant trees. There are also opportunities for good infill to carry out the Central Core’s character throughout the Central Business District. The Central Core Business, and residential districts offer positive features, such as higher quality sidewalks. Constructing to the zero lot lines are also a large bonus in this district as well as the Central Core District. This will continue to promote the character that the Square has.

### Downtown Residential District (Diagram c.)

Visually different from the downtown area, the adjacent Residential District to the south begins to display its own set of characteristics. Trees and consistent setbacks present a ‘sense of place.’ Parking lots are placed at prime locations or intersections and are not buffered from adjoining residential properties. There are several vacant lots that could be developed as Mixed-Income Housing to serve Downtown employees, as well as continue the character of the district.





## Neighborhood Character

### Meeting Results

After conducting several community meetings and surveys, community neighbors and participants were asked to vote on several important issues such as ‘Best Features’ and ‘Need Most Improvement’. The following tables represent our discoveries:

#### Best Features

1	River/ Riverwalk
2	Architectural Style
22	YMCA
20	Library/ Museum
15	Quiet
14	Home Town Shops/ Destination Stores
12	Neighborhood Assc. (banners & cleanup)
9	Historic homes/ buildings/ quality
9	Smaller/ local businesses
6	Courthouse

#### Needs Most Improvement

42	Property maintenance
32	Sidewalks/ Curbs (see sidewalk map)
29	Vacant Homes
23	Facade/ standards
22	Crime (ex. drugs & vandalism)
22	Streets (infrastructure)
17	Parking (user friendly around courthouse)
17	City Ownership of properties/ upkeep
16	Occupancy of buildings
13	Lights

#### Voted (#) Top Undesired Business

48	Adult Entertainment / Stores
11	Industry/ manufacturing/ factories/ hazardous waste
11	Junk stores
8	Auto Repair w/ outside storage
7	Big Box Stores
7	Money Stores
7	Storage/ warehouses
6	Store Front churches
6	Tattoo Shop/ Parlors
6	Drug Recovery Centers

#### Voted (#) Top Desired Business

45	Restaurant (outdoor seating, open after 6pm, ethnic, upscale, steakhouse)
32	Specialty Retail (open after 6pm, shoe, art supply, hat, music, flower, jewelry)
23	YMCA
18	Home Business with no outside impact
11	Night Life
10	Mom & Pop Shops
8	Clothing (men’s / womens’s)
8	Book store
7	Childcare
7	Grocery

## Zoning + Land Use

### Zoning Map

Zoning is meant to regulate authorized business uses, and development standards, by using a checks and balances system. This is to ensure that an incoming development does not harm the existing residents or businesses. This map shows the boundaries of the Central Business District (CB) and Central Core District (CC). Reference zoning ordinances (CB & CC) of City Code for specific regulations.

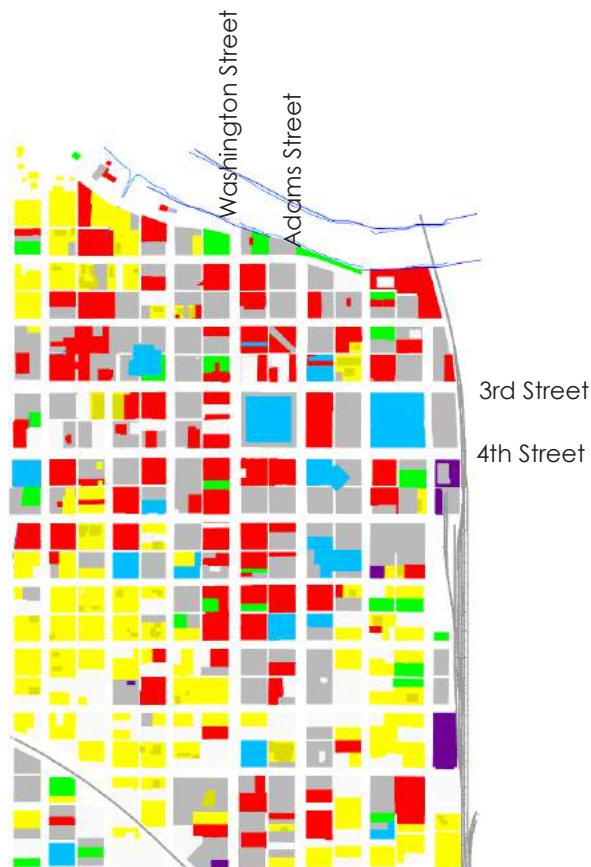
(See Appendix for full descriptions)



### Land Use Map

Land use is an inventory of the division of land into categories based upon current uses, impacts, and density. Land Use planning is a process of prioritizing land for different uses to meet the needs of the community. These goals are generally identified in a Comprehensive Plan, and consider transportation, infrastructure and environmental issues. Zoning and subsequent ordinances should be based on the larger vision of such plans. Correct land use regulations allow proper uses to successfully exist together, rather than compete or affect one another negatively.

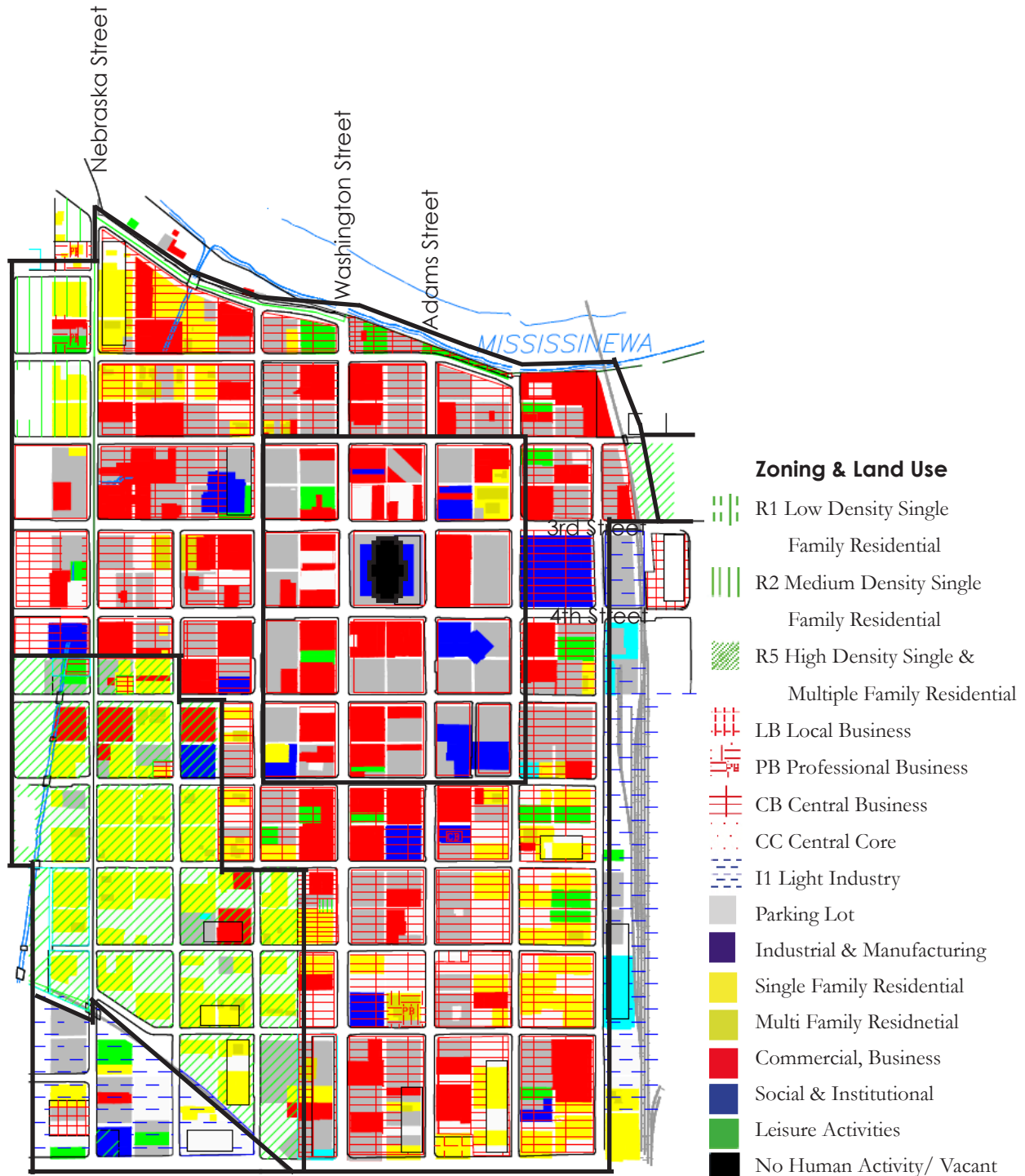
This Land Use map provides a visual of the current land uses in this neighborhood.



## Zoning + Land Use Map

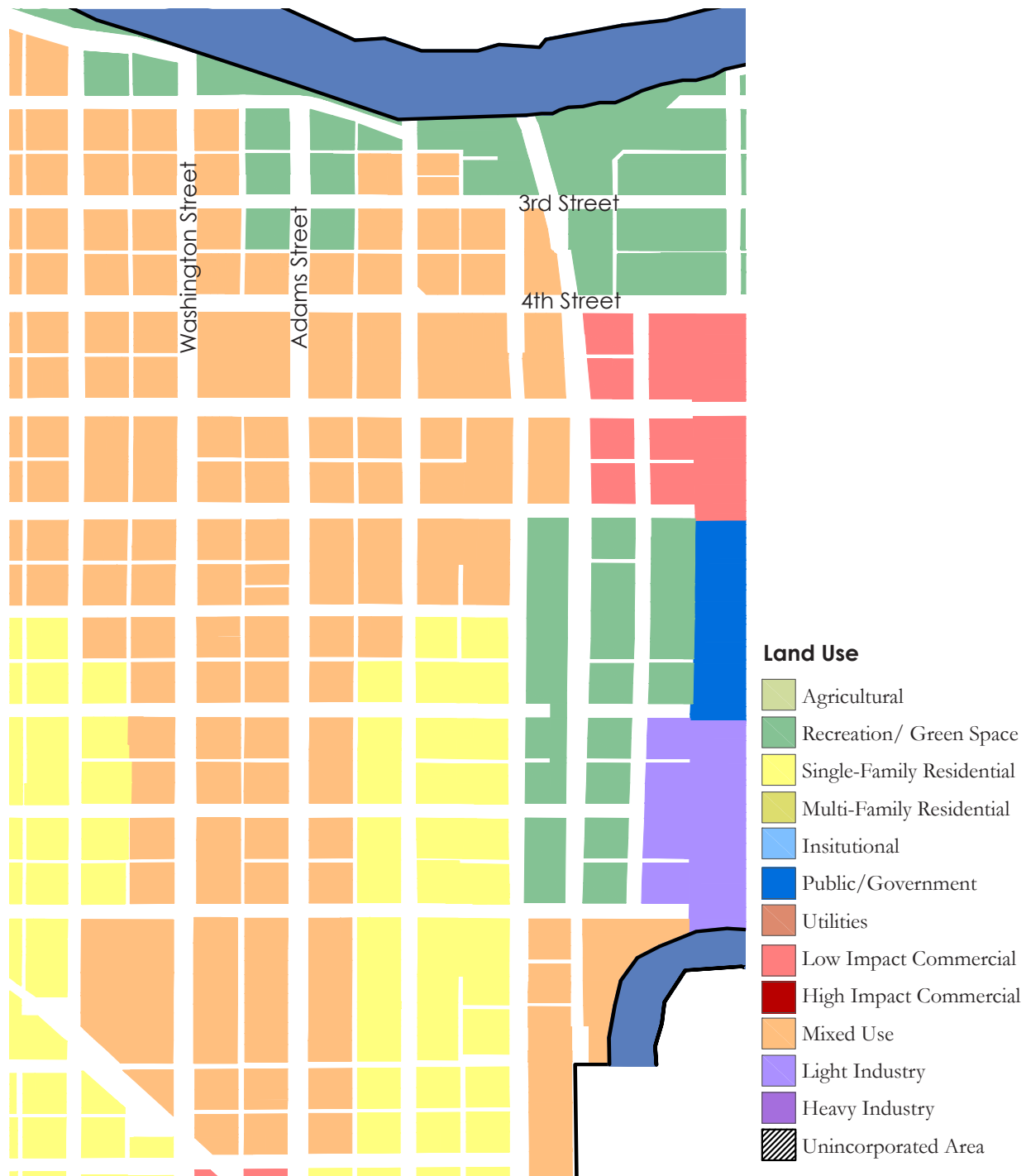
Land Use and zoning maps are then overlaid, relating closely, and it becomes clear where they do not coincide. This issue can be solved by rezoning, through neighborhood input, to ensure that unwanted zones are eliminated. Rezoning should be based on the comprehensive plan and is a way to accomplish the goals in this plan.

When an area is found to be zoned inconsistently with the current or desired land use, it may be rezoned. A rezoning can be initiated by the Advisory Plan Staff or property owners, and is heard by the Plan Commission and a final decision is made by City Council.



## Future Land Use Map

A popular form of traditional mixed-use areas are known as Central Business Districts (CBDs). There are currently two areas that are considered central business districts in Marion; the Downtown and Village areas. Both have the available historic building stock for first floor commercial and upper-story housing, and lend themselves to a “main street” feel. Though they share similarities, they are both comprised of different building uses and design elements. Due to the distinct character of each business district, it is recommended that they no longer share the current zoning classification of Central Business (CB). Instead, it is recommended that each area be given a new zoning district of CB-1 and CB-2 that are closely related and include design standard elements, but allow for individualistic elements that will allow each area to thrive and embrace their differences.



## Building Use Map

Building use can be seen on this map as it specifically shows the main arteries of ‘activity’ within the Historic Marion District. It is here that it shows the corridors of service and retail for consumers. In this map, parking lots are also shown. This is important to note when discussing the following parking study.





## Parking Study Map

It is important to note the relationship of private and public parking spaces in the downtown. There is an abundance of parking (both private and public). This parking needs to be concentrated or reregulated to include private/ public relationships.

The Central Core of Downtown consisted of 40% off-street parking in 2008. Exact numbers of private spaces are shown below.

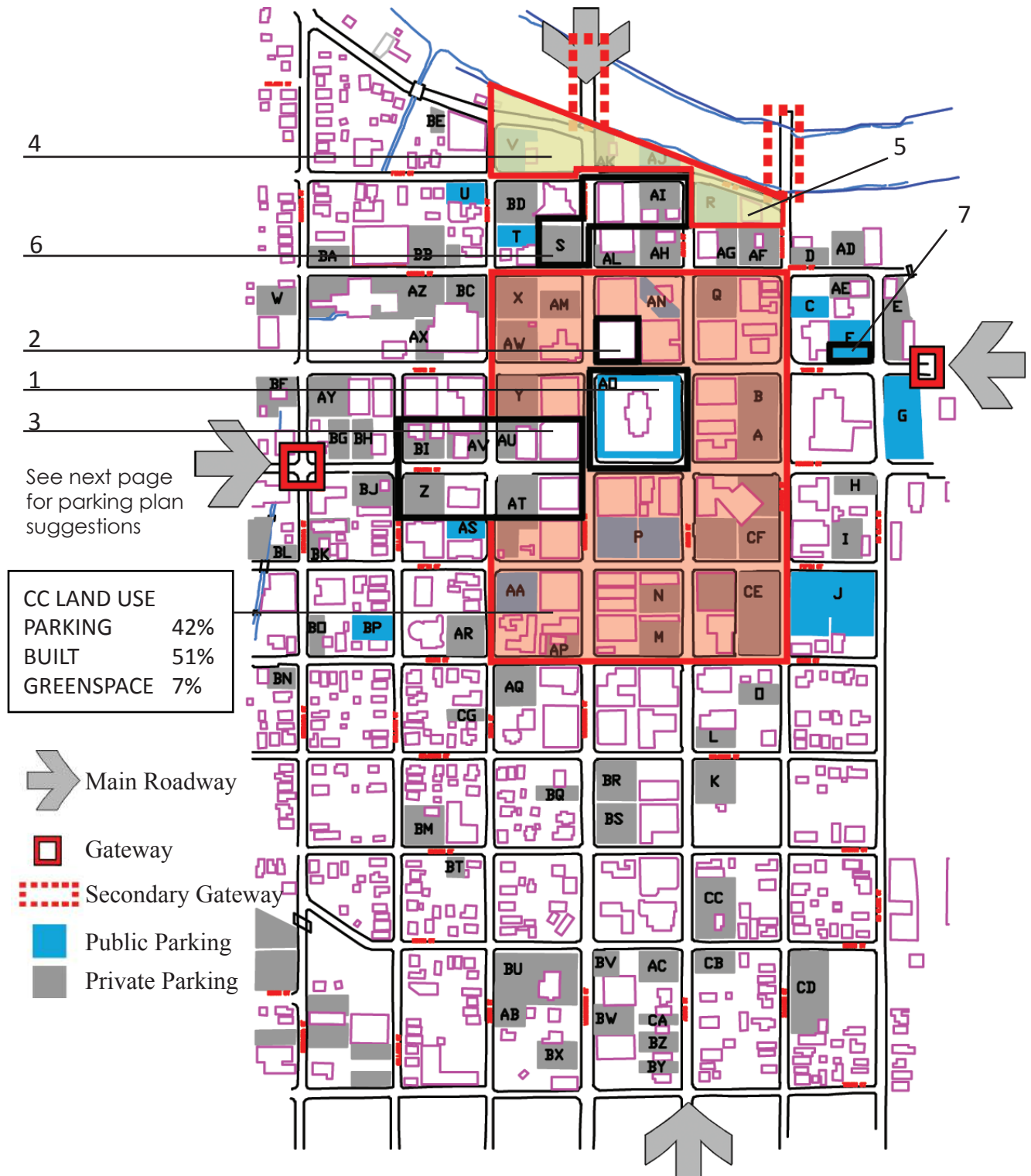


LOT	TOTAL SPACES	PUBLIC	PRIVATE
A	38	0	38
B	35	0	35
C	30	30	0
D	21	0	21
E	25	0	25
F	24	24	0
G	75	12	63
H	20	0	20
I	55	0	55
J	200	200	0
K	56	0	56
L	26	0	26
M	50	0	50
N	26	0	26
O	30	0	30
P	120	20	100
Q	60	0	60
R	50	50	0
S	40	0	40
T	28	28	0
U	26	26	0
V	35	0	35
W	40	0	40
X	61	0	61
Y	41	0	41
Z	50	0	50
AA	56	16	40
AB	30	0	30
AC	22	0	22
AD	27	0	27
AE	6	0	6
AF	10	0	10
AG	64	0	64
AH	30	0	30
AI	30	0	30
AJ	24	24	0
AK	15	0	15
AL	6	0	6
AM	52	0	52
AN	5	5	0
AO	96	96	0
AP	12	0	12
AQ	40	0	40
AR	40	0	40

LOT	TOTAL SPACES	PUBLIC	PRIVATE
AS	20	20	0
AT	45	0	45
AU	15	0	15
AV	18	0	18
AW	15	0	15
AX	15	0	15
AY	40	0	40
AZ	30	0	30
BA	25	0	25
BB	38	0	38
BC	15	0	15
BD	35	0	35
BE	10	0	10
BF	36	0	36
BG	8	0	8
BH	24	0	24
BI	14	0	14
BJ	25	0	25
BK	35	0	35
BL	55	0	55
BM	35	0	35
BN	15	0	15
BO	15	0	15
BP	25	25	0
BQ	10	0	10
BR	30	0	30
BS	30	0	30
BT	15	0	15
BU	35	0	35
BV	20	0	20
BW	40	0	40
BX	20	0	20
BY	8	0	8
BZ	10	0	10
CA	8	0	8
CB	13	0	13
CC	35	0	35
CD	100	0	100
CE	58	0	58
CF	80	0	80
CG	7	0	7
<b>TOTALS:</b>	<b>2954</b>	<b>576*</b>	<b>2378</b>

\*not including on-street parking (other than on street-parking around the Square)

# Parking Plan



## Parking Plan Suggestions: updated June 2009 (indicated on previous page)

1. Work with the County to relocate employee vehicles to surrounding lots.
2. By creating 2 hour parking in this lot, one of the first things that visitors traveling the main corridor of SR 18W will see is a large public parking lot. This lot should be well landscaped to preserve the height and definition of The Square and paved in a transitional surface that can also be used as public plaza space when needed.
3. A lot for public use should be acquired along SR 18E (preferably lot AU or AT). If no lot is acquired, directional signage should be placed at 4th and Washington to Lot P, the “Super Lot.”
4. This entire area should be reserved for public Riverfront space. While parking is a necessity, it should be paved in the same transitional surface as the rest of the plaza and buffered with trees. Parking should be located at the edge of the space, such as at lot V (or the lot mentioned in #5 if acquired).
5. Previous Locker Bar: The City has acquired this property to use as public parking, allowing lot R to be used as plaza space along the river.
6. Lot AI is a necessary part of the Riverfront Plaza. The city could acquire lot S and trade for lot AI to service tenants of the building.
7. The City should place public parking along the entire southern edge of this lot, so the first thing people traveling on 18W see is a “free parking” sign in this nicely landscaped lot.

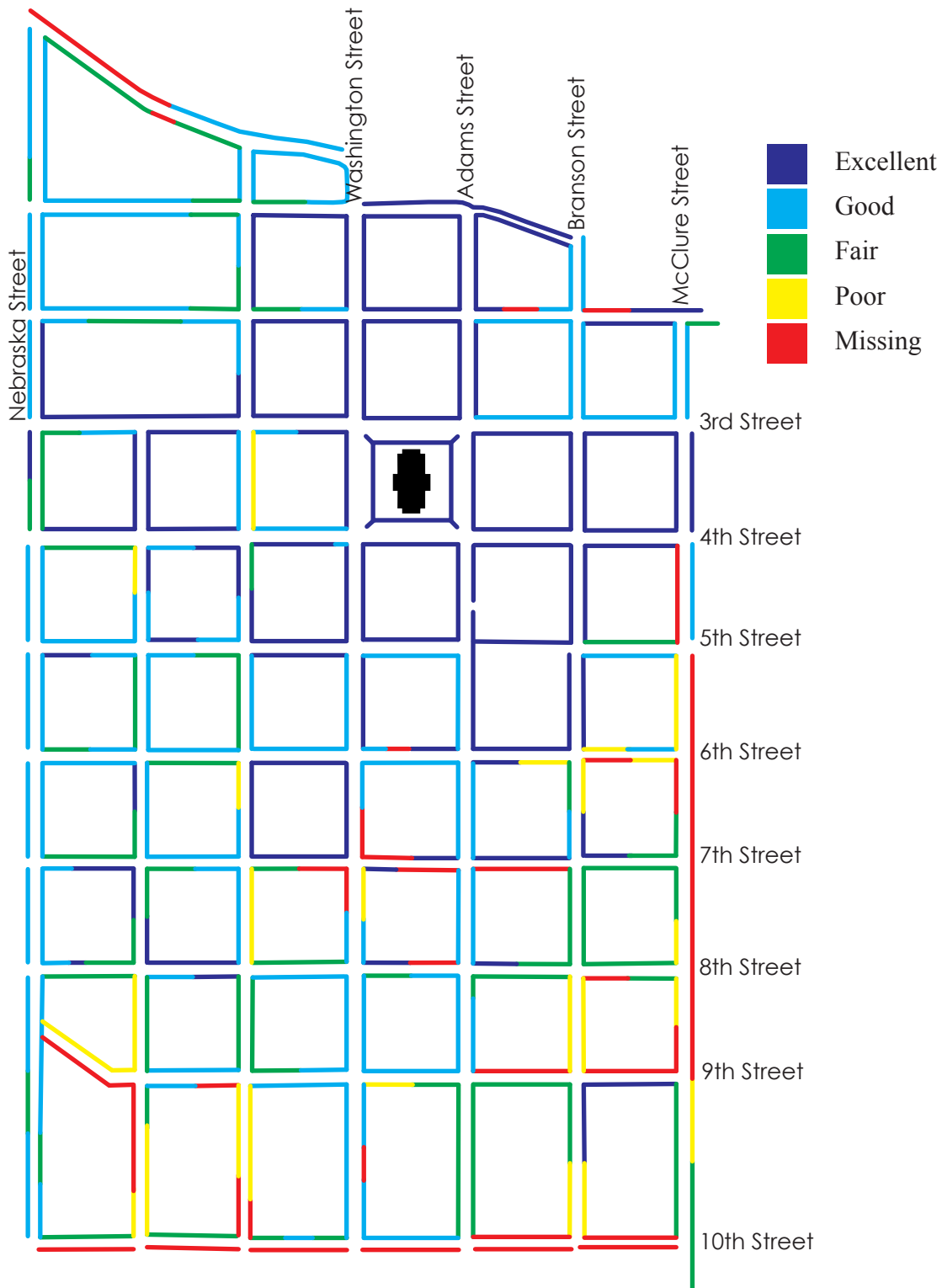
Lot	Public	Private	Current Use	Recommended Use
C	30	-	Vacant	Lease/ Sell to Castle Apts
F	24	-	City Hall Employees	Place 1-2 hour Public parking-Entire south row w/ signs
G	12	63	City Hall Visitors/ Employees	Remain
J	200	-	County Employee	County Employee parking/ event parking
P	20	100	Public/ Private	Public parking & event space
R	50	-	Underutilized	Future River Front Plaza Space -OR parking for River Plaza
T	28	-	Unknown	Sell/ Lease
U	26	-	Unknown	Lease/ event parking
V	35	-	Vacant	Future River Front Plaza Space-OR parking for River Plaza
AA	16	40	Public/ Private	Remain
AJ	24	-	Vacant	Future public River Plaza Space
AN	5	-	Bus Depot	Remain
AO	96	-	Courthouse	Remain 2 hour public parking
AS	20	-	Unknown	Potentially trade for something in area 3
BP	25	-	Unknown	Sell/ Lease

### Recommended Public Aquisitions:

Acquire	Trade	
S		To trade for lot AI
AI	S	Use to expand Public River Plaza
5		Future Parking for River Plaza
2		Public Parking/ Transitional Plaza Space
Area 3	Trade for lot AS	City should acquire public parking lot along 18E to promote idea of free public parking and encourage shopping

## Sidewalks Condition Map

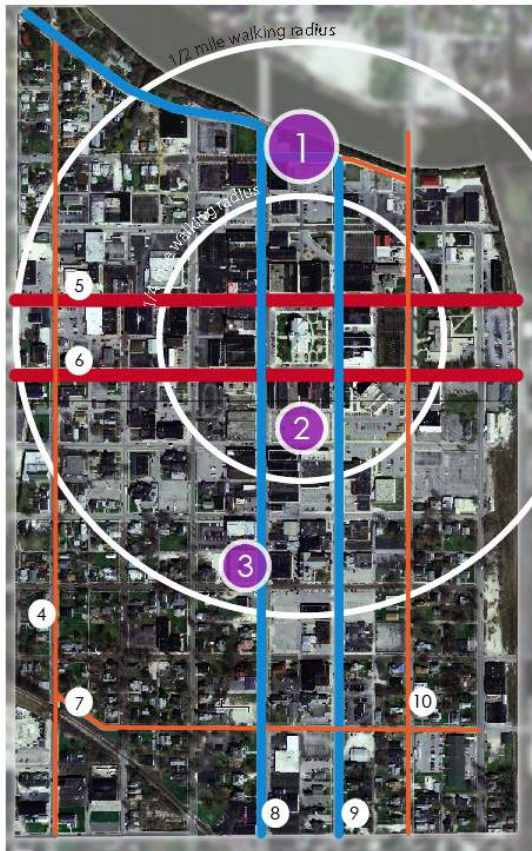
This map shows the conditions of sidewalks in Historic Marion. The outward trend for sidewalk maintenance is very apparent in this map.





## Circulation

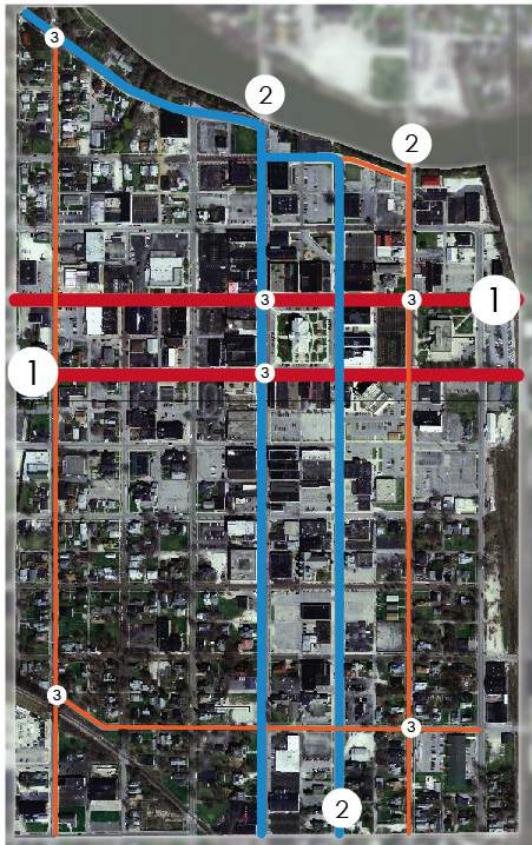
### Vehicular/ Pedestrian Circulation Downtown



1. River Plaza
2. 5th Street Commons
3. Marion Public Library & Museum
4. Nebraska Street
5. 3rd Street
6. 4th Street
7. 9th Street
8. Washington Street
9. Adams Street
10. Branson Street

-  Main Visitor Attractions
-  Main Arterial
-  Secondary Road
-  Tertiary Road

### Gateway Map



1. Downtown Entrance/Exit gateway sign
  - Large sign representing the entrances and exits into Downtown.
2. Secondary entrance sign
  - Medium size sign representing a Downtown entrance/exit while providing directions to attractions around Downtown.
3. Tertiary sign
  - Smaller sign giving directions to attractions at a neighborhood level.

## Analysis

Although there is a perception of a lack of parking in the downtown, a study was conducted that discovered that 40% of buildable land area was dedicated to parking. Not only was this a vast discrepancy for most downtowns, but there is only 7% of green space in the downtown. A lack of street trees and parking lot landscaping create an uninviting atmosphere where the pedestrian does not feel comfortable.

Through various public meetings and survey conduction, the following was voted the ‘best features’ and ‘needs most improvement’ in the Historic Marion district.

Top 5 Voted Best Features	Top 5 Needs Most Improvement
River/ Riverwalk	Property maintenance
Historic Architectural Style	Sidewalks/ Curbs (see sidewalk map)
YMCA	Vacant Homes
Library/ Museum	Facade/ standards
Quiet	Crime (ex. drugs and vandalism)

Attendees were asked in public meetings : “How do you know you are in a downtown?” Respondents answered with things such as; a hub of activities, historical architecture, arts district, brick pavers for crosswalks, cleanliness, center of services to community, condos/ apartments, high density, curb appeal, common design theme, etc. These are the items that the public unanimously wanted to see embraced in Marion’s Downtown. The public voted on what needed most improvement in the downtown, and what was listed tended to correlate with traditional downtown development and design.

### Evening + Dining Opportunities

The current number of government and professional service employees downtown from 8am to 4pm, Monday thru Friday are an underutilized opportunity. Restaurants would have a large lunch crowd to cater to if they located downtown. Public seating should be provided to encourage outdoor dining. However, to encourage business and restaurants that cater to the dinner crowd, there needs to be activities downtown in the evening. Currently, The Civic Theater, CSA and multiple dance studios does a good job of doing so, but more evening activities and dining are needed.

### Embrace Mississinewa River

The Mississinewa River provides another opportunity, due to its strategic location through Downtown Marion. To help attract restaurants and evening entertainment, a River District can be created. A river district is basically an invisible line drawn within a certain distance of the floodplain that allows for a greater availability and lower cost of liquor licenses. This would allow restaurants and taverns to purchase a liquor license at a cheaper price and encourage them to locate within a targeted area.

### Plaza Spaces

The parking lots located between the bridges could be turned into a plaza and festival space. This plaza would also provide a place for outdoor vendors when festivals and other activities are not taking place. Having this outdoor area would produce foot traffic and attract complimentary business to the space. For example, the most requested downtown businesses at the community meetings were restaurants. An outdoor plaza would provide a place to sit and eat a lunch purchased at a downtown sub-shop, deli, or café. People could also rent paddle boats, canoes, bikes, and fishing equipment to take advantage of the Mississinewa River running along the site. The current bridges are encouraged to receive railings along the sidewalks to separate pedestrians from automotive traffic or a pedestrian bridge is recommended. Either would draw people safely over the river to the YMCA.

### Trail Connections

The river also allows for a variety of recreational activities. The Riverwalk can be expanded to the Branson Street Bridge and on to Ballard Field, which would allow for a great public plaza, with the closing of First Street and the addition of Boardwalk-type railing along the river's edge. This continuation of the Riverwalk would provide a great opportunity to connect the Downtown to the Cardinal Greenway. The most desired path is along Adams Street, which connects to the Cardinal Greenway at the Splash House. The area where Adams Street commences at the River would become a hub for local activities and help draw people off the greenway to the downtown. If a public plaza was created between Washington and Branson bridges, equipment rental and drink shops would become a more viable option.

### Code Updates

Another opportunity expressed in the meeting is the available building stock and vacant properties. Currently, most of the upper levels are empty or used as storage for the primary businesses. City code needs to be changed to make it easier to convert these levels into condos and apartments. Once occupied, they would add permanent residents downtown looking for increased amenities and nightlife, which would attract more restaurants and retail. There are also a few pockets of vacant property where new mixed-use commercial, retail and residential development may be appropriate. A commonly identified area was from 5th to 10th Streets along Washington and Adams Streets. A market study should be performed to identify business uses to be targeted.



Important trail systems and connections that will greater serve the City of Marion achieve its goals to connect every resident to major recreational and commercial entity throughout the city.



## Design Concept

### River Front Plaza



Aerial view of the River Front Plaza, showcasing the grand boulevard entrance, leading to the YMCA.



Bike lanes will provide cross access from the Riverwalk to the Cardinal Greenway through the use of a dedicated lanes which will be lined with water features in the 'plaza' district.



A pedestrian bridge will link the River Plaza with the YMCA that is located just across the Mississinewa River. Terraced seating will face the river to provide opportunities for water activities.



The boulevard should be tree lined as to provide not only a positive entity, but also provide a shaded, more comfortable sitting, biking, and walking space.



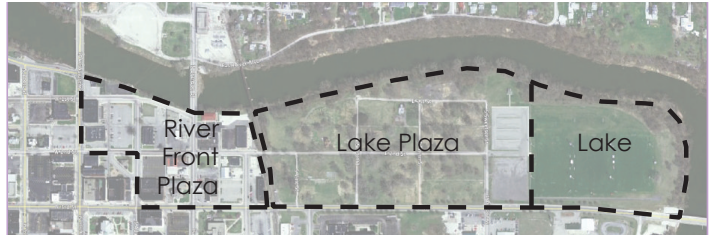
A gateway should designate the entrance of the River Front Plaza as place of activity. It is important to accent it as a place through the use of gateway.



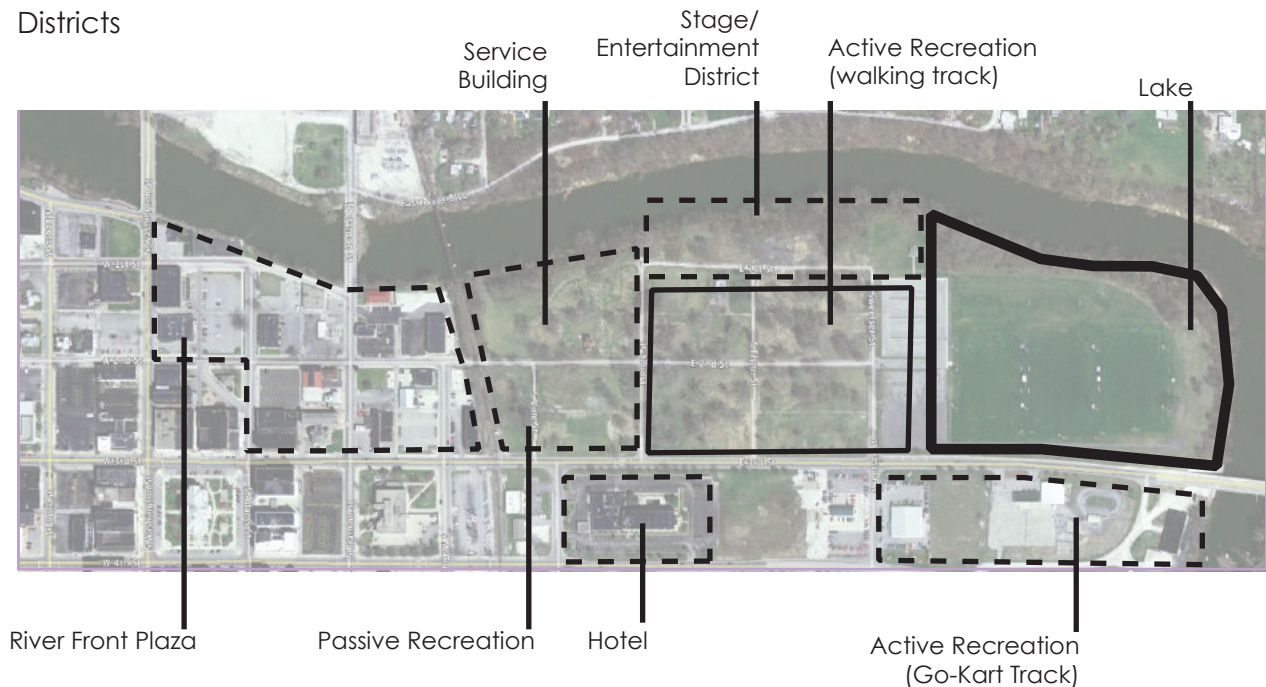
Benches and bike racks should be strategically located to provide a shaded area to sit and allow for relaxation.

## River Front Plaza/ Lake Plaza

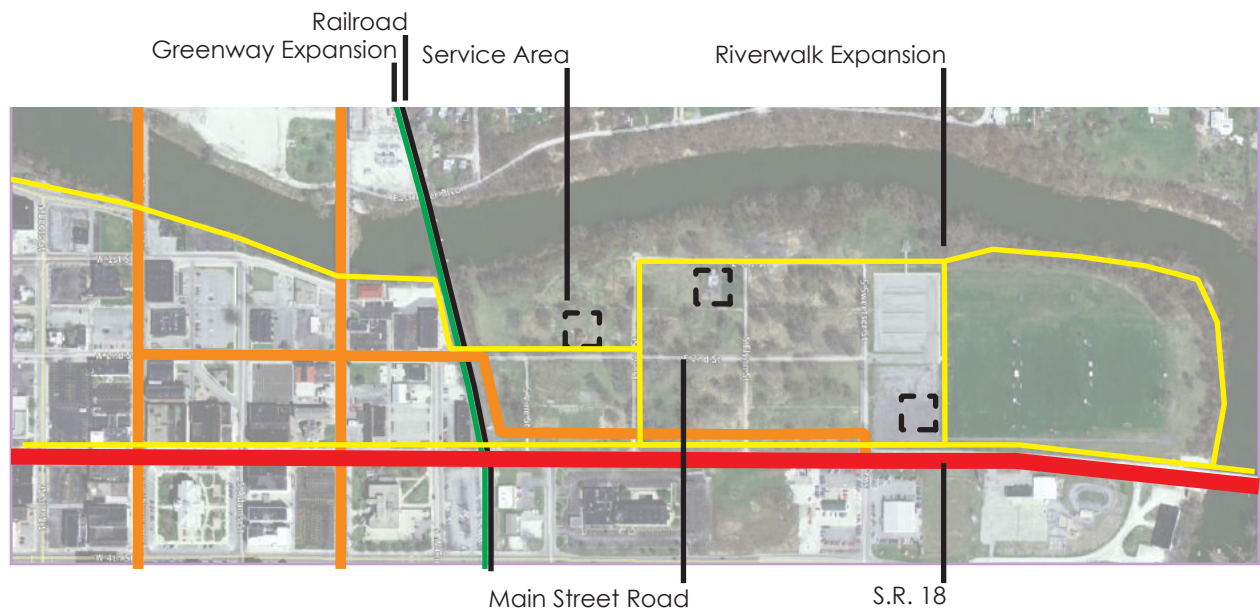
The River Front Plaza and Lake Plaza areas will serve the community as a gateway into Downtown as well as the Marion proper. The River Front Plaza will be completely pedestrian oriented in an effort to promote foot traffic to and from the Downtown. The Lake Plaza area will not only serve as a gateway into the Downtown area, but also provide recreation opportunities. The diagrams below show the overall framework for this conceptual idea.



## Districts



## Circulation





## Design Concepts

### The Square + Streetscape

Shown below are the components that make up a successful downtown. Benches, trash cans, bike racks, planters and trees will work together with the current structures to provide a comfortable microclimate for the pedestrian to feel comfortable and willing to spend time downtown. This streetscape pattern should be continued and replicated on each side of the square in order to establish continuity and predictability for the pedestrian.



Aerial view of the streetscape; note the overall placement of trees, benches, planters (proposed & existing), and dedicated vehicular parking spaces.



A view of 4th St. in its current condition with the streetscape introduced. Immediately the downtown is transformed into a pleasant space, rather than cut-through.



Dedicated and striped parking will be strategically placed alongside the streetscape to eliminate the risk for vehicular damage from these streetscape items.



Looking west on 4th street, this view shows the relationship between the pedestrian, street wall and sidewalk entities.



A view down the street to show that the width of the sidewalk is still generous even with the streetscape elements placed. Note: Tree locations are pending discovery of extended basements below sidewalks. Pending fiber optic burial may give insight into this issue.

## 5th Street Commons

Geared towards the Arts Community, 5th Street Commons will double as a public/ private parking lot & festival space. The space will serve everyday use as well as planned activities for the surrounding areas. Design work was completed by the Planning Advisory Department.



The corner of 5th St. and Washington will become the most visible and busy corner if Washington becomes 2-way. The corner enhancement is contingent on this change to a more heavily traveled space.



Benches should be placed in congruence with the sitting wall in order to provide the pedestrian optional areas to spend time.



Definition of every corner in the space is important as it provides a sense of 'place' for the pedestrian. Low maintenance vegetation will also be utilized.



A toll gate could be placed off of 5th street to raise money for maintenance of the lot if other points of entrance are eliminated.



Murals can be painted on the backside of the buildings that face the new public space in an effort to 'dress up' 5th Street Commons. The murals will mimic store front facades. The pedestrian alley surface should extend through the parking lot and end curb side on 5th Street to increase visibility and encourage use.



## 3rd & Washington

This space should be used as a transitional space between parking lot and event space. The space should be tree lined in order to continue the definition of 'The Square'. Not only will it continue visual aesthetics, but it will also provide its own microclimate and opportunities for a smaller, more personal, public space.

Continuity will be an important role in the development of the space. Placing similar elements from the square streetscape and 5th street commons in the space will allow pedestrians to be comfortable and willing to spend time in the downtown area.



Continuing the definition of a physical 'square' is an important factor for the vitality of the square. Trees are a simple and inexpensive solution, while the space is in transition.



The streetscape continuity should be continued not only on the street, also throughout the space so branding is part of the whole.



Public parking should be located in this transitional space. Entrance/ Exit should be located off of the alley.



The streetscape elements and public parking on the square work together to provide a continuous and reliable system for pedestrians.



Continuing the definition and continuity throughout the square is important. Trees should be placed at a similar pattern as those around the square.



Low maintenance landscaping strips and trees will provide much needed greenspace Downtown.



# Special Study Area: Indiana Wesleyan University Campus Area

## Element Content

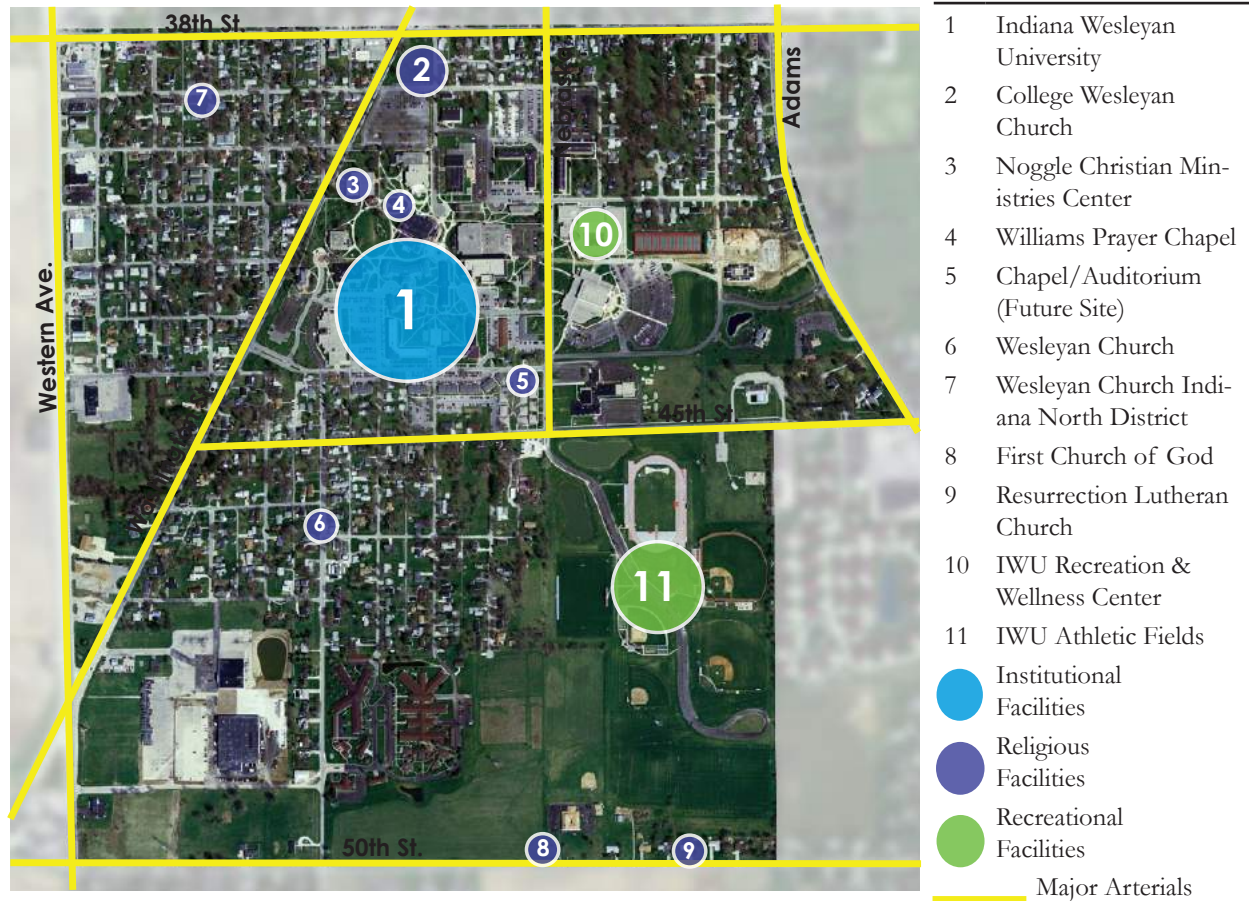
- Introduction
  - Key Features Map
- Inventory
  - History
  - Meeting Results
- Image
- Land Use + Zoning
  - IWU Building Use
  - Current Land Use
  - Current Zoning
  - Zoning + Land Use Overlay
  - Future Land Use
  - Proposed Growth Boundary Map
- Transportation + Circulation



## Introduction

Indiana Wesleyan University is the main amenity within the College Park Neighborhood Association, which influences the overall character of the area. Being a Christian-based university, there are various religious facilities located throughout the neighborhood. The university sits within the center of College Park and is surrounded by various residential neighborhoods. Indiana Wesleyan has a positive effect on the overall character of the neighborhood because of the planned development and aesthetic quality of the campus.

Key Features Map



### Top 5 Voted Best Features

College Amenities  
Safety  
Quiet  
Walkability  
Aesthetic Atmosphere

### Top 5 Needs Most Improvement

Street and Sidewalk Conditions  
Parking  
Water Drainage  
Construction  
Cleanliness of Streets



## Inventory

### Indiana Wesleyan University Past



In 1920, Marion College was a developing liberal arts university. The college offered both Bachelor of Arts and Bachelor of Science degrees. The university began to offer Masters degrees in 1924 until 1950, and then again in 1979 with a Ministerial Education and Community Health Nursing.

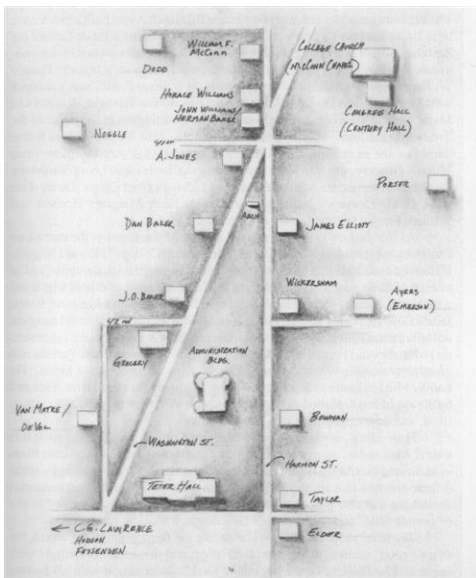
In 1988, the name was changed to Indiana Wesleyan University to reflect the institution's connection with the Wesleyan Church and Christian higher education. In that same year, the college began offering Masters degree programs in business.

Having established the university as a Liberal Arts College in the early 1980's, IWU began offering classes and degrees to working adults. These courses were offered in the evening and on Saturdays to avoid time conflicts with work schedules. Since the introduction of adult degrees and courses, enrollment rates have grown drastically. Currently, the adult programs enroll approximately 12,500 students.



The university was separated into three colleges in 2000, the College of Arts and Sciences (four-year education), the College of Graduate Studies (semester-based degrees), and the College of Adult and Professional Studies (accelerated programs for working adults). Along with the traditional campus located in Marion, there are educational centers located in Indiana, Ohio, and Kentucky, as well as online courses. Indiana Wesleyan will continue to offer diverse learning experiences and grow for years to come.

The original location map (lower left) shows original positioning of campus buildings and layout. The Campus area has grown significantly(as seen on later growth map), proving to be a successful entity for the local community.



## Meeting Results

On March 26, 2009, an open community meeting was held near Indiana Wesleyan University to help gather information concerning the College Park Neighborhood. Residents, students, university faculty and staff, and City staff made up over 100 people who attended the meeting. Some of the topics discussed include strengths, weaknesses, benefits, and drawbacks of a college neighborhood.

Many of the strengths of the neighborhood included aspects of the university's being located within the neighborhood. The fact that the neighborhood is very safe and offers many university amenities to the public made this a desirable place to live even if no one in the family is an IWU student.

Some of the amenities IWU offers to the public include dining facilities, free sports and campus events, and access to the campus for walking or biking. The campus wellness and fitness facilities do not have open access to the public. However, VIP passes can be purchased for a donation to the college. The passes are limited so there is an application process.

Many of the top weaknesses expressed involved the area outside the campus. The conditions of sidewalks and streets outside of campus were the main concern; within the campus the sidewalks and streets are in excellent condition. Another issue concerning the public were rental properties for students. Many of these properties lack parking which causes issues for the rest of the community.

Top 10 Strengths		Top 10 Weaknesses	
Safety and Low Crime	47 Votes	Lack of/Poor Condition of Sidewalks	36 Votes
University Services	35 Votes	Traffic and Traffic Flow	24 Votes
Friendly Atmosphere	17 Votes	Parking	23 Votes
Beauty of Neighborhood	13 Votes	Rental Properties	20 Votes
Location	12 Votes	Street Conditions	19 Votes
Professional Services	10 Votes	Lack of Communication	12 Votes
Employment Opportunities	8 Votes	Disrespect from Students to Community	12 Votes
Walkability	8 Votes	Poor Water Drainage	6 Votes
Characteristics of Homes	7 Votes	Abandoned Buildings	6 Votes
Quiet	6 Votes	Tax Base Affected by Growth	6 Votes

Many of the people who attended the meeting agreed that there was a significant benefit to living in a college neighborhood. The top benefit was the access to campus facilities. Many of the residents also voted on the student impact on the community. Many of the IWU students and faculty volunteer their services. Having the students in the neighborhood was another benefit because it helps to diversify the age groups within College Park. The increase in entertainment and retail activity the college brings to the neighborhood is a major benefit to the economic and business impact on the neighborhood. Walkability of the neighborhood and the opportunity to walk to work was another benefit expressed at the meeting.

Many of the drawbacks to the community involved parking, traffic control, and congestion. These were the top two voted issues discussed at the meeting. Many of the other drawbacks mentioned did not receive significant votes. Some of the common drawbacks for any college neighborhood are constant construction and noise issues. These are issues that are normal in any college town, due to the increasing number of students and updates.

Top 10 Benefits of Campus Neighborhood		Top 10 Drawbacks of Campus Neighborhood	
Arts and Cultural Opportunities	45 Votes	Parking	29 Votes
Student Impact on Community	29 Votes	Traffic Control	22 Votes
Economic and Business Impact from College	27 Votes	University Property not Paying Taxes	10 Votes
Aesthetic Atmosphere of Campus	16 Votes	Lots of Construction	10 Votes
Employment	14 Votes	Noise	8 Votes
Students	8 Votes	Perception of College from Community	7 Votes
Educational Opportunities	8 Votes	Encroachment on Land	6 Votes
Walkability	7 Votes	Water Issues Resulting from College Growth	6 Votes
Street Lights	5 Votes	Poor Road System	5 Votes
Security (Campus Police)	5 Votes		

## Survey Results

A survey was completed during a series of neighborhood meetings held city wide. There was a diverse group of people that attended the meetings. Thirty-six surveys were returned and documented. The surveys were recorded in order to show the amount of people that answered per age group with and agreeing percentage. There was a very diverse age group at the meeting. Remarkably, many people over the age of 46 attended this meeting in a neighborhood that is heavily populated by students at IWU.

Out of all the surveys, many people answered the same way with the features that need most improvement and personal favorite aspects of the neighborhood. Most of the favorite aspects concerned the IWU campus and how it is a major asset to the community.

Many of the people answering the survey have either lived in this neighborhood for a very long time or they have just moved to the neighborhood. This gives diverse opinions and answers about the College Park neighborhood. An important question from this section of the survey was concerning home-based businesses. The majority of people agreed that they should be allowed in the neighborhood with proper restrictions to make sure they do not take away from the community.

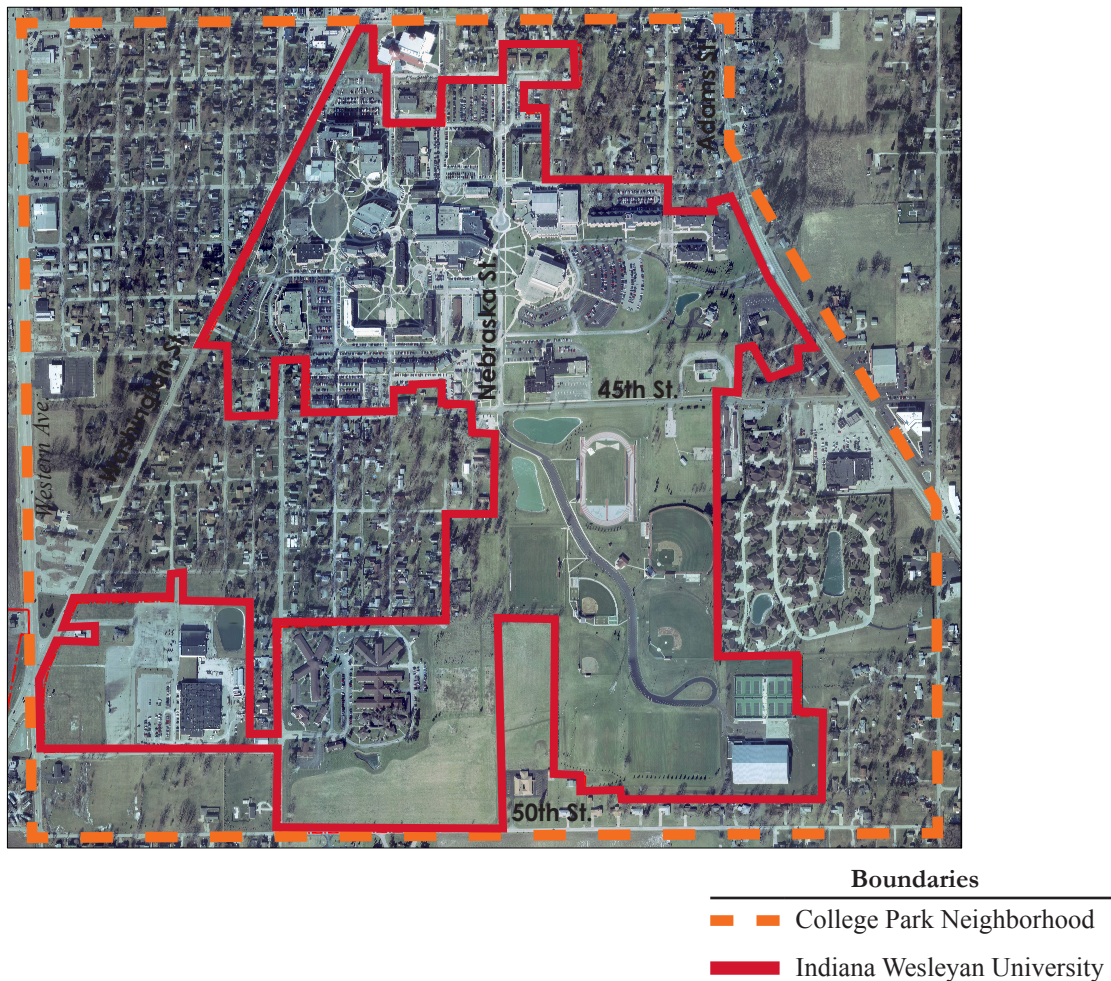


## Image

The College Park Neighborhood Association is comprised of both a residential neighborhood and the Marion campus of Indiana Wesleyan University (IWU). College Park Neighborhood stretches from Western Ave. to Adams St. (east and west), and 38th Street to 50th St. (north and south). The university consumes approximately 260 acres of the neighborhood, making the IWU campus a significant portion of the neighborhood. Most of the land surrounding the campus is comprised of residential neighborhoods and a few pockets of commercial businesses. The quality of life and beauty associated with the college enhance the properties adjacent to the campus.

At the numerous neighborhood meetings that were conducted, it was expressed that there needs to be more interaction, communication, and connection between the campus and the surrounding neighborhoods, rather than treating the area as two separate neighborhoods.

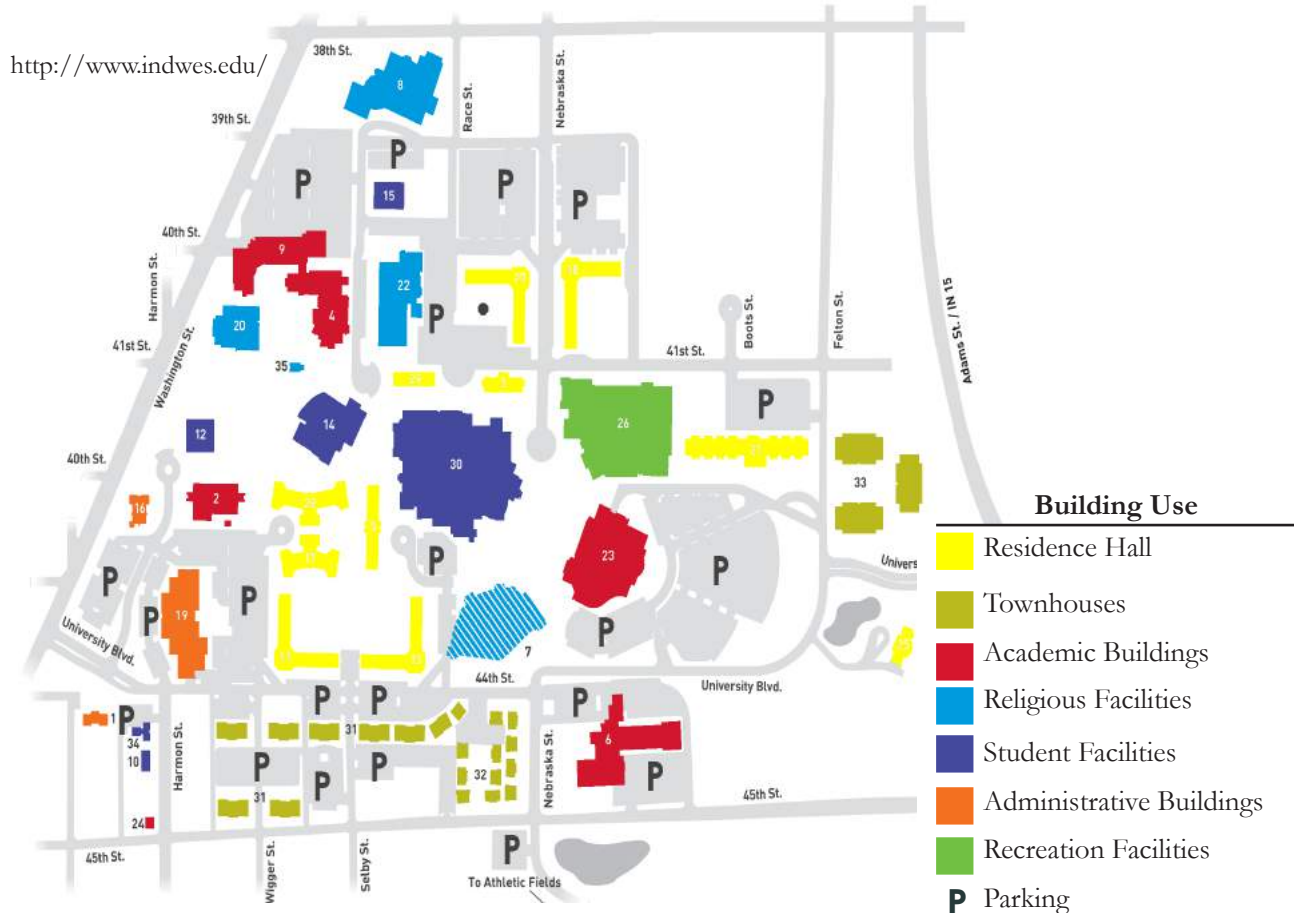
College Park Neighborhood Association Boundary



## Land Use + Zoning

### IWU Building Use

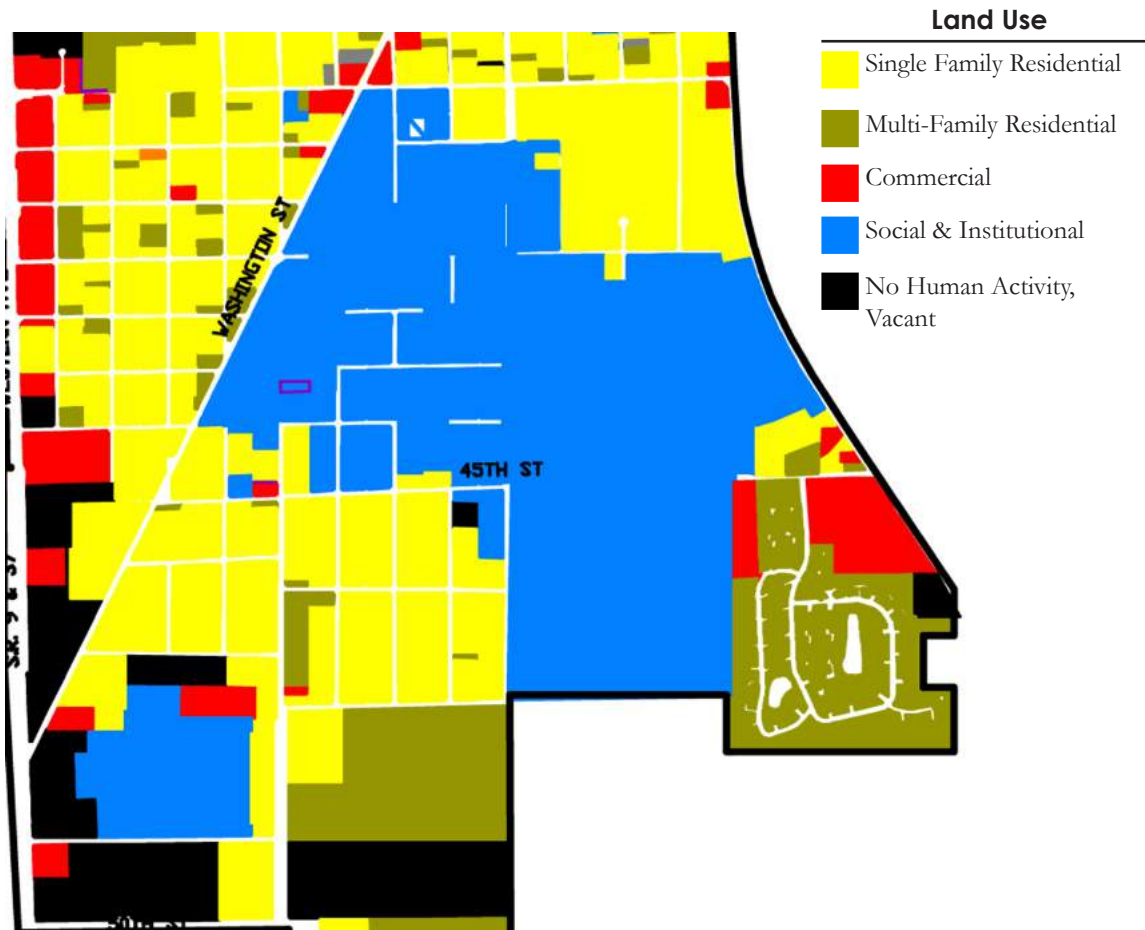
This map shows the individual building uses within the university. There are also athletic fields located to the south of the campus that are not shown on this particular map. Also shown on this map are the designated parking lots throughout the campus. One facility, the new Chapel and Auditorium, is shown by hatched lines because it was under construction. Most residential living is located centrally on campus. They are also adjacent to most of the student facilities. The administrative buildings can be found at the major entrance off of Washington Street.





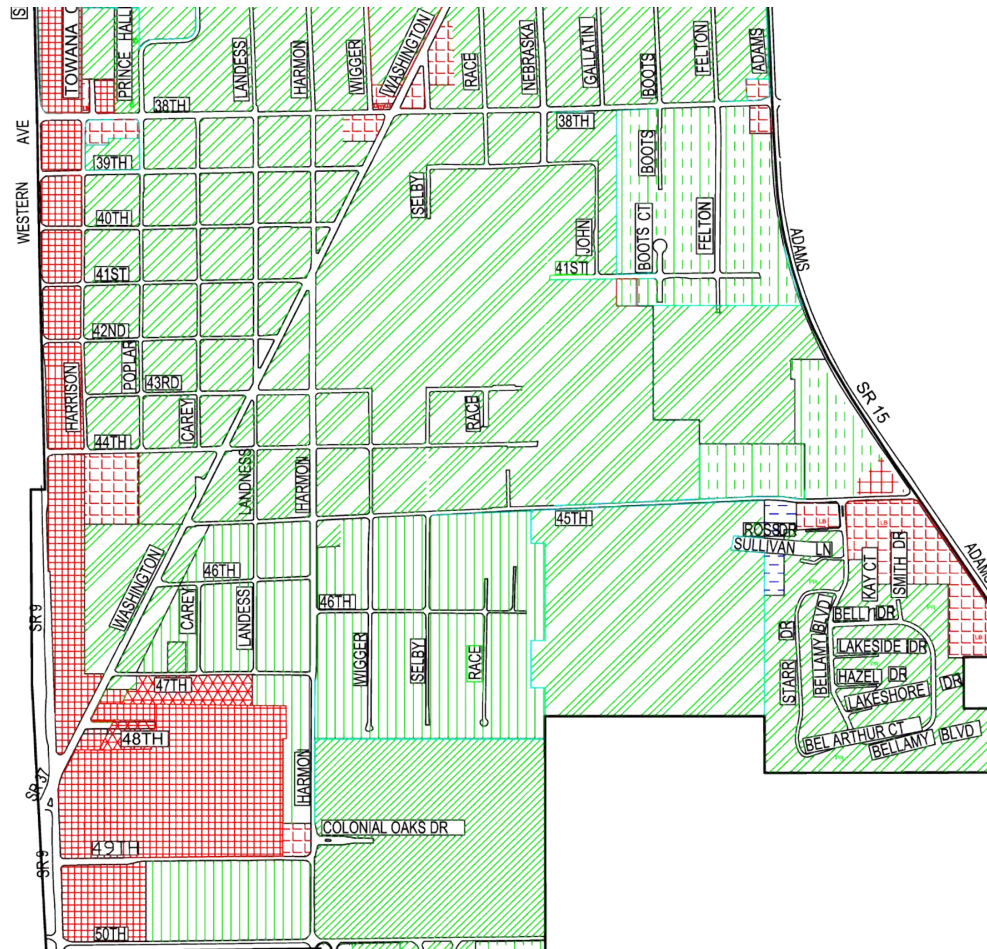
## Current Land Use Map







The College Park neighborhood, according to the current land use map is comprised mostly of institutional and residential uses. The IWU campus is centrally located within the neighborhood and is surrounded by single family residential. Commercial uses are mostly found along Western Avenue, with a few pockets of commercial along Washington Street and Adams Street. There are also significant amounts of multi-family residential throughout the neighborhood. This could possibly be a result of the location near the university and student housing.



## Current Zoning Map

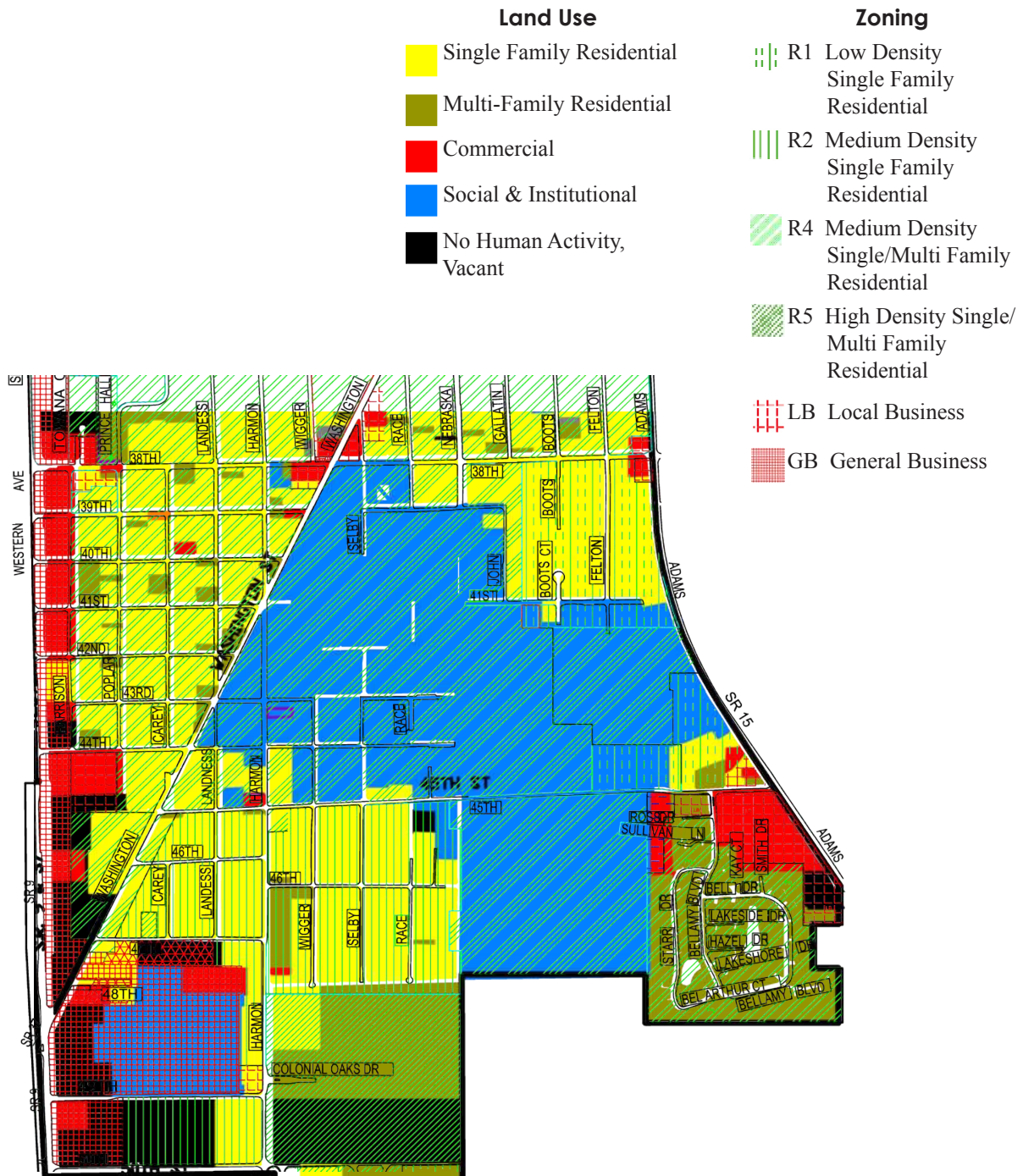
Although the College Park Neighborhood consists of primarily institutional and residential uses, the campus is zoned as residential. This causes conflicts as the campus continues to evolve and grow.



- Zoning**
-  R1 Low Density  
Single Family  
Residential
  -  R2 Medium Density  
Single Family  
Residential
  -  R4 Medium Density  
Single/Multi Family  
Residential
  -  R5 High Density Single/  
Multi Family  
Residential
  -  LB Local Business
  -  GB General Business

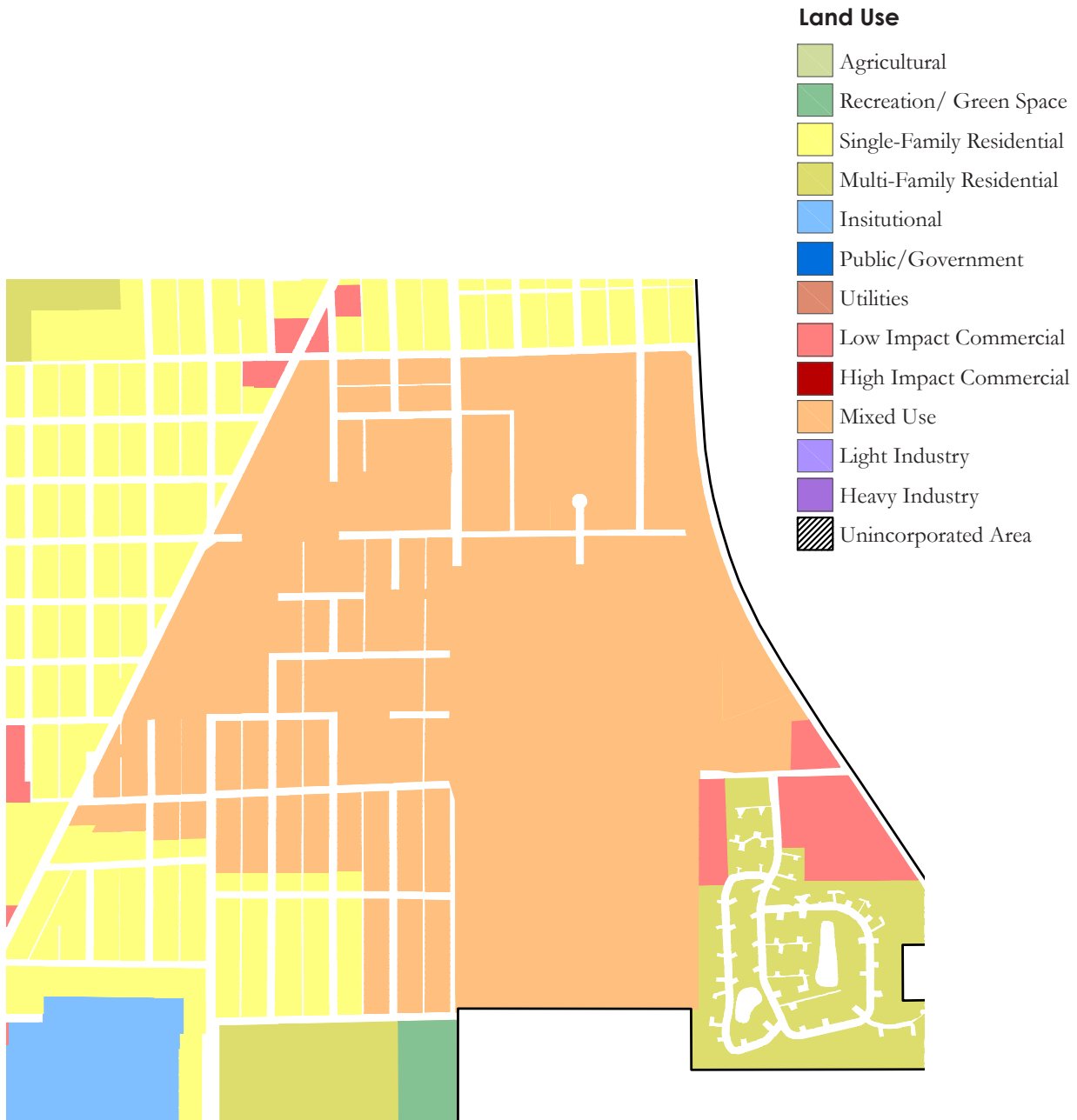
## Zoning & Land Use Map

When the land use and zoning maps are overlaid, the maps should relatively coincide. When looking at the College Park Neighborhood, it is easy to see that the zoning and land use for the most part do not relate closely. This is mostly apparent with the IWU campus. The entire area is zoned residential, whereas the campus is comprised of housing, academic buildings, etc. There is also a zoning issue with the institutional section towards the South end of campus. This area is zoned general business, rather than institutional.



## Future Land Use Map

Shown as institutional on the current land use map, the IWU campus located in south Marion serves as a mixed-use campus including institutional, commercial, recreational and residential uses. There is currently no district that allows for the uses needed by a campus of this type and the current residential zoning creates never-ending development and permitting issues. A separate zoning classification should be created and the various active campus-owned parcels should be joined to form fewer large parcels to simplify development efforts. The new district code should include design standards and development standards that concentrate on boundary design and neighborhood buffers, shared parking and campus-wide wayfinding and signage. The future land use map of the city shows the area as mixed-use (below). The boundaries are loosely drawn between major thoroughfares. The area outside of campus is planned to remain residential.





## Proposed Growth Boundary Map

### Indiana Wesleyan University Future

Enrollment 3200



An overarching goal for Indiana Wesleyan University's future growth includes but are not limited to: increasing tree canopy, increasing residential units, and when appropriate adding academic buildings in conjunction with a parking structure to accommodate the increase.

Increasing overall pedestrian and vehicular circulation, pedestrian and vehicular, is another major goal that IWU has set, and is apparent in site design and layout of the future growth maps.

Enrollment 4200



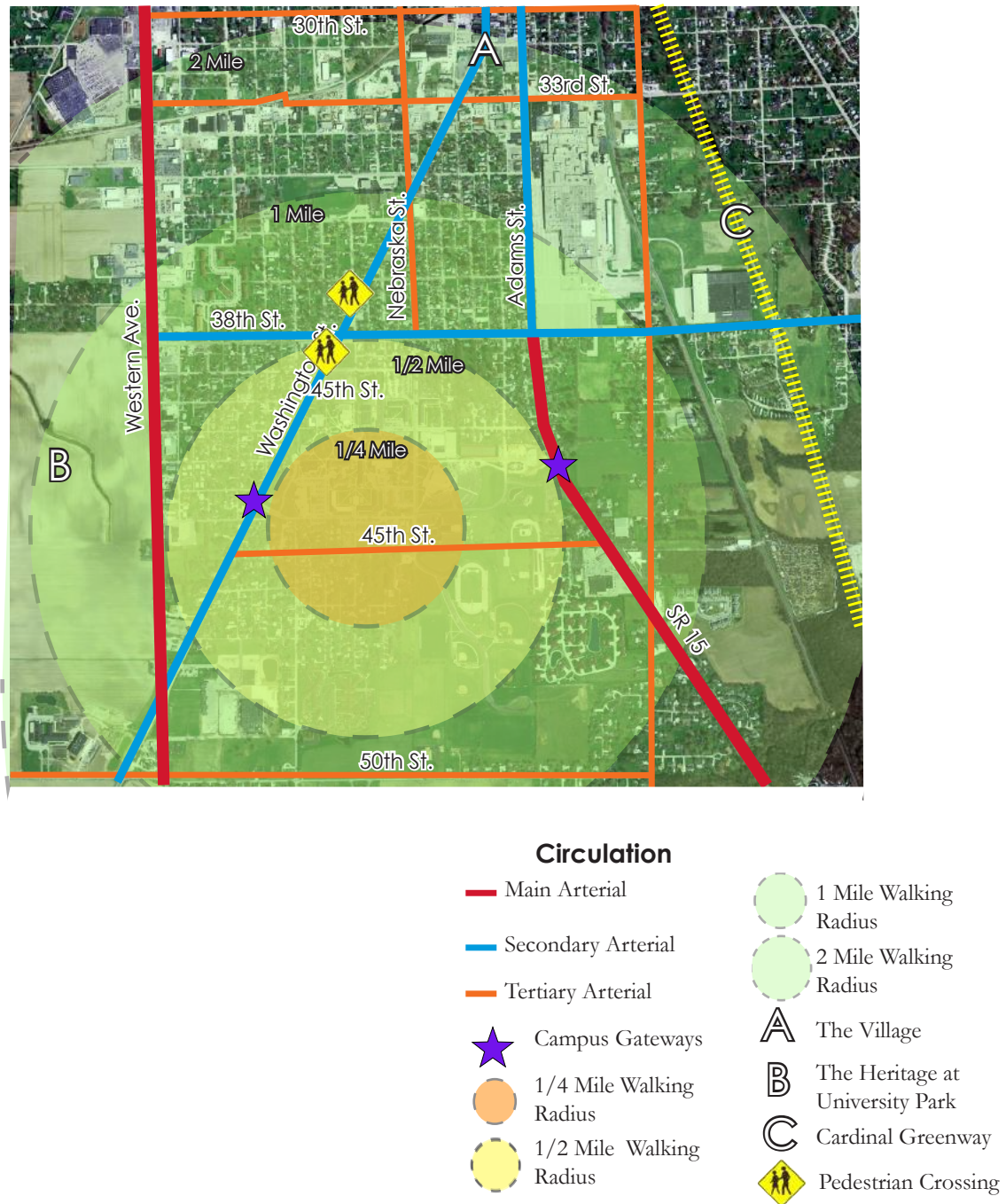
Enrollment 6200





## Transportation + Circulation

Western Avenue and SR15 are the two main arterial roadways running through this neighborhood. These are the main roadways through this neighborhood and are the most heavily traveled streets. Also shown on this map are the 1/2 mile and 1 mile walking distances from the center of the neighborhood (IWU Campus). The main gateways into the campus are also denoted within this map by a purple star. The pedestrian crossings on this map denote designated crossing zones for pedestrians to and from sidewalks and greenways.







## Special Study Area: The Village

### Element Content

- Introduction
- Image
  - Character Map
  - Zoning Map
  - Land Use Map
  - Zoning + Land Use Map
  - Future Land Use Map
  - Sidewalk Conditions Map
  - Circulation map
- Design Concepts
  - Facade Treatments/ Streetscape

## Introduction

The Village Study was created after information was collected from a meeting held with The Village Business Association. This information was then analyzed and further developed to create a series of goals and actions that coincide with The Village’s mission of increasing design elements, diversifying uses, attracting new clientele and receiving greater cooperation from the city.

The area currently known as The Village was once a bustling commercial district comparable to Marion’s Downtown Square. Today, the area has been branded as The Village and is a small entertainment district. Efforts are being made to transform the current perception of the area as ‘rough’ into a secondary Central Business District that will provide eating, living and shopping opportunities.

What was once ‘Downtown,’ when the square was referred to as ‘Uptown,’ The Village had a successful commercial district containing retail stores, a pharmacy and many other everyday storefronts that serviced the southern residents of Marion. Today, residents that once used The Village as a ‘go to’ place, are now forced to use businesses on the Bypass. Future efforts are aimed at placing businesses back at the neighborhood level in the Downtown and Village areas.

Continuing to rebrand the area is a simple and relatively inexpensive technique that has major potential returns. Techniques such as wayfinding, signage, gateways and streetscape elements will provide a perception change from ‘South Marion’ to ‘The Village.’



## Image

### Character Map

The Village is comprised of two separate character business districts moving along Washington Street. There are gateways in place that mark the entrances and exits of The Village. The unofficial boundaries of the Village are 30th to 33rd and Boots to Adams, including both sides of the street. However, the Village Business Association only recognizes Washington Street from 30th to 32nd Streets.



#### a. Gateways

Two signs mark the entrances and exits of The Village. These are standard issue signs with no character or branding elements.



#### b. Business District (BD1)

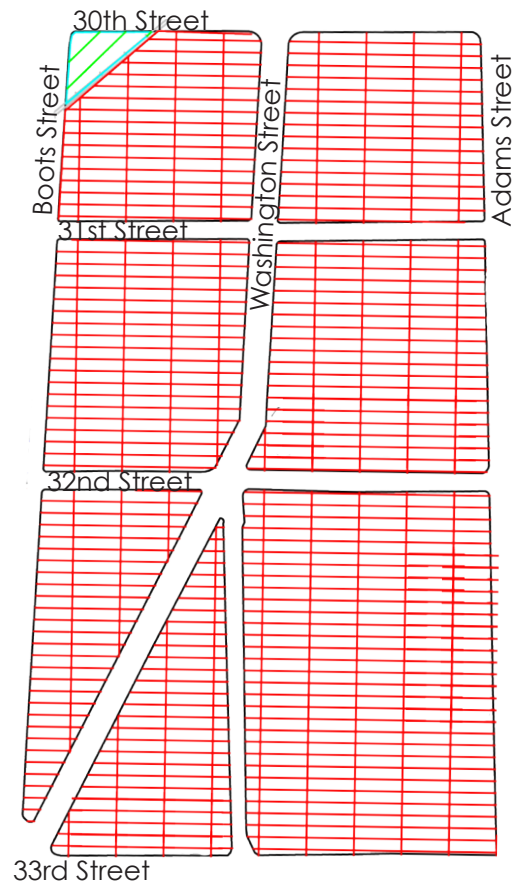
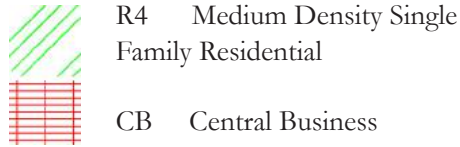
This location within the village has a character that is similar to the downtown CBD. This is achieved through zero lot line development, 1-2-3 story building facades, parallel parking, and a slight similarity in streetscape.

#### c. Business District (BD 2)

The structures in this area are not built to the sidewalk but rather have a setback so the businesses and homes are recessed from the road. This makes the space less dense as BD1.

## Zoning Map

Almost entirely zoned for Central Business (CB), the area is classified as a single use zone to promote a business district south of the Downtown square.



## Land Use Map

According to the current land use (as of July 2008), the majority of land is commercial with a small portion dedicated to residential with intermittent parking lots servicing the commercial district.

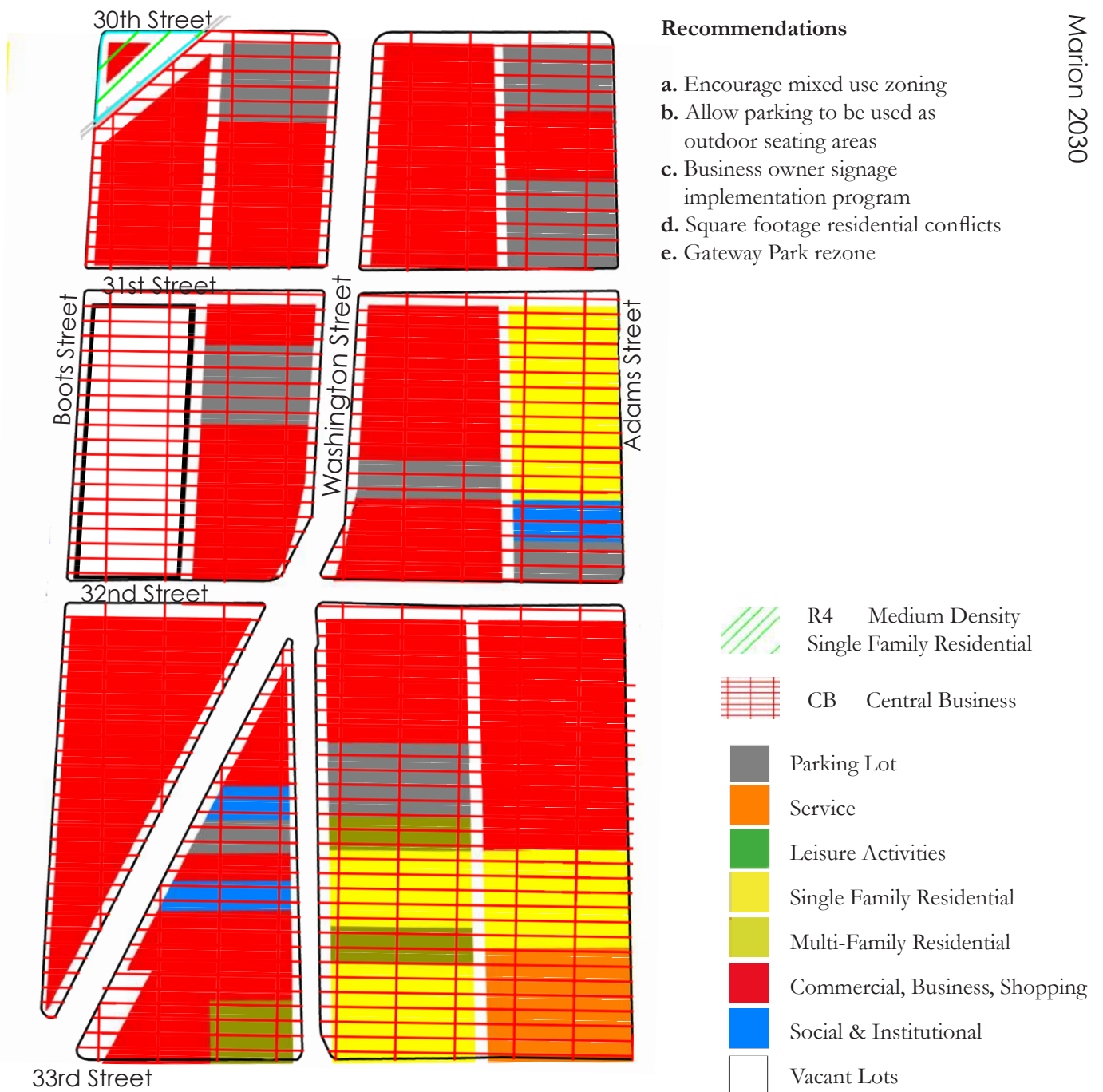


## Zoning + Land Use Map

Through the use of an overlay or rezoning, discrepancies between zoning district standards can be resolved.

The resolutions include the implementation of:

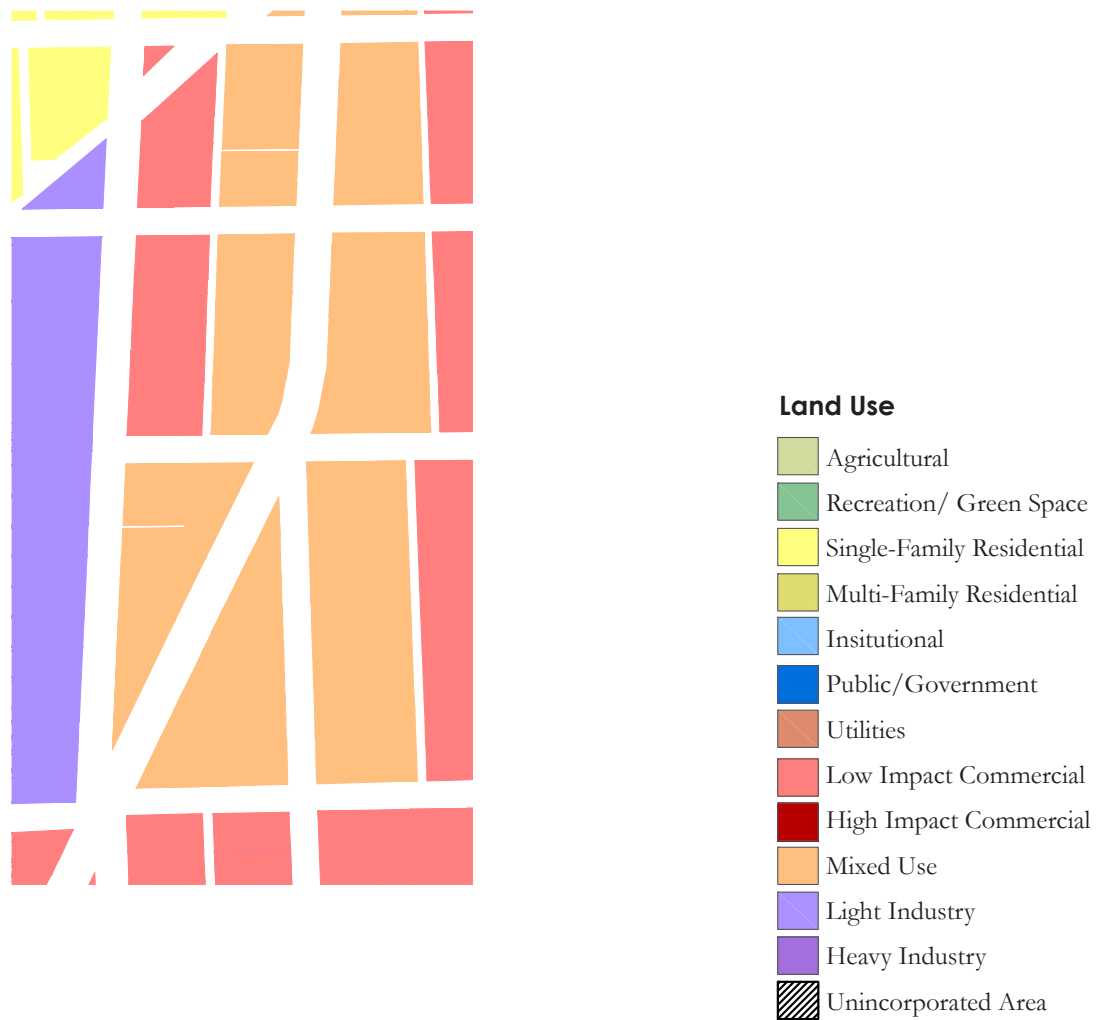
- a mixed-use allowance, which would allow the development of commercial and residential uses within one zone to work together, rather than in competition.
- a special needs district versus the current Central Core and Downtown district.
- signage, shared parking district, building uses, overall buffering requirements and a cohesive design program are all items that can be considered for resolution.



## Future Land Use Map

To accomplish successful mixed use areas, codes should allow for mixed uses along major corridors and intersections, and along the edges of neighborhoods. To allow for these areas to thrive as mixed-use developments, master-planned PUDs and dedicated zoning districts should include necessary zoning ordinance and design standard elements.

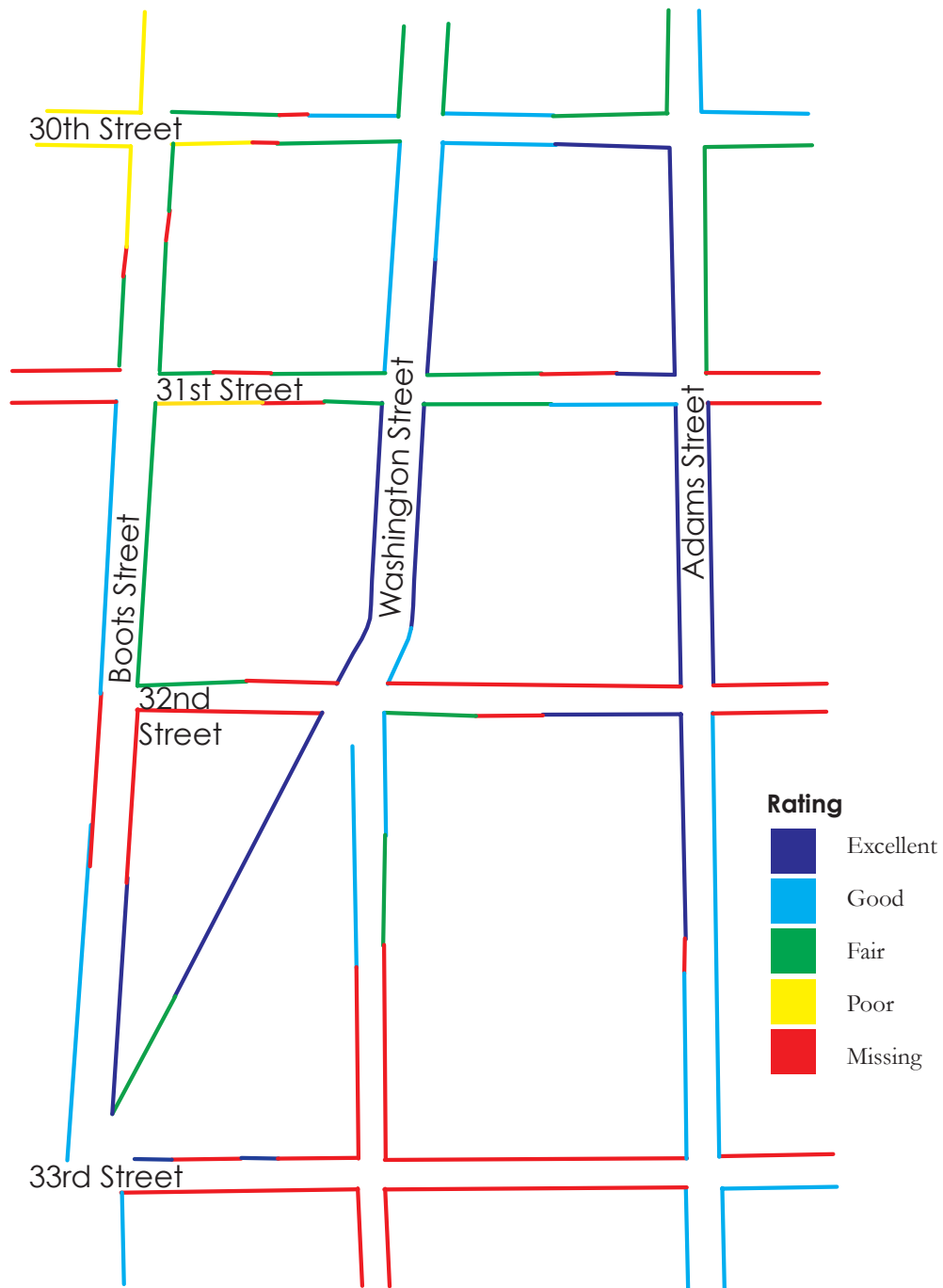
A popular form of traditional mixed-use areas are known as Central Business Districts (CBDs). There are currently two areas that are considered central business districts in Marion; the Downtown and Village areas. Both have the available historic building stock for first floor commercial and upper-story housing, and lend themselves to a “main street” feel. Though they share similarities, they are both comprised of different building uses and design elements. Due to the distinct character of each business district, it is recommended that they no longer share the current zoning classification of Central Business (CB). Instead, it is recommended that each area be given a new zoning district of CB-1 and CB-2 that are closely related and include design standard elements, but allow for individualistic elements that will allow each area to thrive and embrace their differences.





## Sidewalk Conditions Map

Current sidewalk conditions range within the area. This can be attributed to the perception of walkable/ non walkable streets. It is important to inventory both sides of the boundary streets in order to establish neighborhood continuity.



## Circulation Map

Main circulation routes within The Village include both Washington and Adams Streets. These roads are primarily used as cut through streets to access the Downtown Square & the Bypass via S.R. 18 and various other uses in the northern and southern limits.

The location of The Village on Washington Street allows it to become a 'destination,' rather than a cut through. This can be accomplished through an economic development program to create a mixed use area which would promote walkable streets, links to attractions and Downtown, and an overall perception change campaign.

The links between the Downtown Square, IWU, and Junction Park should become a defined route that can be safely traveled by a wide variety of users, ranging from bicyclists to the elderly.

Running north and south, these links should be placed along roads that have the most direct routes, with exceptions of cases when a city wide attraction is located close by. One such link would include the connection of Junction Park to The Village and IWU. This should be accomplished through utilizing a currently inactive rail line that connects Junction Park to The Village, culminating at a vacant lot that is ideally suited for a parking information station and gateway. The path should be very similar in aesthetics and function to the Riverwalk, which is located along the Mississinewa River. The Riverwalk connects Matter Park to the Central Business District.

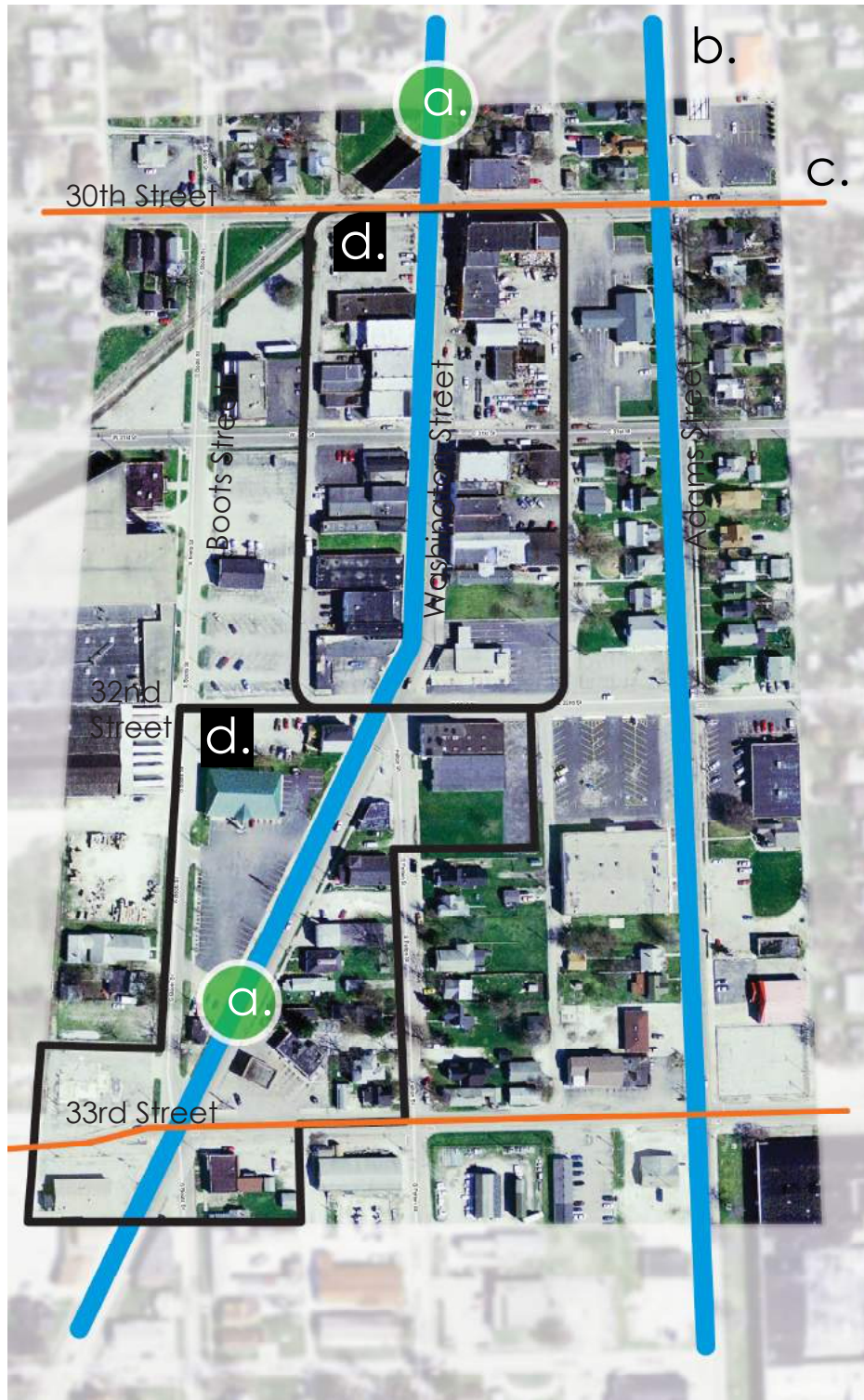
A dedicated link along Adams or Washington Street should be implemented to connect IWU with The Village in order to capitalize on a young adult population that is associated with the college. This would not only bring more revenue into The Village, but also connect The Village to several other areas of interest within the city.

**Branding** The Village is another step in the process of development. In order to have a successful 'place,' a sense of arrival is eminent. This can be accomplished by developing a gateway into the area. This gateway could include a variety of signs, a statue, or other elements that call attention to the 'sense of place.' Signs should be located near the existing gateway signs (see map on next page, labeled as (a).)



## Circulation Map

Traffic generally moves north and south along Washington and Adams Streets (secondary roads) with traffic on a neighborhood level traveling east and west on 30th and 33rd.



### a. Current Gateways

#### b. Secondary Roads

Washington and Adams Streets run north/ south to serve destinations such as the Square, IWU, the Splash house, and the YMCA.

#### c. Tertiary Roads

The tertiary roads within the Village area run east/ west with service at a neighborhood level.

#### d. Business Boundaries

These are the boundaries in which the village business districts can be broken into regarding design and character.



## Design Concepts

### Facade Treatments/ Streetscape

All improvements do not require large investments of time and money. The following pictures and renderings are examples of how small modifications of The Village's streetscape and facade treatments can transform the perception of the area. Streetscape improvement ideas include, but are not limited to: lighting, trees/vegetation, buffered parking unification of awnings/ signage, benches and trash receptacles. The aforementioned streetscape elements will quickly transform the The Village and help rebrand the area. The facade treatment renderings showne were prepared by Gerald E. Guy and Associates during a past study of the area.

a. current



b. proposed



a. current



b. proposed





a. current



b. proposed



a. current



b. proposed



## Facade Treatments/ Streetscape

The following pictures and renderings represent a variety of streetscape concepts suggested for the Village. All concepts are intended to cater to a mixed use development overlay zone that promotes a vital pedestrian friendly environment. The Village has two major opportunities over the Downtown: the vicinity to Indiana Wesleyan University students and a quiet and safe traffic pattern. These qualities lead to the opportunity for outdoor dining areas. The Village could designate cafe seating areas in current parking spaces. The lost spaces could be replaced with the creation of shared public parking lots on strategic lots. Strong efforts can create outdoor eating spaces while still allowing free motion of the pedestrian and vehicle.

### Improvements include:

#### Gateway

- Branding opportunity

#### Bumpouts

- Traffic calming technique
- Provide outdoor cafe seating/ eating areas

#### Trees

- Provide a shaded microclimate
- Traffic calming technique
- Aesthetically pleasing
- Pedestrian friendly

#### On Street Parking

- Traffic calming technique
- Provide immediate parking for customers

#### Lighting with banners

- Aid in providing a safe environment for night activities
- Provide a place for branding/ promotion opportunities

#### Bus Depot/ Stop

- Allow for more pedestrian activity
- Provide a hub of activity







Bumpouts create a safe environment for the pedestrian to cross. They are also a traffic calming technique.



Trees and lighting techniques provide a safe environment during the day and night.



A raised pedestrian crossing zone links two outdoor eating areas which also allows for safe crossing points while still slowing traffic.



A cohesive design and branding package in the village will provide a pedestrian friendly atmosphere.



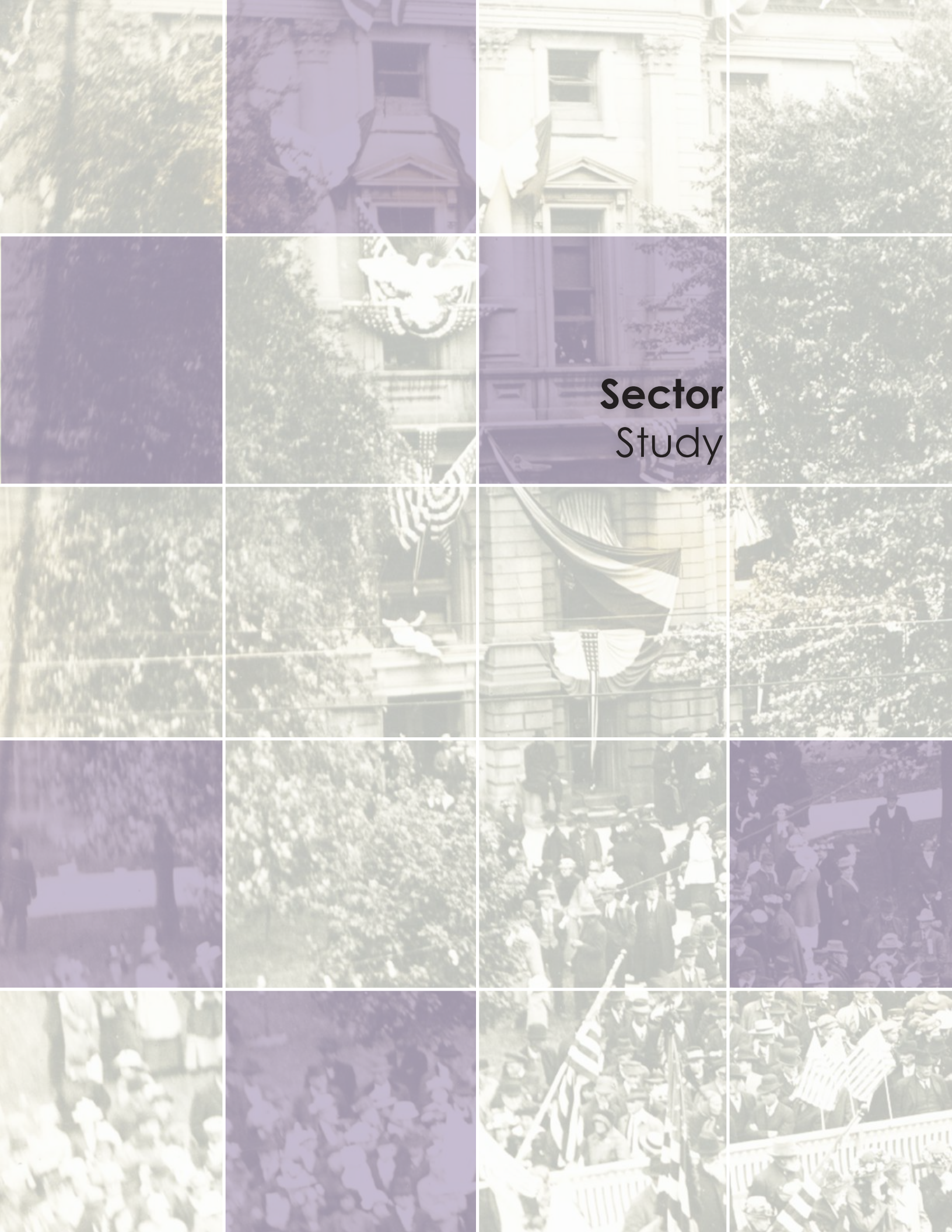
Trees and lighting will provide a safer environment while simple additions, i.e. banners, will create marketing opportunities.



Vegetation techniques, such as shrubbery and trees, will buffer harsh edges in the area.







# Sector Study

Table of Contents

In order to realize each area’s specific issues and needs in detail, the City was divided into nine “sectors.” Inventory was taken and community meetings were held for each area. The Sector Study includes the following information related to that portion of the city: Sector Character, Zoning & Land Use, Neighborhood Associations, Community Input, and Sector Trends.

Sector Contents

- Character Map
- Neighborhood Associations
- Character District Map
- Sector Trends
- Mapping
- Zoning
- Land Use
- Future Land Use
- Land Use Recommendations

Sectors

North.....	pg. 5
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East.....	pg. 21
Southeast.....	pg. 27
South + Southwest.....	pg. 35
West.....	pg. 45
Northwest .....	pg. 53
Central.....	pg. 61



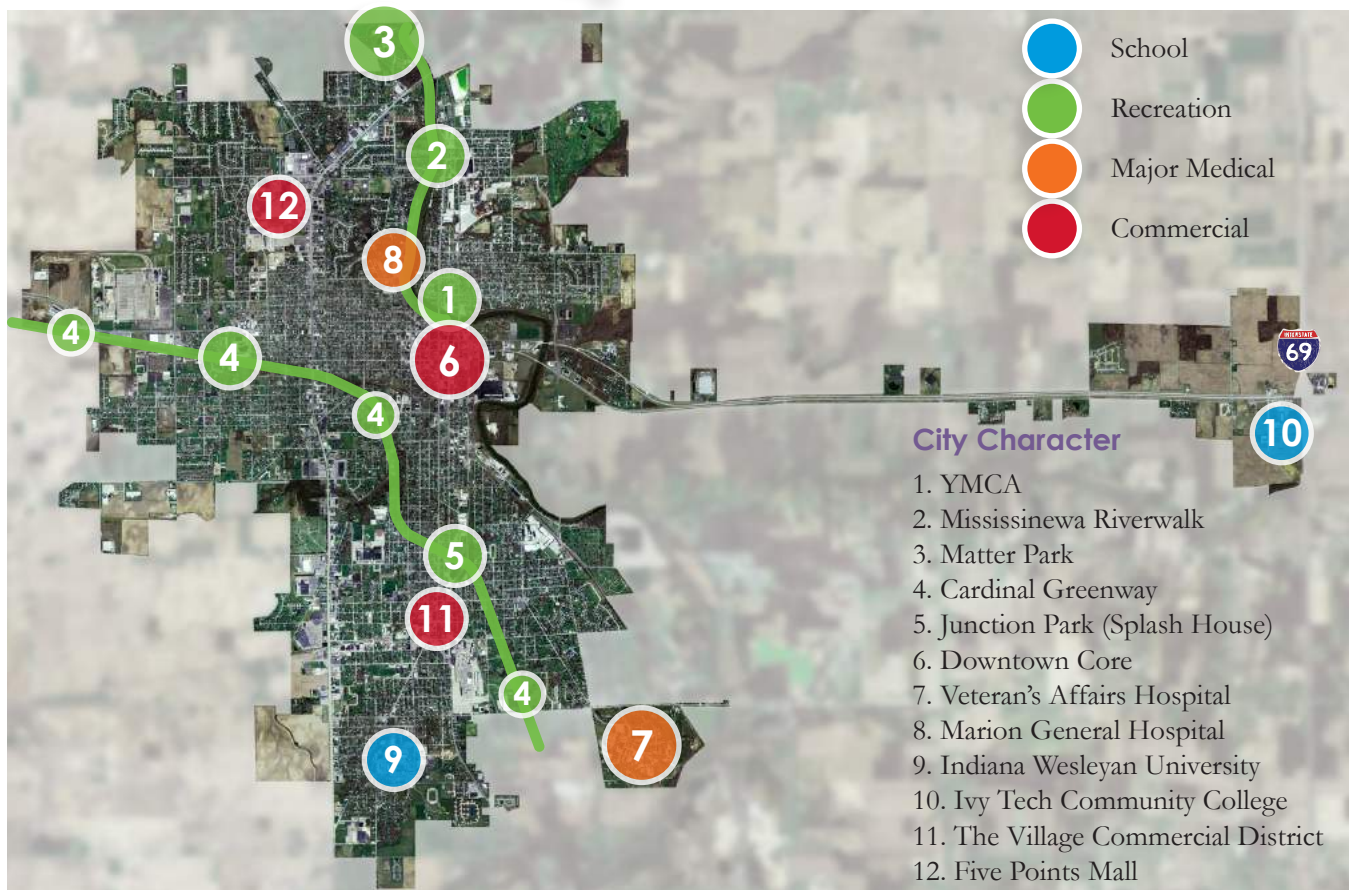
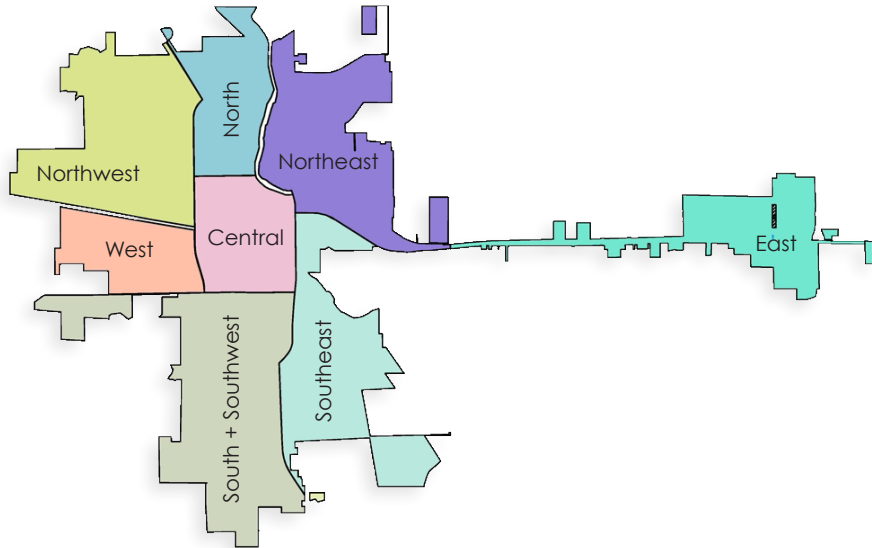
## Sector Based Analysis

The City of Marion is divided among nine individual sectors: Central Marion, North Marion, Northeast Marion, East Marion, Southeast Marion, South Marion, Southwest Marion, West Marion, and Northwest Marion. Three “Special Study Areas” were also identified for further exploration and recommendations.

A plan for Central Marion, defined as the downtown and surrounding neighborhoods, was completed in the summer of 2008. Community meetings were held during the first quarter of 2009 to evaluate the remaining sectors’ strengths, weaknesses, opportunities, and strengths. In conjunction with these meetings, surveys were sent out to residents across the city to gather their input--of which 1,300 were returned.

Each sector is evaluated individually, but all are analyzed under the same set of criteria. The following pages present a ‘Sector Study’ for each of the nine ‘sectors’ of the city. Each study includes an inventory of conditions, a land use and zoning study and recommendations.

Information about City-Wide plans and policies can be found in the separate Plan Elements and Action Plan documents.



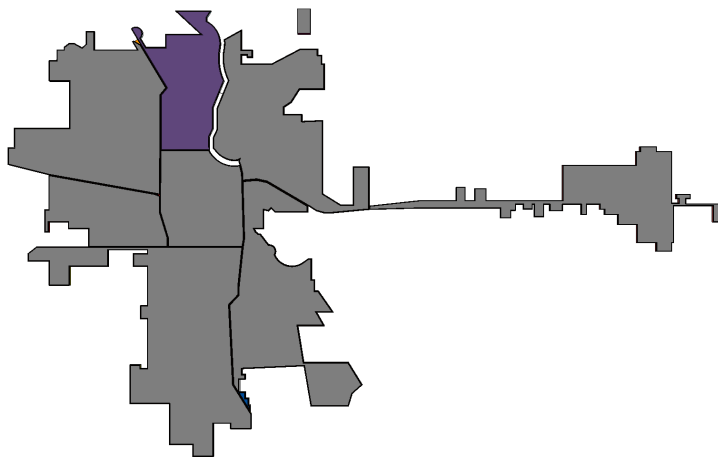






## Introduction

In order to realize each area's specific issues and needs in detail, the City was divided into nine "sectors." Inventory was taken and community meetings were held for each area. The Sector Study includes the following information related to that portion of the city: Sector Character, Neighborhood Associations, District Maps, Sector Trends, Sector Input, and Land Use and Zoning information



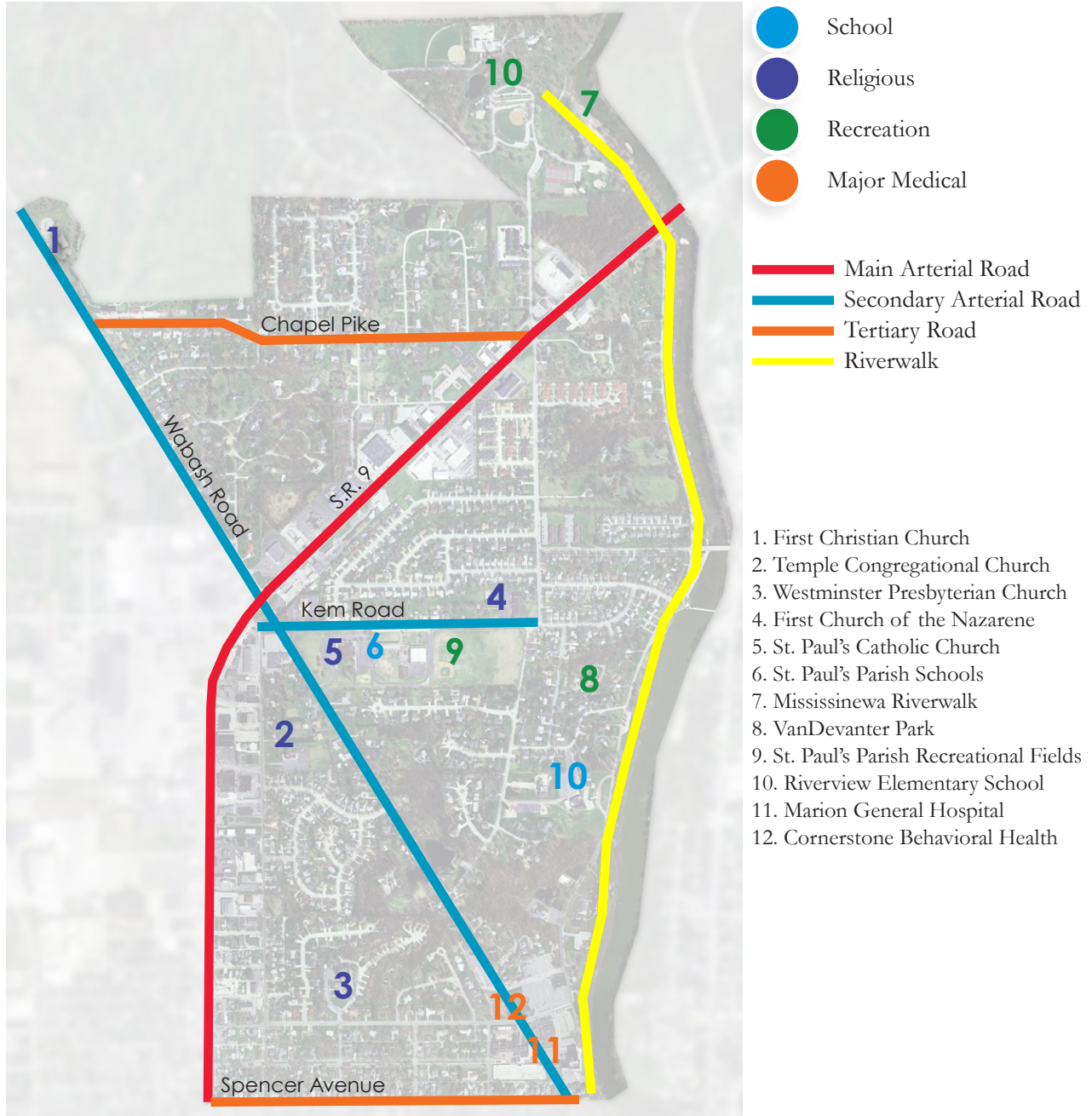
## Sector Content

- Character Map
- Neighborhood Associations
- Character District Map
- Sector Trends
- Mapping
  - Zoning
  - Land Use
  - Future Land Use
- Land Use Recommendations

## North Marion

North Marion lies north of Downtown Marion and in close proximity to Baldwin (a commercial shopping strip). Main draws to North Marion include Matter Park, the Riverwalk, Riverview Elementary School and Marion General Hospital. The Mississinewa River flows north along the east side of North Marion, acting as a sector boundary.

### Character Map



## Neighborhood Associations

**1. Andrew Manor:** Bounded by Baldwin Avenue on the Northwest, Quarry Road on the East, and Kem Road on the South.

**Mission Statement:** To increase the feeling of community among our residents, promote a safe, well-maintained neighborhood, and support our city's community needs and events.

- Unit Occupancy:  
Owner Occupied: 93%,  
Renter-Occupied: 5%,  
Vacant: 2%
- Average House Build Date: 1965

**2. Quarry Triangle:** Bounded by Kem Road on the North, Quarry Road on the East, and Wabash Avenue on the Southwest.

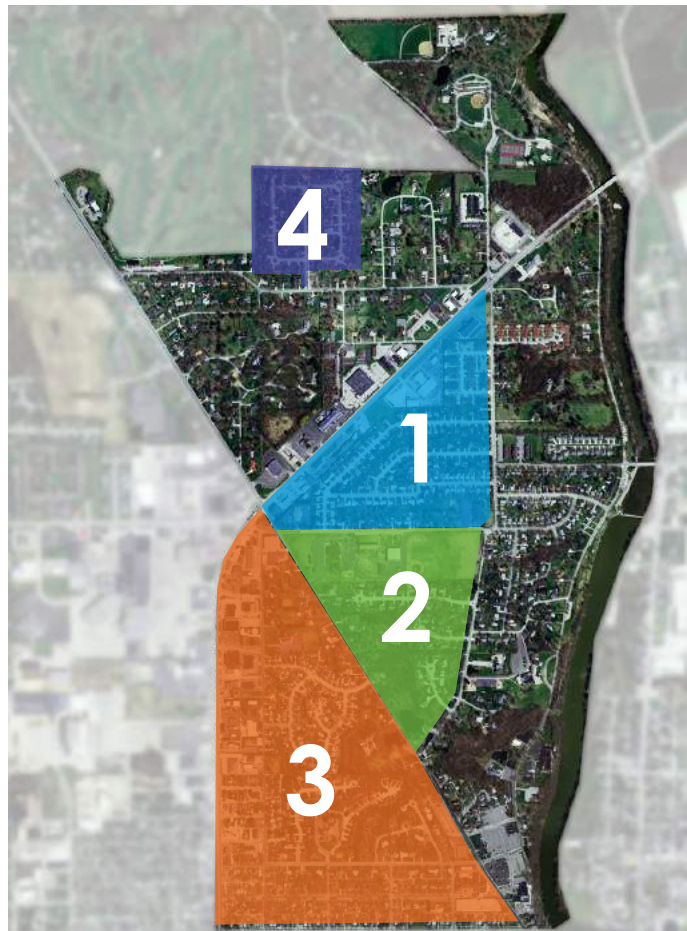
- Unit Occupancy:  
Owner-Occupied: 65%,  
Renter-Occupied: 5%,  
Commercial: 30%
- Average House Build Date: 1970

**3. Euclid Triangle:** Bounded by Baldwin Avenue on the West, Wabash Avenue on the Northeast, and Spencer Avenue on the South.

- Unit Occupancy:  
Owner-Occupied: 50%,  
Renter-Occupied: 25%,  
Commercial: 20%,  
Industrial: 5%
- Average House Build Date: 1940

**4. Shady Hills Estates:** Contains Denver Drive, Dumont Drive, Milborn Street, and Sydney Lane.

- Unit Occupancy:  
Owner-Occupied: 100%
- Average House Build Date: 1970





## Character District Map

Character Districts are created with purpose or sometimes unintentionally through years of similar development styles/standards/guidelines/etc. The following districts are not permanent, however, they represent current development patterns and styles found throughout the sector.



### a. 5 Point Gateway District

#### Key Findings

- One of the most important gateways into town
- Most dangerous intersection (pedestrian crossings, automobile crashes, etc)
- New fountain changes with the season

#### Recommendations

- Dedicated pedestrian crosswalks needed
- Wayfinding signage needed for multiple directions
- Additional gateway elements needed to correlate with fountain

### b. Riverwalk District

#### Key Findings

- 2.25 mile trail along Mississinewa River
- Connects Downtown to Matter Park
- Runs along medical, institutional, and single-and multi-family residential districts

#### Recommendations

- Signage and maps aimed at visitors and residents needed
- Overlooks and railings need maintained
- Lighting upgrades needed
- Crosswalks needed to encourage access from bordering districts

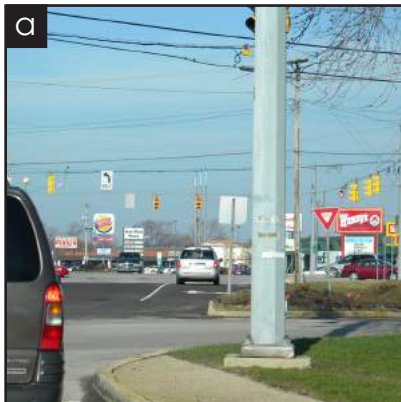
### c. Medical District

#### Key Findings

- MGH campus crosses Wabash Avenue, bordered by residential districts
- Private medical offices clustered along River Road and the Riverwalk

#### Recommendations

- Private businesses should provide access from the Riverwalk
- MGH wayfinding should correspond with city wayfinding design
- Parking lots should be landscaped to blend with surrounding residential character





## Sector Trends

### Residential Trends

Average Year Built: 1965

Average Listing Price (2009):\$51,300

Affordable Housing: Riverside Apartments  
(708 N. River Drive)

### Commercial + Industrial Trends

Major Shopping Corridors: Baldwin Avenue

Streets Prime for Potential Home Businesses:

Wabash Avenue, Western Avenue, Spencer Avenue

Commercial Needs: Hardware store, Ice Cream  
Specialty Store, Teacher's, Supply Store, Brand  
name stores in Five Points Mall, Industrial Spaces:  
1614 N. Baldwin Avenue

### Recreational Trends

City Parks Visited Most Often: Matters Park,  
Riverwalk, Splash House

### Infrastructure + Service Needs

In Need of Sidewalks, Improvements

- 600 block of W. Manor Drive
- Quarry Road between Robert Avenue &  
Wharton Drive
- 800 block of Wharton Drive

Street Improvements

- 900 block of Estate Street (Driveway  
entrances)
- Area in front of 1015 W. Estate Street  
Utility Department
- Macalan Drive (Resurfacing)
- Potholes in alley (600 block of Western  
Avenue)

Circulation Issues

- Limit on-street parking to one side of the  
street
- Speeding cars (non-residents)

## Sector Meeting TOP RESULTS

### North Marion Strengths Ranking

-Riverwalk .....	1
-Marion General Hospital .....	2
-Neighborhood Associations .....	3
-Location (convenience/near necessities) .....	3
-Matter Park .....	4
-Well maintained properties .....	5
-Connected to all of Marion .....	5

### North Marion Weaknesses Ranking

-Poor zoning enforcement .....	1
-Curbs, sidewalks, gutters .....	2
-Poor stormwater engineering .....	3
-Taxes (high) .....	4
-Too much support for fast food .....	4
-Weak school system .....	4
-Sidewalks (condition & need) .....	4
-Poor restaurant selection .....	5

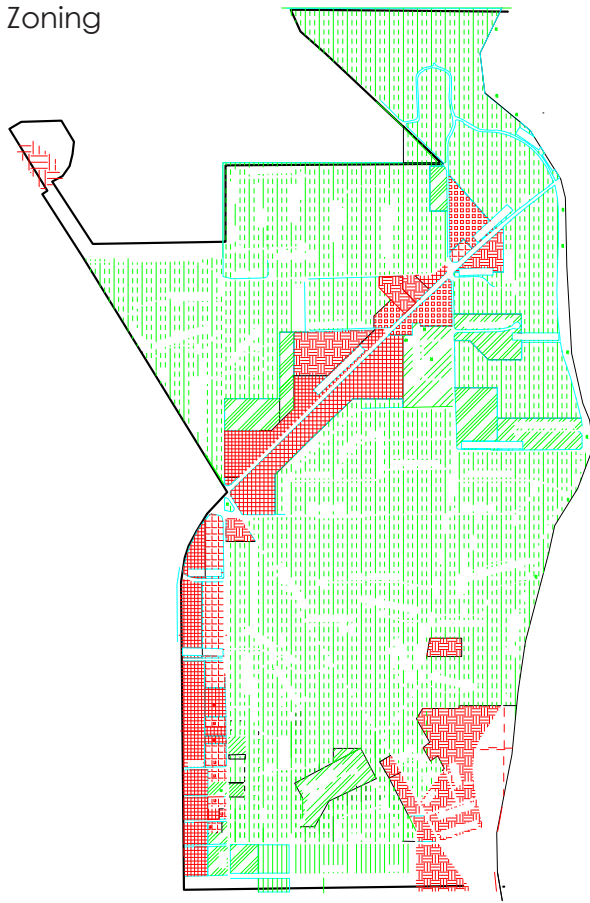
### City of Marion Opportunities Ranking (N)

-Need an identity or motto as a city; advertise as "someplace special" .....	1
-YMCA .....	1
-Indiana Wesleyan University .....	1
-Affordable housing .....	2
-Matter Park (Friendship Corner) .....	3
-Riverwalk .....	3
-Walkway of Lights- expand with more Christmas displays .....	3
-South Marion Bicycle Classic .....	3

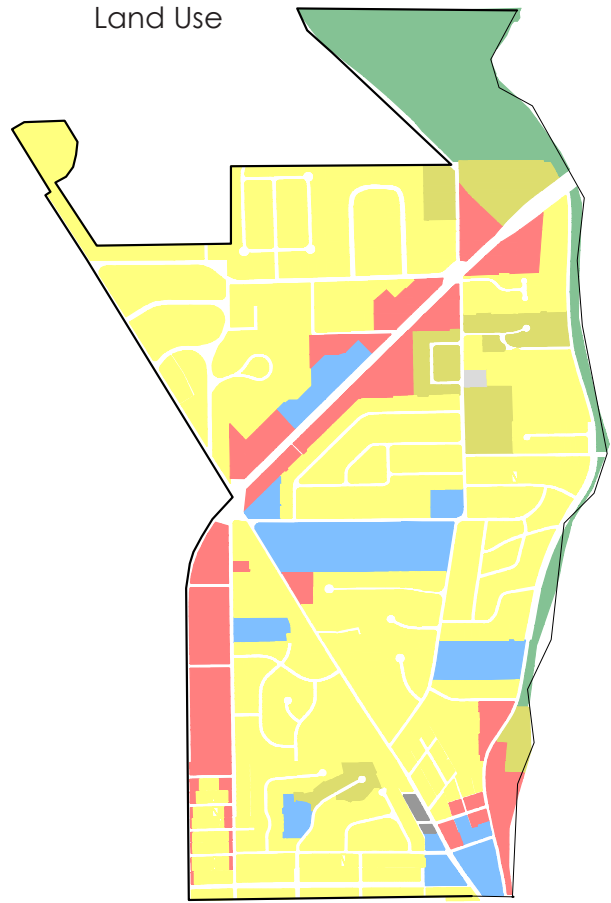
### City of Marion Threats Ranking (N)

-Unemployment & job loss .....	1
-Abandoned and vacant homes .....	2
-Vacant buildings (business & industry) .....	2
-Absentee owners & landlords .....	3
-Blight .....	4
-Street quality .....	5

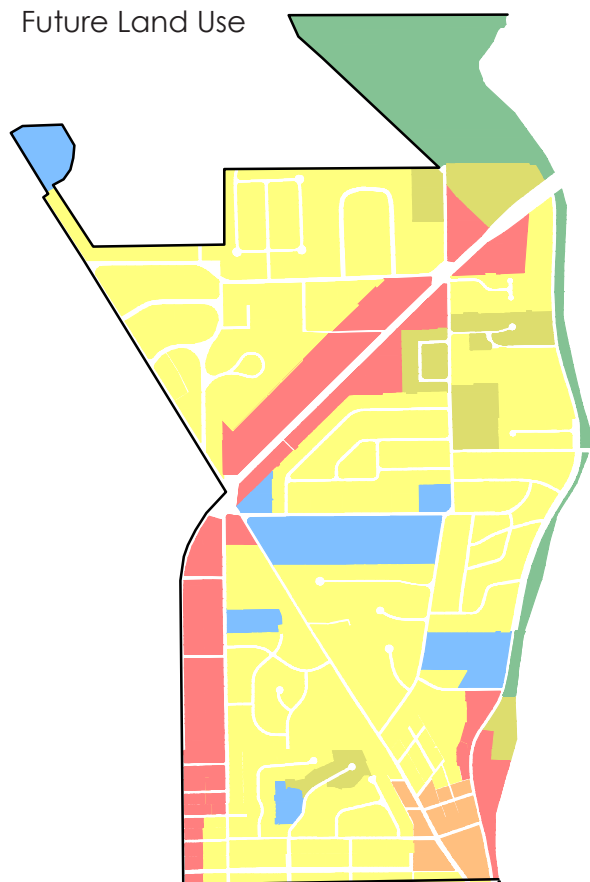
Zoning



Land Use



Future Land Use



### Legend

AG	L3
RS	P1
R1	AZ
R2	MH
R3	Corporate boundaries
R4	Areas not annexed
R5	Agricultural
PR	Commercial
PB	Multi-Family Residential
AB	Single-Family Residential
LB	Institutional
CB	Industrial
CC	Recreation/ Green Space
GB	Mixed-Use
SC	Public/ Government
PC	Utilities
L1	Parking
L2	No Specific Use/ Vacant

## Land Use and Zoning Recommendations:

The majority of north Marion is comprised of single-family residential land uses and is recommended to remain so in the future. Being located between Downtown and the bypass allows for easy access to commercial opportunities of all scales.

### **Marion General Hospital mixed use area**

The hospital has expanded to comprise a large area along both sides of Wabash Avenue to River Drive. There is potential for future expansion of the hospital's buildings and parking. The future land use of the area is labeled as mixed use due to the multiple functions of the hospital and surrounding property, and the several blocks it comprises. A mixed use zoning definition would allow for future needs such as shared parking and wayfinding signage that is sensitive to the surrounding neighborhoods.

### **Riverwalk**

The Riverwalk is a 2.25 mile trail along Mississinewa River connecting Downtown Marion with Matter Park. There is potential to further extend this trail to connect with Ballard Field and any future improvements to the area. Many residents have requested that the Riverwalk be connected to the Cardinal Greenway by a safe and dedicated trail, bike lane or sidewalk system. Small scale home businesses and commercial uses targeted at trail users are recommended along portions of the Riverwalk that do not interfere with single-family residential neighborhoods.

### **SR9**

The commercial corridor extending northeast from the bypass is known as SR9 and connects us to Huntington. In the North sector, this area currently features medical buildings and the majority of Marion's accommodation industry and hotels. The area is recommended to remain as low impact commercial and institutional uses.

### **Western boundary**

Western Avenue is seen as a clearly defined boundary, with single-family residential property along the eastern edge and professional business along the western edge. The western edge was intended to serve as a buffer between the residential area and the higher impact businesses along the bypass. Several "general" businesses were approved by the County Area Plan department in the past, partially due to the fact that Area Plan law did not allow for variances. While under Advisory Plan law, all efforts should be made to restrict the western edge to professional businesses. If other businesses are considered, they should be done through a variance or special exception procedure, and not a rezoning.







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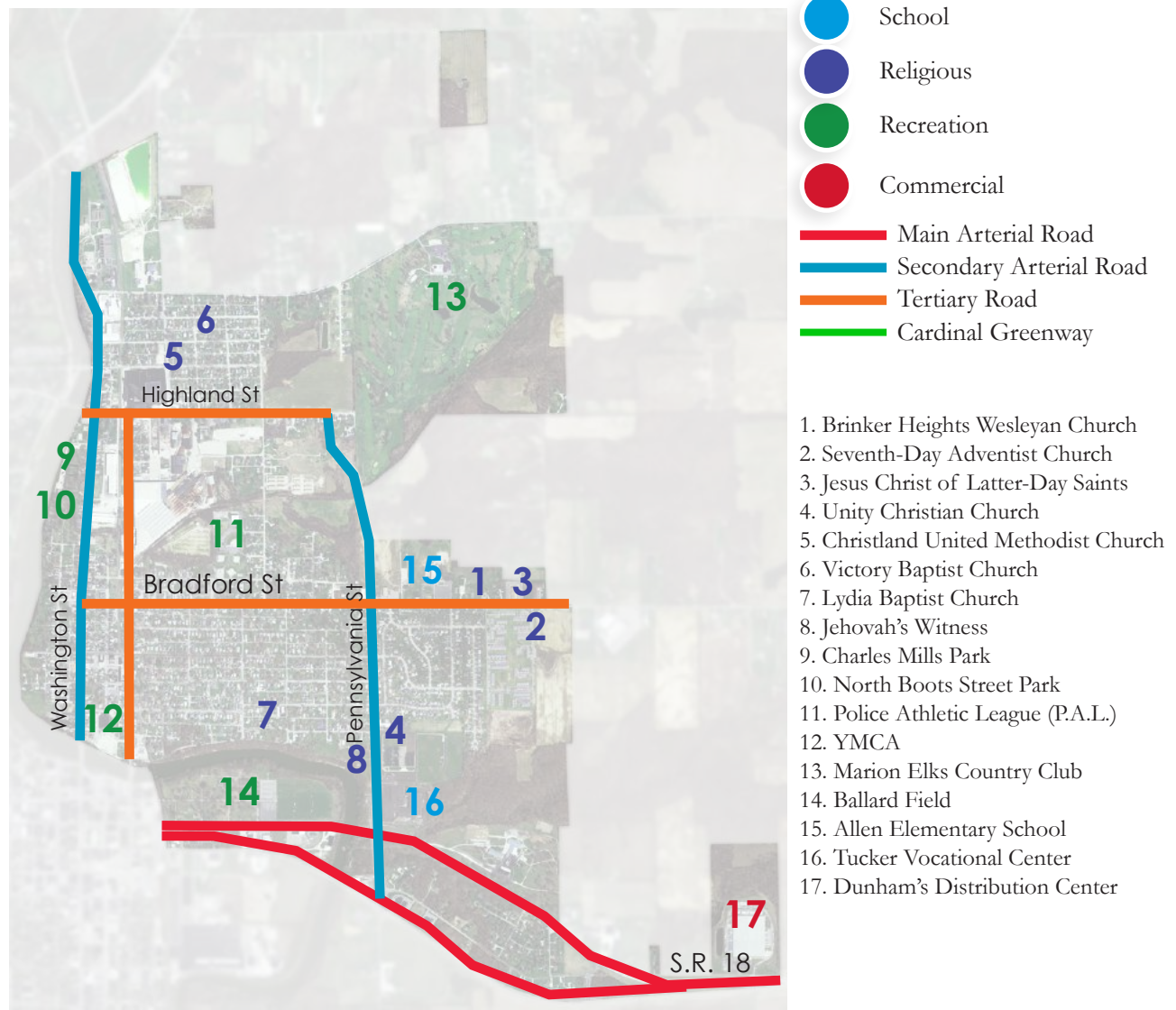
- Character Map
- Neighborhood Associations
- Character District Map
- Sector Trends
- Mapping
  - Zoning
  - Land Use
  - Future Land Use
- Land Use Recommendations



## Northeast Marion

Northeast Marion is situated along State Road 18, providing unique access opportunities connecting I69 to Downtown. This main thoroughfare also acts as a gateway into of Marion, providing opportunities for tourism attraction and gateway branding. Similar to the rest of the city, manufacturing facilities were once prevalent in the area. The former Ball-Foster factory once resided in Northeast Marion Industry is currently rebounding in the area

### Character Map



## Neighborhood Associations

**1. Bend of the River:** Generally bounded by Branson Street on the East, Highland Street on the North, and the Mississinewa River on the West.

**Mission Statement:** To act as a gateway to North Marion.

- Unit Occupancy:  
Owner-Occupied: 50%,  
Renter-Occupied: 30%,  
Commercial: 5%,  
Industrial: 5%, Vacant: 10%
- Average House Build Date: 1910

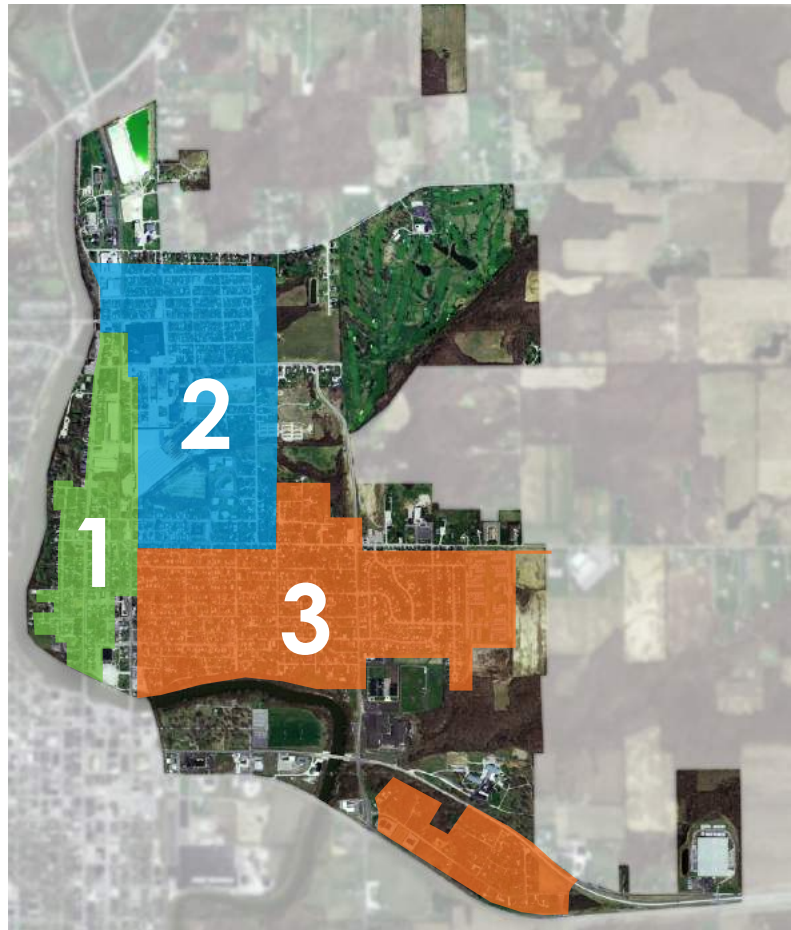
**2. Foster:** Bounded by Bond Avenue on the North, Horton Street on the East, Bradford Street on the South, and Branson Street and Washington Street on the West.

**Mission Statement:** To revitalize our neighborhood and make a serious attempt at getting to know our neighbors. Our desire is for each family to feel like they are part of our wonderful community. Our goals are to become better neighbors, help our neighbors, keep or neighbors informed in local and city-wide issues, and to keep our neighborhood clean, happy, and healthy.

- Unit Occupancy:  
Owner-Occupied: 35%,  
Renter-Occupied: 20%,  
Commercial: 5%,  
Industrial: 30%,  
Vacant: 10%
- Average House Build Date: 1920

**3. Northeast Marion:** Generally bound by Bradford Street on the North, Branson Street on the West, the Mississinewa River and Grant Street on the South, and Gatewood Lane on the East, including Tippy Drive and the 1000 block of East Montpelier Pike.

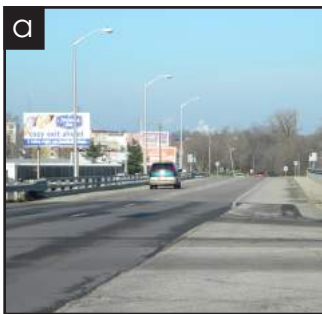
- Unit Occupancy:  
Owner-Occupied: 55%,  
Renter-Occupied: 40%,  
Vacant: 5%
- Average House Build Date: 1950





## Character District Map

Character Districts are created with purpose or sometimes unintentionally through years of similar development styles/standards/guidelines/etc. The following districts are not permanent, however, they represent current development patterns and styles found throughout the sector.



### a. State Route 18 Corridor

#### Key Findings

- Major corridor/gateway
- Mixture of commercial, residential and utilities

#### Recommendations

- SR18 Corridor Overlay with design standards
- Ballard Field improved as gateway
- Washington two-way (1st to 3rd) to improve circulation

### b. Bend of the River District

#### Key Findings

- Washington Street main north-south corridor through Marion
- Commercial and residential uses
- Several properties with private access to river

#### Recommendations

- Washington Street lighting and signage upgrades
- Parking lot landscaping and design standards
- Neighborhood boundary signage
- Promote river/boat launch
- Tie Bend of the River neighborhood to Downtown

### c. Industrial Park District

#### Key Findings

- Several disjointed industrial properties with scattered residential

#### Recommendations

- Create Industrial Park connecting industrial properties
- Rezone underutilized residential properties to industrial
- Buffer surrounding neighborhoods and boundaries



## Sector Trends

### Residential Trends

Average Year Built: 1930

Average Listing Price (2009): \$38,500

Affordable Housing: Norman Manor Apartments  
(121 N. Washington Street)

### Commercial + Industrial Trends

Major Shopping Corridors: Branson Street,  
Washington Street, Highland Street. Streets Prime  
for Potential Home Businesses: Washington  
Street, Branson Street

Commercial Needs: Sit-Down Restaurants,  
Independent Grocery Store, Barber Shop, Legal  
Services, Coffee Shop, Cop Shop

Industrial Spaces: Ball Foster/Spartan Factory (E.  
Charles Street) & MS Jones, LLC Building (109 S.  
Pennsylvania Street)

### Recreational Trends

City Parks Visited Most Often:  
Matter Park, Charles Park, N. Boots  
Street Park, Ballard Field

### Infrastructure + Service Needs

In Need of Sidewalks, Improvement

- Washington Street (Highland to Christy)
- Stephson Street (Section unspecified)
- 300 block of N. Boots Street
- 400 block of N. Branson Street

Street Improvements

- Lincoln Street (Section unspecified)
- Meridian Street (Section unspecified)
- Highland Avenue (Section unspecified)
- 100-200 block of East Sherman Street
- Highland Avenue from Washington to  
Railroad Tracks
- Bond Avenue from Horton Street east

## Sector Meeting TOP RESULTS

### Northeast Marion Strengths Ranking

-YMCA redevelopment .....	1
-Historic homes/historical context .....	2
-Mississinewa River .....	3
-Proximity to Riverwalk .....	3
-Local Fire Station .....	3
-Hong Kong restaurant .....	3
-Allen School .....	4
-Churches .....	4

### Northeast Marion Weaknesses Ranking

-Abandoned houses deteriorating .....	1
-Sidewalks (missing, poor quality) .....	2
-Abandoned industry .....	2
-Stormwater drainage issues .....	3
-Code enforcement issues .....	3
-Limited food & shopping options .....	4
-Litter .....	4
-Truck route issues/high truck volume .....	4
-Poor street conditions/need repaired .....	5

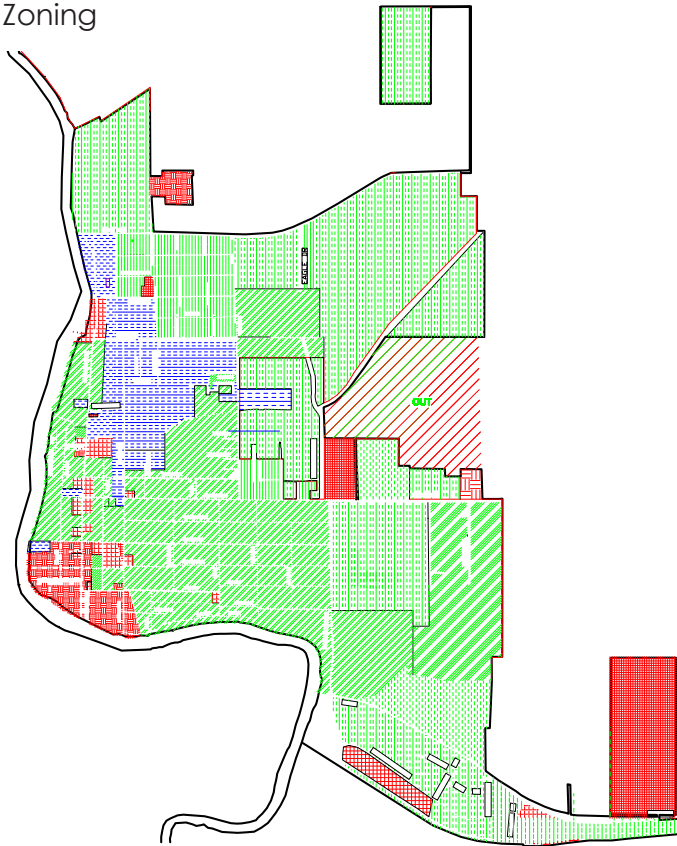
### City of Marion Opportunities Ranking (NE)

-First Fridays .....	1
-Park improvements (new play area, concessions).....	2
-Walkway .....	3
-Available factory space.....	3
-Proximity to several Universities .....	4
-Nice eat-in restaurants needed .....	4
-Hostess House .....	4

### City of Marion Threats Ranking (NE)

-Lack of jobs .....	1
-Rundown housing areas .....	1
-Public school system needs reform .....	2
-Stormwater separation needed .....	3
-Lack of development on 18 from I69 .....	3
-Threat of budget cuts (police & fire) .....	4
-Lack of City communication & enforcement ...	5
-Reactive; not proactive.....	5
-Drugs .....	5
-Dam & levee condition .....	5

## Zoning



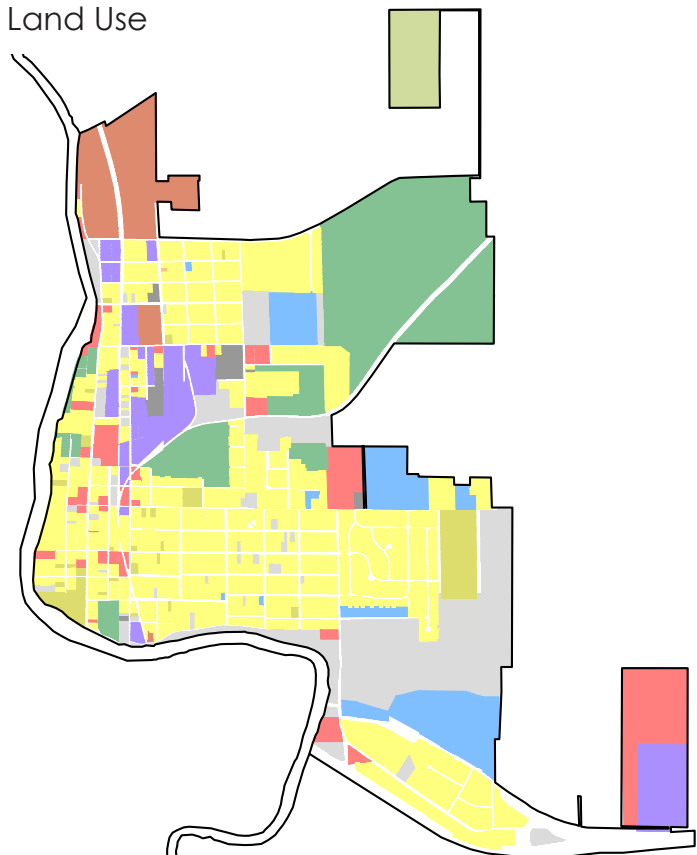
(Left) Northeast Marion is zoned primarily as a low- to medium density residential community. A core of industrial zoning towards the northwest corner of the sector presents a unique challenge of placing industry tangent to residential. Intermittent commercial uses are dotted throughout the sector, although sometimes too spread out.

(Below) The Northeast Sector contains a wide variety of land uses. Although a majority is used for residential, much of the sector remains vacant land. An intermingling of land uses -- especially along Washington, Adams, and Branson Streets -- places conflicting operations beside one another.

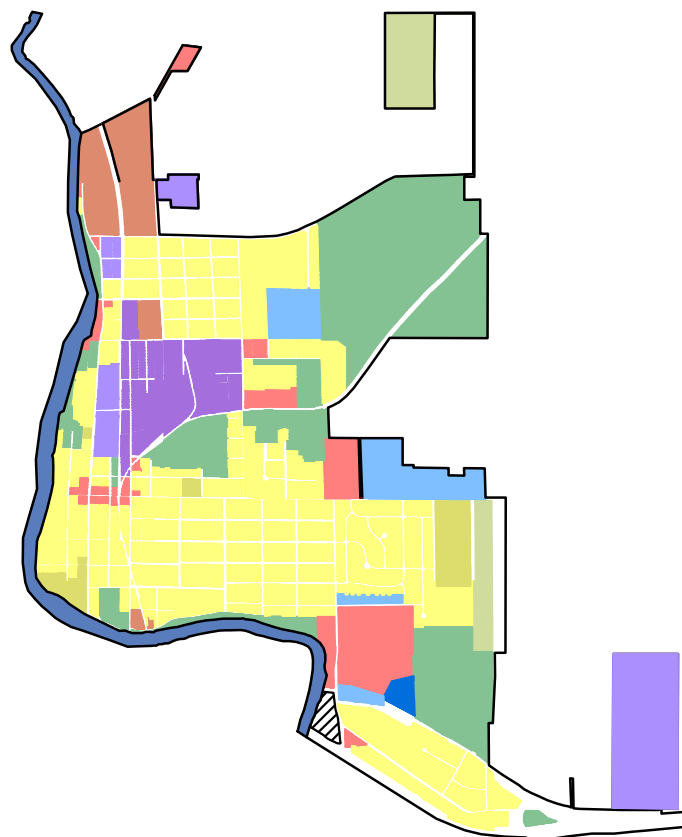
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AG	L3
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GB	Mixed-Use
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L1	Parking
L2	No Specific Use/ Vacant

## Land Use



Future Land Use



### Land Use and Zoning Recommendations:

Northeast Marion is an interesting mix of residential, commercial and industrial land uses. Many of the housing and businesses were built to support the Ball Foster factory. Since factory activity has declined, many of the houses and commercial properties are vacant.

#### **Mississinewa Industrial Park**

The area surrounding the active factory is recommended to remain as one of the larger industrial sites in Marion. Physical upgrades and redefinition of this area as an “industrial park” are recommended. Several residential parcels within the proposed industrial park are recommended to change to industrial to eliminate residential conflicts. However, many of the residential properties surrounding the factory were once rezoned to industrial to accommodate the factory’s projected growth. Areas not included in the planned industrial park should be rezoned to residential to allow for easier sales and the insurance of residential neighborhood character.

#### **Commercial Corridor**

There are currently commercial properties scattered throughout northeast Marion. The heaviest concentration is along Washington Street and between Washington and Adams. The neighborhood’s close vicinity to downtown suggests that less commercial is needed in this area, and that residents can support downtown growth. The area along Bradford between Washington and Adams Streets is recommended to remain commercial, housing only neighborhood-oriented business.

#### **Bend of the River**

There is much need for young professional and executive level housing within the City and the area along the bend in the river is the ideal location for such housing. The vicinity to the hospital, connections to downtown and potential views of the river make the area along the river prime for multifamily, multistory housing.





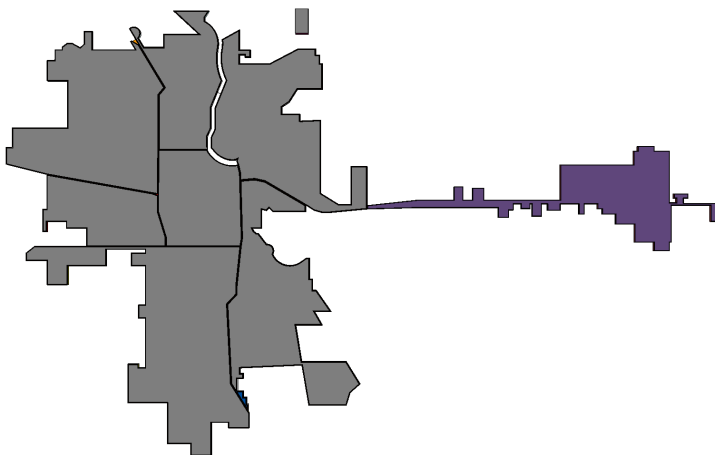


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## Sector Content

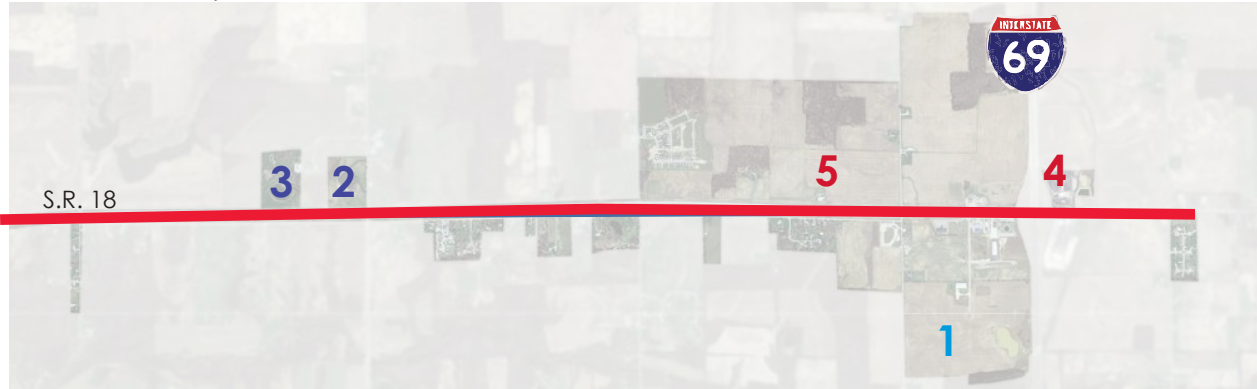
- Character Map
- Neighborhood Associations
- Character District Map
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  - Zoning
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## East Marion

East Marion is a focused channel of property along State Road 18 which is bisected by I69. Several parcels are unincorporated and outside of city rule. Ivy Tech Community College is situated along S.R. 18 and I69 providing good regional access. Other commercial uses are also focused around this interstate exit. The exit and state road provide a highly sought after connection between Marion and the rest of the state.

### Character Map



- School
- Religious
- Commercial
- Main Arterial Road
- 1. Ivy Tech Community College
- 2. Hanfield United Methodist
- 3. World Gospel Mission
- 4. Love's Truck Stop
- 5. Dollar General Distribution Center

### Sector Trends

#### Residential Trends

Average Year Built: 1975

#### Commercial + Industrial Trends

Major Shopping Corridors: SR 18 near I-69

Commercial Needs: Affordable food market,  
Entertainment venues

Industrial Spaces: Marion Commerce Park  
(Commerce Drive), Trio Land (250 S. 600 East),  
Dollar General Distribution Center

#### Recreational Trends

City Parks Visited Most Often: Ballard Field

### Sector Meeting TOP RESULTS

#### East Marion Strengths Ranking

-Rural .....	1
-Easy access .....	2
-Bradford Street Church .....	2
-Growth opportunities .....	3
-Dollar General .....	3
-Ivy Tech .....	3
-Infrastructure .....	3

#### East Marion Weaknesses Ranking

-No recycling .....	1
-Need a good priced grocery store .....	2
-Trailer parks .....	2
-Nothing to attract people to the area .....	3
-Property taxes .....	4
-No storm sewers .....	5

#### City of Marion Opportunities Ranking (E)

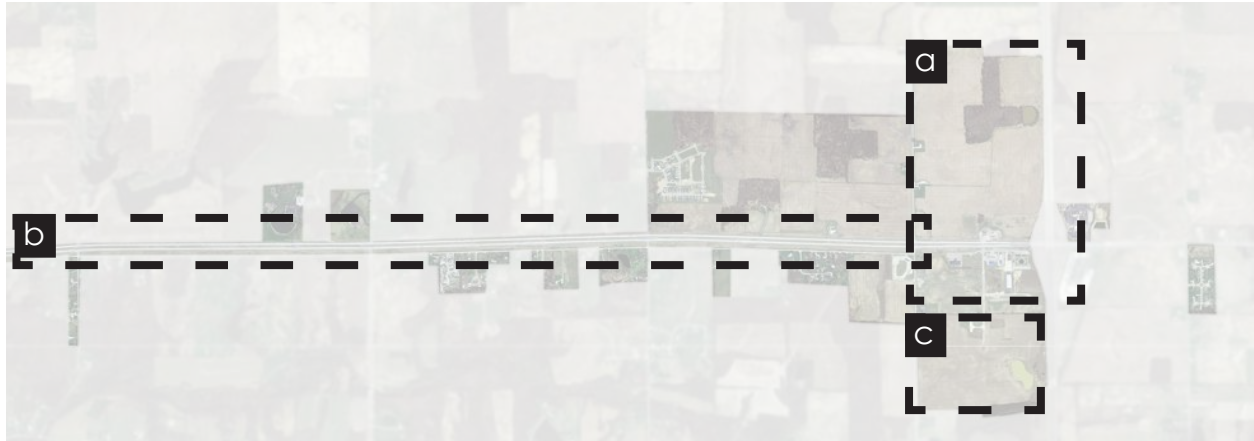
-Centrally located within the state .....	1
-Indiana Wesleyan University .....	2
-Ivy Tech .....	2
-Medical jobs .....	3
-Ballard Field (needs more than soccer) .....	4
-Marion Public Library & Museum .....	4

#### City of Marion Threats Ranking (E)

-Threat of CAFOs .....	1
-Jobs & industry .....	2
-Lack of quality restaurants/excess fast food ...	2
-Real estate value .....	2
-Poverty mentality .....	2
-Lack of environmental care .....	3
-Education system .....	3

## Character District Map

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### a. I69 Gateway District

#### Key Findings

- Potential to pull the most visitors of any gateway
- Future mixed-use development expected
- Land within city limits subject to Corridor Overlay standards

#### Recommendations

- Advertise Marion on I69 billboards reflecting branding
- Enforce design standards for all new development and redevelopment
- Encourage cross-access agreements

### b. Corridor District

#### Key Findings

- 5.5 mile stretch from I69 to Marion “proper”
- Majority of land is unincorporated at this time
- Land within city limits subject to Corridor Overlay standards

#### Recommendations

- Annexation study needed to allow for development control
- Signage needed to encourage visitors to continue into Marion
- Investigate greenbelt concept and branding implementation
- Create boulevard effect along corridor (trees, windmills, etc)

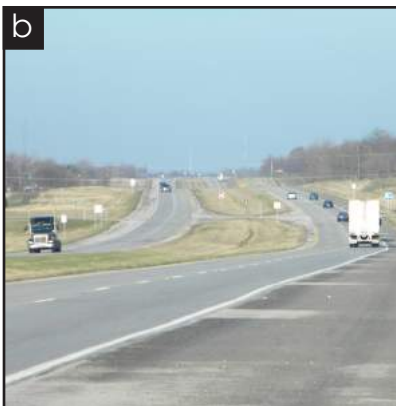
### c. Ivy Tech District

#### Key Findings

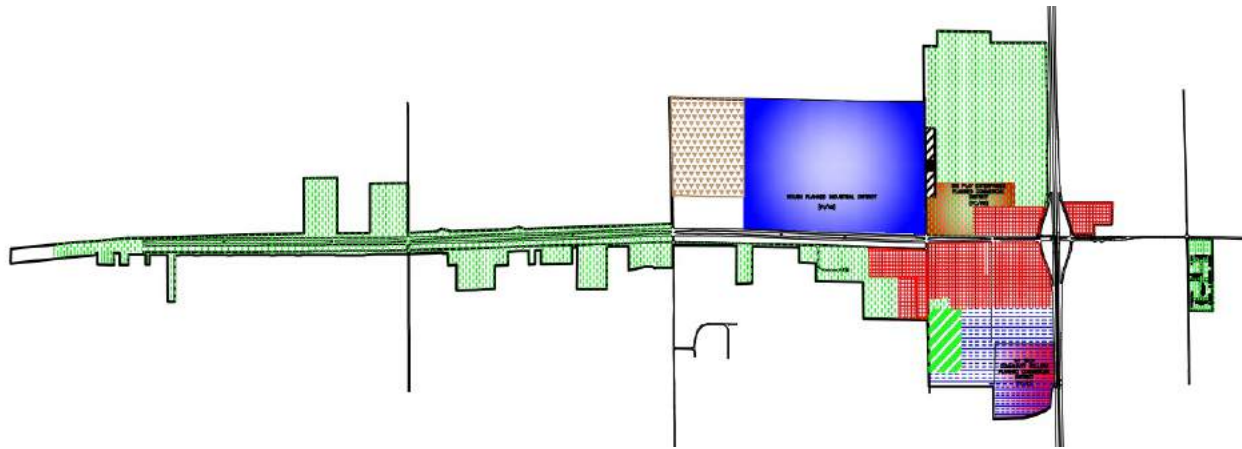
- Regional campus
- Approximate population of 1,000+ students
- Within Corridor Overlay design standards

#### Recommendations

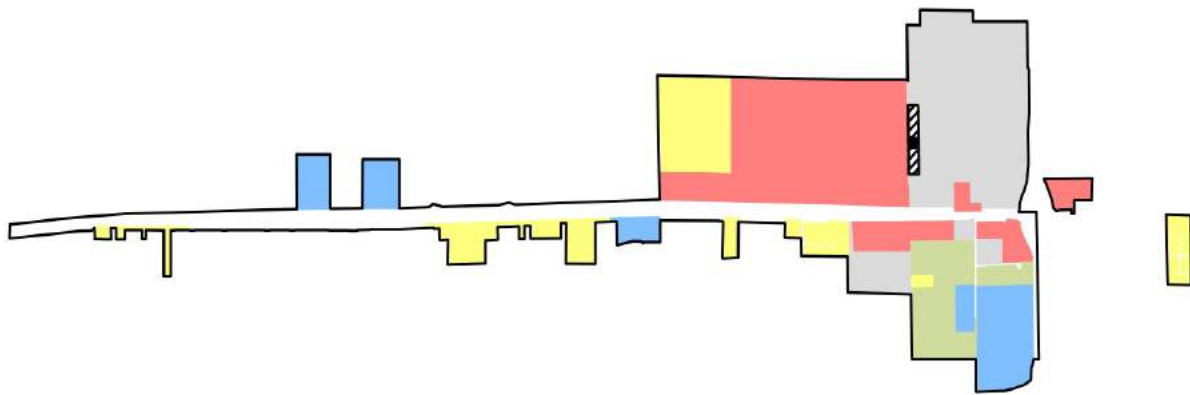
- Clear directional signage is needed from SR18
- Ivy Tech signage visible from I69 needed



## Zoning



## Land Use

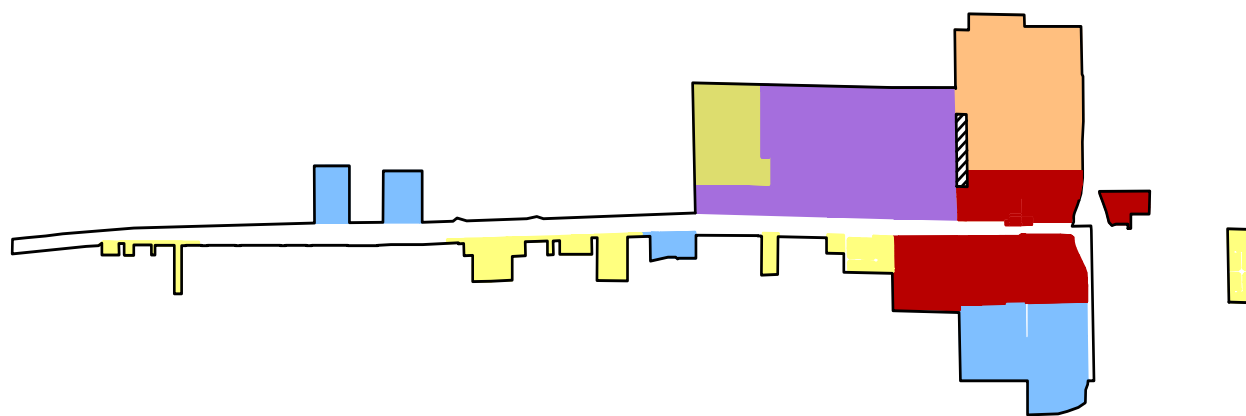


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## Future Land Use



### Land Use and Zoning Recommendations:

East Marion is a mixture of commercial, residential and light industrial uses. It is also the main gateway into the city from I69. It is an interesting area due to the fact that after a past annexation, much of the land along the SR18 corridor is still technically located outside of City limits. The existence of a County Area Plan prevents us even from planning outside of our legal limits. This prevents the City from having influence over land use and development along much of the corridor. An annexation policy (voluntary and involuntary) needs to be considered in the future.

#### I69 and SR18 Overlay

The City recently adopted an overlay along SR18 and I69 with land use restrictions and design standards for development, landscaping, parking and setbacks, but the overlay should be updated to reflect the goals set in this plan. This overlay only affects those parcels within City limits. To ensure consistent design, it is recommended that any future PUD located within this overlay include similar restrictions as those in the newest version of the overlay.

#### I69 Exchange

There are several master-planned developments proposed at the SR18 and I69 exchange that include multi-family residential, commercial, office and hotel uses. It is recommended that commercial uses be condensed around this exchange and not extend west into “Marion proper.” The development of the I69 exchange will potentially pull visitors from the highway, and the distance into town presents a new issue of attracting visitors further into the City. While still encouraging success at this new regional hub, strategies should be developed to encourage visitors of the new development to also travel further into Marion to explore our downtown and shopping areas. Plans between the city and county for improvements to this area should be pursued to find solutions to this problem. Recommendations include creating a “tunnel” effect through the use of trees, fountains, signage or wind turbines, visually connecting the two areas.

#### SR18

The stretch of SR18W connecting the existing “Marion proper” with the I69 exchange consists of approximately 5 miles of agricultural land with randomly located residential, commercial and light industrial uses. Few of these parcels are within City limits and most are out of our planning jurisdiction. Commercial development along this stretch could harm the vitality of the bypass and create a potential ghost town. One option for the use of the properties within City limits along this stretch are recommended to remain as low impact uses with large front yard setbacks, to create a “greenbelt” connecting the visitor to Downtown Marion, passing by a redeveloped Ballard Field and River Plaza along the River.



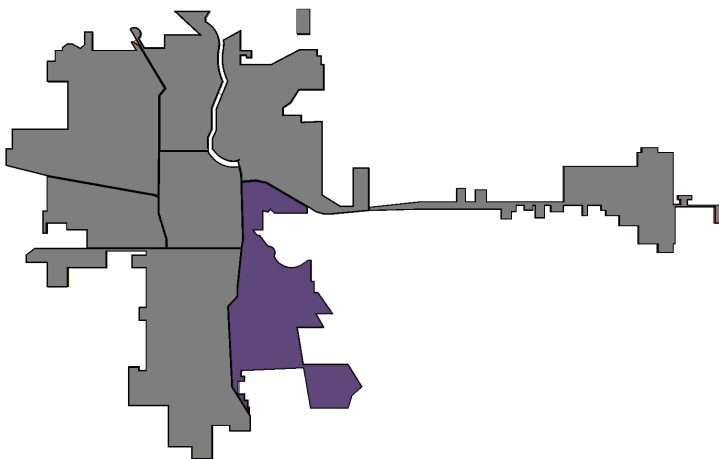


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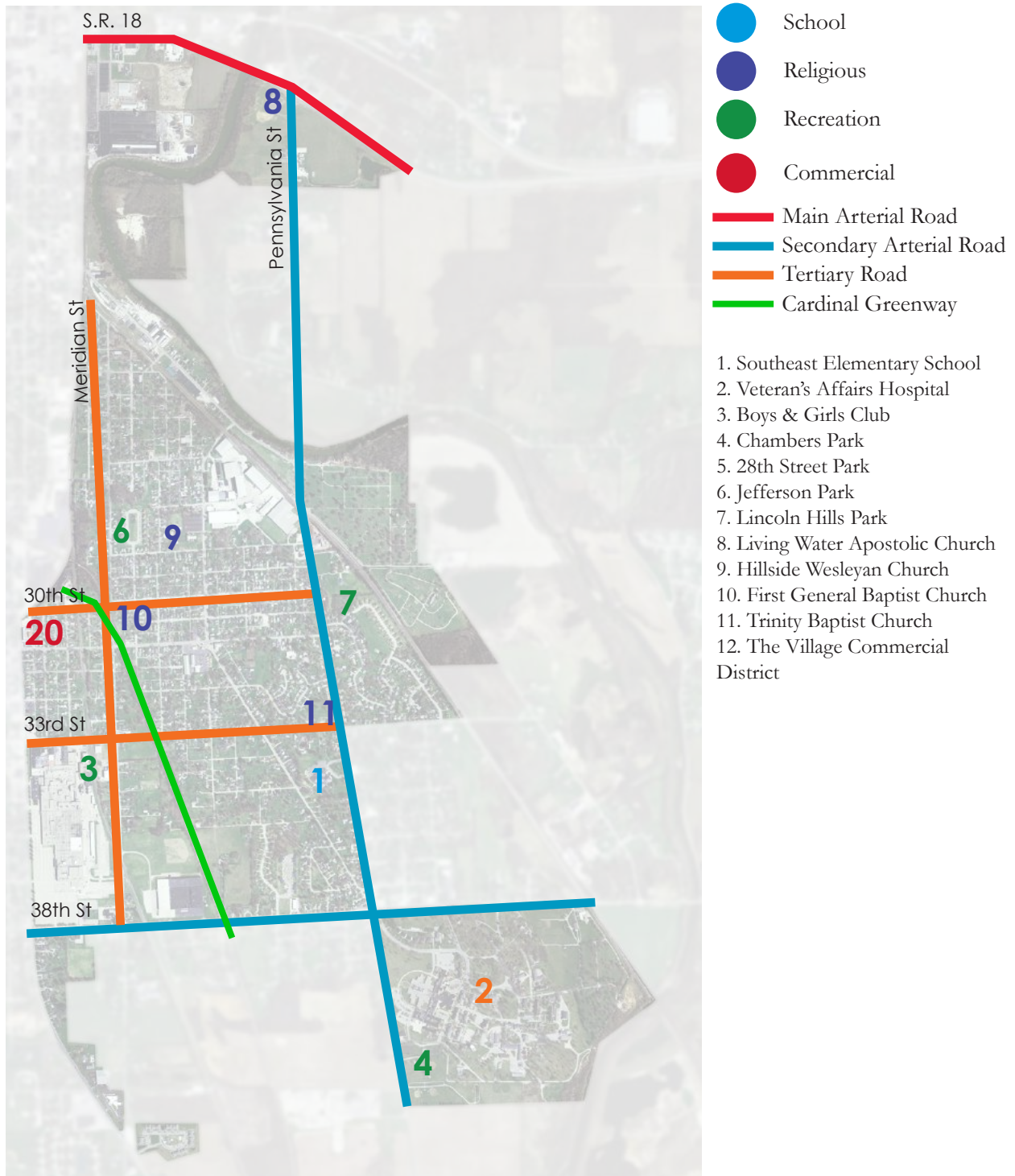
- Character Map
- Neighborhood Associations
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- Sector Trends
- Mapping
  - Zoning
  - Land Use
  - Future Land Use
- Land Use Recommendations



## Southeast Marion

Southeast Marion is home to the Veteran Affairs Hospital of Northern Indiana. Southeast Marion also provides a mix tone of housing opportunities for the industrial employees of the sector.

### Character Map





## Neighborhood Associations

**1. Harry Cramer:** Bounded by the railroad on the North, Home Avenue on the East, 26th Street on the South, and the railroad on the West.

**Mission Statement:** To get more young people involved in what is going on in the neighborhood, rid the area of trash and litter, and notify law enforcement of suspicious activities to create a cleaner, safer community.

- Unit Occupancy:  
Owner-Occupied: 50%,  
Renter-Occupied: 30%,
- Commercial: 5%, Vacant 15%
- Average House Build Date: 1945

**2. Thomas Jefferson:** Bounded by 26th Avenue on the North, Home Avenue on the East, 30th Street on the South, and the Cardinal Greenway and Meridian Street on the West.

- Unit Occupancy:  
Owner-Occupied: 15%,  
Renter-Occupied: 70%,  
Commercial: 5%,  
Vacant: 10%
- Average House Build Date: 1945

**3. D.A. Moore:** Bounded by Waite Avenue on the North, Lincoln Boulevard on the East, 30th Street on the South, and Home Avenue on the West.

- Unit Occupancy:  
Owner-Occupied: 35%,  
Renter-Occupied: 30%,  
Commercial: 5%,  
Industrial: 30%
- Average House Build Date: 1945

**4. Southeast:** Generally bounded by 30th Street on the North, Lincoln Boulevard on the East, 38th Street on the South, and Meridian Street on the West, including Lincoln Hills.

- Unit Occupancy:  
Owner-Occupied: 55%,  
Renter-Occupied: 30%,  
Institutional: 10%,  
Vacant: 5%
- Average House Build Date: 1950

### 5. The Village

- See South + Southwest Marion Sector



## Character District Map

Character Districts are created with purpose or sometimes unintentionally through years of similar development styles/standards/guidelines/etc. The following districts are not permanent, however, they represent current development patterns and styles found throughout the sector.



### a. Warehouse District

#### Key Findings

- Lincoln Boulevard lined with underutilized brick warehouses and riverfront homes
- Active light industry (Warehouse City)

#### Recommendations

- Mixed use area linked to floodplain (historic warehouses and riverfront property)
- Buffer Warehouse City edges

### b. Thomson District

#### Key Findings

- Shovel ready outlot sites available
- Surrounding neighborhoods along Cardinal Greenway

#### Recommendations

- Develop outlots
- Retrofit parking lot with landscaping
- Safe neighborhood connections to Cardinal Greenway

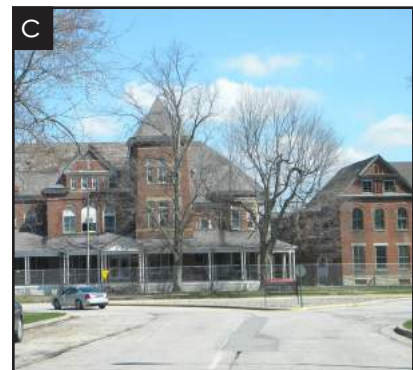
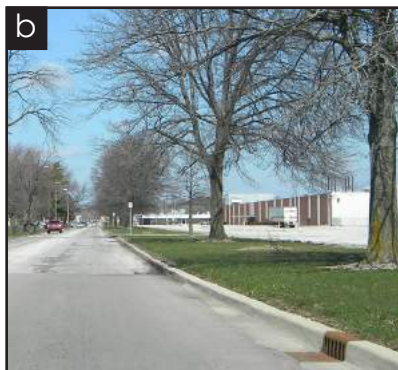
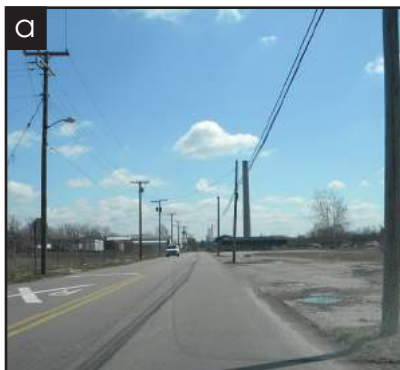
### c. Veteran Affairs District

#### Key Findings

- Federal property with private campus wayfinding system
- Historic building stock available for reuse

#### Recommendations

- Petition for 38th Street interchange from I69
- Campus signage should correspond to city wayfinding system
- Preserve land for cemetery expansion
- Market historic building stock



## Sector Trends

### Residential Trends

Average Year Built: 1970  
Average Listing Price (2009): \$58,640  
Affordable Housing: Thomas Jefferson Homes (26th and Madison Streets), Curfman Road Community (Curfman Road), Houck Street Community (Houck Street)

### Commercial + Industrial Trends

Major Shopping Corridors: Village, Adams Street  
Streets Prime for Potential Home Businesses: 30th Street, Home Avenue

Commercial Needs: Coffee shop, Fire Station

Industrial Spaces: Thomson Building (3301 S. Adams Street), Former Bell Packaging (1019 E. 26th Street), Warehouse Building #10 (1005 E. 24th Street), Warehouse City #15 (E. 22nd Street), Warehouse City #17 (2301 S. Home Avenue), Winterfield Building (1001 E. 38th Street)

### Recreational Trends

City Parks Visited Most Often: 28th Street Park, Thomas Jefferson Housing Park

Other Recreational Opportunities: Junction Park, Cardinal Greenway

### Infrastructure + Service Needs

In Need of Sidewalks, Improvements:

- Meridian Street from 22<sup>nd</sup> to 26<sup>th</sup> Streets

Street Improvements

- Meridian Street from 18<sup>th</sup> to 26<sup>th</sup> Streets
- Corner of Brownlee and E 22<sup>nd</sup> Streets
- Brownlee and E 22<sup>nd</sup> Street up to 18<sup>th</sup> Street

## Sector Meeting TOP RESULTS

### Southeast Marion Strengths Ranking

-Horner's Meat Market .....	1
-VA Hospital (jobs) .....	1
-Splash Park .....	2
-Boys & Girls club .....	3
-Good homeowners .....	4
-28th Street Park .....	5
-YMCA .....	5
-People & neighborhood .....	5
-Neighborhood watch program .....	5

### Southeast Marion Weaknesses Ranking

-Streets need paved .....	1
-No/Weak Neighborhood Associations .....	2
-Vacant gas stations .....	2
-No sidewalks/curbs .....	3
-Police lack of patrols .....	3
-Lots of rentals .....	4
-Lack of pride .....	4
-Code enforcement .....	4
-Southeast School .....	4
-28th Street Park (no seating).....	4

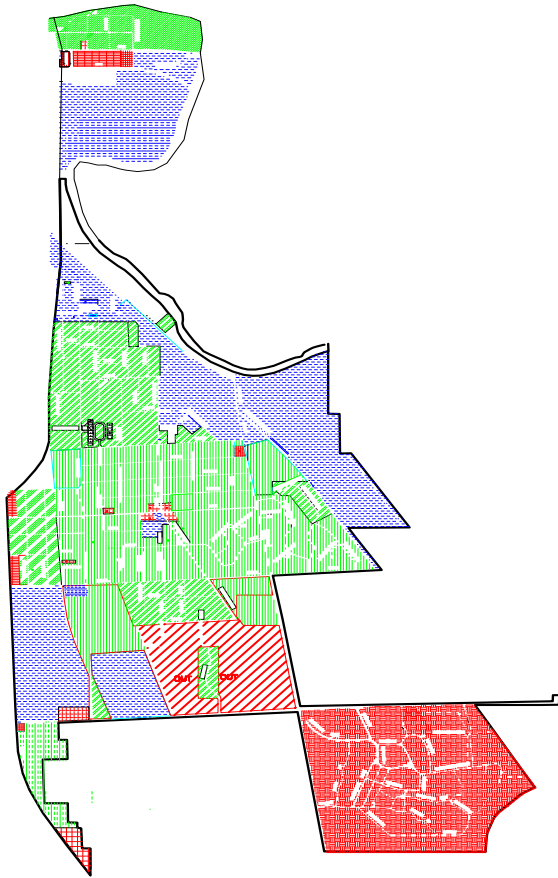
### City of Marion Opportunities Ranking (SE)

-Meijer shopping area .....	1
-Horners Meat Market .....	2
-YMCA .....	3
-Riverwalk .....	4
-Splash Park .....	5
-Marion Public Library & Museum .....	5
-Indiana Wesleyan University .....	5

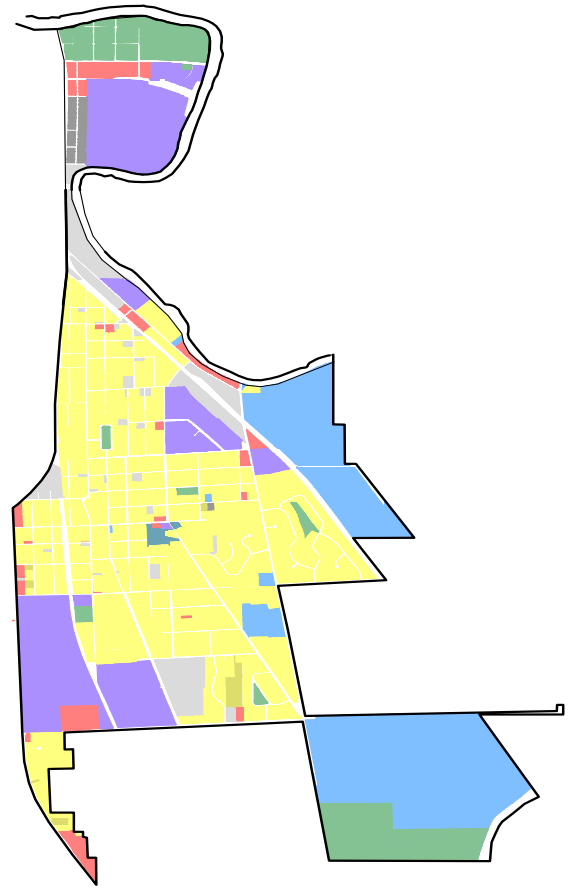
### City of Marion Threats Ranking (SE)

-Pending bus depot relocation .....	1
-Loss of jobs .....	2
-Roads and streets need paved .....	3
-Abandoned gas station (Home & 30th) .....	4
-Pending police & fire layoffs .....	5
-Failing infrastructure .....	5
-Inadequate storm drains .....	5
-Landlords/no maintenance of rental property..	5
-City clean-up needed .....	5
-Burn barrels .....	5
-Crime .....	5

## Zoning



## Land Use

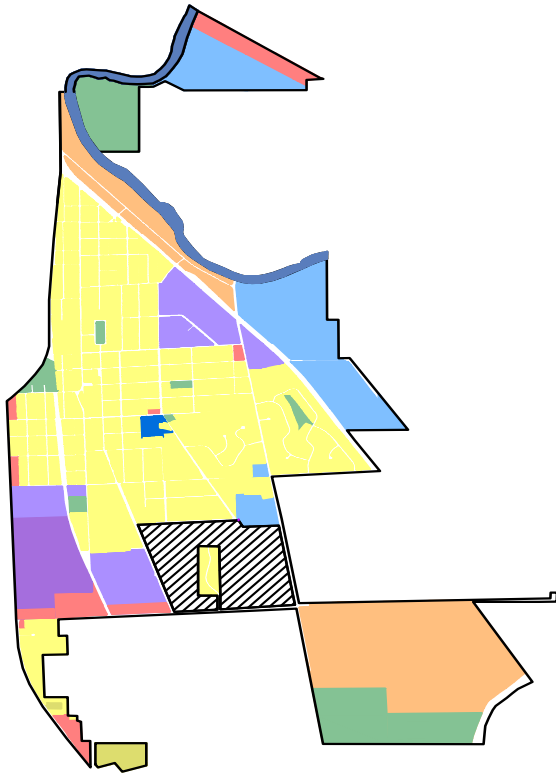


### Legend

AG	L3
RS	P1
R1	AZ
R2	MH
R3	Corporate boundaries
R4	Areas not annexed
R5	Agricultural
PR	Commercial
PB	Multi-Family Residential
AB	Single-Family Residential
LB	Institutional
CB	Industrial
CC	Recreation/ Green Space
GB	Mixed-Use
SC	Public/ Government
PC	Utilities
L1	Parking
L2	No Specific Use/ Vacant



## Future Land Use



### Land Use and Zoning Recommendations:

#### Former Thomson site

The former Thompson site is suggested to remain as light industrial and manufacturing. The expansive parking lot could support commercial development along 38th Street. It is also recommended that edges and corners of the property are improved as green spaces to buffer the development and increase aesthetics along the heavily travelled thoroughfares of Adams and 38th Streets.

#### Veteran's Affairs Campus

The VA campus functions as a separate entity including institutional and residential uses. There is potential in the excess buildings of this federal site for public, mixed-use institutional, office and residential uses. There are reports that there will be a need for expansion of the cemetery in the future.

#### Southeastern Mississinewa Riverfront Mixed-Use Area

The area along Lincoln Blvd. and the western riverbank is currently zoned industrial and features a mixture of blighted industrial and single-family residential uses. There are several historic brick warehouses that could be reused for interesting technology, office and loft spaces. The adjacent vacant land would be well-suited to townhomes with a currently underutilized river overlook. The area could be connected to Downtown by a greenspace from 5th to 9th Streets.





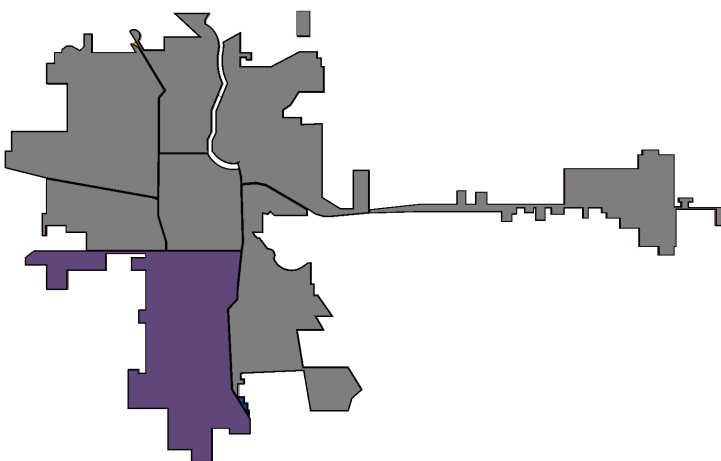
# South + Southwest Marion

## Introduction

In order to realize each area's specific issues and needs in detail, the City was divided into nine "sectors." Inventory was taken and community meetings were held for each area. The Sector Study includes the following information related to that portion of the city: Sector Character, Neighborhood Associations, District Maps, Sector Trends, Sector Input, and Land Use and Zoning information

## Sector Content

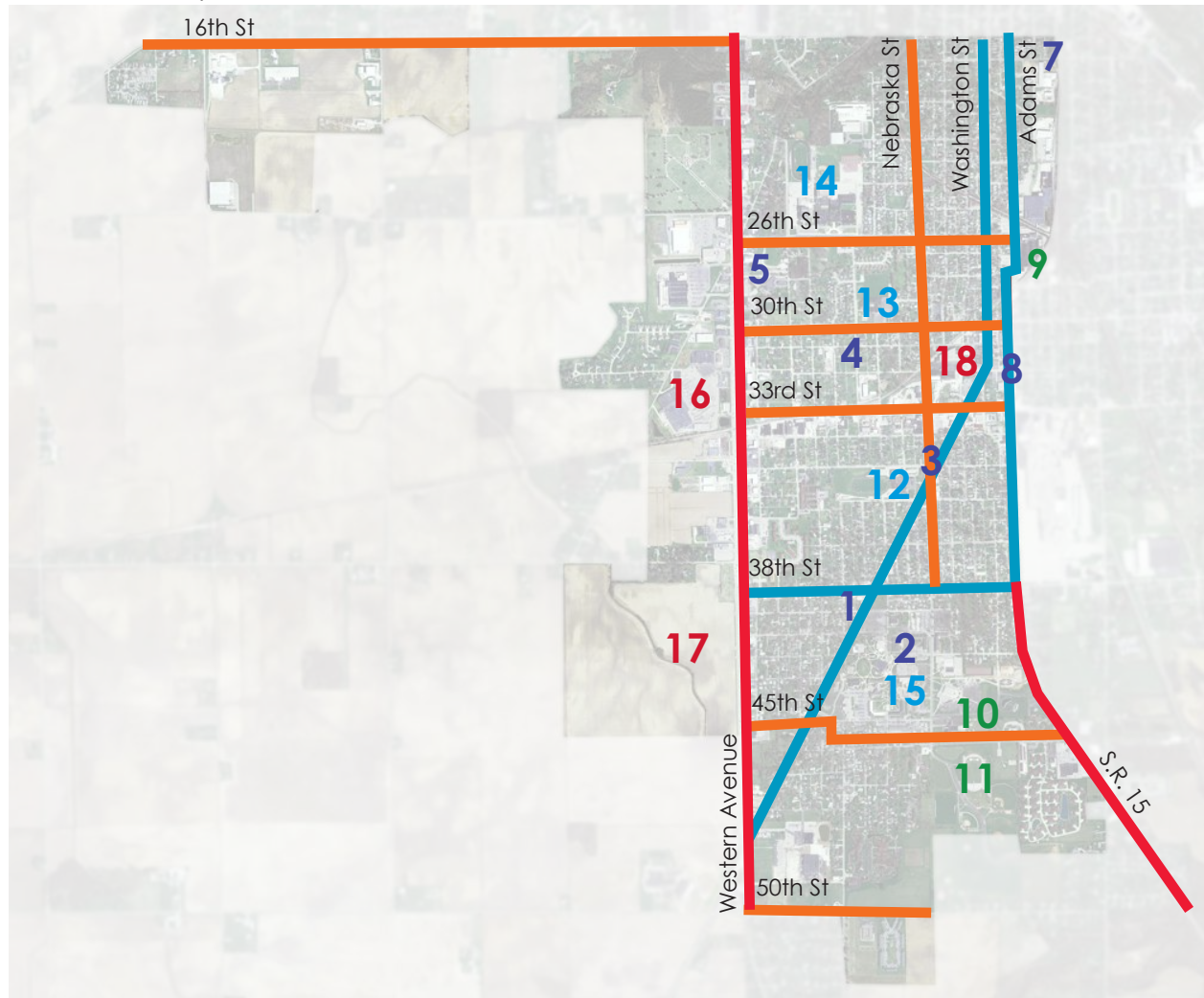
- Character Map
- Neighborhood Associations
- Character District Map
- Sector Trends
- Mapping
  - Zoning
  - Land Use
  - Future Land Use
- Land Use Recommendations



## South + Southwest Marion

The South and Southwest Marion sectors encompasses many recreational and institutional landmarks within the City of Marion. Both sectors were combined due to a low residential population in the Southwest sector.

### Character Map



- School
- Religious
- Recreation
- Commercial

- Main Arterial Road
- Secondary Arterial Road
- Tertiary Road

- 1. Bibleway Church of God
- 2. College Wesleyan Church
- 3. Allen Temple Ame Church
- 4. Rising Star Baptist Church
- 5. Healing Heart Church of God
- 6. Grace Missionary Baptist Church
- 7. House of Worship for All People
- 8. Adams Street Christian Church
- 9. Splash House at Junction Park
- 10. Seybold Park
- 11. IWU Recreational Fields
- 12. McCulloch Middle School
- 13. Frances Slocum Elementary School
- 14. Marion High School
- 15. Indiana Wesleyan University
- 16. Wal-Mart
- 17. Meijer
- 18. The Village
- 19. Western Avenue Corridor



## Neighborhood Associations

**1. College Park:** Bounded by 38th Street on the North, Adams Street on the East, 50th Street on the South, and Western Avenue on the West.

- Unit Occupancy:  
Owner-Occupied: 50%,  
Renter-Occupied: 20%,  
Commercial: 30%
- Average House Build Date: 1965

**2. Marion High School:** Bounded by 19th Street on the North, Nebraska Street on the East, 26th Street on the South, and Selby Street on the West.

- Unit Occupancy:  
Owner-Occupied: 65%,  
Renter-Occupied: 5%,  
Commercial: 30%
- Average House Build Date: 1970

**3. South Marion:** Bounded by 33rd Street on the North, Washington Street on the East, 38th Street on the South, and Western Avenue on the West.

- Unit Occupancy:  
Owner-Occupied: 30%,  
Renter-Occupied: 20%,  
Commercial: 5%, Institutional: 35%, Vacant: 10%
- Average House Build Date: 1960

**4. H.O.P.E.:** Bounded by 33rd Street on the North, Adams Street on the East, 38th Street on the South, and Washington Street on the West.

- Unit Occupancy: Owner-Occupied: 35%, Renter-Occupied: 20%, Commercial: 15%, Industrial: 10%, Institutional: 15%, Vacant: 5%
- Average House Build Date: 1960

**5. Frances Slocum:** Bounded by 26th Street on the North, Nebraska Street on the East, 33rd Street on the South, and Western Avenue on the West.

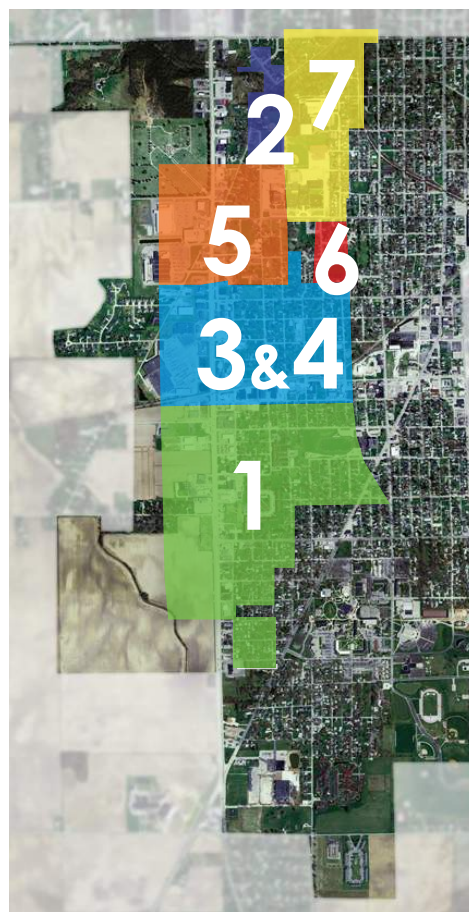
- Unit Occupancy: Owner-Occupied: 45%, Renter-Occupied: 30%, Commercial: 15%, Industrial: 5%, Vacant: 5%
- Average House Build Date: 1960

**6. The Village (Business Assoc):** Bounded by 30th Street on the North, McClure Street on the East, 33rd Street on the South, and Boots Street on the West.

- Unit Occupancy: Owner-Occupied: 10%, Renter-Occupied: 5%, Commercial: 75%, Vacant/Parking: 10%

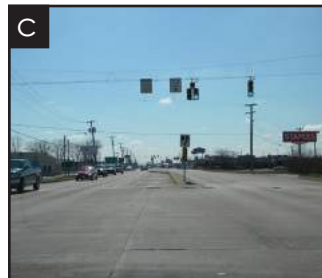
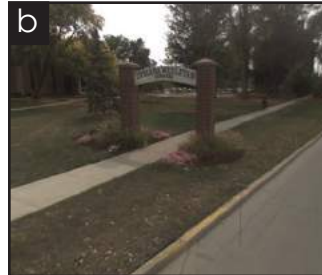
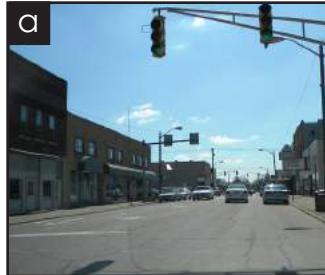
**7. Center City**

- See Central Marion



## Character District Map

Character Districts are created with purpose or sometimes unintentionally through years of similar development styles/standards/guidelines/etc. The following districts are not permanent, however, they represent current development patterns and styles found throughout the sector.



### a. The Village District

#### Key Findings

- Secondary Business District
- Cluster of entertainment establishments

#### Recommendations

- Code and design updates
- Streetscape improvements
- Gateways needed at 30th and 33rd Streets

### b. IWU Campus District

#### Key Findings

- Private campus comprised of several parcels (zoned residential)

#### Recommendations

- Rezone campus to new district
- Campus signage should correspond to city wayfinding system
- Buffer neighborhood from campus (fencing, landscaping, etc)
- Petition for 38th Street interchange from I69

### c. Frances Slocum Residential District

#### Key Findings

- Main north-south commercial corridor
- Zoned commercial ½ block along either side

#### Recommendations

- Sidewalks and limited access medians
- Pedestrian crossings at major intersections
- Reduce sign and overhead line clutter
- Landscaped parking lot ordinance

### d. Junction Park Recreation District

#### Key Findings

- Site split by Cardinal Greenway

#### Recommendations

- Develop ADA accessible trailhead from Cardinal Greenway
- Urban skate and BMX skate park on north Essex site

## Sector Trends

### Residential Trends

Average Year Built : 1970  
Average Listing Price (2009) : \$52,127  
Affordable Housing : Emerson Homes (22nd and Washington Streets), Coulton Court Community (Coulton Court)

### Commercial + Industrial Trends

Major Shopping Corridors: Western Avenue  
Streets Prime for Potential Home Businesses  
Washington Street, 38th Street, 45th Street

#### Industrial Spaces

- Omnisource Recycling (2998 W. Delphi Pike)
- Trans Industries (1421 W. 35th Street)
- Sherwin-Williams Building (2030 W. Western Avenue)
- Joaquin-Miller Industrial Park (1626 S Jojoquin Drive)
- Dana Land (400 S. Miller Ave.)

### Recreational Trends

City Parks Visited Most Often : Seybold Park, Matter Park, Splash House

Other Recreational Opportunities : Cardinal Greenway

### Infrastructure + Service Needs

#### In Need of Sidewalks

- 38th Street (Section unspecified)
- Lincoln Boulevard to Curfman
- Adams Street (Between 33rd and 35th)

#### Street Improvements

- Selby Street (Section unspecified)
- Landess Street (Between 46th and 47th Streets)
- Landess Street (Between 31st and 33rd Streets)
- 47th Street (Section unspecified)

#### Circulation Issues

- Need light at 45th and Adams
- Arrow light needed at 38th and Adams

## Sector Meeting TOP RESULTS

### South + Southwest Marion Strengths Ranking

-Airport .....	1
-Major Shopping (WalMart, Meijer) .....	2
-Neighborhood Associations .....	3
-Indiana Wesleyan University .....	4
-Roomy neighborhoods .....	5

### South + Southwest Marion Weaknesses Ranking

-Curb & sidewalk conditions .....	1
-Crime .....	2
-Lack of street paving/street repair .....	3
-Poor sidewalks throughout area .....	3
-Poor sewer system .....	4
-Housing (trash) .....	4
-Negative image of area .....	4

### City of Marion Opportunities Ranking (S+SW)

-V.A. Hospital .....	1
-Proximity to colleges .....	2
-Library .....	3
-Good place to raise children/family .....	4
-Centrally located (Indy, Ft. Wayne) .....	4
-Indiana Wesleyan University .....	4
-IvyTech .....	4
-Add a pool to the Splash Park .....	4

### City of Marion Threats Ranking (S+SW)

-Loss of jobs/lack of opportunities .....	1
-Low paying jobs .....	2
-Drugs .....	2
-Factories closing/no industrial jobs .....	3
-Taxes continue to be raised .....	3
-Lack of positive response/flexibility from govt. ....	4
-Lack of sidewalks (people walk in roadway) .....	4
-Apathy/lack of pride in neighborhoods .....	4

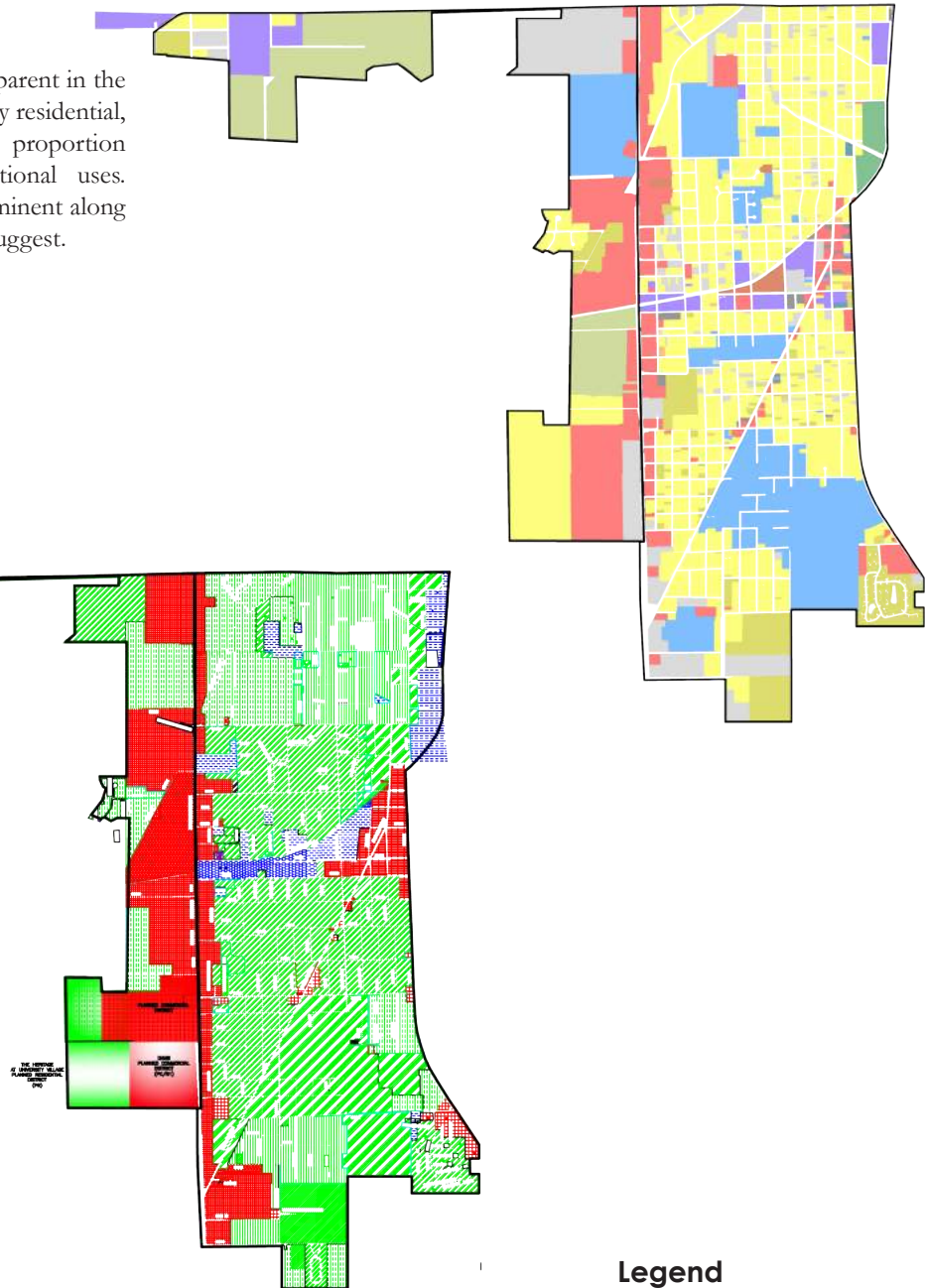


## Land Use

A wide diversity of uses is apparent in the land use map. Although mostly residential, the sector presents a large proportion of commercial and institutional uses. Industrial uses are not as prominent along the rail line as zoning would suggest.

## Zoning

Business zoning is localized to “the Bypass” and “The Village.” The combined sectors display a concentration of high density residential zoning. Industrial zones are contained along the rail line bisecting the sector and towards the west end of the Southwest Sector.

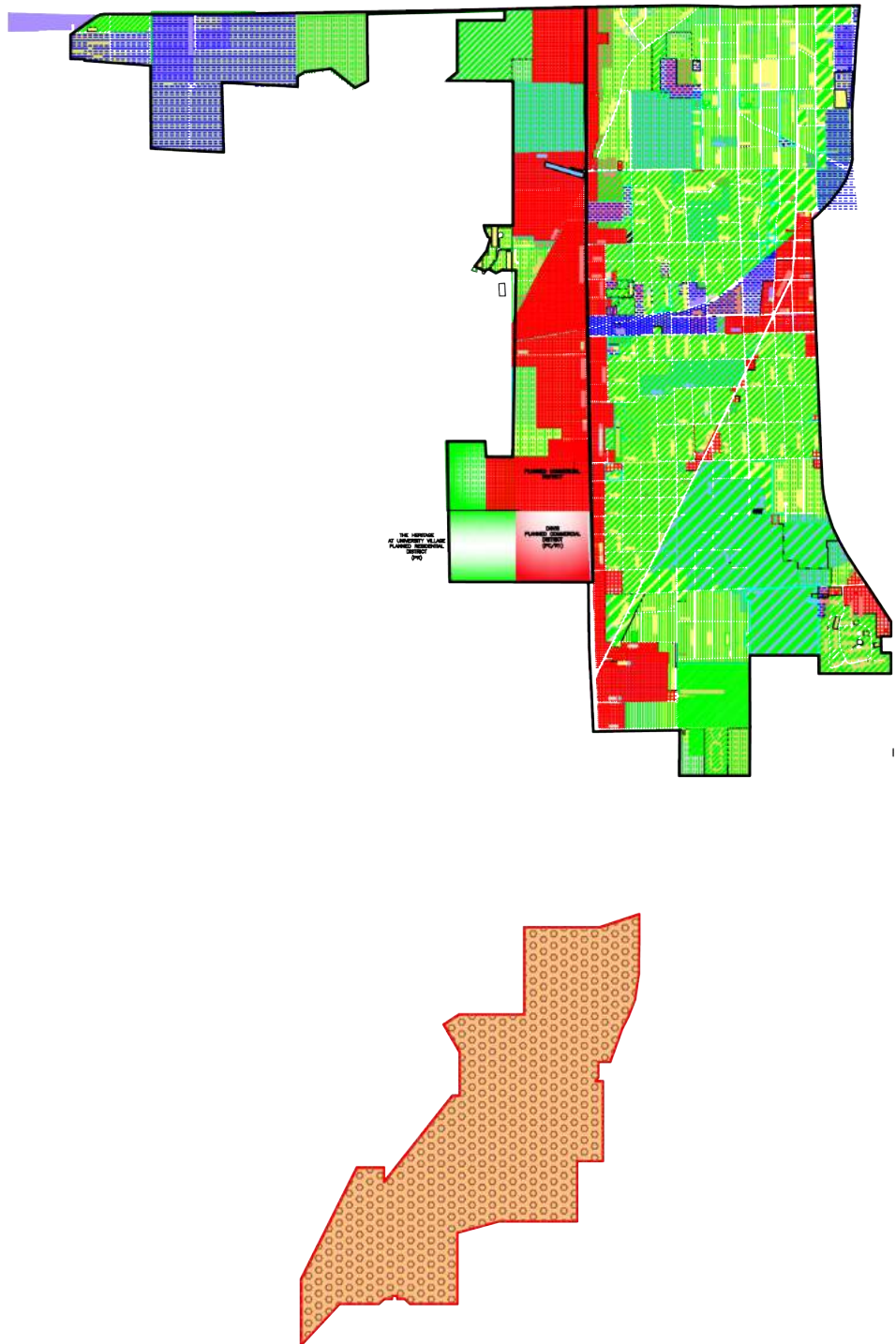


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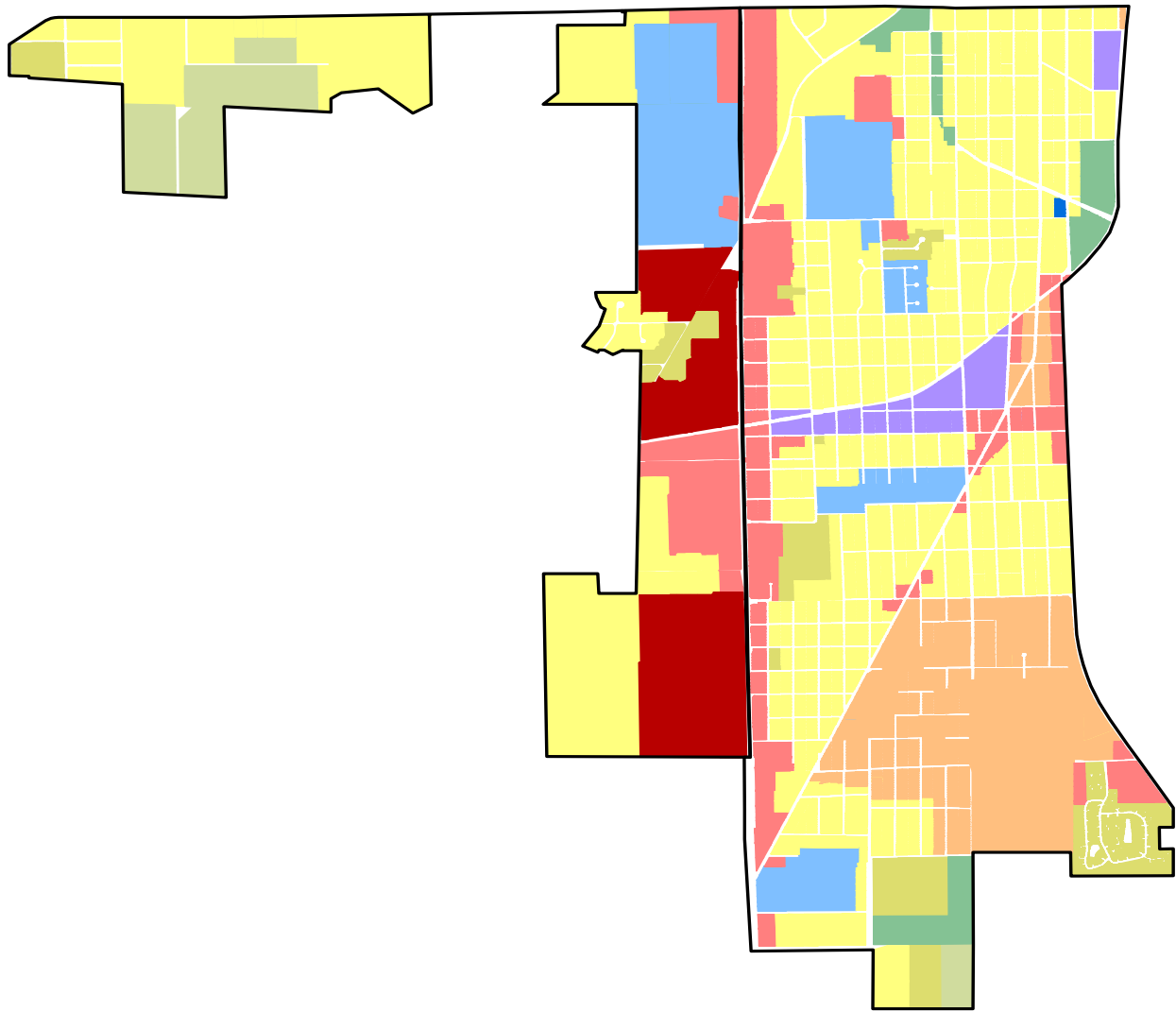
AG	L3
RS	P1
R1	AZ
R2	MH
R3	Corporate boundaries
R4	Areas not annexed
R5	Agricultural
PR	Commercial
PB	Multi-Family Residential
AB	Single-Family Residential
LB	Institutional
CB	Industrial
CC	Recreation/ Green Space
GB	Mixed-Use
SC	Public/ Government
PC	Utilities
L1	Parking
L2	No Specific Use/ Vacant



## Current Land Use and Zoning Comparison



## Future Land Use



### Legend

AG	L3
RS	P1
R1	AZ
R2	MH
R3	Corporate boundaries
R4	Areas not annexed
R5	Agricultural
PR	Commercial
PB	Multi-Family Residential
AB	Single-Family Residential
LB	Institutional
CB	Industrial
CC	Recreation/ Green Space
GB	Mixed-Use
SC	Public/ Government
PC	Utilities
L1	Parking
L2	No Specific Use/ Vacant

## Land Use and Zoning Recommendations:

### **Junction Park Trailhead**

The portions of the Cardinal Greenway that travel through south Marion are appropriate for small scale home businesses and commercial uses targeted at trail users at entrance/exit points along the trail that do not interfere with single-family residential neighborhoods. The Splash House at Junction Park is a prime opportunity for a Cardinal Greenway trailhead at Junction Park. A trail connection to Downtown should be established along the adjacent abandoned rail line or along the east side of Adams Street. To further increase its potential, it is recommended that the BMX and skate park be relocated to the adjacent property to the north to form a large, state-of-the-art urban skate park.

### **Village Business District**

It is recommended that the Village commercial area receive a new zoning classification. The new district should remain similar to its current Central Business zoning, but allow for elements that are unique to this area and will allow the area to thrive. Upper-story housing, authorized uses, shared parking lots and signage restrictions should be considered.

### **Indiana Wesleyan University (IWU) Campus**

IWU serves as a mixed-use campus including institutional, commercial, recreational and residential uses. There is currently no district that allows for the uses needed by a campus of this type and the current residential zoning creates never-ending development and permitting issues. A separate zoning classification should be created and the various active campus-owned parcels should be joined to form fewer large parcels to simplify development efforts. The new district code should include design standards and development standards that concentrate on boundary design and neighborhood buffers, shared parking and campus-wide wayfinding and signage that remain sensitive to the surrounding neighborhood. The various active campus-owned parcels should be joined to form fewer large parcels to simplify development and future rezoning efforts.

### **University Marketplace**

The new Meijer is the first commercial development in the master-planned commercial PUD between 38th and 44th Streets along the bypass. The development is bordered to the west by the Heritage, a single-family residential subdivision and PUD.

### **INTR Study Area**

Center City is of particular concern in the areas of vacant properties, infill issues and affordable housing option needs. A special study was completed in February of 2005 that focused on the area from 3rd to 38th Streets between Nebraska and McClure Streets (Improving Neighborhoods through Revitalization Plan). This area has several housing concerns, such as vacancy, foreclosure and teardowns. There is a serious need for an infill ordinance, foreclosure outreach, design standards and property maintenance standards. Within this area, a separate Neighborhood Stabilization Program (NSP) improvement area plan and funding strategy is being pursued by the Affordable Housing Corporation that takes these needs into consideration.

### **Marion Municipal Airport Campus**

This regional airport services several visitors and local travelers. Portions of the property surrounding the airport are well-suited for complementary commercial uses to serve airport users and nearby residents. The airport and surrounding uses should be considered a master-planned campus, emphasizing circulation and the needs of commercial travelers.

### **Marion High School**

As the only public high school in the city, many families and students rely on easy access to the school. Connections should be made from the school to various adjacent neighborhoods through the availability of sidewalks, trails and bike lanes. Efforts should be made to treat high school property as a campus, with interior signage and shared parking.





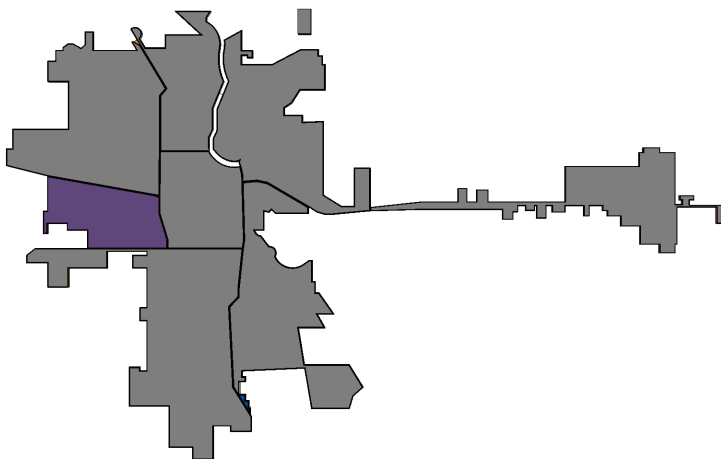


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## Sector Content

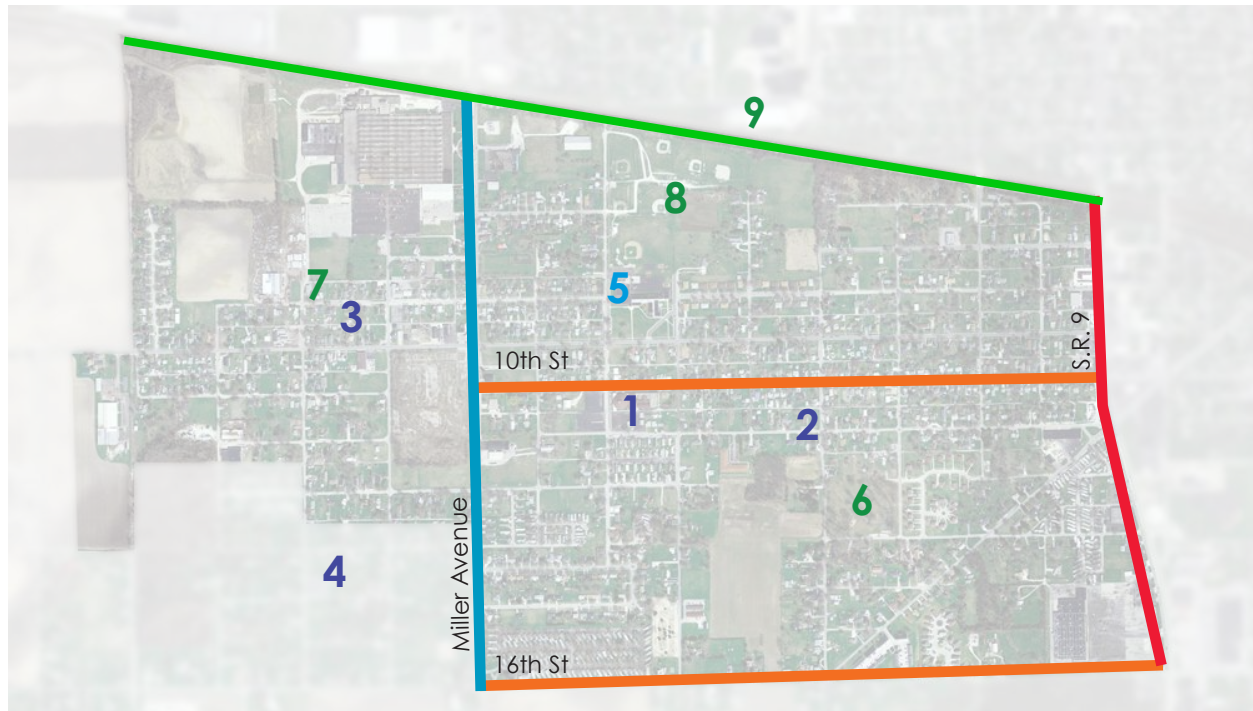
- Character Map
- Neighborhood Associations
- Character District Map
- Sector Trends
- Mapping
  - Zoning
  - Land Use
  - Future Land Use
- Land Use Recommendations











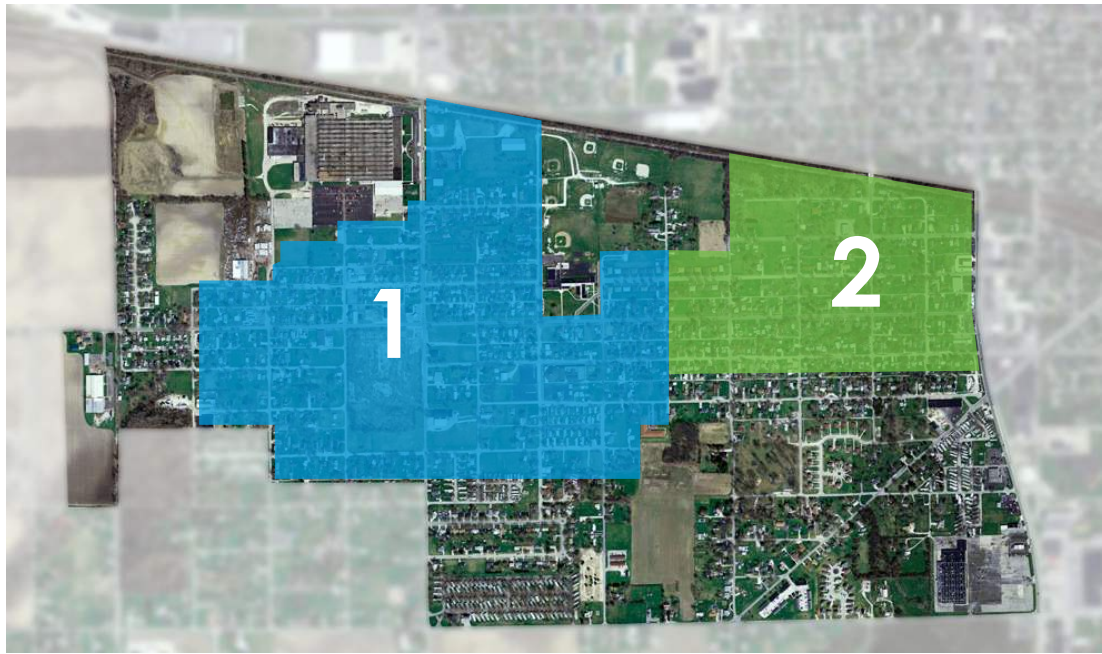
## West Marion

West Marion is currently a fairly isolated sector due to poor linkages across Western Avenue (commercial corridor). This disconnectivity further prevents significant growth in this sector as the city expands. The Cardinal Greenway borders the sector to the south providing a unique connection opportunity to the rest of the City and region.

### Character Map



- |   |                         |   |
|---|-------------------------|---|
|  | School                  | 1. New Life Community Church                |
|  | Religious               | 2. Park Lynn Church                         |
|  | Recreation              | 3. West Eighth Street Wesleyan Church       |
|  | Commercial              | 4. First Landmark Missionary Baptist Church |
|  | Main Arterial Road      | 5. Lincoln Elementary School                |
|  | Secondary Arterial Road | 6. Webster Park                             |
|  | Tertiary Road           | 7. West Point Park                          |
|  | Cardinal Greenway       | 8. Lincoln School Recreational Fields       |
|   |                         | 9. Cardinal Greenway                        |



**1. West Point:** Generally bounded by the railroad on the North, Lyons Avenue on the East, 12th Street on the South, and Virginia Avenue on the West.

Mission:

To create a stronger sense of community by becoming involved with our neighbors, building friendships, and creating a supportive environment.

- Unit Occupancy: Owner-Occupied: 35%, Renter-Occupied: 25%, Commercial: 10%, Industrial: 5%, Vacant: 25%
- Average House Build Date: 1930

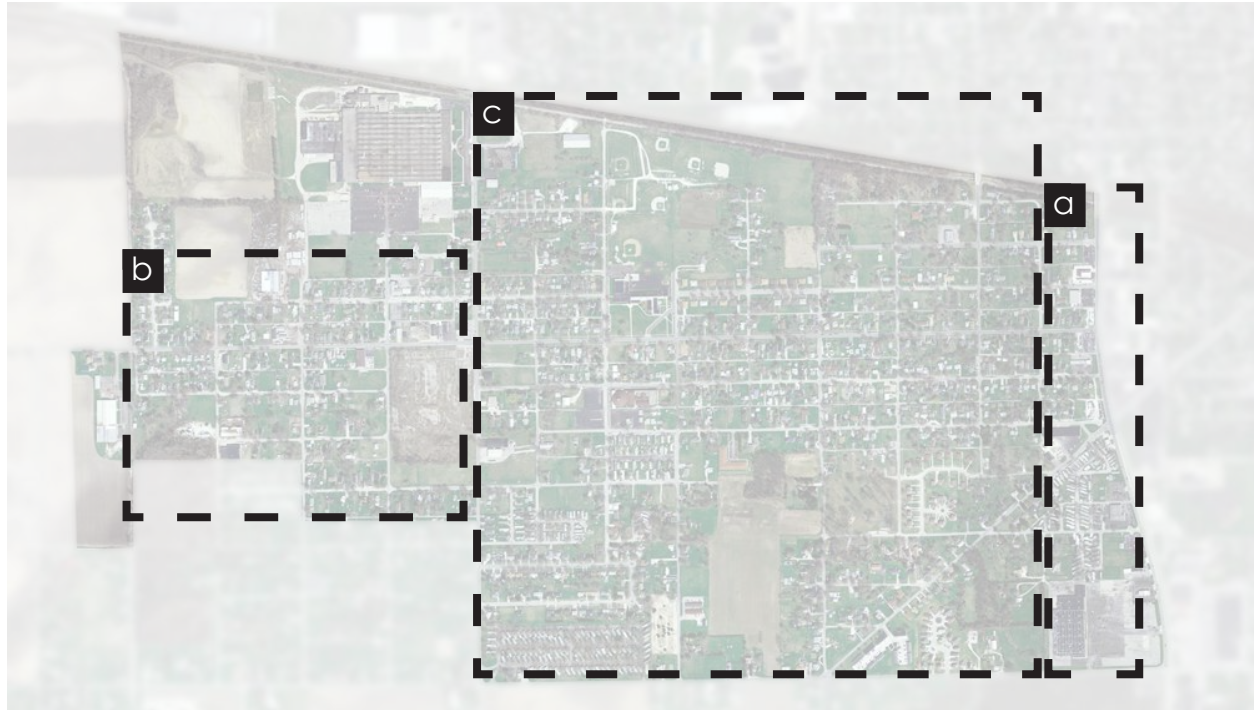
**2. Westside:** Bounded by The railroad on the North, Western Avenue on the East, 16th Street on the South, and Lyons Avenue on the West.

- Unit Occupancy: Owner-Occupied: 50%, Renter-Occupied: 35%, Commercial: 5%, Vacant: 10%
- Average House Build Date: 1955



## Character District Map

Character Districts are created with purpose or sometimes unintentionally through years of similar development styles/standards/guidelines/etc. The following districts are not permanent, however, they represent current development patterns and styles found throughout the sector.



### a. Bypass Commercial District

#### Key Findings

- Main north-south commercial corridor
- Zoned commercial ½ block along either side

#### Recommendations

- Sidewalks and limited access medians
- Reduce sign and overhead line clutter
- Landscaped parking lot ordinance
- Redevelop Hobby Lobby site with design guidelines



### b. Bucktown District

#### Key Findings

- Rebranding to “West Point”
- Gateway elements at 9th and Miller
- Malleable brownfield site

#### Recommendations

- Continue rebranding through wayfinding signage
- Mixed use area on Malleable site
- ADA connections to Cardinal Greenway



### c. Residential District

#### Key Findings

- Lincoln School surrounded by mixed residential
- Maplewood Village Mobile Home Park
- Webster Park bordered by mixed income residential

#### Recommendations

- Code enforcement needed
- Connect schools, park, Cardinal Greenway by sidewalks
- Improve drainage





## Sector Trends

### Residential Trends

Average Year Built: 1950

Average Listing Price (2009): \$40,950

Affordable Housing Spring Hill Homes (16th Street and Spring Hill Drive)

- Upton Court Community (Upton Street)

### Commercial + Industrial Trends

Major Shopping Corridors: Baldwin Avenue  
Streets Prime for Potential Home Businesses: 9th Street, 10th Street, Miller Avenue

Commercial Needs: Pharmacy, Clothing Store, Sandwich Shop, Hair Salon / Barber Shop

Industrial Spaces: Former Hobby Lobby (1500 S. Western Avenue) Dana Industrial Complex

### Recreational Trends

City Parks Visited Most Often: Matter Park, Splash House, 7th Street Park

### Infrastructure + Service Needs

In Need of Sidewalks

- 9<sup>th</sup> Street from Norton to Lyons Avenues
- 8<sup>th</sup> Street from Michigan Avenue to West End

Street Improvements

- Lenfesty Avenue from 9<sup>th</sup> to 6<sup>th</sup> Streets
- Alley between 8<sup>th</sup> and 9<sup>th</sup> Streets in 2100 block
- Alley between 7<sup>th</sup> and 8<sup>th</sup> Streets in 2100 block
- Lenfesty Avenue (9th Street north to railway)

## Sector Meeting TOP RESULTS

### West Marion Strengths Ranking

-Lincoln School & field (neighborhood school/walkable).....	1
-Fire Station #2 .....	2
-Cardinal Greenway access .....	3
-Neighborhood Association .....	4
-Malleable clean-up .....	5

### West Marion Weaknesses Ranking

-Street conditions .....	1
-Sidewalks missing or in poor condition .....	2
-Available vacant properties (Hobby Lobby) ....	3
-Malleable site .....	4
-Businesses needed (drugstore, restaurant, etc).	5

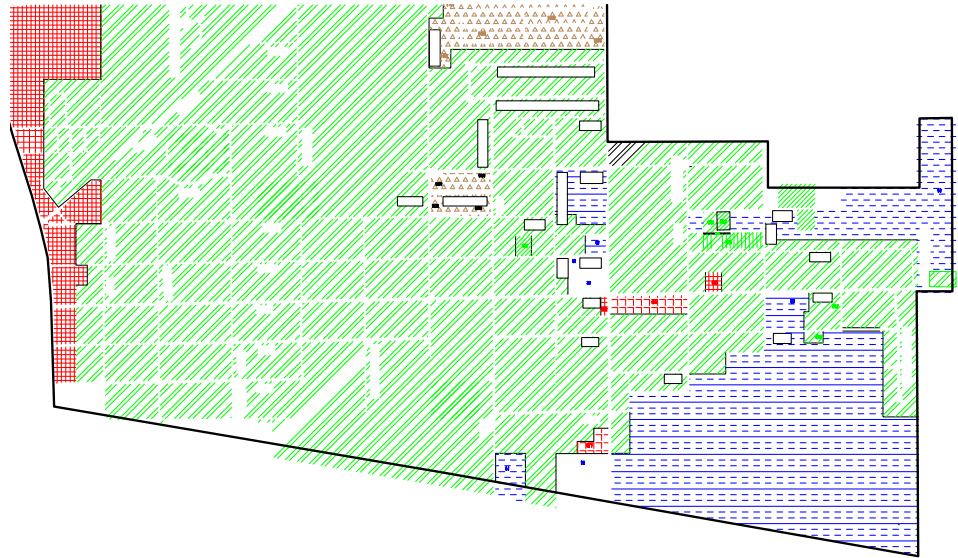
### City of Marion Opportunities Ranking (W)

-New YMCA .....	1
-1st Fridays .....	2
-Walkway of Lights .....	3
-Park system (safe) .....	4
-Cardinal Greenway .....	5

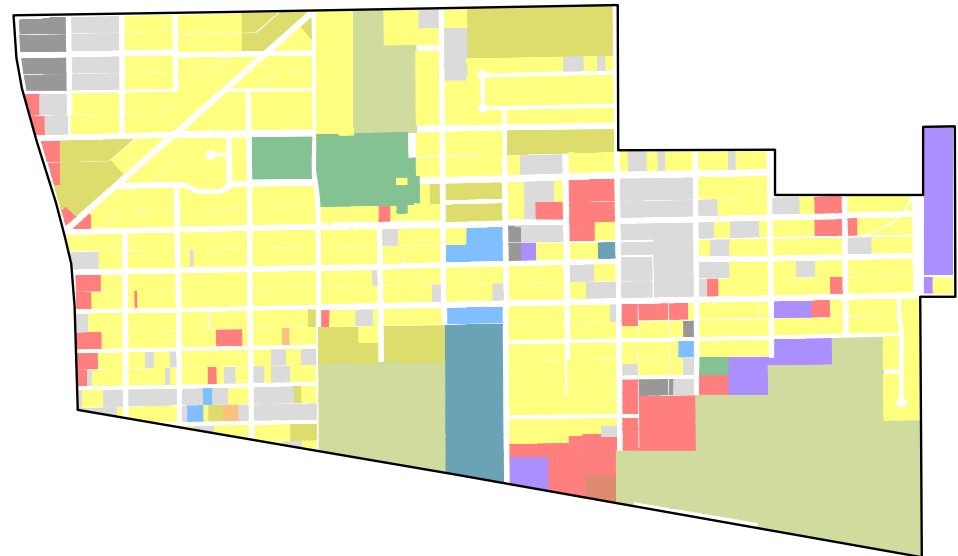
### City of Marion Threats Ranking (W)

-Potholes .....	1
-Street, sidewalks and curbs maintenance .....	2
-Trash & debris .....	2
-Lack of job opportunities .....	2
-Abandoned/Burned properties .....	3
-Stray animals (especially cats) .....	3
-Vacant commercial buildings .....	4
-High prices .....	5

## Zoning



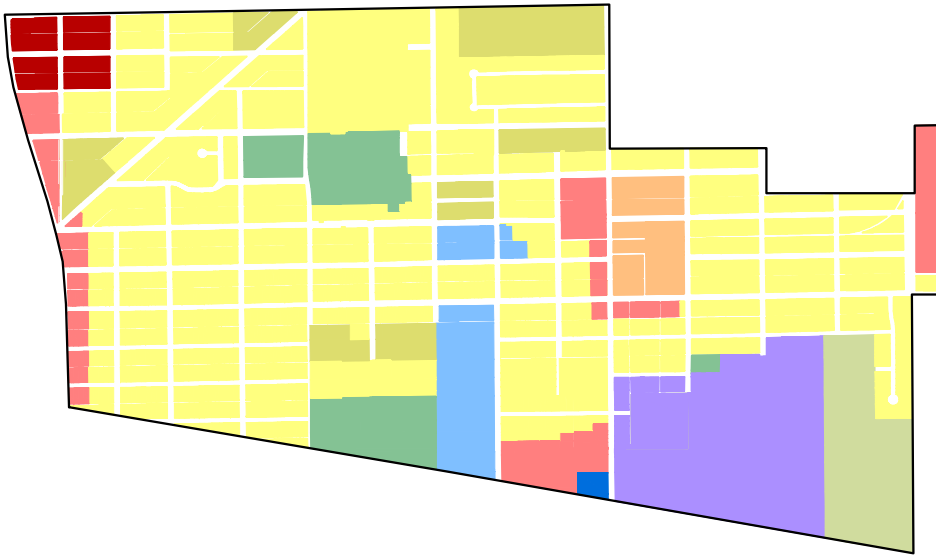
## Land Use



### Legend

AG	L3
RS	P1
R1	AZ
R2	MH
R3	Corporate boundaries
R4	Areas not annexed
R5	Agricultural
PR	Commercial
PB	Multi-Family Residential
AB	Single-Family Residential
LB	Institutional
CB	Industrial
CC	Recreation/ Green Space
GB	Mixed-Use
SC	Public/ Government
PC	Utilities
L1	Parking
L2	No Specific Use/ Vacant

## Future Land Use



### Land Use and Zoning Recommendations:

#### **SR18E Gateway**

The gateway into town from the west along SR18 passes several heavy industrial sites and the commercial area of Westwood Square. The industrial areas are marked with decent signage and show prosperity. The commercial area should be improved as the new primary gateway to reflect a positive city image, including signage and building façade improvements, and streetscape designs.

#### **Malleable Site**

The area located at the busy intersection of 9th and Miller Avenue is the vacant site of a former factory and is currently zoned residential. This site has the potential to serve West Marion well as a pedestrian friendly, mixed-use commercial and residential development focused on serving neighborhood needs.

#### **Industrial Area**

The area along SR18 in West Marion is currently zoned Industrial probably due to its location along the former railroad tracks. This area may be better used and zoned for lower impact redevelopment.





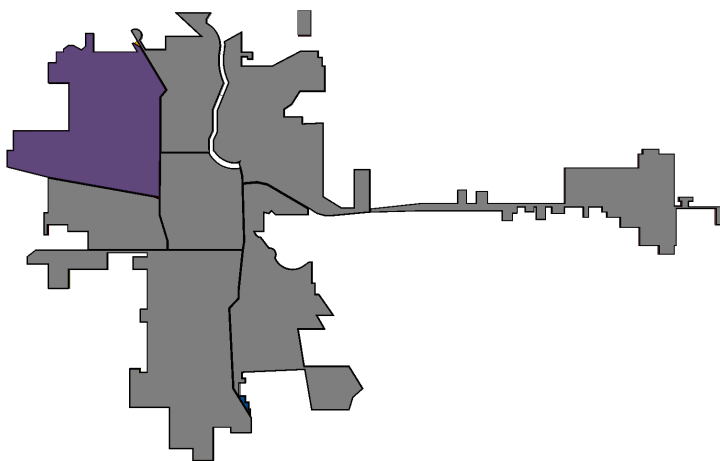


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## Sector Content

- Character Map
- Neighborhood Associations
- Character District Map
- Sector Trends
- Mapping
  - Zoning
  - Land Use
  - Future Land Use
- Land Use Recommendations



## Northwest Marion

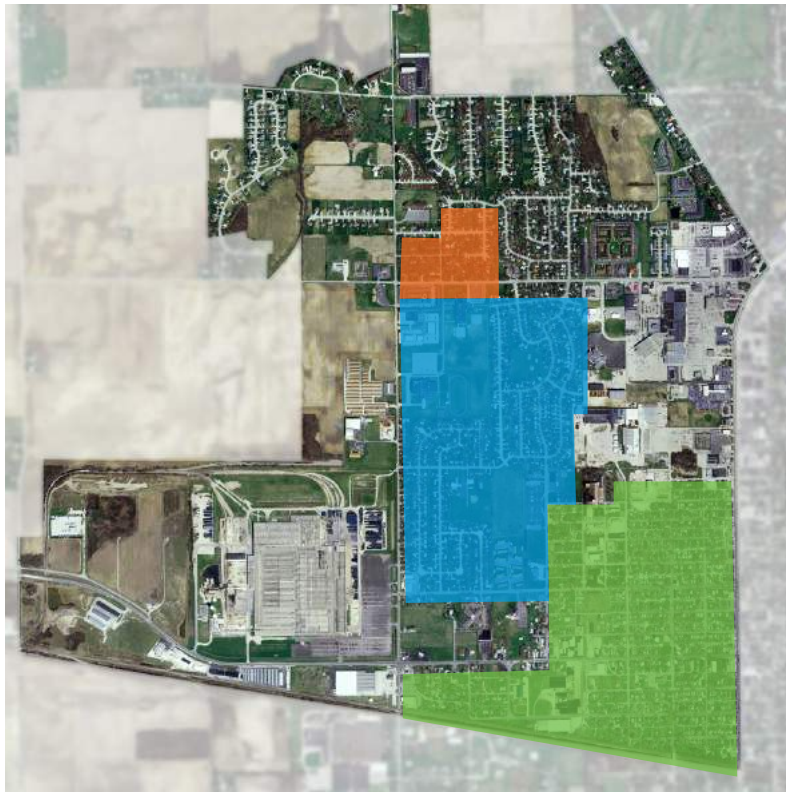
Northwest Marion is a major northern gateway into the City via Wabash Road. Major regional destinations in Northwest Marion include General Motors stamping and Five Points Mall.

### Character Map



- |   |  |                        |
|---|--|------------------------|
| <span style="color: blue;">●</span> School                  | 1. Calvary Social Brethren Church      | 12. Kendall Elementary |
| <span style="color: darkblue;">●</span> Religious           | 2. Nelson Street Wesleyan Church       | 13. MGH Cancer Center  |
| <span style="color: green;">●</span> Recreation             | 3. Lighthouse Baptist Church           | 14. Five Points Mall   |
| <span style="color: red;">●</span> Commercial               | 4. St. James Lutheran Church           |                        |
| <span style="color: red;">—</span> Main Arterial Road       | 5. Chapel Pike Wesleyan Church         |                        |
| <span style="color: blue;">—</span> Secondary Arterial Road | 6. Sunnycrest Baptist Church           |                        |
| <span style="color: orange;">—</span> Tertiary Road         | 7. Westlea Park                        |                        |
|   | 8. Sunnycrest Park                     |                        |
|   | 9. Franklin Park                       |                        |
|   | 10. Justice School Recreational Fields |                        |
|   | 11. Justice Middle School              |                        |

## Neighborhood Associations



### 1. Franklin:

Bounded by Factory and Winona Avenues on the North, Baldwin Avenue on the East, the railroad on the South, and Bradner Avenue on the West. **Mission:** To identify concerns regarding vacant properties, health hazards, dead trees, unkempt yards, trash accumulation, and elderly or disabled residents needing help.

- Unit Occupancy: Owner-Occupied: 55%, Renter-Occupied: 20%, Commercial: 10%, Industrial: 10%, Vacant: 5%
- Schools Attended: Elementary: Kendall, Middle: Justice, High: Marion
- Average House Build Date: 1940

### 2. Sunnywest:

Definition: Bounded by Kem Road on the North, Lancelot Drive and Bradner Avenue on the East, Spencer Avenue on the South, and Miller Avenue on the West.

- Unit Occupancy: Owner-Occupied: 55%, Renter-Occupied: 25%, Commercial: 5%, Institutional: 15%
- Schools Attended: Elementary: Kendall, Middle: Justice, High: Marion
- Average House Build Date: 1960

### 3. Maplewood:

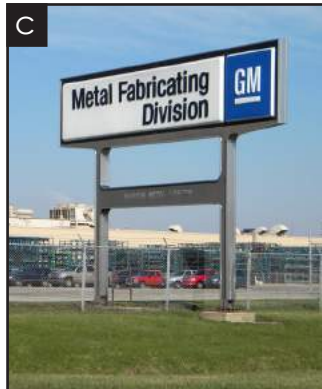
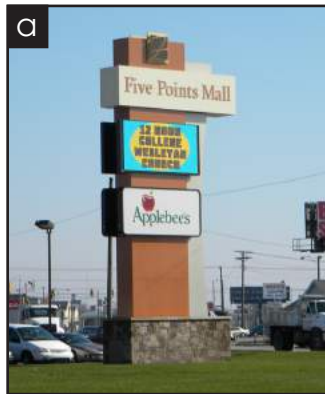
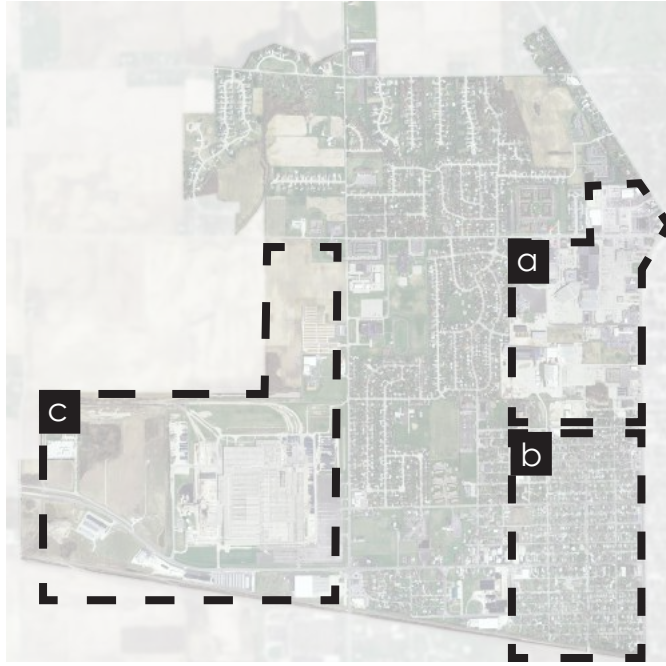
Definition: Contains Lenfesty Avenue, Morrow Road, Maplewood and Holman Drives, and the West end of Wilno Drive. Mission: To maintain properties to improve aesthetic qualities of the neighborhood and communicate with our neighbors while keeping an eye on the children. It is important that people know their neighbors.

- Unit Occupancy: Owner-Occupied: 100%
- Schools Attended: Elementary: Kendall: Middle: Justice: High: Marion
- Average House Build Date: 1970



## Character District Map

Character Districts are created with purpose or sometimes unintentionally through years of similar development styles/standards/guidelines/etc. The following districts are not permanent, however, they represent current development patterns and styles found throughout the sector.



### a. 5 Points Commercial District

#### Key Findings

- Five Points Mall regional shopping center
- Five Points intersection prone to automobile and pedestrian conflicts

#### Recommendations

- Sidewalks, limited access medians and pedestrian crosswalks
- Redevelop and infill outlots with design standards
- Improve Raintree Plaza appearance and signage
- Market vacant mall space

### b. Suburban Residential District

#### Key Findings

- Majority of traditional subdivision (1960-present) in NW Sector
- Lots still available for residential development
- Post-war residential area south of Five Points District

#### Recommendations

- Sidewalks and curbs in new subdivisions
- Connect Kem Road and residential areas by sidewalks and bike lanes
- Label boundaries of neighborhoods by branded signage

### c. General Motors District

#### Key Findings

- SR18 corridor major gateway into Marion
- General Motors Stamping Plant operation expanded (2010)

#### Recommendations

- Design standard overlay along SR18 corridor
- Buffer/landscape parking lot and storage areas



## Sector Trends

### Residential Trends

Average Year Built: 1950

Average Listing Price (2009): \$86,161

### Commercial + Industrial Trends

Major Shopping Corridors: Baldwin Avenue Streets

Prime for Potential Home Businesses: Kem Road,

Miller Avenue, 2nd Street, Forest Avenue

### Commercial Needs

Independent grocery store, Coffee shop, Fill existing. Westwood Square strip mall, Post Office branch, Police post

### Industrial Spaces

Devoe Site (SR 18 and Troy Avenue), Miller Avenue

Office Space (834 Miller Avenue), Miller Avenue

Office Space (840 N. Miller Avenue), Bradner

Avenue Office Space (515 N. Bradner Avenue),

General Motors Metal Fabricating Division

### Recreational Trends

City Parks Visited Most Often: Matter Park, Franklin Park

### Infrastructure + Service Needs

In Need of Sidewalks, Improvements

- 1400 block of Nelson
- 1500 blocks of Jeffras Avenue, 2nd Street, Marion Avenue
- Miller Avenue (Section unspecified)

Street Improvements

- Forest Avenue from 3rd Street to the North
- Butler Avenue from the factory to the 5th Street bridge
- Short Street (Section unspecified)
- Alley between Jeffras and Marion Avenues in 1500 block
- Linwood Drive

Circulation Issues

- Remove stop sign (Lexington and Crane Pond (E-W))

## Sector Meeting TOP RESULTS

### Northwest Marion Strengths Ranking

-All services within 3-5 minutes .....	1
-Friendly neighbors .....	2
-Homeownership/pride .....	3
-Low crime .....	4
-Close to edge City limits (near the country, w/city convenience) .....	5
-5 Points Mall .....	5
-Movie theater .....	5

### Northwest Marion Weaknesses Ranking

-Absentee landlords .....	1
-Vacant housing .....	2
-5 Points Mall (Empty stores) .....	3
-Lack of a good, sit-down restaurant .....	4
-Street conditions .....	4
-No sidewalks along Miller Ave. (lots of pedestrian traffic) .....	5
-Poor resident participation .....	5
-Threat of GM leaving Marion .....	5

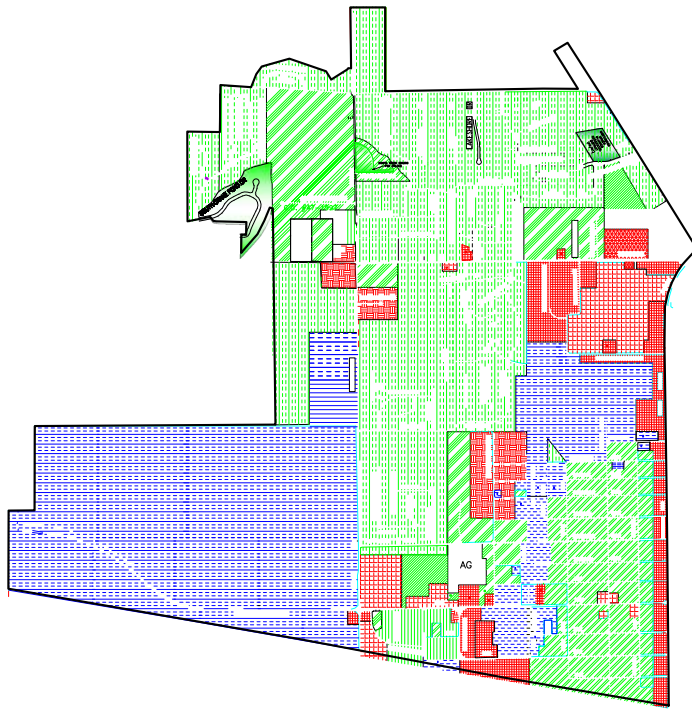
### City of Marion Opportunities Ranking (NW)

-Indiana Wesleyan University .....	1
-Marion Public Library & Museum .....	2
-Expansion of City limits east to I69 .....	3
-YMCA .....	3
-Improvements at 5 Points Mall (kid's play area) .....	4
-Walkway of Lights .....	4
-Cardinal Greenway .....	5
-Community arts (Marion Philharmonic, Civic Theater, CSA) .....	5

### City of Marion Threats Ranking (NW)

-Loss of industry/industrial jobs.....	1
-Run-down homes/properties .....	2
-Job loss .....	3
-Pavement maintenance .....	4
-School system is deteriorating .....	4
-Vacant homes (inner-City) .....	5

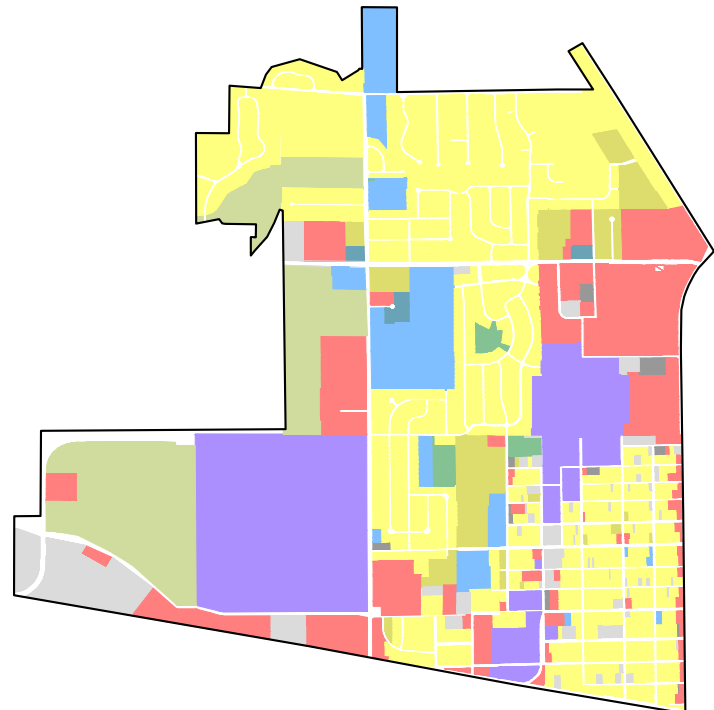
## Zoning



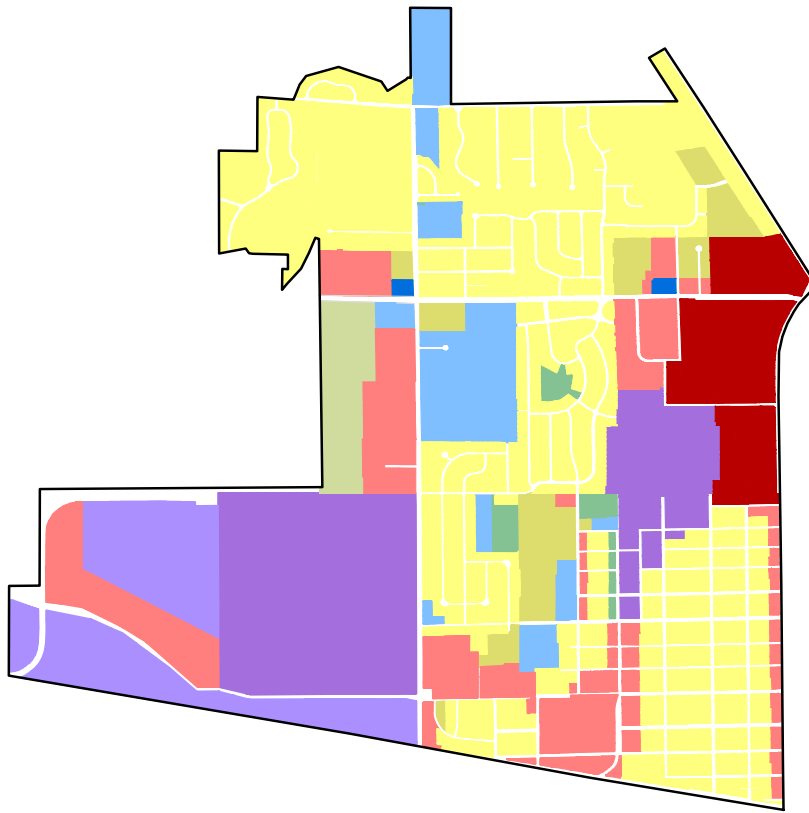
## Land Use

### Legend

AG	L3
RS	P1
R1	AZ
R2	MH
R3	Corporate boundaries
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AB	Single-Family Residential
LB	Institutional
CB	Industrial
CC	Recreation/ Green Space
GB	Mixed-Use
SC	Public/ Government
PC	Utilities
L1	Parking
L2	No Specific Use/ Vacant



## Future Land Use



### Land Use and Zoning Recommendations:

Northwest Marion is home to many of the city's single-family subdivisions and residential PUDs, but also includes a range of industrial and commercial uses.

#### **Mall Area**

Located along the commercial strip known as the Bypass, the newly renovated 5 Points Mall is the largest shopping area in North Marion and is expected to remain a high impact commercial area in the future. It is suggested that shopping opportunities be allowed to expand in this area with the need for future reconfiguration of the existing circulation patterns in and around the site.

#### **Industrial Area**

The industrial area located at the heart of Northwest Marion is expected to continue operations into the future. It is important that buffers are created between adjacent residential neighborhoods to preserve value and character. Heavy truck traffic to the site should also be directed so as not to affect the neighborhood.

#### **SR18 West Corridor**

The portion of SR 18 that travels through Northwest Marion, past Miller Avenue, is expected to remain comprised of large-scale light and heavy industrial uses, such as warehousing, manufacturing and factories. It is important that these operations begin placing landscaping and buffers along the road to improve this primary gateway into the city.



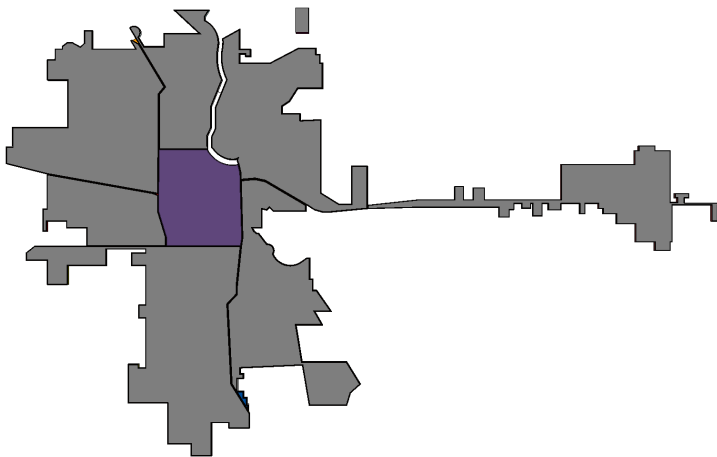




# Central Marion

## Introduction

In order to realize each area's specific issues and needs in detail, the City was divided into nine "sectors." Inventory was taken and community meetings were held for each area. The Sector Study includes the following information related to that portion of the city: Sector Character, Neighborhood Associations, District Maps, Sector Trends, Sector Input, and Land Use and Zoning information



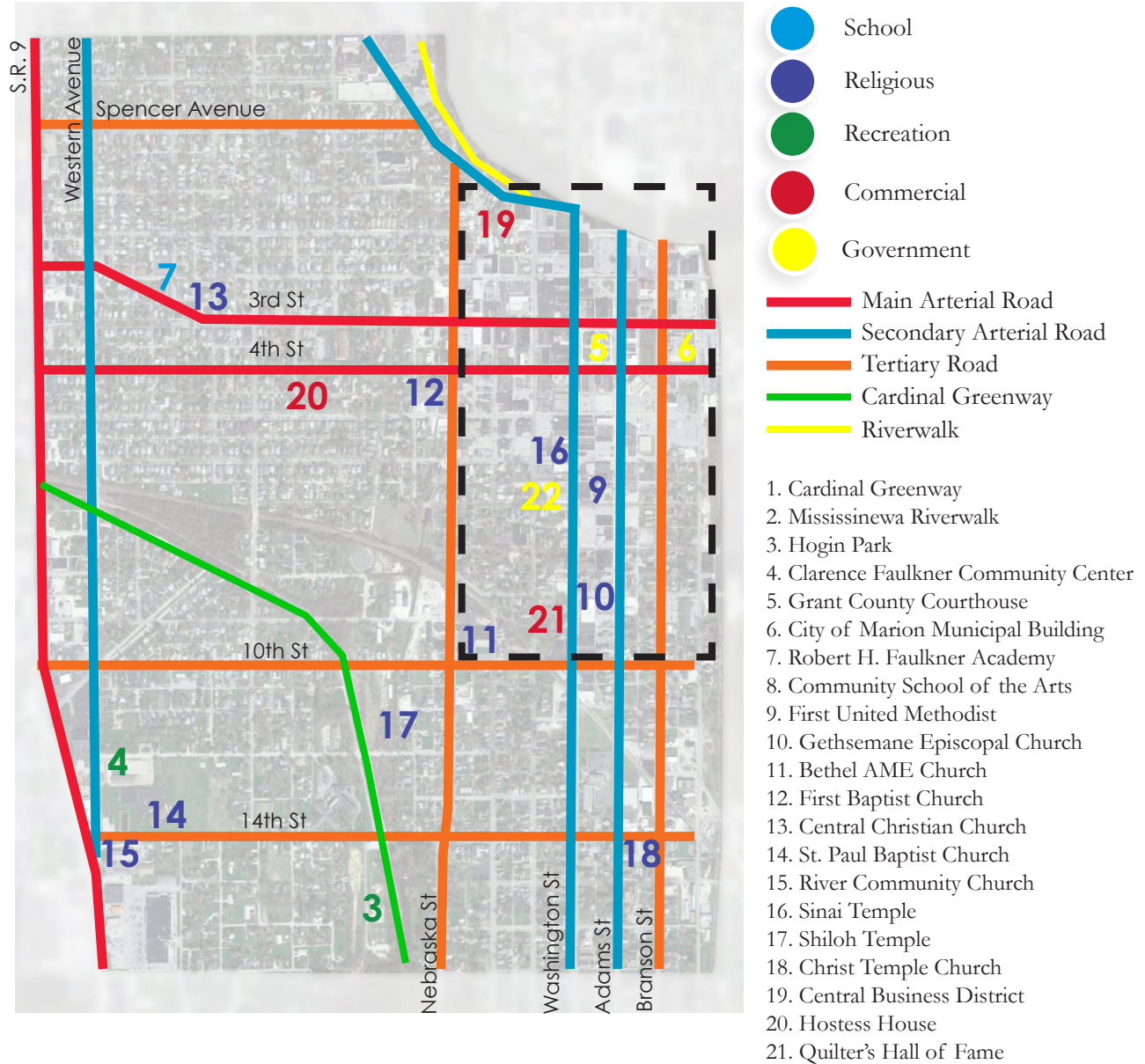
## Sector Content

- Character Map
- Neighborhood Associations
- Character District Map
- Sector Trends
- Mapping
  - Zoning
  - Land Use
  - Future Land Use
- Land Use Recommendations

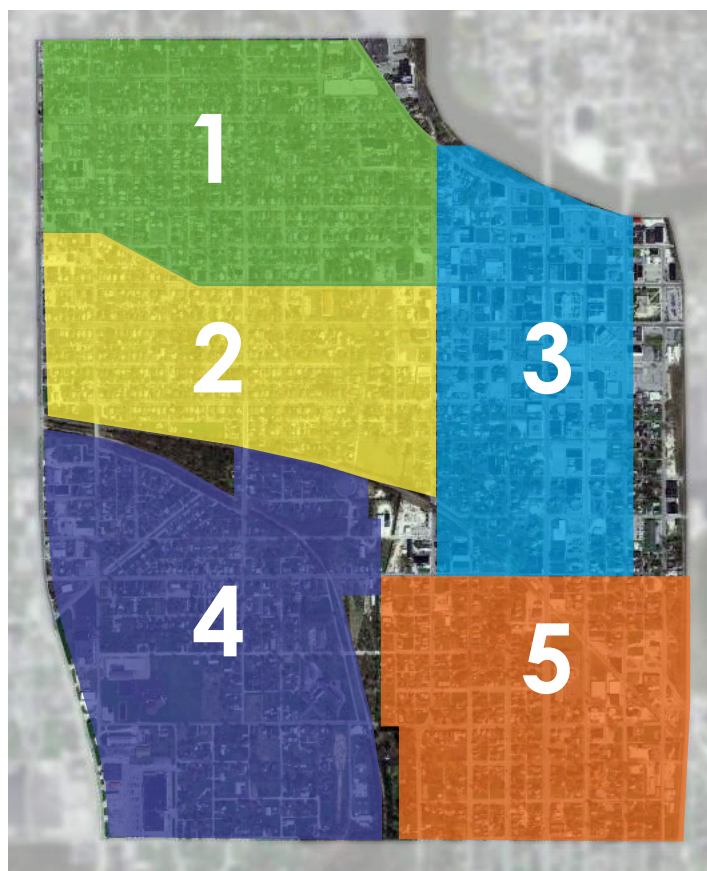
## Central Marion

Central Marion consists of many regional draws, including the downtown shopping district and government buildings. State Road 18 flows through Downtown to Baldwin Avenues providing direct access to major commercial hubs. There are also many recreational draws including Hogin Park, the Cardinal Greenway and the Mississinewa River.

### Character Map



## Neighborhood Associations



**1. Martin Boots:** Definition: Bounded by Spencer Avenue on the North, Nebraska Street on the East, 2nd and 3rd Streets on the South, and Baldwin Avenue on the West.

- Unit Occupancy: Owner-Occupied: 45%, Renter-Occupied: 40%, Commercial: 5%, Industrial: 5%, Vacant: 5%

- School Attended: Elementary: Kendall, Frances Slocum, Middle: Justice, High: Marion

- Average House Build Date: 1900

**2. Garfield:** Definition: Bounded by 2nd and 3rd Streets on the North, Nebraska Street on the East, the railroad on the South, and Baldwin Avenue on the West.

- Unit Occupancy: Owner-Occupied: 55%, Renter-Occupied: 40%, Commercial: 5%

- Schools Attended: Elementary: Frances Slocum, Kendall, Middle: Justice, High: Marion

- Average House Build Date: 1900

**3. Historic Marion:** Definition: Bounded by Spencer Avenue on the North, Branson Street on the East, 10th Street on the South, and Nebraska Street on the West.

- Unit Occupancy: Owner-Occupied: 20%, Renter-Occupied: 15%, Commercial: 35%, Government: 10%, Vacant/Parking: 20%

- Schools Attended: Elementary: Riverview, Allen, Middle: McCulloch, High: Marion

- Average House Build Date: 1890

**4. Emily Flinn:** Definition: Bounded by the railroad on the North, Race Street on the East, 17th Street on the South, and Western Avenue on the West.

- Unit Occupancy: Owner-Occupied: 50% Renter-Occupied: 30%, Commercial: 10%, Vacant/Parking: 10%

- Schools Attended: Elementary: Kendall, Frances Slocum, Middle: McCulloch High: Marion

- Average House Build Date: 1910

**5. Center City:** Definition: Bounded by 10th Street on the North, McClure Street on the East, 30th Street on the South, and Nebraska Street on the West.

- Unit Occupancy: Owner-Occupied: 35%, Renter-Occupied: 25%, Commercial: 10%, Industrial: 10%, Vacant: 20%

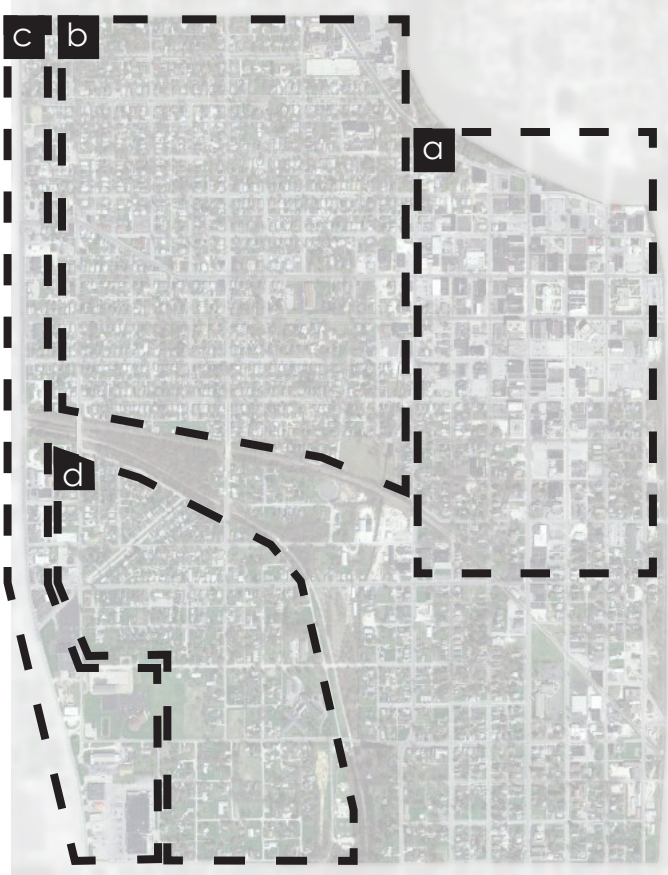
- Schools Attended: Elementary: Riverview, Allen, Middle: McCulloch, High: Marion

- Average House Build Date: 1910



## Character District Map

Character Districts are created with purpose or sometimes unintentionally through years of similar development styles/standards/guidelines/etc. The following districts are not permanent, however, they represent current development patterns and styles found throughout the sector.



### a. Downtown District

#### Key Findings

- Cluster of professional businesses and government buildings
- Multiple gateways into Downtown along one-way grid

#### Recommendations

- Wayfinding signage needed
- Redevelop riverfront for festivals and commercial activity
- Encourage infill and building reuse (Regions, 2nd stories, etc)
- Update zoning codes and include design standards

### b. Historic Residential District

#### Key Findings

- Garfield and Martin Boots Neighborhood Associations similar in style
- Washington and Adams lined with historic homes

#### Recommendations

- Historic Overlays including infill design guidelines
- Pedestrian friendly elements (sidewalks, crosswalks, shade trees, etc)

### c. Bypass Commercial District

#### Key Findings

- Main north-south commercial corridor
- Zoned commercial ½ block along either side

#### Recommendations

- Sidewalks, limited access medians and pedestrian crosswalks
- Reduce sign and overhead line clutter
- Wayfinding signage to downtown

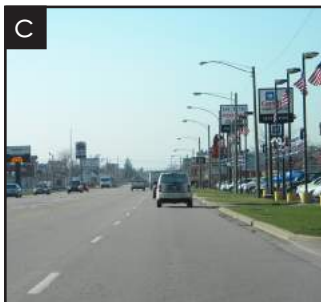
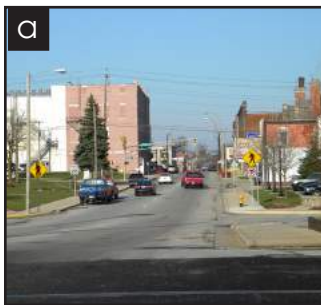
### d. Greenway Residential District

#### Key Findings

- Emily Flinn residential property planned for redevelopment
- Cardinal Greenway bisects residential areas

#### Recommendations

- 14th Street as a boulevard (bypass to river)
- Senior Village (larger signage, wider sidewalks, lighting, etc)
- Connect Cardinal Greenway and Riverwalk





## Sector Trends

### Residential Trends

Average Year Built: 1900

Average Listing Price (2009): \$54,244

Affordable Housing

Hilltop Towers Apartments (520 W. Nelson st.)

Martin Boots Apartments (619 W. 3rd Street)

### Commercial

Major Shopping Corridors: Washington, Adams, 3<sup>rd</sup>, and 4<sup>th</sup> Streets. Streets Prime for Potential

Home Businesses: 3rd Street, 4th Street, Western Avenue

Commercial Needs: Restaurants, Specialty retail, Coffee shop, Night life

### Recreational Trends

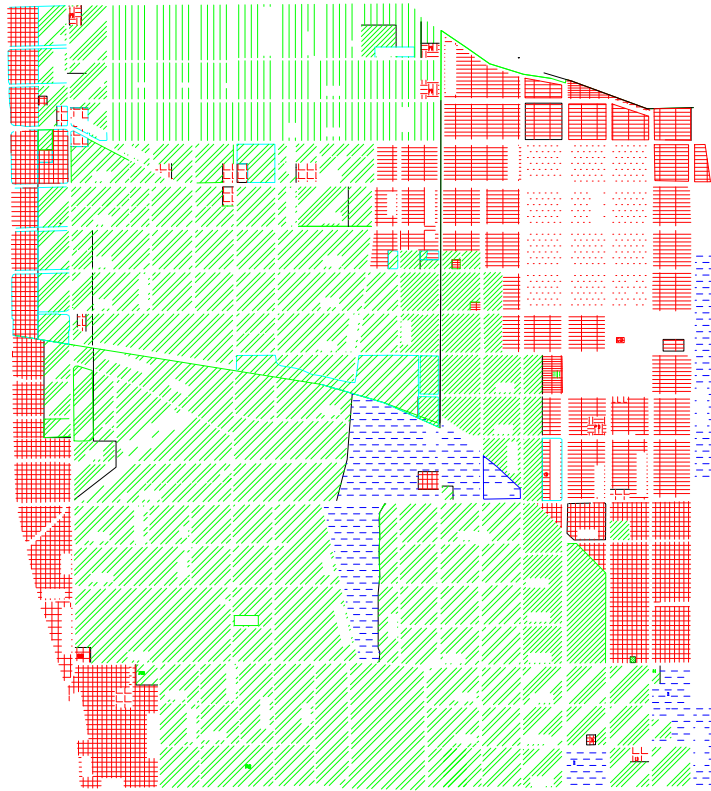
City Parks Visited Most Often

- Riverwalk
- Cardinal Greenway
- Boots Street Park
- Charles Mills Park

Other Recreational Opportunities:

- Matter Park

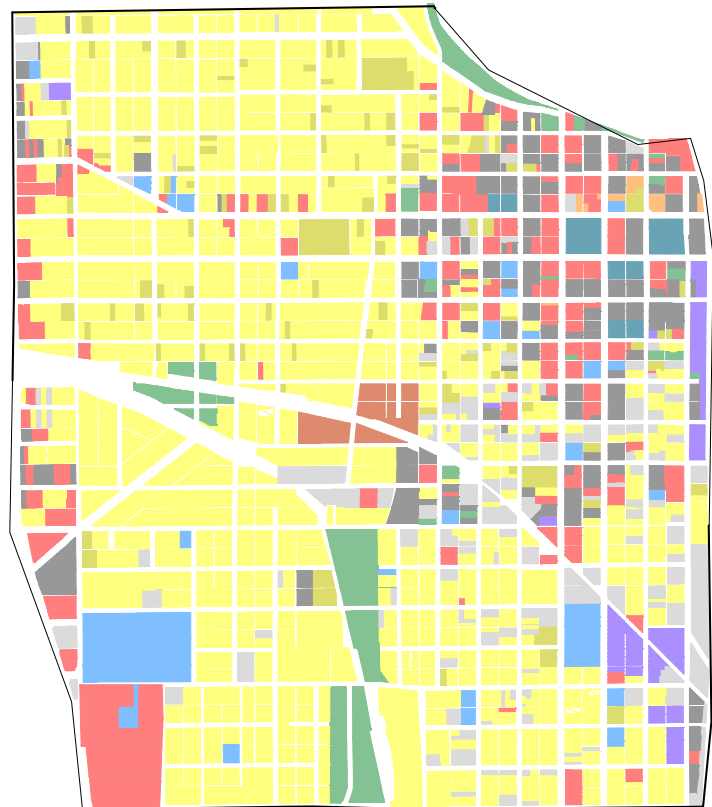
## Zoning



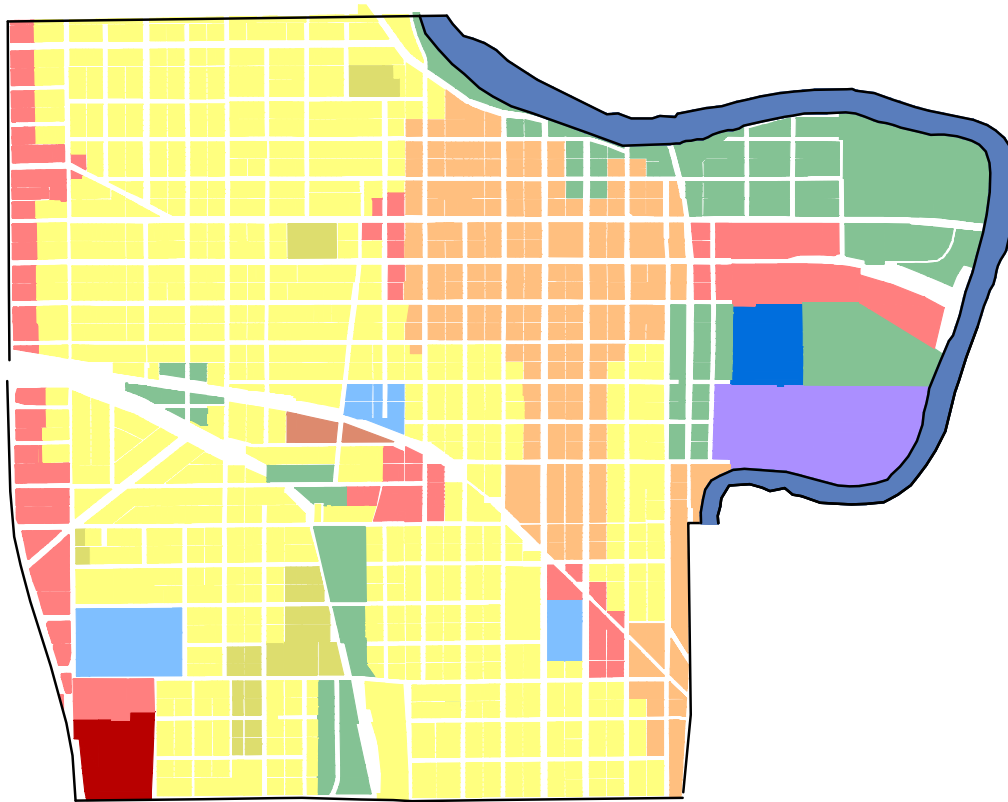
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GB	Mixed-Use
SC	Public/ Government
PC	Utilities
L1	Parking
L2	No Specific Use/ Vacant



## Future Land Use



### Land Use and Zoning Recommendations:

Central Marion is comprised of Marion's original, historic commercial and residential properties. As the main Central Business District, it is a mixed-use area of commercial and residential uses. The large department stores have since left Downtown, leaving many vacant spaces that are too large for most modern developments. There is also a lack of downtown residency and codes need to be revised to accommodate mixed-use developments within a building.

### Recreational Opportunities

The current park and vacant space adjacent to Downtown serves as the main gateway into town along SR18W. This land is in the floodplain and bordered on two sides by the Mississinewa River. It is recommended that the area be developed as a multi-use recreational area anchored by a newly developed man-made lake and plaza.

The riverfront area between Washington and Branson Streets Downtown is recommended to be made a City Park and developed as a River Plaza for use as festival, concert, vendor and passive space. Necessary improvements will include the elimination of 1st Street, portions of streets to return to two-way, electric and lighting upgrades, and the expansion of the Riverwalk west to the proposed Lake Plaza.

### Western Boundary

Western Avenue is seen as a clearly defined boundary, with single-family residential property along the eastern edge and professional business along the western edge. The western edge was intended to serve as a buffer between the residential area and the higher impact businesses along the bypass. Several "general" businesses were approved by the County Area Plan department in the past, partially due to the fact that Area Plan law did not allow for variances. (While under Advisory Plan law, all efforts should be made to restrict the western edge to professional businesses.) If other businesses are considered, they should be done through a variance or special exception procedure, and not a rezoning.

### **Circulation Suggestions**

A proposed plan to convert Washington and Adams Streets to two-way streets was recently turned down by City Council. However, it is recommended that Washington from 1st to 3rd Streets be reconsidered to eliminate major traffic pattern issues and increased marketability of the storefronts on this stretch of the street. It is also recommended that 2nd Street from Washington to Branson be converted to two-way to eliminate traffic issues if the riverfront is developed and 1st Street is eliminated.

Multiple semis travelling through the heart of Downtown are loud, often smell of animal waste, blacken our painted curbs, reduce the pedestrian scale of the street, cause safety concerns for children in the area and prevent the potential of outdoor dining. It is recommended that the truck route system be reevaluated to study the potential of rerouting semi-truck traffic around the Downtown area.

### **Southeastern Mississinewa Riverfront Mixed-Use Area**

A mixed use area is recommended for the area along Lincoln Blvd and the western riverbank including reuse of the existing brick warehouses for interesting technology, office and loft space. The area could be connected to Downtown by a greenspace from 5th to 9th Streets along the existing rail line.

### **Trails and Access**

There is currently a lack of connectivity between the city's trail and park systems. It is believed that all trail systems should begin or connect to the Downtown area, therefore integrating the entire system. Most notably, connections are needed to the Cardinal Greenway at 10th Street and from the Splash Park.

### **Church Campuses**

There have been several inquiries by Central Marion churches about the potential of developing multi-block campuses. A zoning ordinance update is recommended to set stipulations for this type of land use (buffering, street closings, parking, signage, etc), other than multiple PUDs.

### **Historic Residential Neighborhoods**

The Martin Boots and Garfield neighborhood associations have expressed interest in implementing an overlay to preserve the historical and single-family character of this downtown-adjacent area. As the large homes are converted to multi-units, the overlay should include provisions that visually preserve the single-family nature of the area, such as rear parking areas, single front entrances and interior mailboxes.

### **Senior Village**

There is a recommendation for the area located around the existing Emily Flinn complex to be developed as a multi-family "Senior Village" to help meet the needs of the elderly population. Suggested improvements include defined crosswalks, sidewalk widening, ADA ramps and oversized street signs. Master planning or rezoning of the area may be necessary to achieve this vision.

### **Cardinal Greenway Adjacent Area**

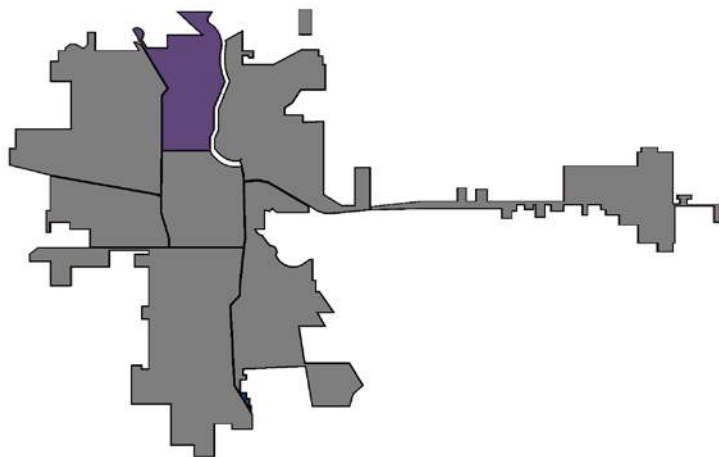
The area along the Cardinal Greenway, 10th Street and the railroad tracks is partially zoned industrial and is used as a mixture of land uses. This areas location along the Greenway and proximity to downtown makes it prime for redevelopment.





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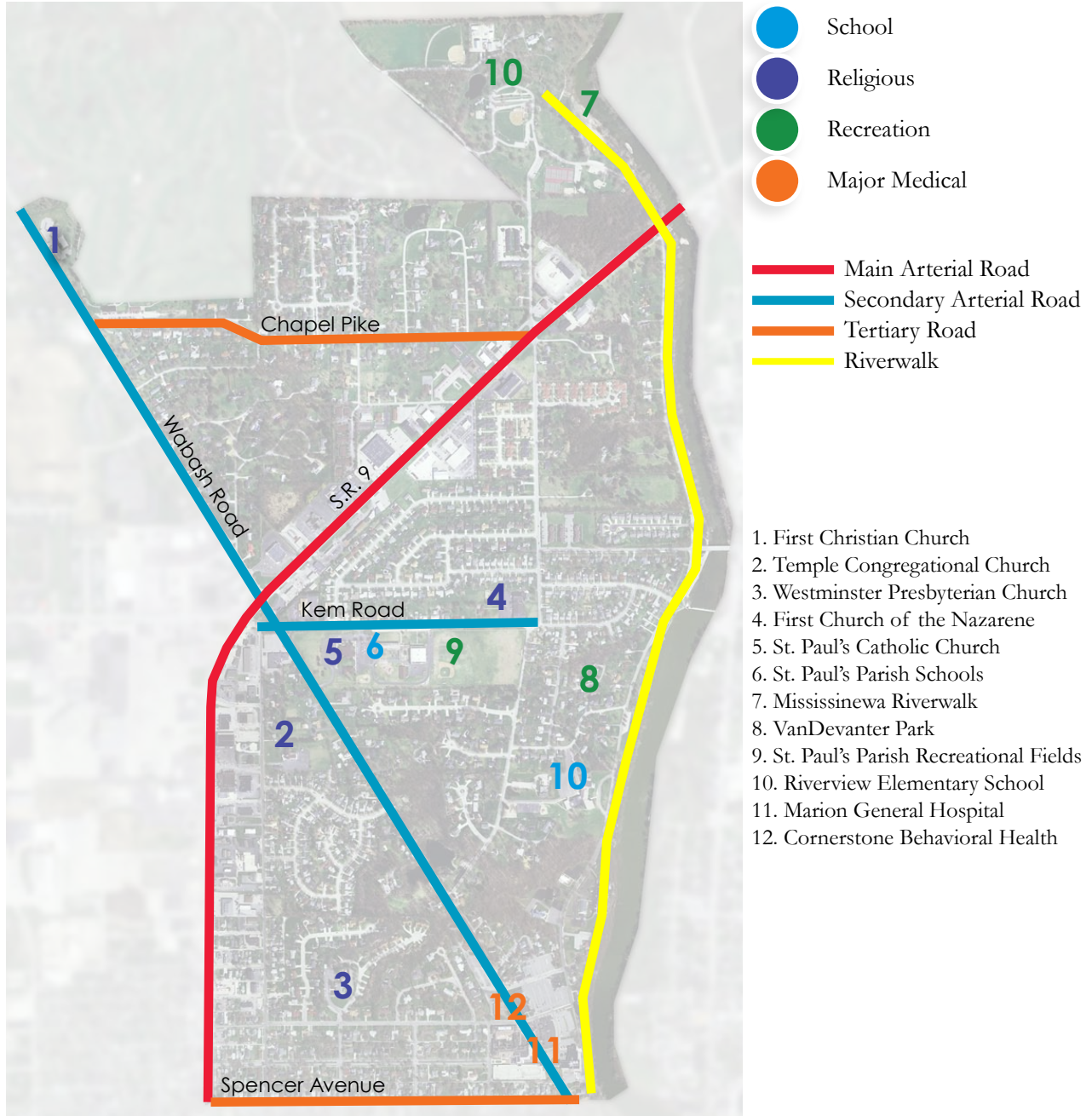
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## North Marion

North Marion lies north of Downtown Marion and in close proximity to Baldwin (a commercial shopping strip). Main draws to North Marion include Matter Park, the Riverwalk, Riverview Elementary School and Marion General Hospital. The Mississinewa River flows north along the east side of North Marion, acting as a sector boundary.

### Character Map



## Neighborhood Associations

**1. Andrew Manor:** Bounded by Baldwin Avenue on the Northwest, Quarry Road on the East, and Kem Road on the South.

**Mission Statement:** To increase the feeling of community among our residents, promote a safe, well-maintained neighborhood, and support our city's community needs and events.

- Unit Occupancy:  
Owner Occupied: 93%,  
Renter-Occupied: 5%,  
Vacant: 2%
- Average House Build Date: 1965

**2. Quarry Triangle:** Bounded by Kem Road on the North, Quarry Road on the East, and Wabash Avenue on the Southwest.

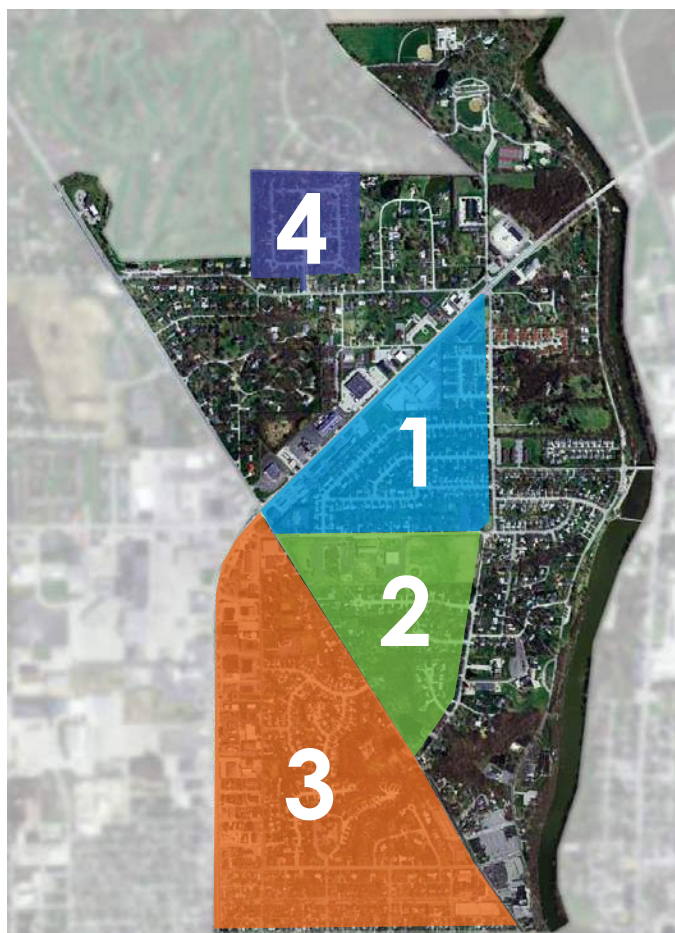
- Unit Occupancy:  
Owner-Occupied: 65%,  
Renter-Occupied: 5%,  
Commercial: 30%
- Average House Build Date: 1970

**3. Euclid Triangle:** Bounded by Baldwin Avenue on the West, Wabash Avenue on the Northeast, and Spencer Avenue on the South.

- Unit Occupancy:  
Owner-Occupied: 50%,  
Renter-Occupied: 25%,  
Commercial: 20%,  
Industrial: 5%
- Average House Build Date: 1940

**4. Shady Hills Estates:** Contains Denver Drive, Dumont Drive, Milborn Street, and Sydney Lane.

- Unit Occupancy:  
Owner-Occupied: 100%
- Average House Build Date: 1970





## Character District Map

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### a. 5 Point Gateway District

#### Key Findings

- One of the most important gateways into town
- Most dangerous intersection (pedestrian crossings, automobile crashes, etc)
- New fountain changes with the season

#### Recommendations

- Dedicated pedestrian crosswalks needed
- Wayfinding signage needed for multiple directions
- Additional gateway elements needed to correlate with fountain

### b. Riverwalk District

#### Key Findings

- 2.25 mile trail along Mississinewa River
- Connects Downtown to Matter Park
- Runs along medical, institutional, and single-and multi-family residential districts

#### Recommendations

- Signage and maps aimed at visitors and residents needed
- Overlooks and railings need maintained
- Lighting upgrades needed
- Crosswalks needed to encourage access from bordering districts

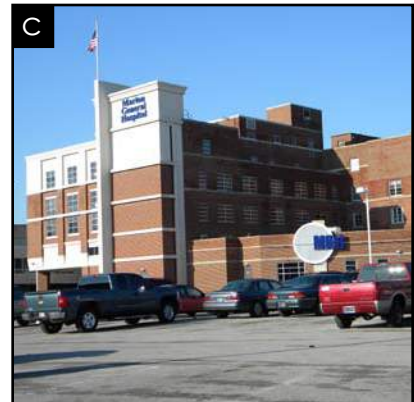
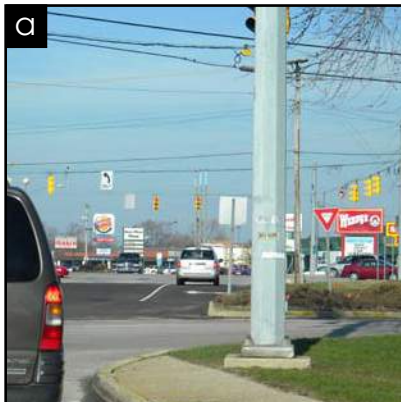
### c. Medical District

#### Key Findings

- MGH campus crosses Wabash Avenue, bordered by residential districts
- Private medical offices clustered along River Road and the Riverwalk

#### Recommendations

- Private businesses should provide access from the Riverwalk
- MGH wayfinding should correspond with city wayfinding design
- Parking lots should be landscaped to blend with surrounding residential character





## Sector Trends

### Residential Trends

Average Year Built: 1965

Average Listing Price (2009):\$51,300

Affordable Housing: Riverside Apartments  
(708 N. River Drive)

### Commercial + Industrial Trends

Major Shopping Corridors: Baldwin Avenue

Streets Prime for Potential Home Businesses:

Wabash Avenue, Western Avenue, Spencer Avenue

Commercial Needs: Hardware store, Ice Cream  
Specialty Store, Teacher's, Supply Store, Brand  
name stores in Five Points Mall, Industrial Spaces:  
1614 N. Baldwin Avenue

### Recreational Trends

City Parks Visited Most Often: Matters Park,  
Riverwalk, Splash House

### Infrastructure + Service Needs

In Need of Sidewalks, Improvements

- 600 block of W. Manor Drive
- Quarry Road between Robert Avenue &  
Wharton Drive
- 800 block of Wharton Drive

Street Improvements

- 900 block of Estate Street (Driveway  
entrances)
- Area in front of 1015 W. Estate Street  
Utility Department
- Macalan Drive (Resurfacing)
- Potholes in alley (600 block of Western  
Avenue)

Circulation Issues

- Limit on-street parking to one side of the  
street
- Speeding cars (non-residents)

## Sector Meeting TOP RESULTS

### North Marion Strengths Ranking

-Riverwalk .....	1
-Marion General Hospital .....	2
-Neighborhood Associations .....	3
-Location (convenience/near necessities) .....	3
-Matter Park .....	4
-Well maintained properties .....	5
-Connected to all of Marion .....	5

### North Marion Weaknesses Ranking

-Poor zoning enforcement .....	1
-Curbs, sidewalks, gutters .....	2
-Poor stormwater engineering .....	3
-Taxes (high) .....	4
-Too much support for fast food .....	4
-Weak school system .....	4
-Sidewalks (condition & need) .....	4
-Poor restaurant selection .....	5

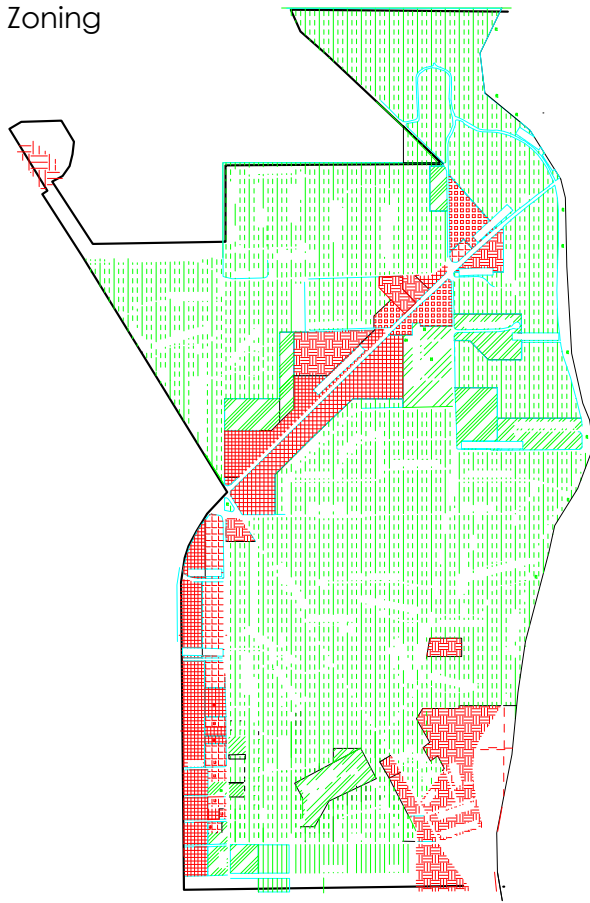
### City of Marion Opportunities Ranking (N)

-Need an identity or motto as a city; advertise as "someplace special" .....	1
-YMCA .....	1
-Indiana Wesleyan University .....	1
-Affordable housing .....	2
-Matter Park (Friendship Corner) .....	3
-Riverwalk .....	3
-Walkway of Lights- expand with more Christmas displays .....	3
-South Marion Bicycle Classic .....	3

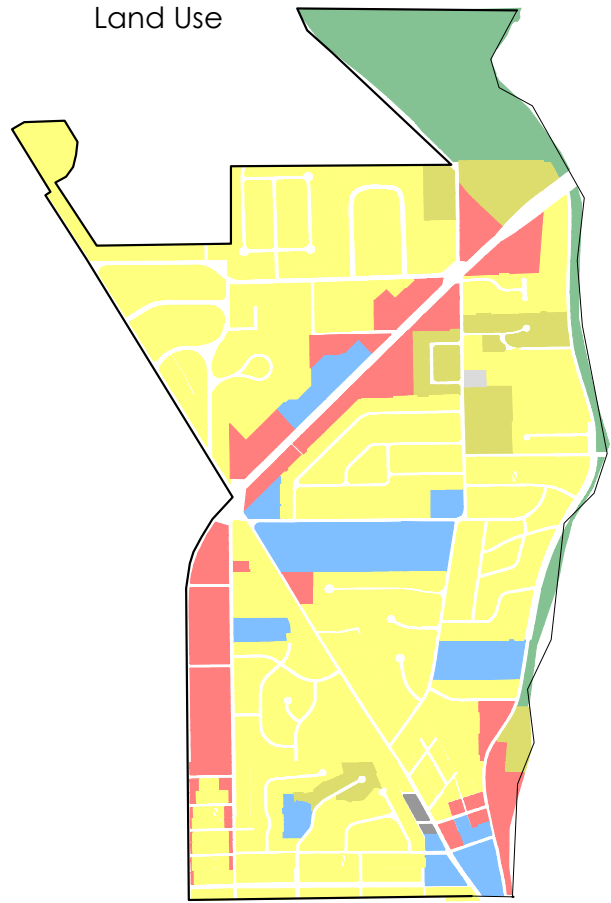
### City of Marion Threats Ranking (N)

-Unemployment & job loss .....	1
-Abandoned and vacant homes .....	2
-Vacant buildings (business & industry) .....	2
-Absentee owners & landlords .....	3
-Blight .....	4
-Street quality .....	5

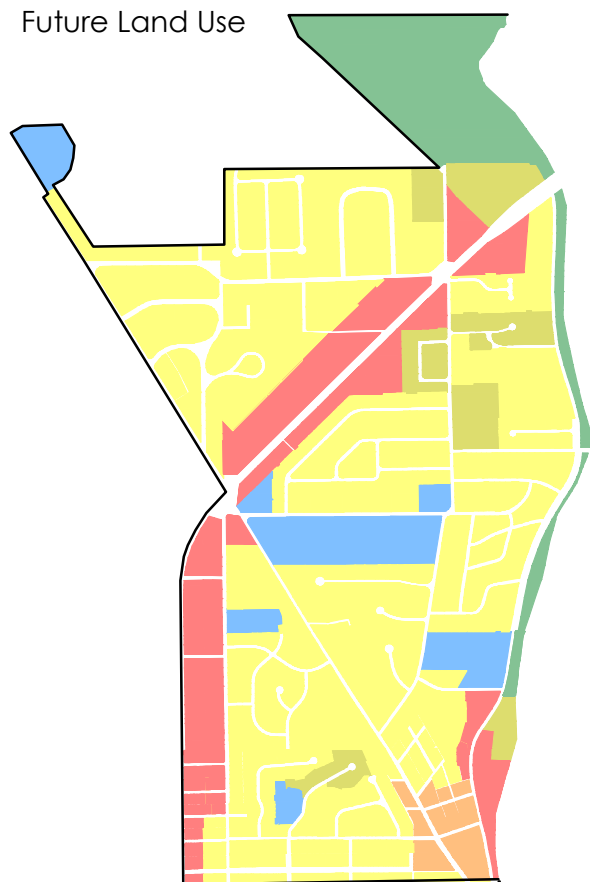
Zoning



Land Use



Future Land Use



### Legend

AG	L3
RS	P1
R1	AZ
R2	MH
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R4	Areas not annexed
R5	Agricultural
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AB	Single-Family Residential
LB	Institutional
CB	Industrial
CC	Recreation/ Green Space
GB	Mixed-Use
SC	Public/ Government
PC	Utilities
L1	Parking
L2	No Specific Use/ Vacant

## Land Use and Zoning Recommendations:

The majority of north Marion is comprised of single-family residential land uses and is recommended to remain so in the future. Being located between Downtown and the bypass allows for easy access to commercial opportunities of all scales.

### **Marion General Hospital mixed use area**

The hospital has expanded to comprise a large area along both sides of Wabash Avenue to River Drive. There is potential for future expansion of the hospital's buildings and parking. The future land use of the area is labeled as mixed use due to the multiple functions of the hospital and surrounding property, and the several blocks it comprises. A mixed use zoning definition would allow for future needs such as shared parking and wayfinding signage that is sensitive to the surrounding neighborhoods.

### **Riverwalk**

The Riverwalk is a 2.25 mile trail along Mississinewa River connecting Downtown Marion with Matter Park. There is potential to further extend this trail to connect with Ballard Field and any future improvements to the area. Many residents have requested that the Riverwalk be connected to the Cardinal Greenway by a safe and dedicated trail, bike lane or sidewalk system. Small scale home businesses and commercial uses targeted at trail users are recommended along portions of the Riverwalk that do not interfere with single-family residential neighborhoods.

### **SR9**

The commercial corridor extending northeast from the bypass is known as SR9 and connects us to Huntington. In the North sector, this area currently features medical buildings and the majority of Marion's accommodation industry and hotels. The area is recommended to remain as low impact commercial and institutional uses.

### **Western boundary**

Western Avenue is seen as a clearly defined boundary, with single-family residential property along the eastern edge and professional business along the western edge. The western edge was intended to serve as a buffer between the residential area and the higher impact businesses along the bypass. Several "general" businesses were approved by the County Area Plan department in the past, partially due to the fact that Area Plan law did not allow for variances. While under Advisory Plan law, all efforts should be made to restrict the western edge to professional businesses. If other businesses are considered, they should be done through a variance or special exception procedure, and not a rezoning.





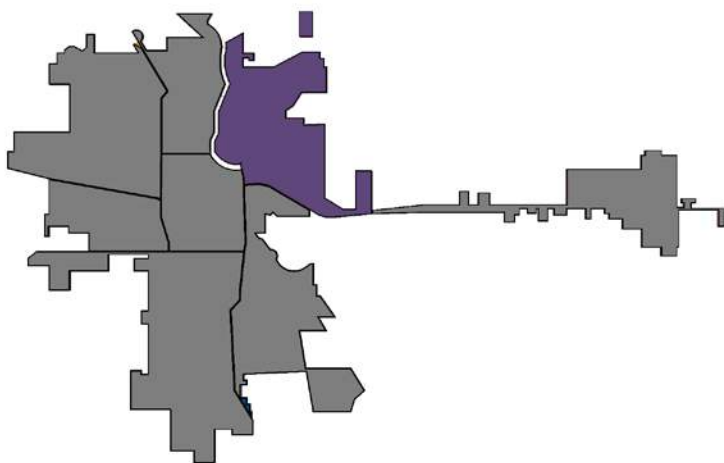


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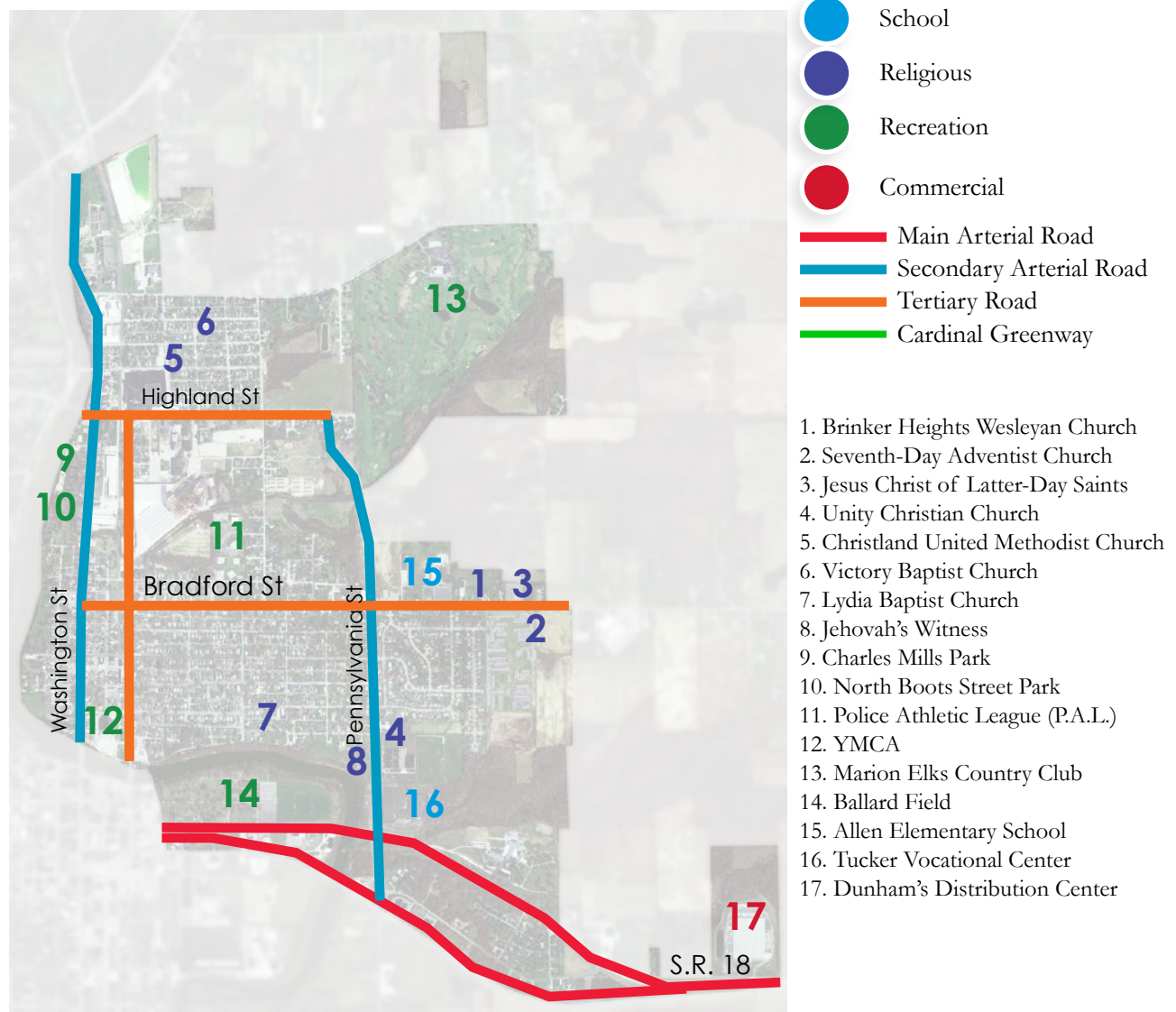
- Character Map
- Neighborhood Associations
- Character District Map
- Sector Trends
- Mapping
  - Zoning
  - Land Use
  - Future Land Use
- Land Use Recommendations



## Northeast Marion

Northeast Marion is situated along State Road 18, providing unique access opportunities connecting I69 to Downtown. This main thoroughfare also acts as a gateway into of Marion, providing opportunities for tourism attraction and gateway branding. Similar to the rest of the city, manufacturing facilities were once prevalent in the area. The former Ball-Foster factory once resided in Northeast Marion Industry is currently rebounding in the area

### Character Map



## Neighborhood Associations

**1. Bend of the River:** Generally bounded by Branson Street on the East, Highland Street on the North, and the Mississinewa River on the West.

**Mission Statement:** To act as a gateway to North Marion.

- Unit Occupancy:  
Owner-Occupied: 50%,  
Renter-Occupied: 30%,  
Commercial: 5%,  
Industrial: 5%, Vacant: 10%
- Average House Build Date: 1910

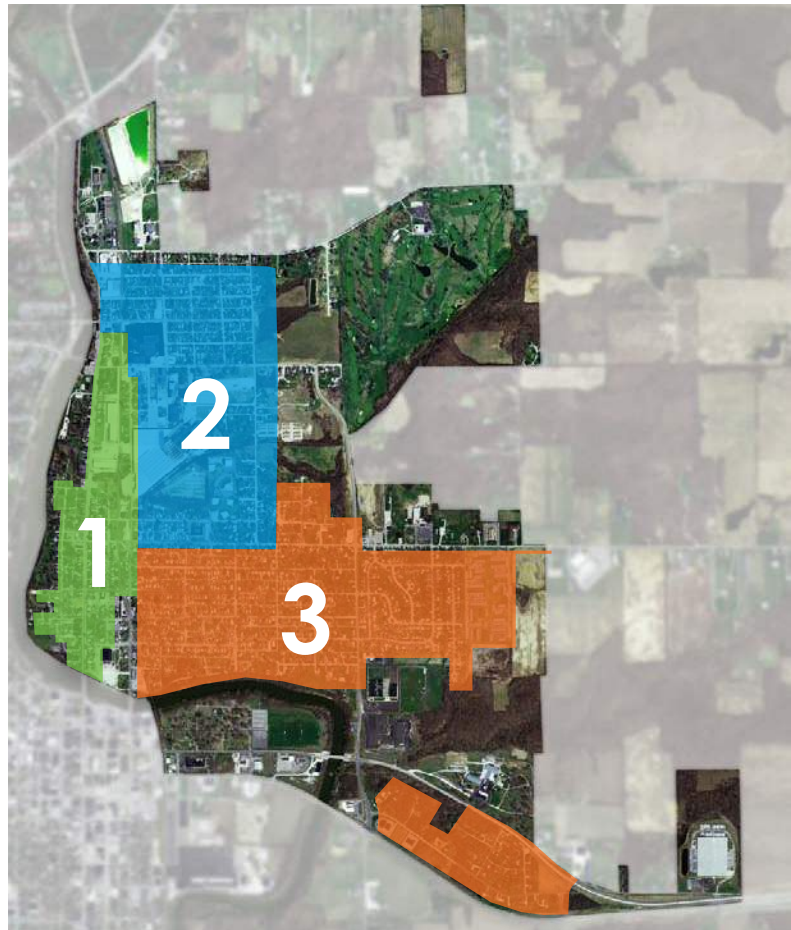
**2. Foster:** Bounded by Bond Avenue on the North, Horton Street on the East, Bradford Street on the South, and Branson Street and Washington Street on the West.

**Mission Statement:** To revitalize our neighborhood and make a serious attempt at getting to know our neighbors. Our desire is for each family to feel like they are part of our wonderful community. Our goals are to become better neighbors, help our neighbors, keep or neighbors informed in local and city-wide issues, and to keep our neighborhood clean, happy, and healthy.

- Unit Occupancy:  
Owner-Occupied: 35%,  
Renter-Occupied: 20%,  
Commercial: 5%,  
Industrial: 30%,  
Vacant: 10%
- Average House Build Date: 1920

**3. Northeast Marion:** Generally bound by Bradford Street on the North, Branson Street on the West, the Mississinewa River and Grant Street on the South, and Gatewood Lane on the East, including Tippy Drive and the 1000 block of East Montpelier Pike.

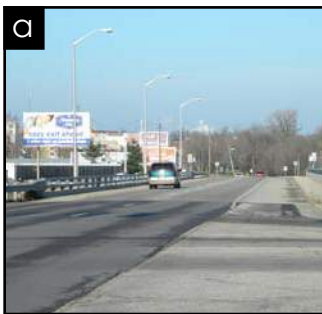
- Unit Occupancy:  
Owner-Occupied: 55%,  
Renter-Occupied: 40%,  
Vacant: 5%
- Average House Build Date: 1950





## Character District Map

Character Districts are created with purpose or sometimes unintentionally through years of similar development styles/standards/guidelines/etc. The following districts are not permanent, however, they represent current development patterns and styles found throughout the sector.



### a. State Route 18 Corridor

#### Key Findings

- Major corridor/gateway
- Mixture of commercial, residential and utilities

#### Recommendations

- SR18 Corridor Overlay with design standards
- Ballard Field improved as gateway
- Washington two-way (1st to 3rd) to improve circulation

### b. Bend of the River District

#### Key Findings

- Washington Street main north-south corridor through Marion
- Commercial and residential uses
- Several properties with private access to river

#### Recommendations

- Washington Street lighting and signage upgrades
- Parking lot landscaping and design standards
- Neighborhood boundary signage
- Promote river/boat launch
- Tie Bend of the River neighborhood to Downtown

### c. Industrial Park District

#### Key Findings

- Several disjointed industrial properties with scattered residential

#### Recommendations

- Create Industrial Park connecting industrial properties
- Rezone underutilized residential properties to industrial
- Buffer surrounding neighborhoods and boundaries



## Sector Trends

### Residential Trends

Average Year Built: 1930

Average Listing Price (2009): \$38,500

Affordable Housing: Norman Manor Apartments  
(121 N. Washington Street)

### Commercial + Industrial Trends

Major Shopping Corridors: Branson Street,  
Washington Street, Highland Street. Streets Prime  
for Potential Home Businesses: Washington  
Street, Branson Street

Commercial Needs: Sit-Down Restaurants,  
Independent Grocery Store, Barber Shop, Legal  
Services, Coffee Shop, Cop Shop

Industrial Spaces: Ball Foster/Spartan Factory (E.  
Charles Street) & MS Jones, LLC Building (109 S.  
Pennsylvania Street)

### Recreational Trends

City Parks Visited Most Often:  
Matter Park, Charles Park, N. Boots  
Street Park, Ballard Field

### Infrastructure + Service Needs

In Need of Sidewalks, Improvement

- Washington Street (Highland to Christy)
- Stephson Street (Section unspecified)
- 300 block of N. Boots Street
- 400 block of N. Branson Street

Street Improvements

- Lincoln Street (Section unspecified)
- Meridian Street (Section unspecified)
- Highland Avenue (Section unspecified)
- 100-200 block of East Sherman Street
- Highland Avenue from Washington to  
Railroad Tracks
- Bond Avenue from Horton Street east

## Sector Meeting TOP RESULTS

### Northeast Marion Strengths Ranking

-YMCA redevelopment .....	1
-Historic homes/historical context .....	2
-Mississinewa River .....	3
-Proximity to Riverwalk .....	3
-Local Fire Station .....	3
-Hong Kong restaurant .....	3
-Allen School .....	4
-Churches .....	4

### Northeast Marion Weaknesses Ranking

-Abandoned houses deteriorating .....	1
-Sidewalks (missing, poor quality) .....	2
-Abandoned industry .....	2
-Stormwater drainage issues .....	3
-Code enforcement issues .....	3
-Limited food & shopping options .....	4
-Litter .....	4
-Truck route issues/high truck volume .....	4
-Poor street conditions/need repaired .....	5

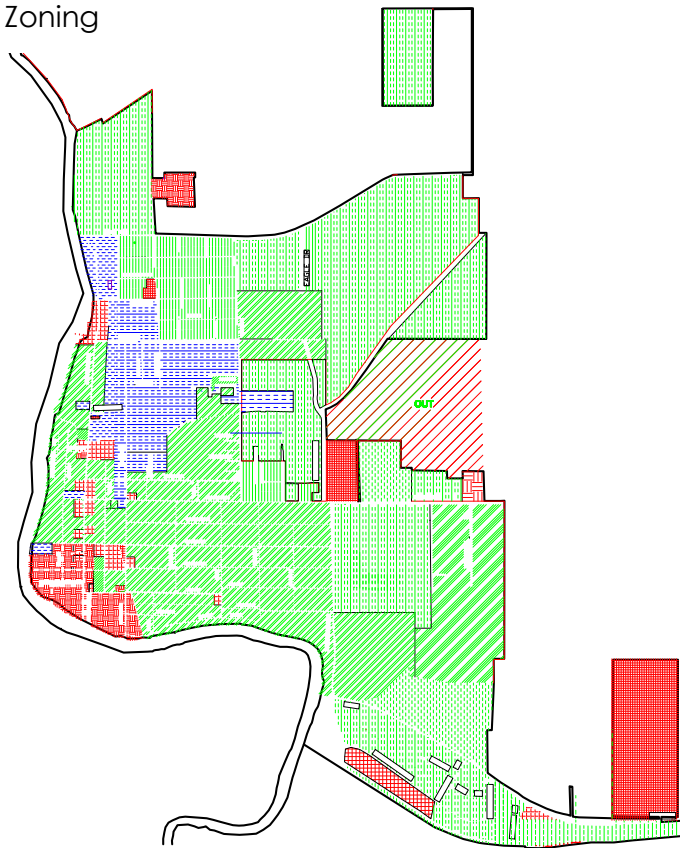
### City of Marion Opportunities Ranking (NE)

-First Fridays .....	1
-Park improvements (new play area, concessions).....	2
-Walkway .....	3
-Available factory space.....	3
-Proximity to several Universities .....	4
-Nice eat-in restaurants needed .....	4
-Hostess House .....	4

### City of Marion Threats Ranking (NE)

-Lack of jobs .....	1
-Rundown housing areas .....	1
-Public school system needs reform .....	2
-Stormwater separation needed .....	3
-Lack of development on 18 from I69 .....	3
-Threat of budget cuts (police & fire) .....	4
-Lack of City communication & enforcement ...	5
-Reactive; not proactive.....	5
-Drugs .....	5
-Dam & levee condition .....	5

## Zoning



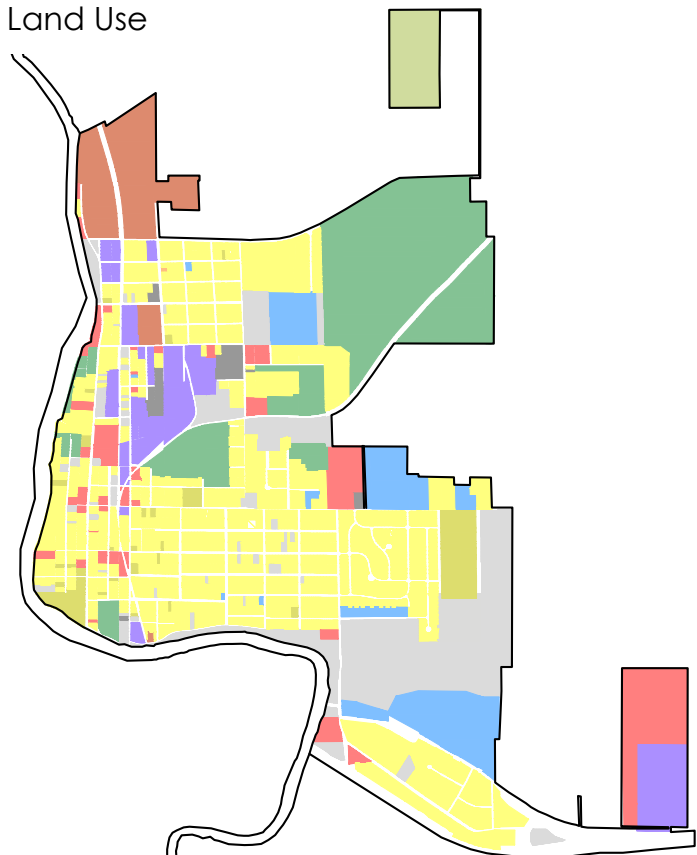
(Left) Northeast Marion is zoned primarily as a low- to medium density residential community. A core of industrial zoning towards the northwest corner of the sector presents a unique challenge of placing industry tangent to residential. Intermittent commercial uses are dotted throughout the sector, although sometimes too spread out.

(Below) The Northeast Sector contains a wide variety of land uses. Although a majority is used for residential, much of the sector remains vacant land. An intermingling of land uses -- especially along Washington, Adams, and Branson Streets -- places conflicting operations beside one another.

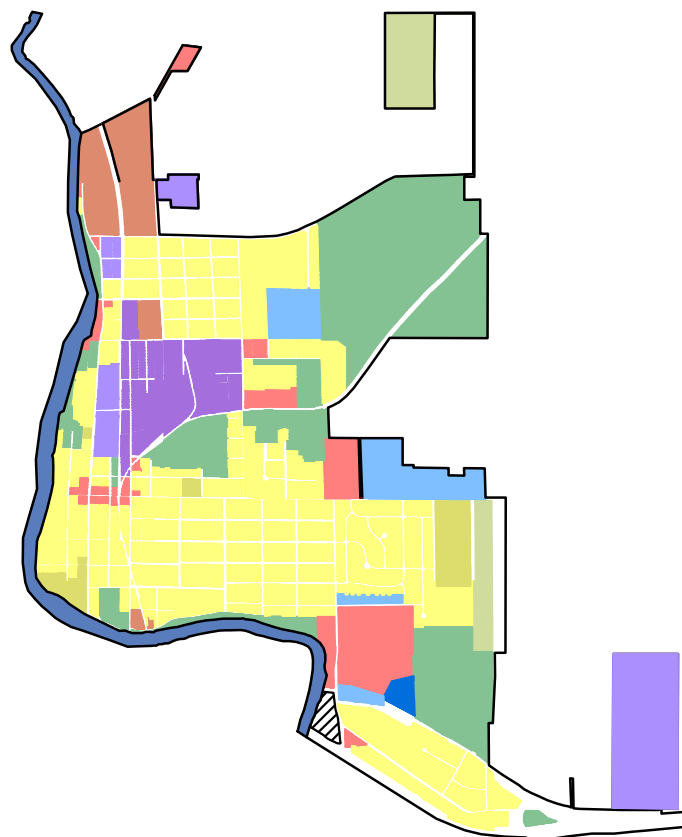
## Legend

AG	L3
RS	P1
R1	AZ
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CB	Mixed-Use
SC	Public/ Government
PC	Utilities
L1	Parking
L2	No Specific Use/ Vacant

## Land Use



Future Land Use



### Land Use and Zoning Recommendations:

Northeast Marion is an interesting mix of residential, commercial and industrial land uses. Many of the housing and businesses were built to support the Ball Foster factory. Since factory activity has declined, many of the houses and commercial properties are vacant.

#### **Mississinewa Industrial Park**

The area surrounding the active factory is recommended to remain as one of the larger industrial sites in Marion. Physical upgrades and redefinition of this area as an “industrial park” are recommended. Several residential parcels within the proposed industrial park are recommended to change to industrial to eliminate residential conflicts. However, many of the residential properties surrounding the factory were once rezoned to industrial to accommodate the factory’s projected growth. Areas not included in the planned industrial park should be rezoned to residential to allow for easier sales and the insurance of residential neighborhood character.

#### **Commercial Corridor**

There are currently commercial properties scattered throughout northeast Marion. The heaviest concentration is along Washington Street and between Washington and Adams. The neighborhood’s close vicinity to downtown suggests that less commercial is needed in this area, and that residents can support downtown growth. The area along Bradford between Washington and Adams Streets is recommended to remain commercial, housing only neighborhood-oriented business.

#### **Bend of the River**

There is much need for young professional and executive level housing within the City and the area along the bend in the river is the ideal location for such housing. The vicinity to the hospital, connections to downtown and potential views of the river make the area along the river prime for multifamily, multistory housing.

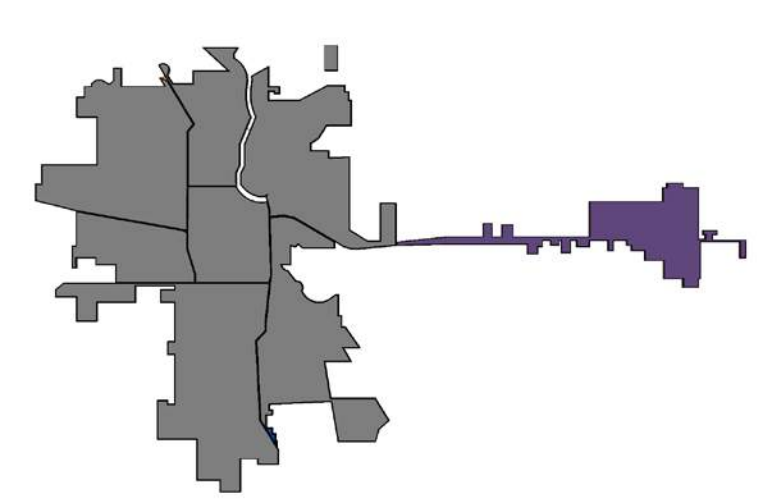






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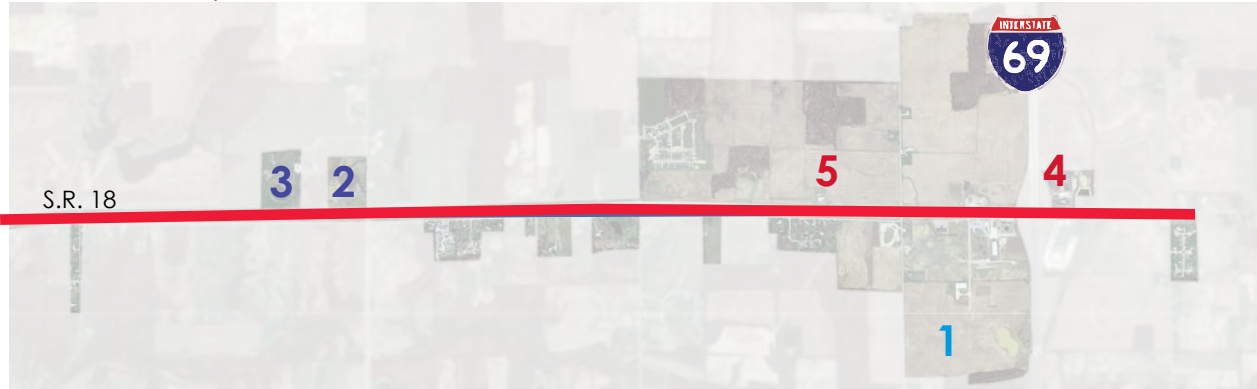
## Sector Content

- Character Map
- Neighborhood Associations
- Character District Map
- Sector Trends
- Mapping
  - Zoning
  - Land Use
  - Future Land Use
- Land Use Recommendations

## East Marion

East Marion is a focused channel of property along State Road 18 which is bisected by I69. Several parcels are unincorporated and outside of city rule. Ivy Tech Community College is situated along S.R. 18 and I69 providing good regional access. Other commercial uses are also focused around this interstate exit. The exit and state road provide a highly sought after connection between Marion and the rest of the state.

### Character Map



- School
- Religious
- Commercial
- Main Arterial Road
- 1. Ivy Tech Community College
- 2. Hanfield United Methodist
- 3. World Gospel Mission
- 4. Love's Truck Stop
- 5. Dollar General Distribution Center

### Sector Trends

#### Residential Trends

Average Year Built: 1975

#### Commercial + Industrial Trends

Major Shopping Corridors: SR 18 near I-69

Commercial Needs: Affordable food market,  
Entertainment venues

Industrial Spaces: Marion Commerce Park  
(Commerce Drive), Trio Land (250 S. 600 East),  
Dollar General Distribution Center

#### Recreational Trends

City Parks Visited Most Often: Ballard Field

### Sector Meeting TOP RESULTS

#### East Marion Strengths Ranking

-Rural .....	1
-Easy access .....	2
-Bradford Street Church .....	2
-Growth opportunities .....	3
-Dollar General .....	3
-Ivy Tech .....	3
-Infrastructure .....	3

#### East Marion Weaknesses Ranking

-No recycling .....	1
-Need a good priced grocery store .....	2
-Trailer parks .....	2
-Nothing to attract people to the area .....	3
-Property taxes .....	4
-No storm sewers .....	5

#### City of Marion Opportunities Ranking (E)

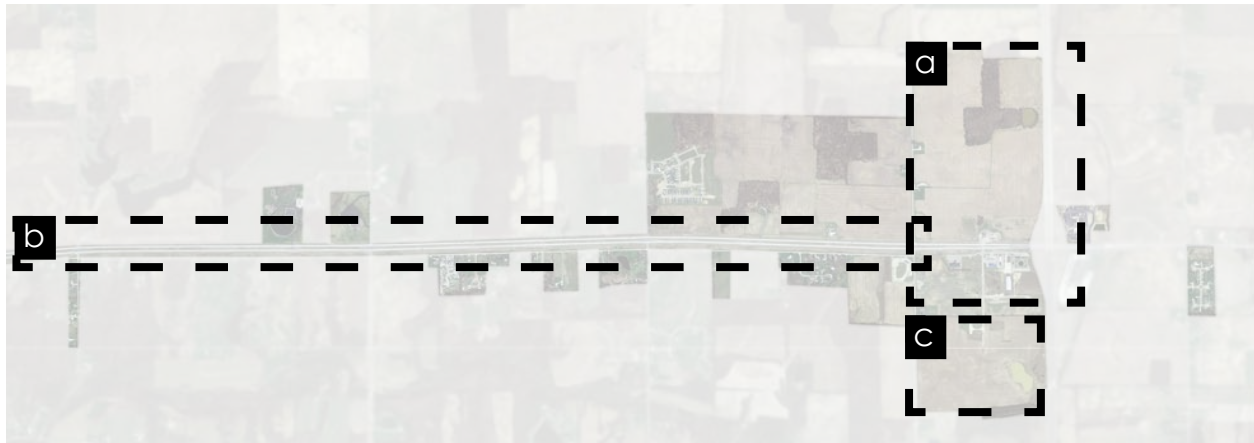
-Centrally located within the state .....	1
-Indiana Wesleyan University .....	2
-Ivy Tech .....	2
-Medical jobs .....	3
-Ballard Field (needs more than soccer) .....	4
-Marion Public Library & Museum .....	4

#### City of Marion Threats Ranking (E)

-Threat of CAFOs .....	1
-Jobs & industry .....	2
-Lack of quality restaurants/excess fast food ...	2
-Real estate value .....	2
-Poverty mentality .....	2
-Lack of environmental care .....	3
-Education system .....	3

## Character District Map

Character Districts are created with purpose or sometimes unintentionally through years of similar development styles/standards/guidelines/etc. The following districts are not permanent, however, they represent current development patterns and styles found throughout the sector.



### a. I69 Gateway District

#### Key Findings

- Potential to pull the most visitors of any gateway
- Future mixed-use development expected
- Land within city limits subject to Corridor Overlay standards

#### Recommendations

- Advertise Marion on I69 billboards reflecting branding
- Enforce design standards for all new development and redevelopment
- Encourage cross-access agreements

### b. Corridor District

#### Key Findings

- 5.5 mile stretch from I69 to Marion “proper”
- Majority of land is unincorporated at this time
- Land within city limits subject to Corridor Overlay standards

#### Recommendations

- Annexation study needed to allow for development control
- Signage needed to encourage visitors to continue into Marion
- Investigate greenbelt concept and branding implementation
- Create boulevard effect along corridor (trees, windmills, etc)

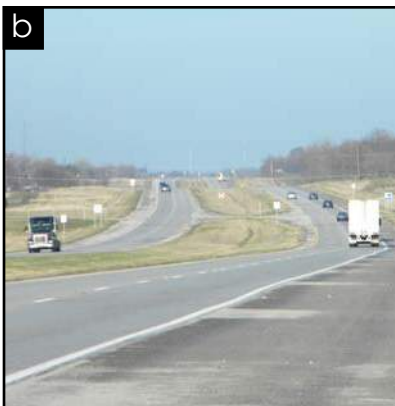
### c. Ivy Tech District

#### Key Findings

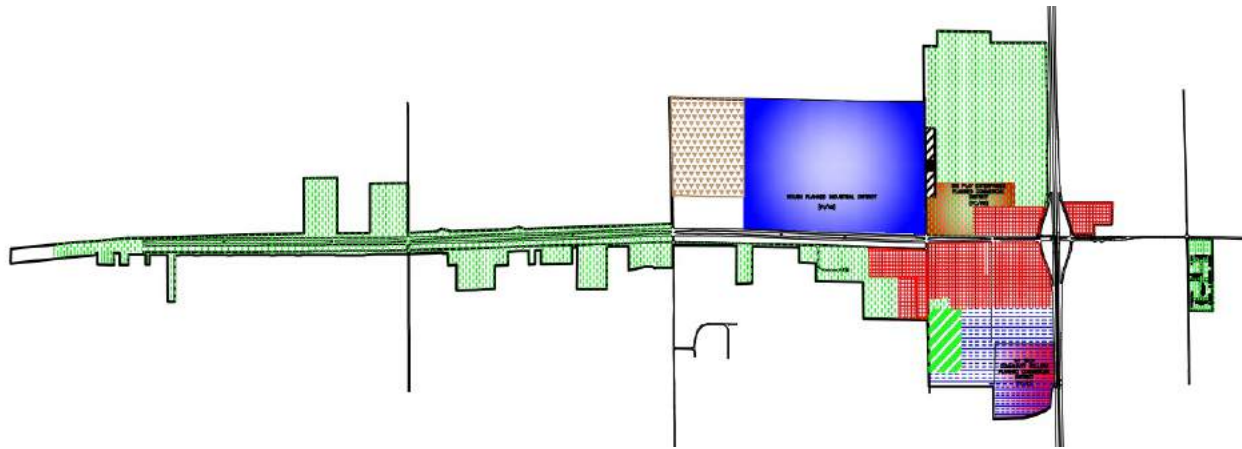
- Regional campus
- Approximate population of 1,000+ students
- Within Corridor Overlay design standards

#### Recommendations

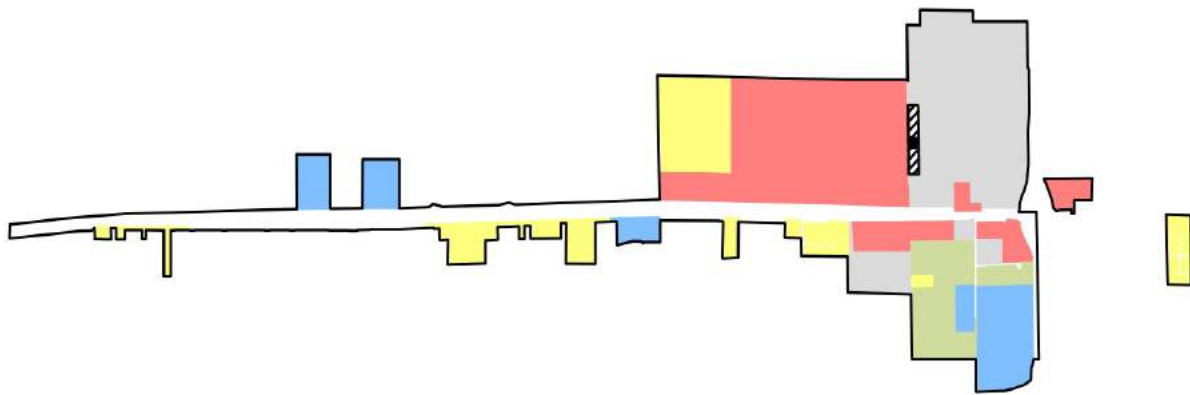
- Clear directional signage is needed from SR18
- Ivy Tech signage visible from I69 needed



## Zoning



## Land Use

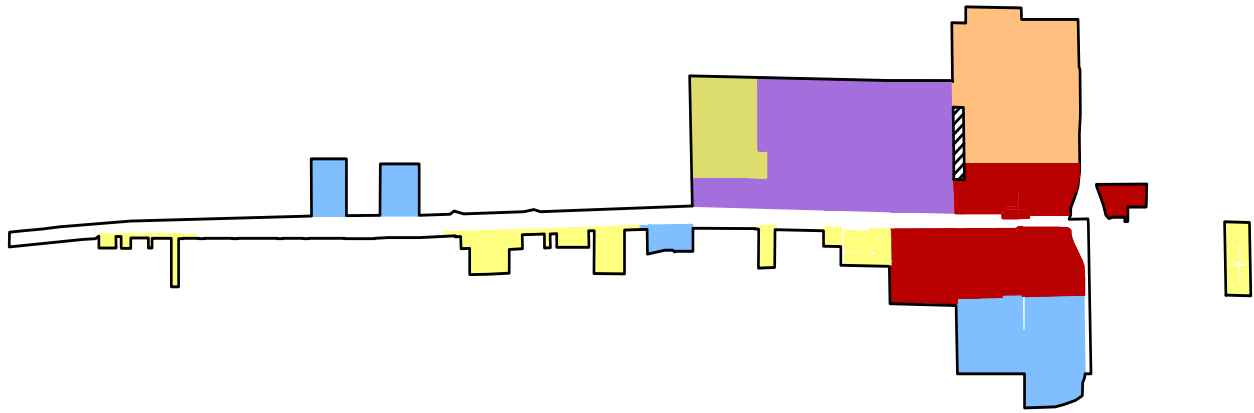


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L1	Parking
L2	No Specific Use/ Vacant



## Future Land Use



### Land Use and Zoning Recommendations:

East Marion is a mixture of commercial, residential and light industrial uses. It is also the main gateway into the city from I69. It is an interesting area due to the fact that after a past annexation, much of the land along the SR18 corridor is still technically located outside of City limits. The existence of a County Area Plan prevents us even from planning outside of our legal limits. This prevents the City from having influence over land use and development along much of the corridor. An annexation policy (voluntary and involuntary) needs to be considered in the future.

#### I69 and SR18 Overlay

The City recently adopted an overlay along SR18 and I69 with land use restrictions and design standards for development, landscaping, parking and setbacks, but the overlay should be updated to reflect the goals set in this plan. This overlay only affects those parcels within City limits. To ensure consistent design, it is recommended that any future PUD located within this overlay include similar restrictions as those in the newest version of the overlay.

#### I69 Exchange

There are several master-planned developments proposed at the SR18 and I69 exchange that include multi-family residential, commercial, office and hotel uses. It is recommended that commercial uses be condensed around this exchange and not extend west into “Marion proper.” The development of the I69 exchange will potentially pull visitors from the highway, and the distance into town presents a new issue of attracting visitors further into the City. While still encouraging success at this new regional hub, strategies should be developed to encourage visitors of the new development to also travel further into Marion to explore our downtown and shopping areas. Plans between the city and county for improvements to this area should be pursued to find solutions to this problem. Recommendations include creating a “tunnel” effect through the use of trees, fountains, signage or wind turbines, visually connecting the two areas.

#### SR18

The stretch of SR18W connecting the existing “Marion proper” with the I69 exchange consists of approximately 5 miles of agricultural land with randomly located residential, commercial and light industrial uses. Few of these parcels are within City limits and most are out of our planning jurisdiction. Commercial development along this stretch could harm the vitality of the bypass and create a potential ghost town. One option for the use of the properties within City limits along this stretch are recommended to remain as low impact uses with large front yard setbacks, to create a “greenbelt” connecting the visitor to Downtown Marion, passing by a redeveloped Ballard Field and River Plaza along the River.



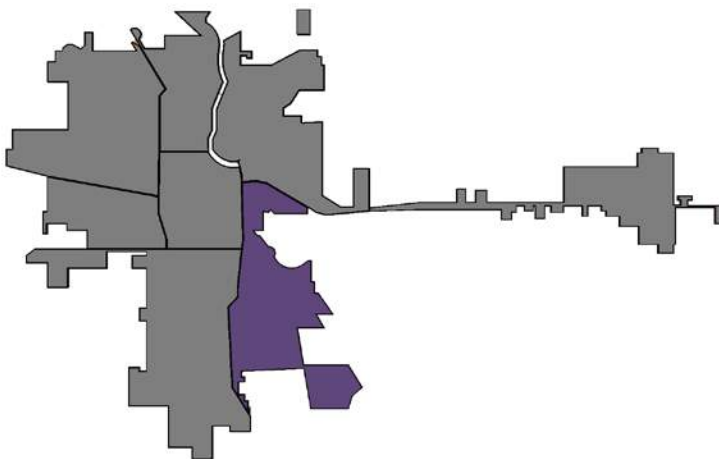


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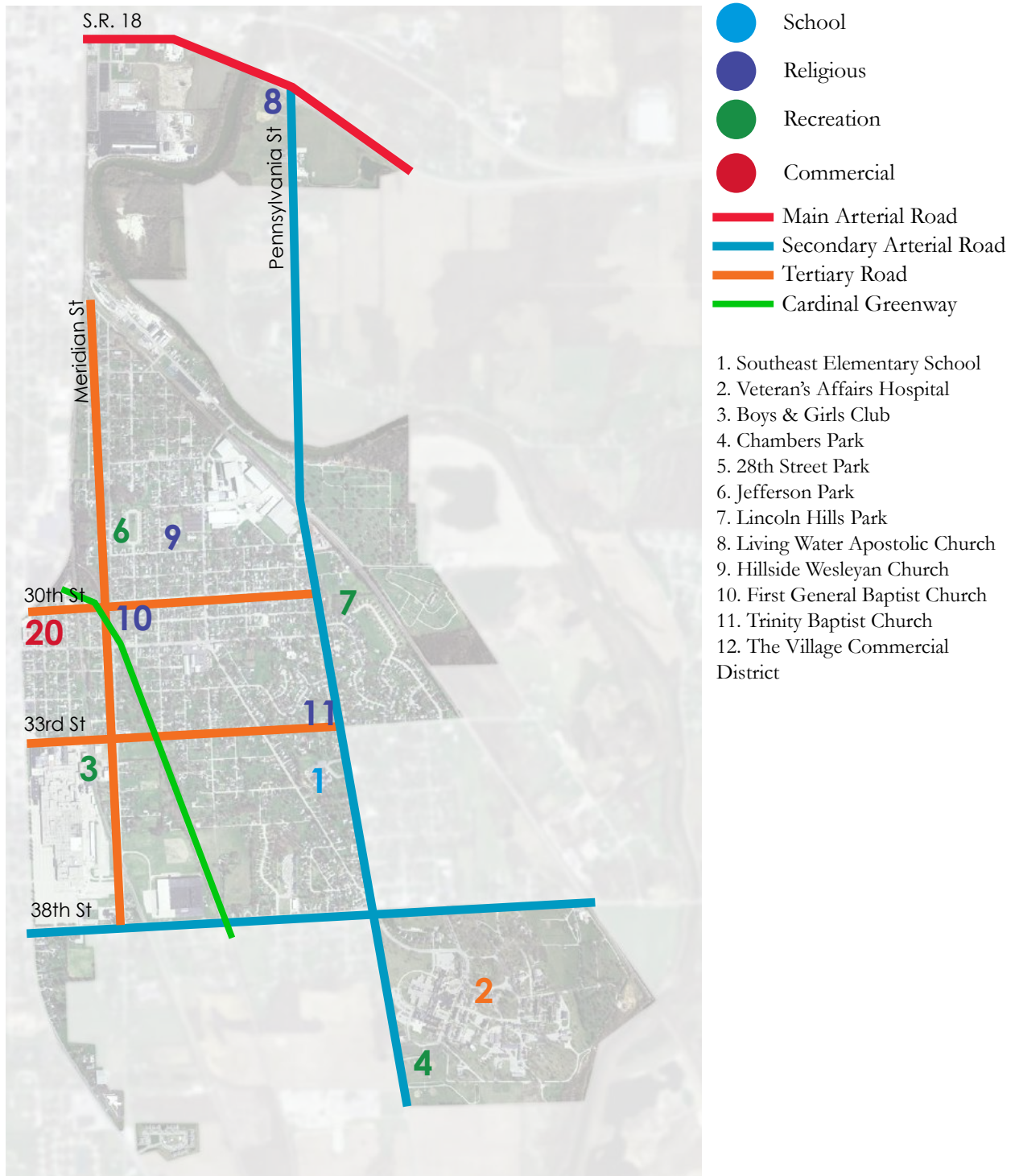
- Character Map
- Neighborhood Associations
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  - Zoning
  - Land Use
  - Future Land Use
- Land Use Recommendations



## Southeast Marion

Southeast Marion is home to the Veteran Affairs Hospital of Northern Indiana. Southeast Marion also provides a mix tone of housing opportunities for the industrial employees of the sector.

### Character Map





## Neighborhood Associations

**1. Harry Cramer:** Bounded by the railroad on the North, Home Avenue on the East, 26th Street on the South, and the railroad on the West.

**Mission Statement:** To get more young people involved in what is going on in the neighborhood, rid the area of trash and litter, and notify law enforcement of suspicious activities to create a cleaner, safer community.

- Unit Occupancy:  
Owner-Occupied: 50%,  
Renter-Occupied: 30%,
- Commercial: 5%, Vacant 15%
- Average House Build Date: 1945

**2. Thomas Jefferson:** Bounded by 26th Avenue on the North, Home Avenue on the East, 30th Street on the South, and the Cardinal Greenway and Meridian Street on the West.

- Unit Occupancy:  
Owner-Occupied: 15%,  
Renter-Occupied: 70%,  
Commercial: 5%,  
Vacant: 10%
- Average House Build Date: 1945

**3. D.A. Moore:** Bounded by Waite Avenue on the North, Lincoln Boulevard on the East, 30th Street on the South, and Home Avenue on the West.

- Unit Occupancy:  
Owner-Occupied: 35%,  
Renter-Occupied: 30%,  
Commercial: 5%,  
Industrial: 30%
- Average House Build Date: 1945

**4. Southeast:** Generally bounded by 30th Street on the North, Lincoln Boulevard on the East, 38th Street on the South, and Meridian Street on the West, including Lincoln Hills.

- Unit Occupancy:  
Owner-Occupied: 55%,  
Renter-Occupied: 30%,  
Institutional: 10%,  
Vacant: 5%
- Average House Build Date: 1950

### 5. The Village

- See South + Southwest Marion Sector



## Character District Map

Character Districts are created with purpose or sometimes unintentionally through years of similar development styles/standards/guidelines/etc. The following districts are not permanent, however, they represent current development patterns and styles found throughout the sector.



### a. Warehouse District

#### Key Findings

- Lincoln Boulevard lined with underutilized brick warehouses and riverfront homes
- Active light industry (Warehouse City)

#### Recommendations

- Mixed use area linked to floodplain (historic warehouses and riverfront property)
- Buffer Warehouse City edges

### b. Thomson District

#### Key Findings

- Shovel ready outlot sites available
- Surrounding neighborhoods along Cardinal Greenway

#### Recommendations

- Develop outlots
- Retrofit parking lot with landscaping
- Safe neighborhood connections to Cardinal Greenway

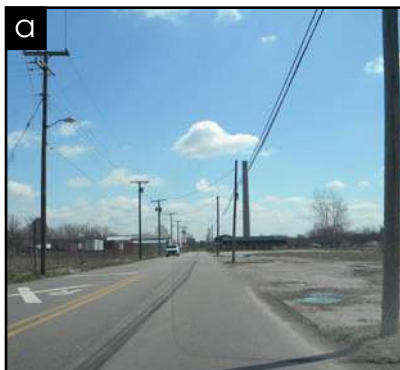
### c. Veteran Affairs District

#### Key Findings

- Federal property with private campus wayfinding system
- Historic building stock available for reuse

#### Recommendations

- Petition for 38th Street interchange from I69
- Campus signage should correspond to city wayfinding system
- Preserve land for cemetery expansion
- Market historic building stock



## Sector Trends

### Residential Trends

Average Year Built: 1970  
Average Listing Price (2009): \$58,640  
Affordable Housing: Thomas Jefferson Homes (26th and Madison Streets), Curfman Road Community (Curfman Road), Houck Street Community (Houck Street)

### Commercial + Industrial Trends

Major Shopping Corridors: Village, Adams Street  
Streets Prime for Potential Home Businesses: 30th Street, Home Avenue

Commercial Needs: Coffee shop, Fire Station

Industrial Spaces: Thomson Building (3301 S. Adams Street), Former Bell Packaging (1019 E. 26th Street), Warehouse Building #10 (1005 E. 24th Street), Warehouse City #15 (E. 22nd Street), Warehouse City #17 (2301 S. Home Avenue), Winterfield Building (1001 E. 38th Street)

### Recreational Trends

City Parks Visited Most Often: 28th Street Park, Thomas Jefferson Housing Park

Other Recreational Opportunities: Junction Park, Cardinal Greenway

### Infrastructure + Service Needs

In Need of Sidewalks, Improvements:

- Meridian Street from 22<sup>nd</sup> to 26<sup>th</sup> Streets

Street Improvements

- Meridian Street from 18<sup>th</sup> to 26<sup>th</sup> Streets
- Corner of Brownlee and E 22<sup>nd</sup> Streets
- Brownlee and E 22<sup>nd</sup> Street up to 18<sup>th</sup> Street

## Sector Meeting TOP RESULTS

### Southeast Marion Strengths Ranking

-Horner's Meat Market .....	1
-VA Hospital (jobs) .....	1
-Splash Park .....	2
-Boys & Girls club .....	3
-Good homeowners .....	4
-28th Street Park .....	5
-YMCA .....	5
-People & neighborhood .....	5
-Neighborhood watch program .....	5

### Southeast Marion Weaknesses Ranking

-Streets need paved .....	1
-No/Weak Neighborhood Associations .....	2
-Vacant gas stations .....	2
-No sidewalks/curbs .....	3
-Police lack of patrols .....	3
-Lots of rentals .....	4
-Lack of pride .....	4
-Code enforcement .....	4
-Southeast School .....	4
-28th Street Park (no seating).....	4

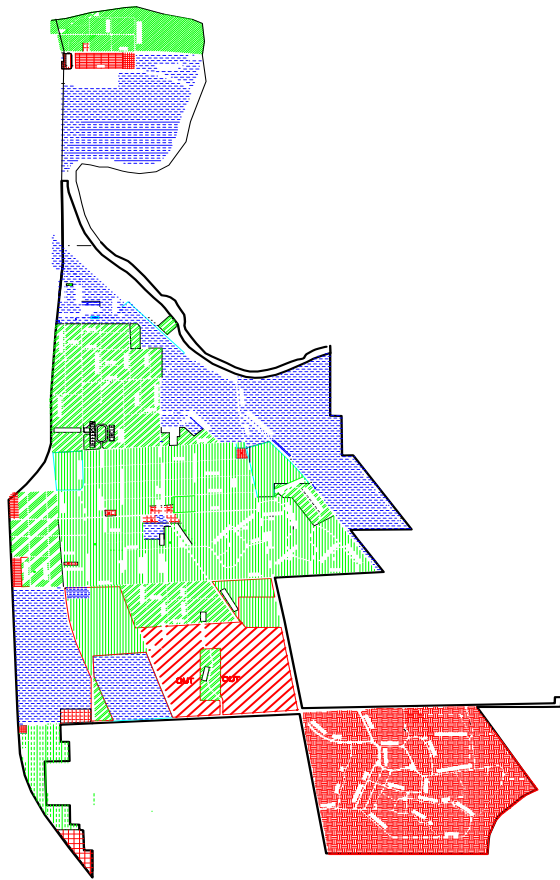
### City of Marion Opportunities Ranking (SE)

-Meijer shopping area .....	1
-Horners Meat Market .....	2
-YMCA .....	3
-Riverwalk .....	4
-Splash Park .....	5
-Marion Public Library & Museum .....	5
-Indiana Wesleyan University .....	5

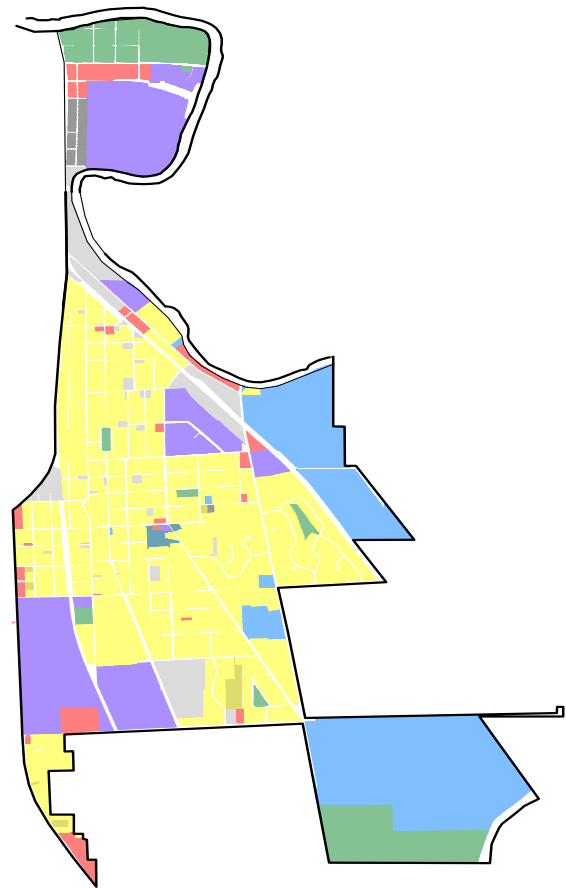
### City of Marion Threats Ranking (SE)

-Pending bus depot relocation .....	1
-Loss of jobs .....	2
-Roads and streets need paved .....	3
-Abandoned gas station (Home & 30th) .....	4
-Pending police & fire layoffs .....	5
-Failing infrastructure .....	5
-Inadequate storm drains .....	5
-Landlords/no maintenance of rental property..	5
-City clean-up needed .....	5
-Burn barrels .....	5
-Crime .....	5

## Zoning



## Land Use

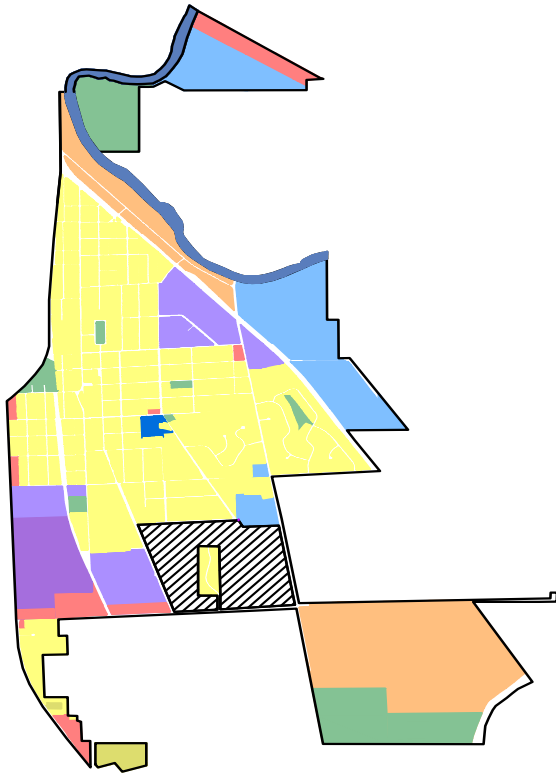


## Legend

AG	L3
RS	P1
R1	AZ
R2	MH
R3	Corporate boundaries
R4	Areas not annexed
R5	Agricultural
PR	Commercial
PB	Multi-Family Residential
AB	Single-Family Residential
LB	Institutional
CB	Industrial
CC	Recreation/ Green Space
CB	Mixed Use
SC	Public/ Government
PC	Utilities
L1	Parking
L2	No Specific Use/ Vacant



## Future Land Use



### Land Use and Zoning Recommendations:

#### Former Thomson site

The former Thompson site is suggested to remain as light industrial and manufacturing. The expansive parking lot could support commercial development along 38th Street. It is also recommended that edges and corners of the property are improved as green spaces to buffer the development and increase aesthetics along the heavily travelled thoroughfares of Adams and 38th Streets.

#### Veteran's Affairs Campus

The VA campus functions as a separate entity including institutional and residential uses. There is potential in the excess buildings of this federal site for public, mixed-use institutional, office and residential uses. There are reports that there will be a need for expansion of the cemetery in the future.

#### Southeastern Mississinewa Riverfront Mixed-Use Area

The area along Lincoln Blvd. and the western riverbank is currently zoned industrial and features a mixture of blighted industrial and single-family residential uses. There are several historic brick warehouses that could be reused for interesting technology, office and loft spaces. The adjacent vacant land would be well-suited to townhomes with a currently underutilized river overlook. The area could be connected to Downtown by a greenspace from 5th to 9th Streets.





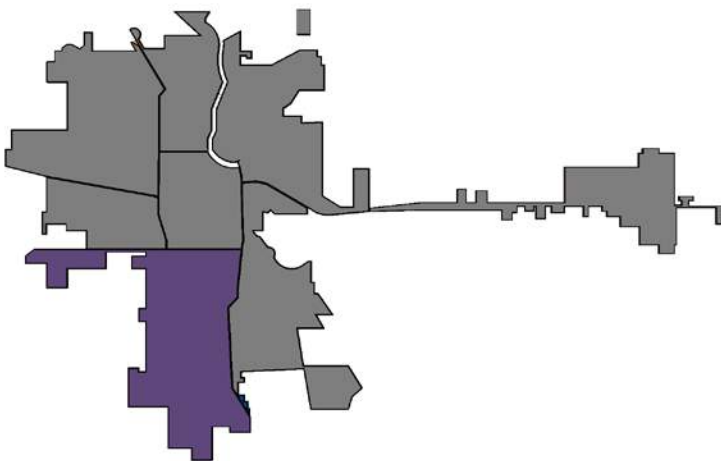
## South + Southwest Marion

### Introduction

In order to realize each area's specific issues and needs in detail, the City was divided into nine "sectors." Inventory was taken and community meetings were held for each area. The Sector Study includes the following information related to that portion of the city: Sector Character, Neighborhood Associations, District Maps, Sector Trends, Sector Input, and Land Use and Zoning information

### Sector Content

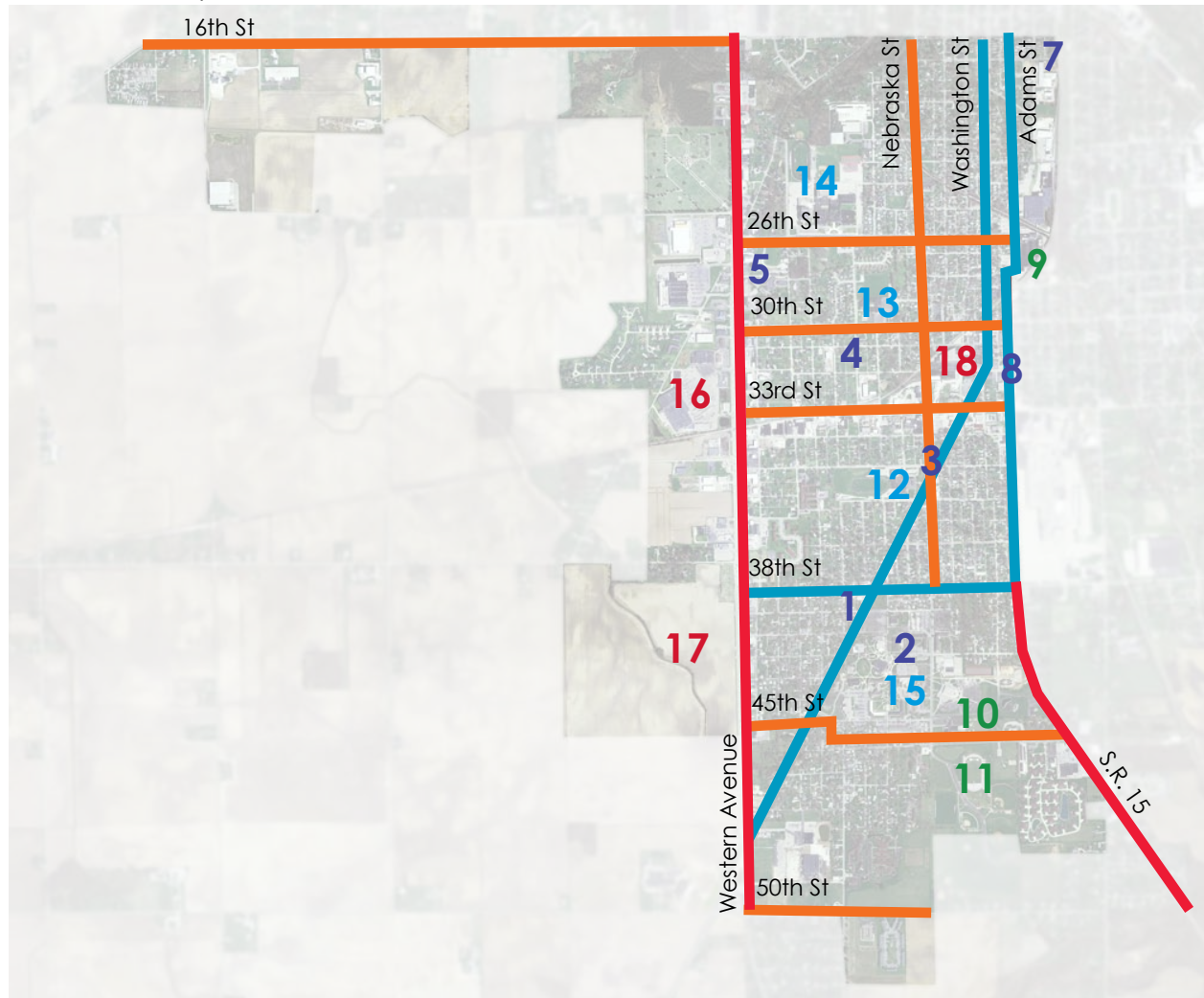
- Character Map
- Neighborhood Associations
- Character District Map
- Sector Trends
- Mapping
  - Zoning
  - Land Use
  - Future Land Use
- Land Use Recommendations



## South + Southwest Marion

The South and Southwest Marion sectors encompasses many recreational and institutional landmarks within the City of Marion. Both sectors were combined due to a low residential population in the Southwest sector.

### Character Map



- School
- Religious
- Recreation
- Commercial

- Main Arterial Road
- Secondary Arterial Road
- Tertiary Road

- |                                      |                             |
|--------------------------------------|-----------------------------|
| 1. Bibleway Church of God            | 16. Wal-Mart                |
| 2. College Wesleyan Church           | 17. Meijer                  |
| 3. Allen Temple Ame Church           | 18. The Village             |
| 4. Rising Star Baptist Church        | 19. Western Avenue Corridor |
| 5. Healing Heart Church of God       |                             |
| 6. Grace Missionary Baptist Church   |                             |
| 7. House of Worship for All People   |                             |
| 8. Adams Street Christian Church     |                             |
| 9. Splash House at Junction Park     |                             |
| 10. Seybold Park                     |                             |
| 11. IWU Recreational Fields          |                             |
| 12. McCulloch Middle School          |                             |
| 13. Frances Slocum Elementary School |                             |
| 14. Marion High School               |                             |
| 15. Indiana Wesleyan University      |                             |



## Neighborhood Associations

**1. College Park:** Bounded by 38th Street on the North, Adams Street on the East, 50th Street on the South, and Western Avenue on the West.

- Unit Occupancy:  
Owner-Occupied: 50%,  
Renter-Occupied: 20%,  
Commercial: 30%
- Average House Build Date: 1965

**2. Marion High School:** Bounded by 19th Street on the North, Nebraska Street on the East, 26th Street on the South, and Selby Street on the West.

- Unit Occupancy:  
Owner-Occupied: 65%,  
Renter-Occupied: 5%,  
Commercial: 30%
- Average House Build Date: 1970

**3. South Marion:** Bounded by 33rd Street on the North, Washington Street on the East, 38th Street on the South, and Western Avenue on the West.

- Unit Occupancy:  
Owner-Occupied: 30%,  
Renter-Occupied: 20%,  
Commercial: 5%, Institutional: 35%, Vacant: 10%
- Average House Build Date: 1960

**4. H.O.P.E.:** Bounded by 33rd Street on the North, Adams Street on the East, 38th Street on the South, and Washington Street on the West.

- Unit Occupancy: Owner-Occupied: 35%, Renter-Occupied: 20%, Commercial: 15%, Industrial: 10%, Institutional: 15%, Vacant: 5%
- Average House Build Date: 1960

**5. Frances Slocum:** Bounded by 26th Street on the North, Nebraska Street on the East, 33rd Street on the South, and Western Avenue on the West.

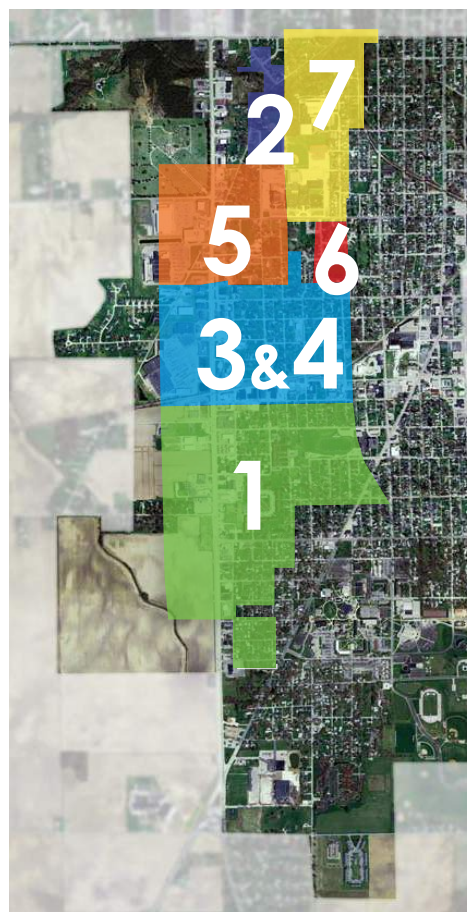
- Unit Occupancy: Owner-Occupied: 45%, Renter-Occupied: 30%, Commercial: 15%, Industrial: 5%, Vacant: 5%
- Average House Build Date: 1960

**6. The Village (Business Assoc):** Bounded by 30th Street on the North, McClure Street on the East, 33rd Street on the South, and Boots Street on the West.

- Unit Occupancy: Owner-Occupied: 10%, Renter-Occupied: 5%, Commercial: 75%, Vacant/Parking: 10%

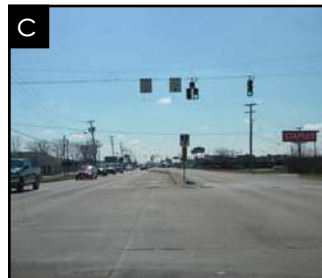
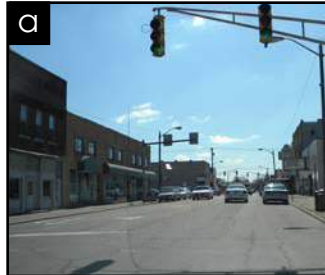
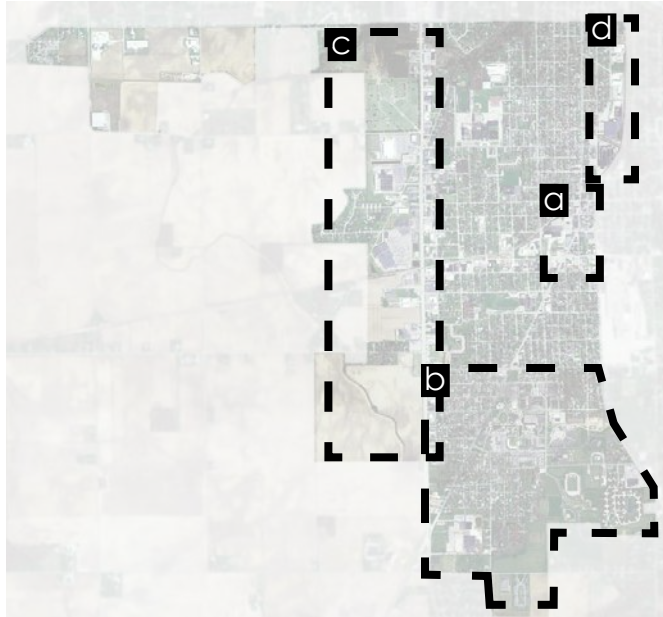
**7. Center City**

- See Central Marion



## Character District Map

Character Districts are created with purpose or sometimes unintentionally through years of similar development styles/standards/guidelines/etc. The following districts are not permanent, however, they represent current development patterns and styles found throughout the sector.



### a. The Village District

#### Key Findings

- Secondary Business District
- Cluster of entertainment establishments

#### Recommendations

- Code and design updates
- Streetscape improvements
- Gateways needed at 30th and 33rd Streets

### b. IWU Campus District

#### Key Findings

- Private campus comprised of several parcels (zoned residential)

#### Recommendations

- Rezone campus to new district
- Campus signage should correspond to city wayfinding system
- Buffer neighborhood from campus (fencing, landscaping, etc)
- Petition for 38th Street interchange from I69

### c. Frances Slocum Residential District

#### Key Findings

- Main north-south commercial corridor
- Zoned commercial ½ block along either side

#### Recommendations

- Sidewalks and limited access medians
- Pedestrian crossings at major intersections
- Reduce sign and overhead line clutter
- Landscaped parking lot ordinance

### d. Junction Park Recreation District

#### Key Findings

- Site split by Cardinal Greenway

#### Recommendations

- Develop ADA accessible trailhead from Cardinal Greenway
- Urban skate and BMX skate park on north Essex site

## Sector Trends

### Residential Trends

Average Year Built : 1970  
Average Listing Price (2009) : \$52,127  
Affordable Housing : Emerson Homes (22nd and Washington Streets), Coulton Court Community (Coulton Court)

### Commercial + Industrial Trends

Major Shopping Corridors: Western Avenue  
Streets Prime for Potential Home Businesses  
Washington Street, 38th Street, 45th Street

#### Industrial Spaces

- Omnisource Recycling (2998 W. Delphi Pike)
- Trans Industries (1421 W. 35th Street)
- Sherwin-Williams Building (2030 W. Western Avenue)
- Joaquin-Miller Industrial Park (1626 S Joaquin Drive)
- Dana Land (400 S. Miller Ave.)

### Recreational Trends

City Parks Visited Most Often : Seybold Park, Matter Park, Splash House

Other Recreational Opportunities : Cardinal Greenway

### Infrastructure + Service Needs

#### In Need of Sidewalks

- 38th Street (Section unspecified)
- Lincoln Boulevard to Curfman
- Adams Street (Between 33rd and 35th)

#### Street Improvements

- Selby Street (Section unspecified)
- Landess Street (Between 46th and 47th Streets)
- Landess Street (Between 31st and 33rd Streets)
- 47th Street (Section unspecified)

#### Circulation Issues

- Need light at 45th and Adams
- Arrow light needed at 38th and Adams

## Sector Meeting TOP RESULTS

### South + Southwest Marion Strengths Ranking

-Airport .....	1
-Major Shopping (WalMart, Meijer) .....	2
-Neighborhood Associations .....	3
-Indiana Wesleyan University .....	4
-Roomy neighborhoods .....	5

### South + Southwest Marion Weaknesses Ranking

-Curb & sidewalk conditions .....	1
-Crime .....	2
-Lack of street paving/street repair .....	3
-Poor sidewalks throughout area .....	3
-Poor sewer system .....	4
-Housing (trash) .....	4
-Negative image of area .....	4

### City of Marion Opportunities Ranking (S+SW)

-V.A. Hospital .....	1
-Proximity to colleges .....	2
-Library .....	3
-Good place to raise children/family .....	4
-Centrally located (Indy, Ft. Wayne) .....	4
-Indiana Wesleyan University .....	4
-IvyTech .....	4
-Add a pool to the Splash Park .....	4

### City of Marion Threats Ranking (S+SW)

-Loss of jobs/lack of opportunities .....	1
-Low paying jobs .....	2
-Drugs .....	2
-Factories closing/no industrial jobs .....	3
-Taxes continue to be raised .....	3
-Lack of positive response/flexibility from govt. ....	4
-Lack of sidewalks (people walk in roadway) .....	4
-Apathy/lack of pride in neighborhoods .....	4

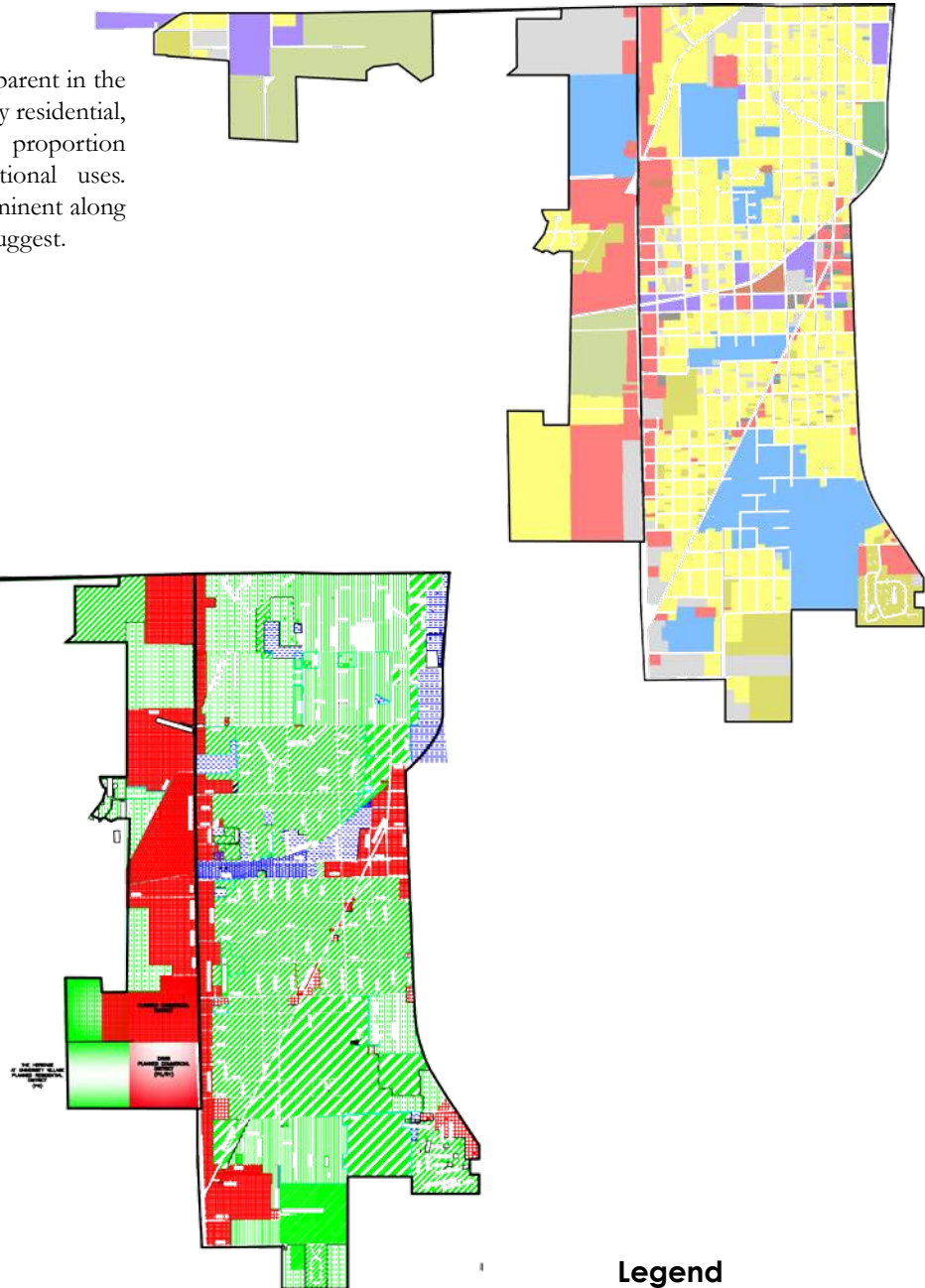


## Land Use

A wide diversity of uses is apparent in the land use map. Although mostly residential, the sector presents a large proportion of commercial and institutional uses. Industrial uses are not as prominent along the rail line as zoning would suggest.

## Zoning

Business zoning is localized to “the Bypass” and “The Village.” The combined sectors display a concentration of high density residential zoning. Industrial zones are contained along the rail line bisecting the sector and towards the west end of the Southwest Sector.

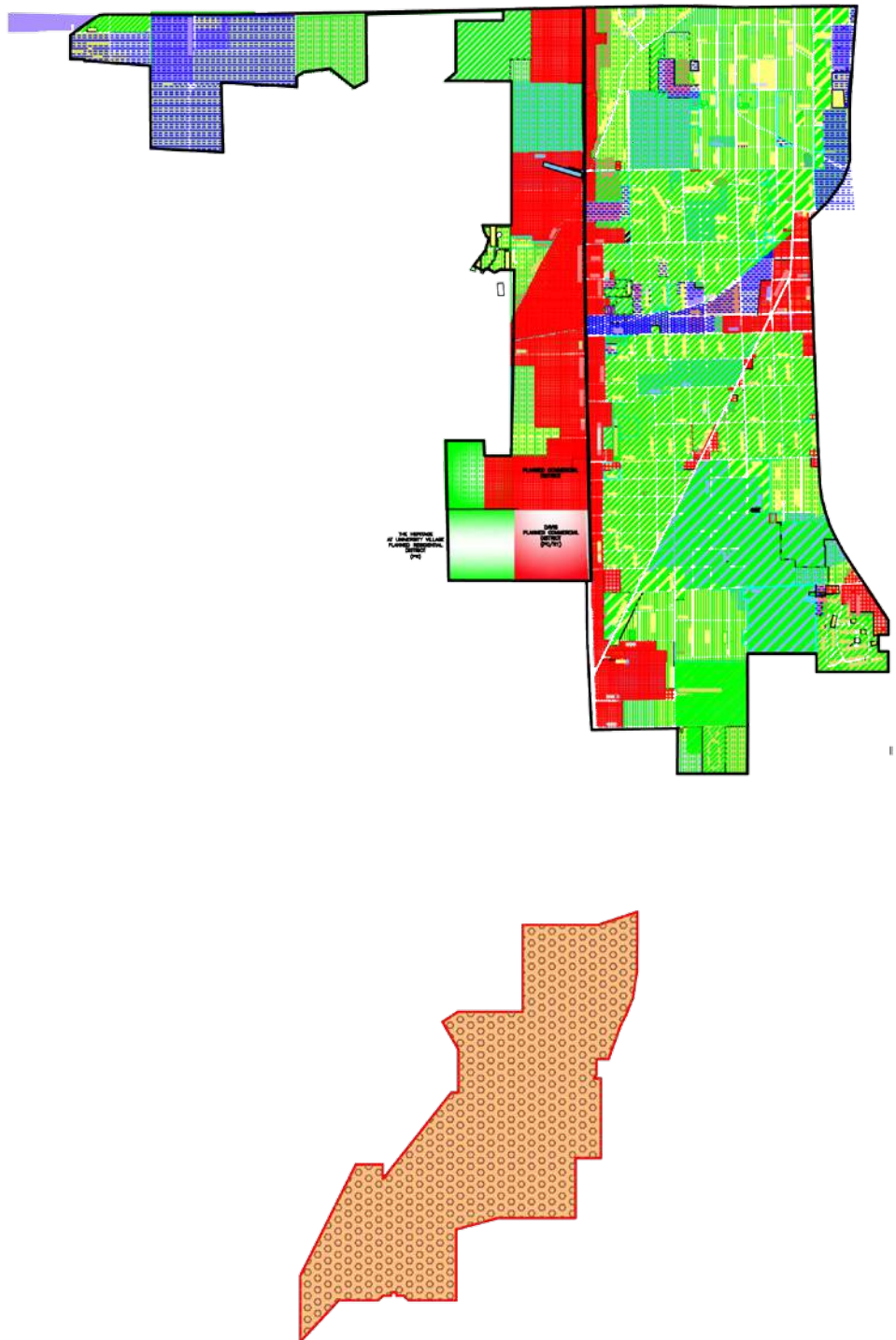


### Legend

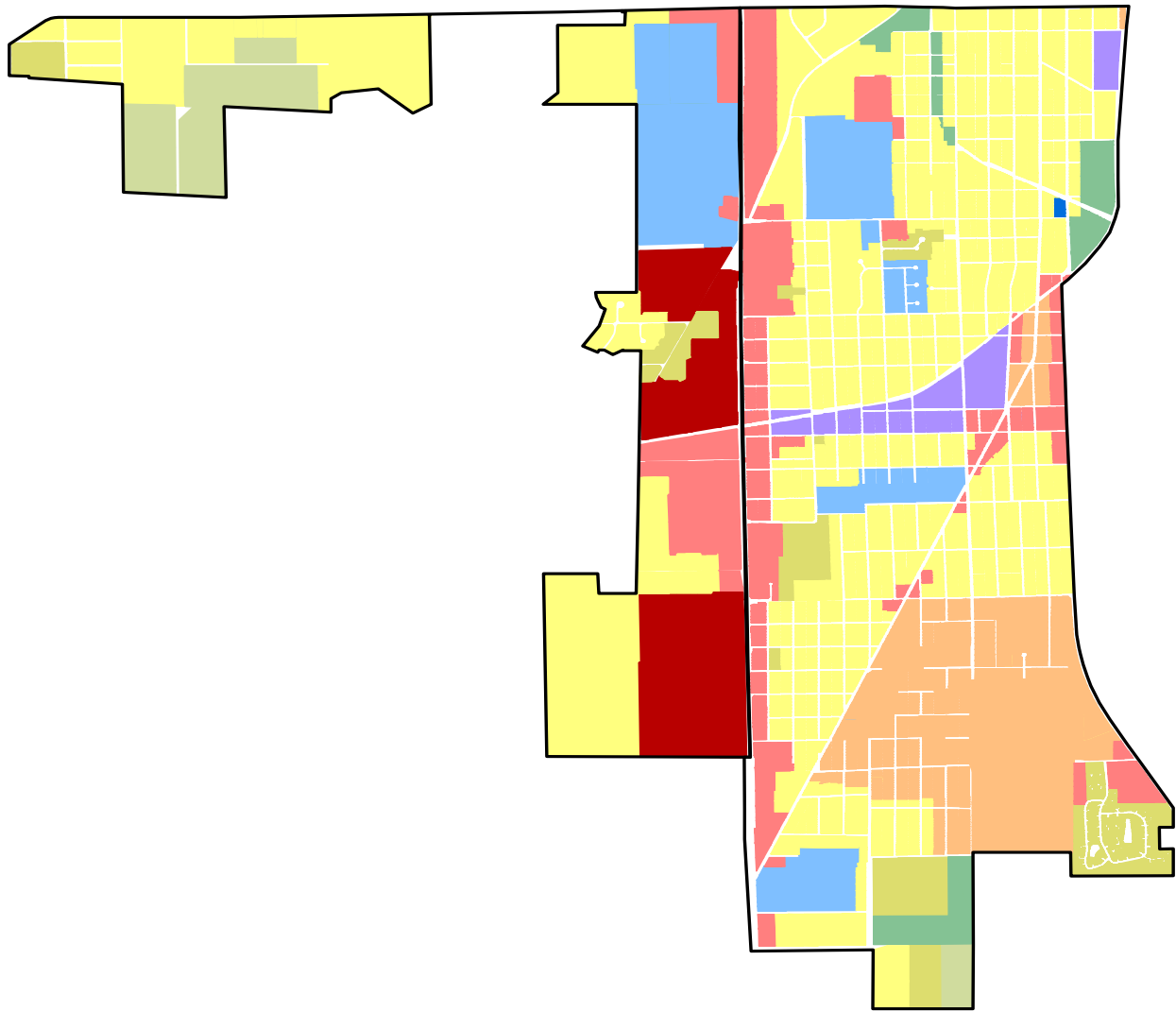
AG	L3
RS	P1
R1	AZ
R2	MH
R3	Corporate boundaries
R4	Areas not annexed
R5	Agricultural
PR	Commercial
PB	Multi-Family Residential
AB	Single-Family Residential
LB	Institutional
CB	Industrial
CC	Recreation/ Green Space
GB	Mixed-Use
SC	Public/ Government
PC	Utilities
L1	Parking
L2	No Specific Use/ Vacant



## Current Land Use and Zoning Comparison



## Future Land Use



### Legend

AG	L3
RS	P1
R1	AZ
R2	MH
R3	Corporate boundaries
R4	Areas not annexed
R5	Agricultural
PR	Commercial
PB	Multi-Family Residential
AB	Single-Family Residential
LB	Institutional
CB	Industrial
CC	Recreation/ Green Space
GB	Mixed-Use
SC	Public/ Government
PC	Utilities
L1	Parking
L2	No Specific Use/ Vacant

## Land Use and Zoning Recommendations:

### **Junction Park Trailhead**

The portions of the Cardinal Greenway that travel through south Marion are appropriate for small scale home businesses and commercial uses targeted at trail users at entrance/exit points along the trail that do not interfere with single-family residential neighborhoods. The Splash House at Junction Park is a prime opportunity for a Cardinal Greenway trailhead at Junction Park. A trail connection to Downtown should be established along the adjacent abandoned rail line or along the east side of Adams Street. To further increase its potential, it is recommended that the BMX and skate park be relocated to the adjacent property to the north to form a large, state-of-the-art urban skate park.

### **Village Business District**

It is recommended that the Village commercial area receive a new zoning classification. The new district should remain similar to its current Central Business zoning, but allow for elements that are unique to this area and will allow the area to thrive. Upper-story housing, authorized uses, shared parking lots and signage restrictions should be considered.

### **Indiana Wesleyan University (IWU) Campus**

IWU serves as a mixed-use campus including institutional, commercial, recreational and residential uses. There is currently no district that allows for the uses needed by a campus of this type and the current residential zoning creates never-ending development and permitting issues. A separate zoning classification should be created and the various active campus-owned parcels should be joined to form fewer large parcels to simplify development efforts. The new district code should include design standards and development standards that concentrate on boundary design and neighborhood buffers, shared parking and campus-wide wayfinding and signage that remain sensitive to the surrounding neighborhood. The various active campus-owned parcels should be joined to form fewer large parcels to simplify development and future rezoning efforts.

### **University Marketplace**

The new Meijer is the first commercial development in the master-planned commercial PUD between 38th and 44th Streets along the bypass. The development is bordered to the west by the Heritage, a single-family residential subdivision and PUD.

### **INTR Study Area**

Center City is of particular concern in the areas of vacant properties, infill issues and affordable housing option needs. A special study was completed in February of 2005 that focused on the area from 3rd to 38th Streets between Nebraska and McClure Streets (Improving Neighborhoods through Revitalization Plan). This area has several housing concerns, such as vacancy, foreclosure and teardowns. There is a serious need for an infill ordinance, foreclosure outreach, design standards and property maintenance standards. Within this area, a separate Neighborhood Stabilization Program (NSP) improvement area plan and funding strategy is being pursued by the Affordable Housing Corporation that takes these needs into consideration.

### **Marion Municipal Airport Campus**

This regional airport services several visitors and local travelers. Portions of the property surrounding the airport are well-suited for complementary commercial uses to serve airport users and nearby residents. The airport and surrounding uses should be considered a master-planned campus, emphasizing circulation and the needs of commercial travelers.

### **Marion High School**

As the only public high school in the city, many families and students rely on easy access to the school. Connections should be made from the school to various adjacent neighborhoods through the availability of sidewalks, trails and bike lanes. Efforts should be made to treat high school property as a campus, with interior signage and shared parking.

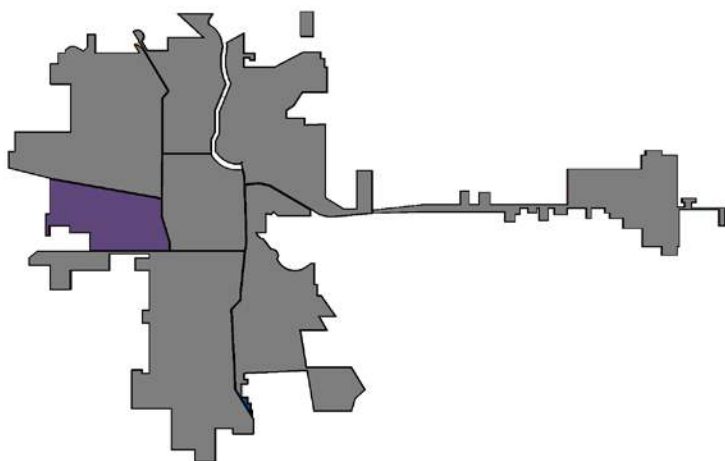






## Introduction

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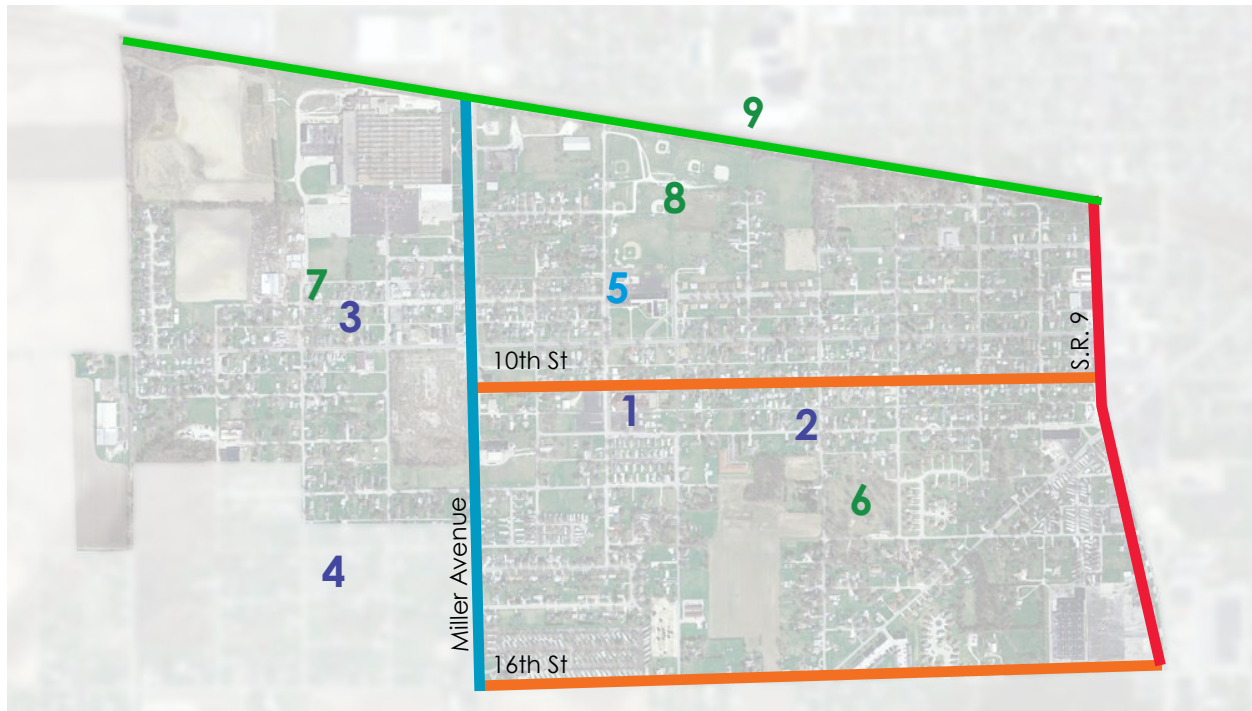
## Sector Content









- Character Map
- Neighborhood Associations
- Character District Map
- Sector Trends
- Mapping
  - Zoning
  - Land Use
  - Future Land Use
- Land Use Recommendations

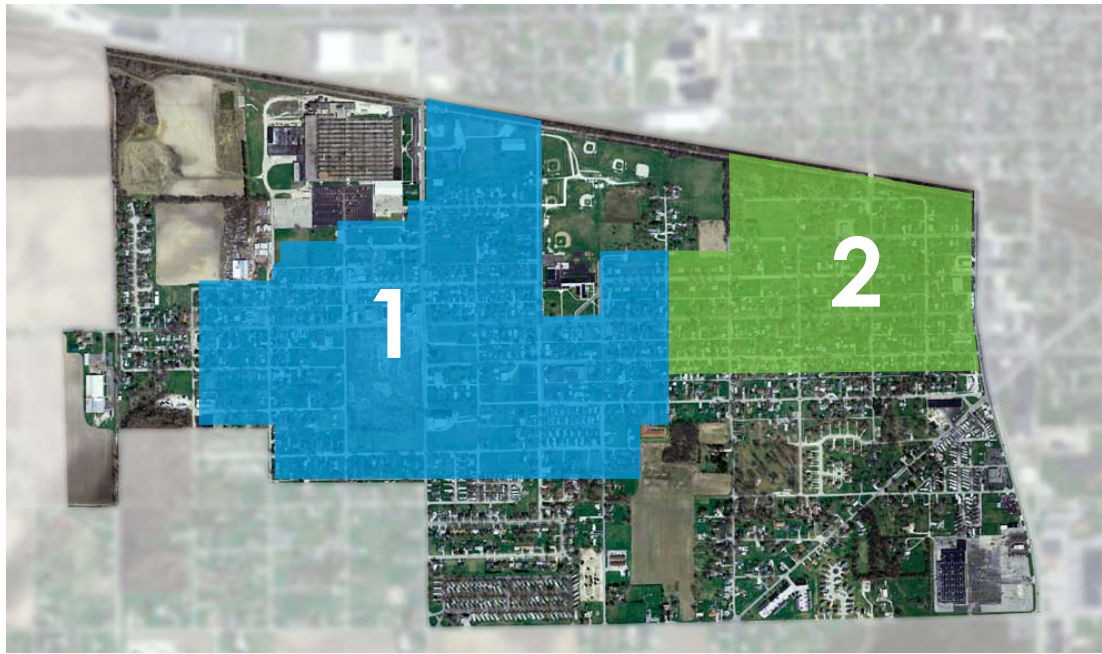
## West Marion

West Marion is currently a fairly isolated sector due to poor linkages across Western Avenue (commercial corridor). This disconnectivity further prevents significant growth in this sector as the city expands. The Cardinal Greenway borders the sector to the south providing a unique connection opportunity to the rest of the City and region.

### Character Map



- |   |                         |   |
|---|-------------------------|---|
|  | School                  | 1. New Life Community Church                |
|  | Religious               | 2. Park Lynn Church                         |
|  | Recreation              | 3. West Eighth Street Wesleyan Church       |
|  | Commercial              | 4. First Landmark Missionary Baptist Church |
|  | Main Arterial Road      | 5. Lincoln Elementary School                |
|  | Secondary Arterial Road | 6. Webster Park                             |
|  | Tertiary Road           | 7. West Point Park                          |
|  | Cardinal Greenway       | 8. Lincoln School Recreational Fields       |
|   |                         | 9. Cardinal Greenway                        |



**1. West Point:** Generally bounded by the railroad on the North, Lyons Avenue on the East, 12th Street on the South, and Virginia Avenue on the West.

Mission:

To create a stronger sense of community by becoming involved with our neighbors, building friendships, and creating a supportive environment.

- Unit Occupancy: Owner-Occupied: 35%, Renter-Occupied: 25%, Commercial: 10%, Industrial: 5%, Vacant: 25%
- Average House Build Date: 1930

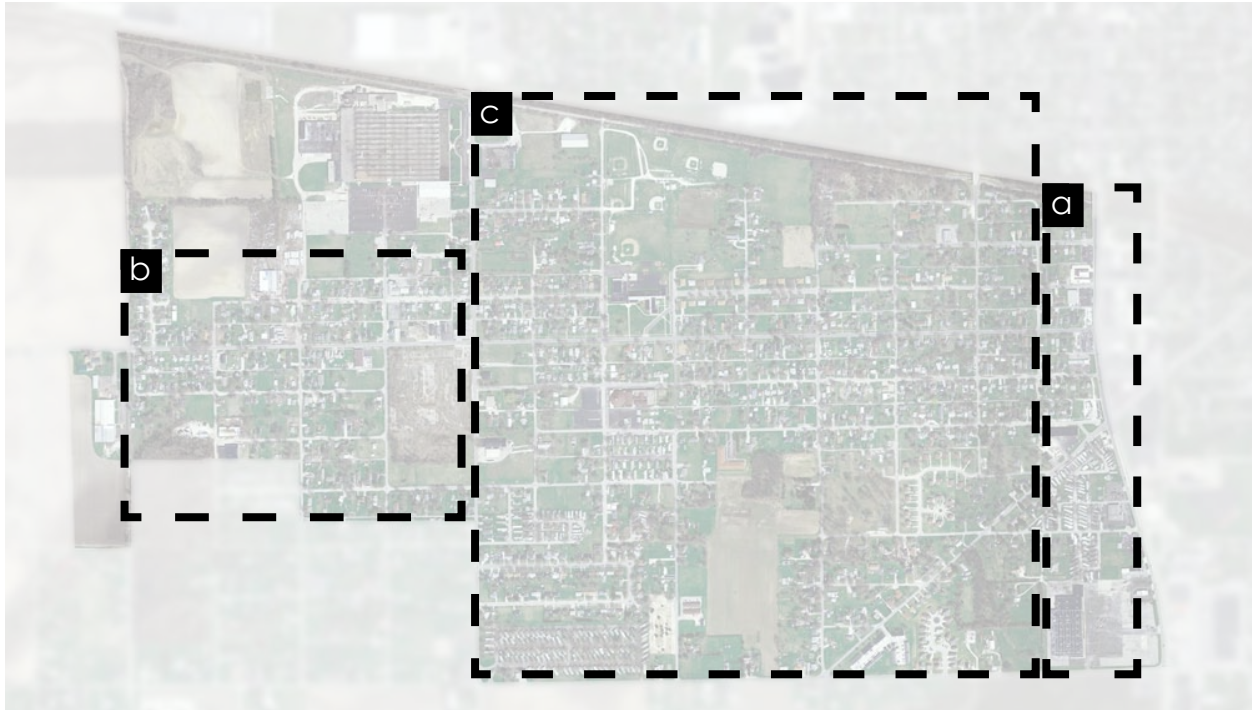
**2. Westside:** Bounded by The railroad on the North, Western Avenue on the East, 16th Street on the South, and Lyons Avenue on the West.

- Unit Occupancy: Owner-Occupied: 50%, Renter-Occupied: 35%, Commercial: 5%, Vacant: 10%
- Average House Build Date: 1955



## Character District Map

Character Districts are created with purpose or sometimes unintentionally through years of similar development styles/standards/guidelines/etc. The following districts are not permanent, however, they represent current development patterns and styles found throughout the sector.



### a. Bypass Commercial District

#### Key Findings

- Main north-south commercial corridor
- Zoned commercial ½ block along either side

#### Recommendations

- Sidewalks and limited access medians
- Reduce sign and overhead line clutter
- Landscaped parking lot ordinance
- Redevelop Hobby Lobby site with design guidelines



### b. Bucktown District

#### Key Findings

- Rebranding to “West Point”
- Gateway elements at 9th and Miller
- Malleable brownfield site

#### Recommendations

- Continue rebranding through wayfinding signage
- Mixed use area on Malleable site
- ADA connections to Cardinal Greenway



### c. Residential District

#### Key Findings

- Lincoln School surrounded by mixed residential
- Maplewood Village Mobile Home Park
- Webster Park bordered by mixed income residential

#### Recommendations

- Code enforcement needed
- Connect schools, park, Cardinal Greenway by sidewalks
- Improve drainage





## Sector Trends

### Residential Trends

Average Year Built: 1950

Average Listing Price (2009): \$40,950

Affordable Housing Spring Hill Homes (16th Street and Spring Hill Drive)

- Upton Court Community (Upton Street)

### Commercial + Industrial Trends

Major Shopping Corridors: Baldwin Avenue  
Streets Prime for Potential Home Businesses: 9th Street, 10th Street, Miller Avenue

Commercial Needs: Pharmacy, Clothing Store, Sandwich Shop, Hair Salon / Barber Shop

Industrial Spaces: Former Hobby Lobby (1500 S. Western Avenue) Dana Industrial Complex

### Recreational Trends

City Parks Visited Most Often: Matter Park, Splash House, 7th Street Park

### Infrastructure + Service Needs

In Need of Sidewalks

- 9<sup>th</sup> Street from Norton to Lyons Avenues
- 8<sup>th</sup> Street from Michigan Avenue to West End

Street Improvements

- Lenfesty Avenue from 9<sup>th</sup> to 6<sup>th</sup> Streets
- Alley between 8<sup>th</sup> and 9<sup>th</sup> Streets in 2100 block
- Alley between 7<sup>th</sup> and 8<sup>th</sup> Streets in 2100 block
- Lenfesty Avenue (9th Street north to railway)

## Sector Meeting TOP RESULTS

### West Marion Strengths Ranking

-Lincoln School & field (neighborhood school/walkable).....	1
-Fire Station #2 .....	2
-Cardinal Greenway access .....	3
-Neighborhood Association .....	4
-Malleable clean-up .....	5

### West Marion Weaknesses Ranking

-Street conditions .....	1
-Sidewalks missing or in poor condition .....	2
-Available vacant properties (Hobby Lobby) ....	3
-Malleable site .....	4
-Businesses needed (drugstore, restaurant, etc).	5

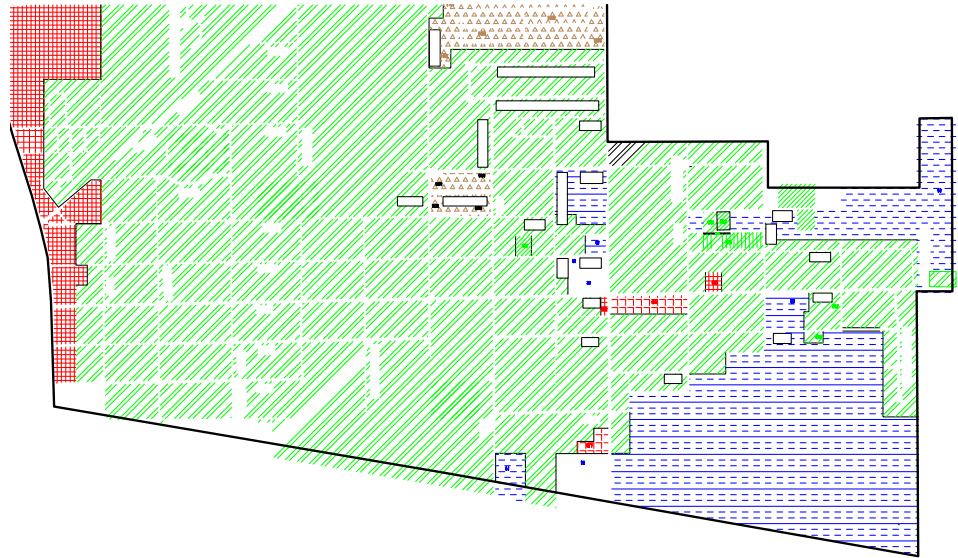
### City of Marion Opportunities Ranking (W)

-New YMCA .....	1
-1st Fridays .....	2
-Walkway of Lights .....	3
-Park system (safe) .....	4
-Cardinal Greenway .....	5

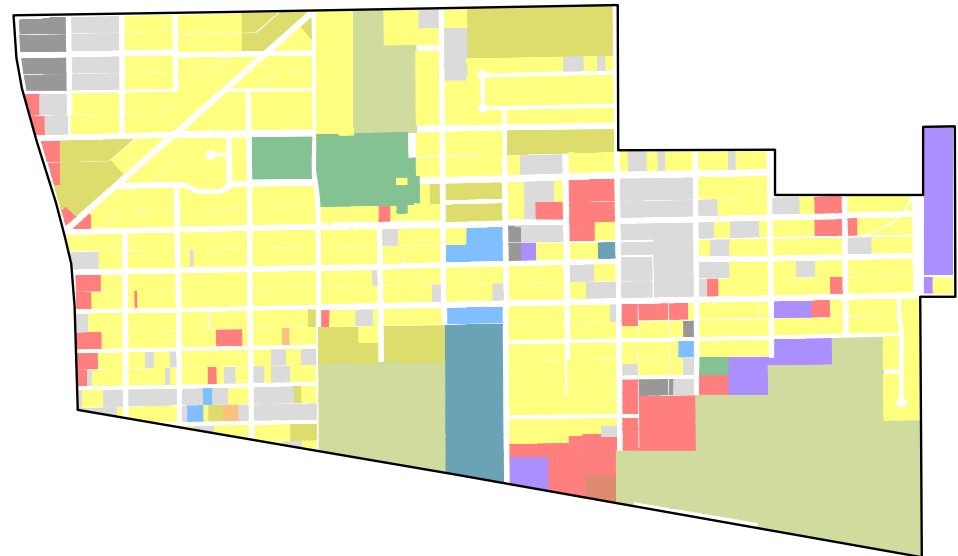
### City of Marion Threats Ranking (W)

-Potholes .....	1
-Street, sidewalks and curbs maintenance .....	2
-Trash & debris .....	2
-Lack of job opportunities .....	2
-Abandoned/Burned properties .....	3
-Stray animals (especially cats) .....	3
-Vacant commercial buildings .....	4
-High prices .....	5

## Zoning



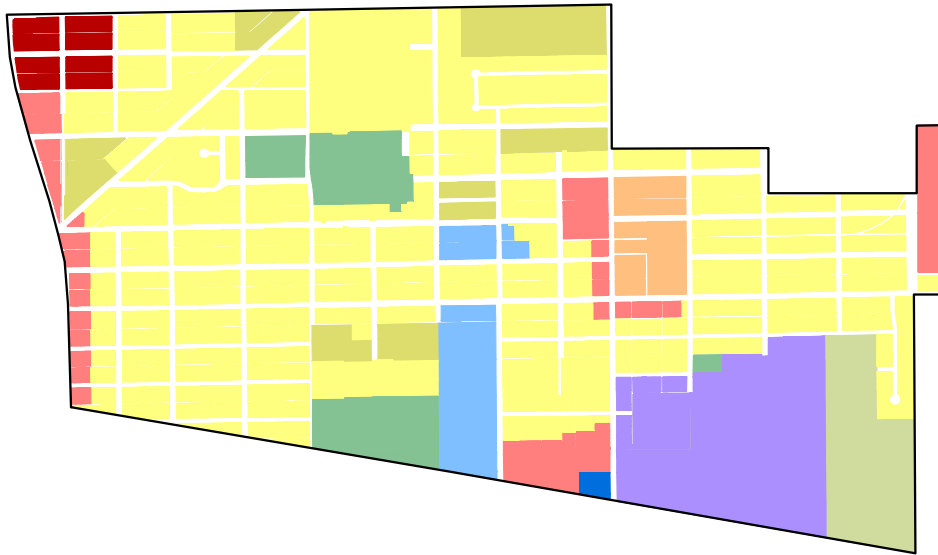
## Land Use



### Legend

AG	L3
RS	P1
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R2	MH
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R5	Agricultural
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CB	Industrial
CC	Recreation/ Green Space
GB	Mixed-Use
SC	Public/ Government
PC	Utilities
L1	Parking
L2	No Specific Use/ Vacant

## Future Land Use



### Land Use and Zoning Recommendations:

#### **SR18E Gateway**

The gateway into town from the west along SR18 passes several heavy industrial sites and the commercial area of Westwood Square. The industrial areas are marked with decent signage and show prosperity. The commercial area should be improved as the new primary gateway to reflect a positive city image, including signage and building façade improvements, and streetscape designs.

#### **Malleable Site**

The area located at the busy intersection of 9th and Miller Avenue is the vacant site of a former factory and is currently zoned residential. This site has the potential to serve West Marion well as a pedestrian friendly, mixed-use commercial and residential development focused on serving neighborhood needs.

#### **Industrial Area**

The area along SR18 in West Marion is currently zoned Industrial probably due to its location along the former railroad tracks. This area may be better used and zoned for lower impact redevelopment.

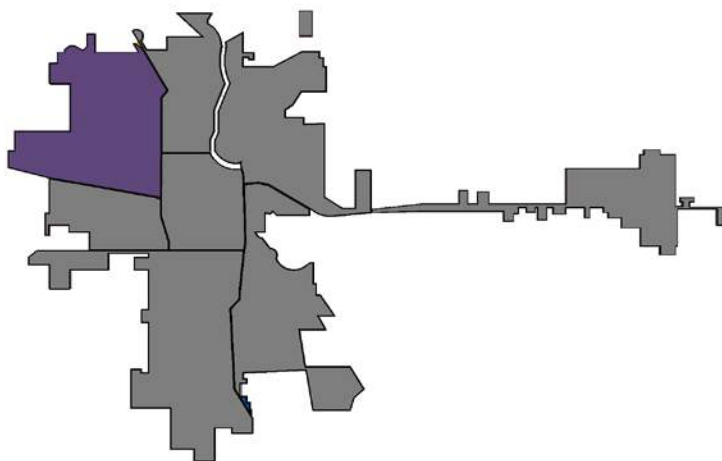






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## Sector Content

- Character Map
- Neighborhood Associations
- Character District Map
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  - Zoning
  - Land Use
  - Future Land Use
- Land Use Recommendations

## Northwest Marion

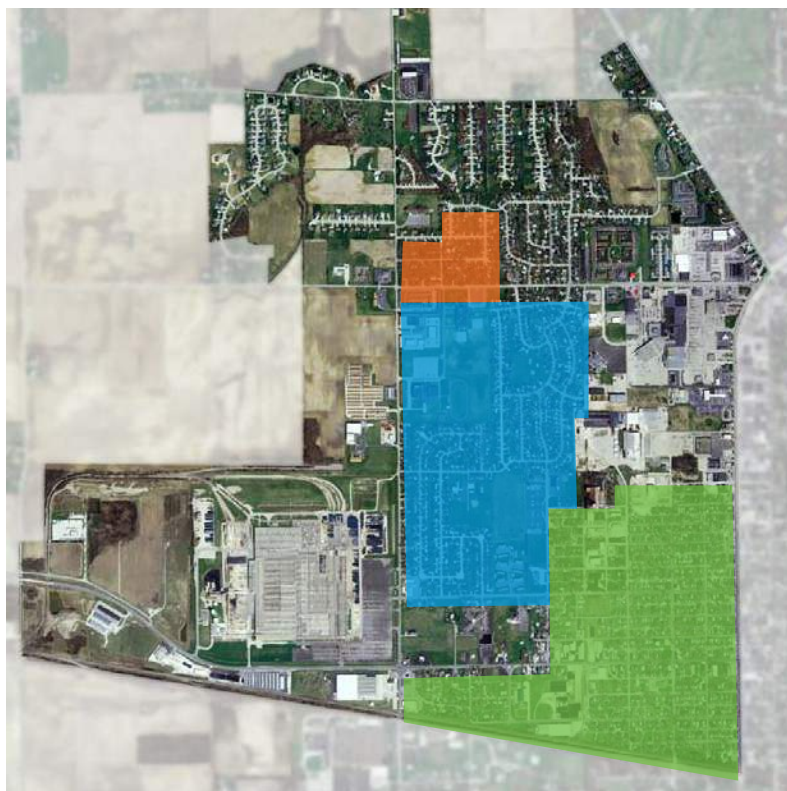
Northwest Marion is a major northern gateway into the City via Wabash Road. Major regional destinations in Northwest Marion include General Motors stamping and Five Points Mall.

### Character Map



- |   |  |                        |
|---|--|------------------------|
| <span style="color: blue;">●</span> School                  | 1. Calvary Social Brethren Church      | 12. Kendall Elementary |
| <span style="color: darkblue;">●</span> Religious           | 2. Nelson Street Wesleyan Church       | 13. MGH Cancer Center  |
| <span style="color: green;">●</span> Recreation             | 3. Lighthouse Baptist Church           | 14. Five Points Mall   |
| <span style="color: red;">●</span> Commercial               | 4. St. James Lutheran Church           |                        |
| <span style="color: red;">—</span> Main Arterial Road       | 5. Chapel Pike Wesleyan Church         |                        |
| <span style="color: blue;">—</span> Secondary Arterial Road | 6. Sunnycrest Baptist Church           |                        |
| <span style="color: orange;">—</span> Tertiary Road         | 7. Westlea Park                        |                        |
|   | 8. Sunnycrest Park                     |                        |
|   | 9. Franklin Park                       |                        |
|   | 10. Justice School Recreational Fields |                        |
|   | 11. Justice Middle School              |                        |

## Neighborhood Associations



### 1. Franklin:

Bounded by Factory and Winona Avenues on the North, Baldwin Avenue on the East, the railroad on the South, and Bradner Avenue on the West. **Mission:** To identify concerns regarding vacant properties, health hazards, dead trees, unkempt yards, trash accumulation, and elderly or disabled residents needing help.

- Unit Occupancy: Owner-Occupied: 55%, Renter-Occupied: 20%, Commercial: 10%, Industrial: 10%, Vacant: 5%
- Schools Attended: Elementary: Kendall, Middle: Justice, High: Marion
- Average House Build Date: 1940

### 2. Sunnywest:

Definition: Bounded by Kem Road on the North, Lancelot Drive and Bradner Avenue on the East, Spencer Avenue on the South, and Miller Avenue on the West.

- Unit Occupancy: Owner-Occupied: 55%, Renter-Occupied: 25%, Commercial: 5%, Institutional: 15%
- Schools Attended: Elementary: Kendall, Middle: Justice, High: Marion
- Average House Build Date: 1960

### 3. Maplewood:

Definition: Contains Lenfesty Avenue, Morrow Road, Maplewood and Holman Drives, and the West end of Wilno Drive. Mission: To maintain properties to improve aesthetic qualities of the neighborhood and communicate with our neighbors while keeping an eye on the children. It is important that people know their neighbors.

- Unit Occupancy: Owner-Occupied: 100%
- Schools Attended: Elementary: Kendall: Middle: Justice: High: Marion
- Average House Build Date: 1970



## Character District Map

Character Districts are created with purpose or sometimes unintentionally through years of similar development styles/standards/guidelines/etc. The following districts are not permanent, however, they represent current development patterns and styles found throughout the sector.



### a. 5 Points Commercial District

#### Key Findings

- Five Points Mall regional shopping center
- Five Points intersection prone to automobile and pedestrian conflicts

#### Recommendations

- Sidewalks, limited access medians and pedestrian crosswalks
- Redevelop and infill outlots with design standards
- Improve Raintree Plaza appearance and signage
- Market vacant mall space

### b. Suburban Residential District

#### Key Findings

- Majority of traditional subdivision (1960-present) in NW Sector
- Lots still available for residential development
- Post-war residential area south of Five Points District

#### Recommendations

- Sidewalks and curbs in new subdivisions
- Connect Kem Road and residential areas by sidewalks and bike lanes
- Label boundaries of neighborhoods by branded signage

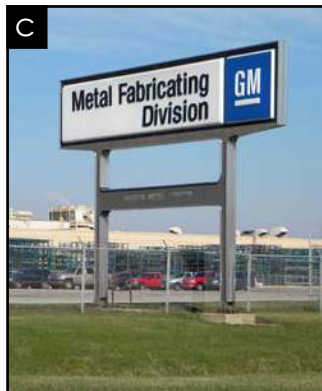
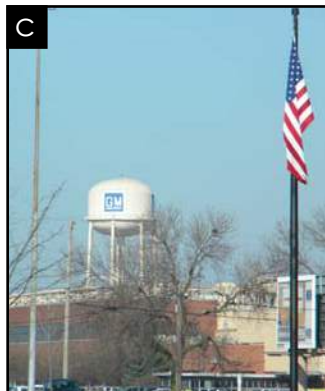
### c. General Motors District

#### Key Findings

- SR18 corridor major gateway into Marion
- General Motors Stamping Plant operation expanded (2010)

#### Recommendations

- Design standard overlay along SR18 corridor
- Buffer/landscape parking lot and storage areas





## Sector Trends

### Residential Trends

Average Year Built: 1950

Average Listing Price (2009): \$86,161

### Commercial + Industrial Trends

Major Shopping Corridors: Baldwin Avenue Streets

Prime for Potential Home Businesses: Kem Road,

Miller Avenue, 2nd Street, Forest Avenue

### Commercial Needs

Independent grocery store, Coffee shop, Fill existing. Westwood Square strip mall, Post Office branch, Police post

### Industrial Spaces

Devoe Site (SR 18 and Troy Avenue), Miller Avenue

Office Space (834 Miller Avenue), Miller Avenue

Office Space (840 N. Miller Avenue), Bradner

Avenue Office Space (515 N. Bradner Avenue),

General Motors Metal Fabricating Division

### Recreational Trends

City Parks Visited Most Often: Matter Park, Franklin Park

### Infrastructure + Service Needs

In Need of Sidewalks, Improvements

- 1400 block of Nelson
- 1500 blocks of Jeffras Avenue, 2nd Street, Marion Avenue
- Miller Avenue (Section unspecified)

Street Improvements

- Forest Avenue from 3rd Street to the North
- Butler Avenue from the factory to the 5th Street bridge
- Short Street (Section unspecified)
- Alley between Jeffras and Marion Avenues in 1500 block
- Linwood Drive

Circulation Issues

- Remove stop sign (Lexington and Crane Pond (E-W))

## Sector Meeting TOP RESULTS

### Northwest Marion Strengths Ranking

-All services within 3-5 minutes .....	1
-Friendly neighbors .....	2
-Homeownership/pride .....	3
-Low crime .....	4
-Close to edge City limits (near the country, w/city convenience) .....	5
-5 Points Mall .....	5
-Movie theater .....	5

### Northwest Marion Weaknesses Ranking

-Absentee landlords .....	1
-Vacant housing .....	2
-5 Points Mall (Empty stores) .....	3
-Lack of a good, sit-down restaurant .....	4
-Street conditions .....	4
-No sidewalks along Miller Ave. (lots of pedestrian traffic) .....	5
-Poor resident participation .....	5
-Threat of GM leaving Marion .....	5

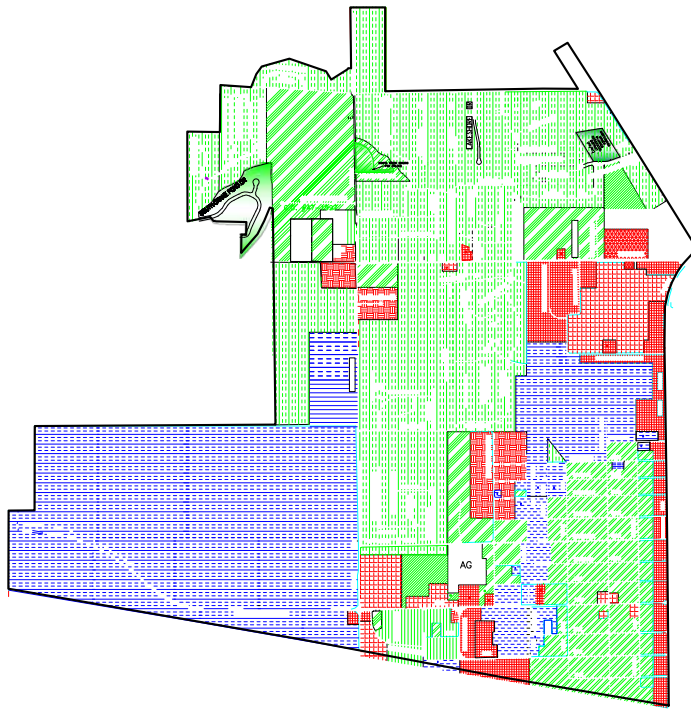
### City of Marion Opportunities Ranking (NW)

-Indiana Wesleyan University .....	1
-Marion Public Library & Museum .....	2
-Expansion of City limits east to I69 .....	3
-YMCA .....	3
-Improvements at 5 Points Mall (kid's play area) .....	4
-Walkway of Lights .....	4
-Cardinal Greenway .....	5
-Community arts (Marion Philharmonic, Civic Theater, CSA) .....	5

### City of Marion Threats Ranking (NW)

-Loss of industry/industrial jobs.....	1
-Run-down homes/properties .....	2
-Job loss .....	3
-Pavement maintenance .....	4
-School system is deteriorating .....	4
-Vacant homes (inner-City) .....	5

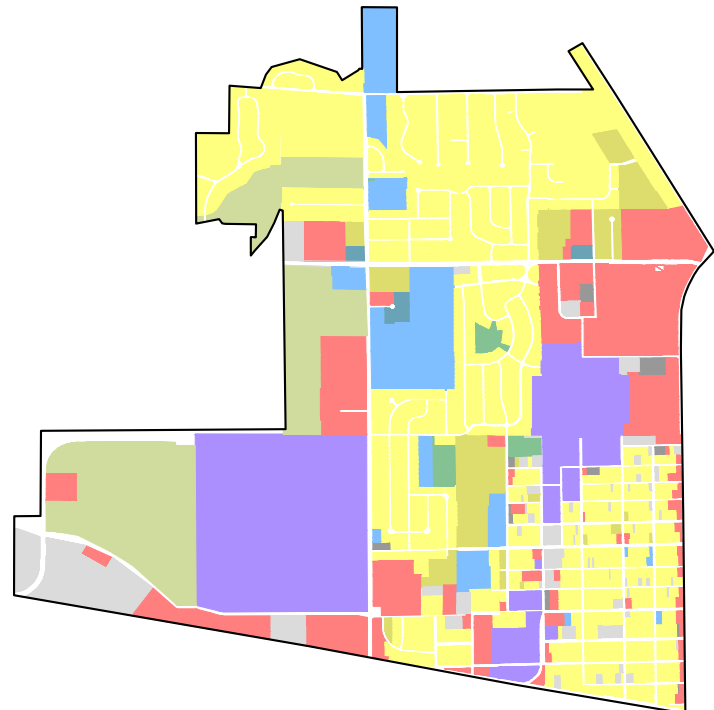
## Zoning



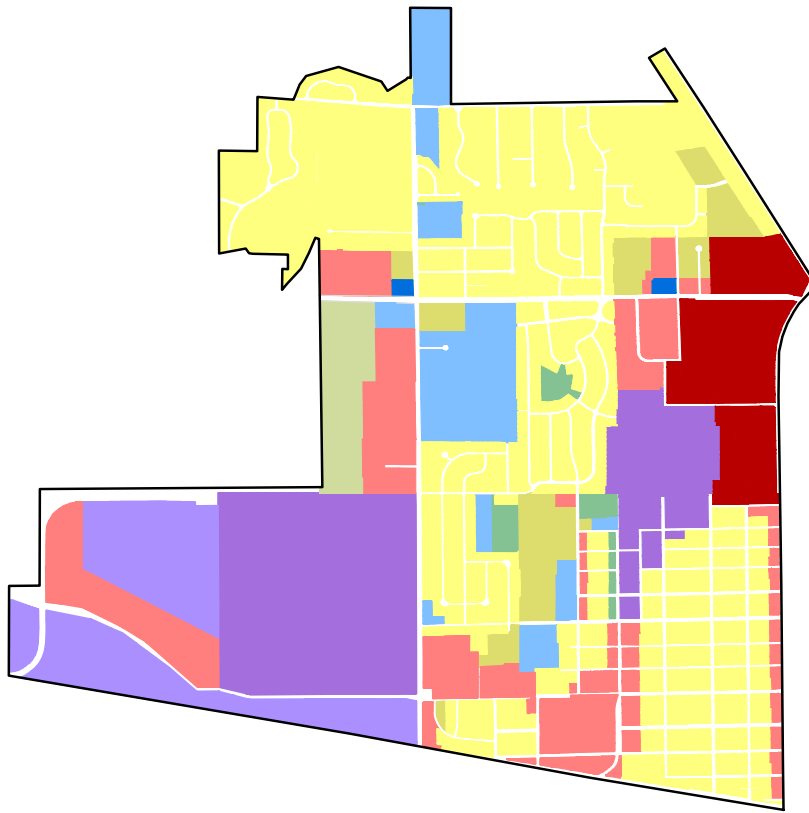
## Land Use

### Legend

AG	L3
RS	P1
R1	AZ
R2	MH
R3	Corporate boundaries
R4	Areas not annexed
R5	Agricultural
PR	Commercial
PB	Multi-Family Residential
AB	Single-Family Residential
LB	Institutional
CB	Industrial
CC	Recreation/ Green Space
CB	Mixed-Use
SC	Public/ Government
PC	Utilities
L1	Parking
L2	No Specific Use/ Vacant



## Future Land Use

**Land Use and Zoning Recommendations:**

Northwest Marion is home to many of the city's single-family subdivisions and residential PUDs, but also includes a range of industrial and commercial uses.

**Mall Area**

Located along the commercial strip known as the Bypass, the newly renovated 5 Points Mall is the largest shopping area in North Marion and is expected to remain a high impact commercial area in the future. It is suggested that shopping opportunities be allowed to expand in this area with the need for future reconfiguration of the existing circulation patterns in and around the site.

**Industrial Area**

The industrial area located at the heart of Northwest Marion is expected to continue operations into the future. It is important that buffers are created between adjacent residential neighborhoods to preserve value and character. Heavy truck traffic to the site should also be directed so as not to affect the neighborhood.

**SR18 West Corridor**

The portion of SR 18 that travels through Northwest Marion, past Miller Avenue, is expected to remain comprised of large-scale light and heavy industrial uses, such as warehousing, manufacturing and factories. It is important that these operations begin placing landscaping and buffers along the road to improve this primary gateway into the city.







# Central Marion

## Introduction

In order to realize each area's specific issues and needs in detail, the City was divided into nine "sectors." Inventory was taken and community meetings were held for each area. The Sector Study includes the following information related to that portion of the city: Sector Character, Neighborhood Associations, District Maps, Sector Trends, Sector Input, and Land Use and Zoning information



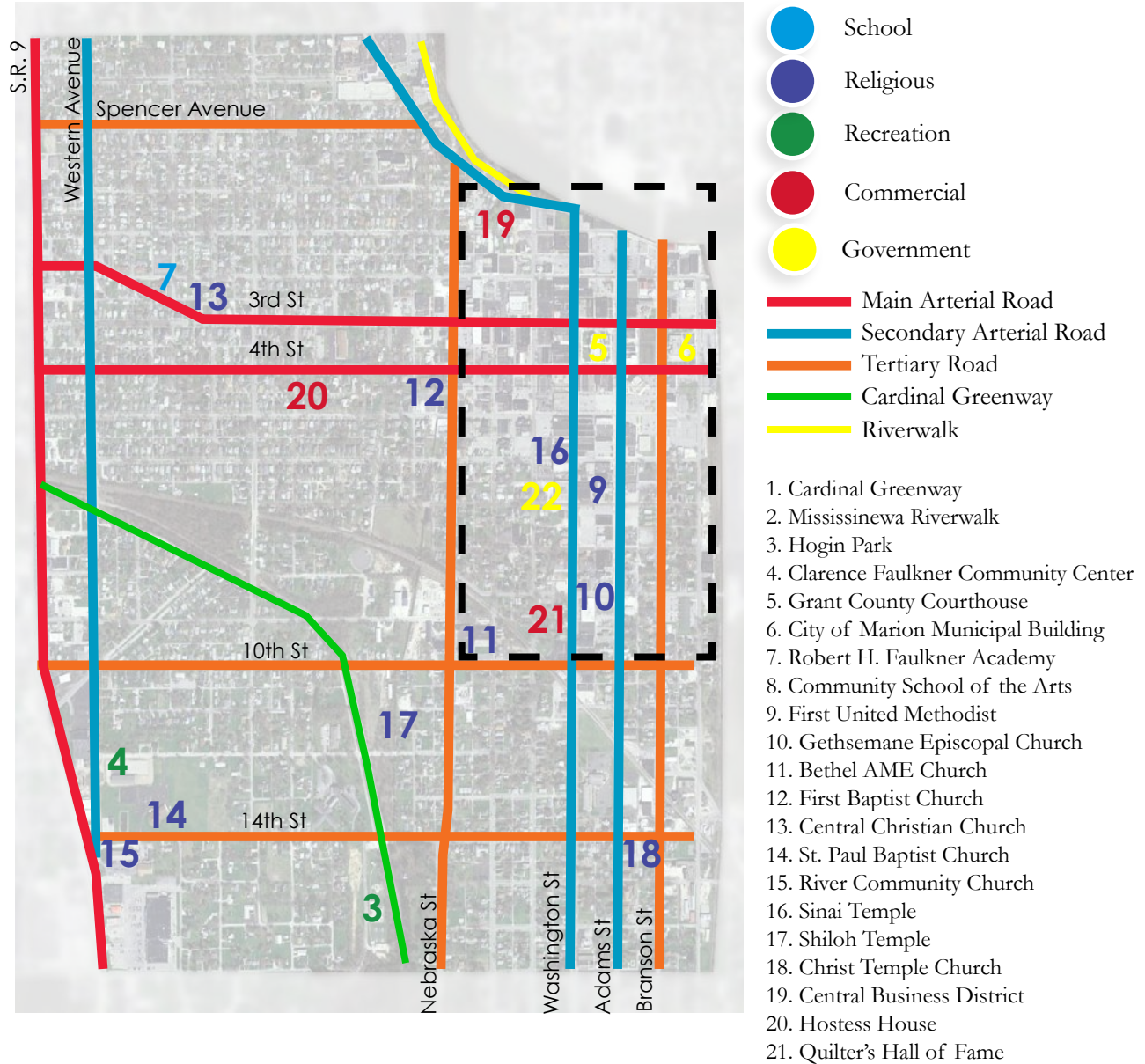
## Sector Content

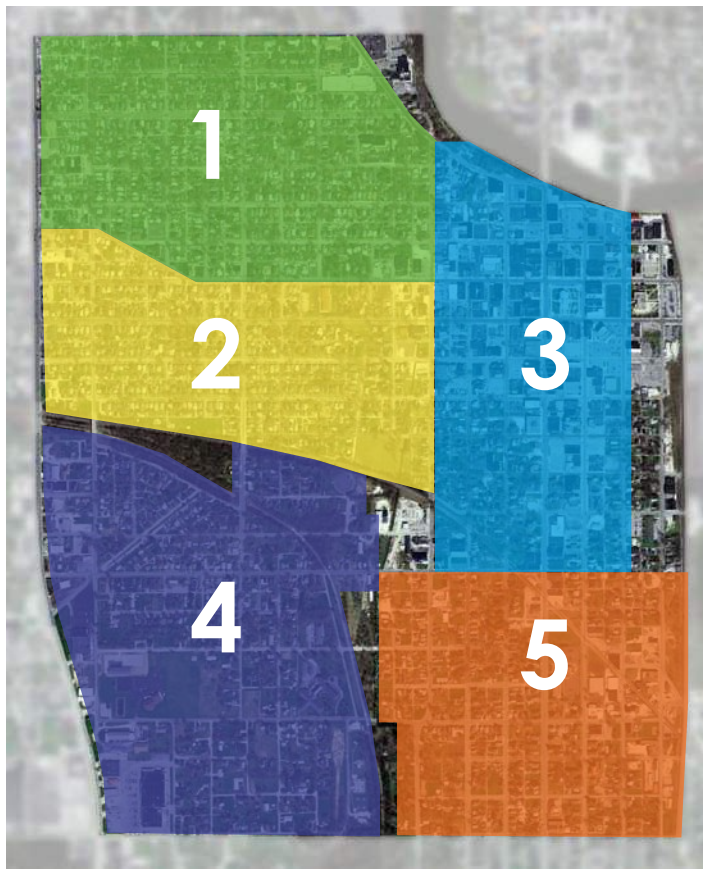
- Character Map
- Neighborhood Associations
- Character District Map
- Sector Trends
- Mapping
  - Zoning
  - Land Use
  - Future Land Use
- Land Use Recommendations

## Central Marion

Central Marion consists of many regional draws, including the downtown shopping district and government buildings. State Road 18 flows through Downtown to Baldwin Avenues providing direct access to major commercial hubs. There are also many recreational draws including Hogin Park, the Cardinal Greenway and the Mississinewa River.

### Character Map





**1. Martin Boots:** Definition: Bounded by Spencer Avenue on the North, Nebraska Street on the East, 2nd and 3rd Streets on the South, and Baldwin Avenue on the West.

- Unit Occupancy: Owner-Occupied: 45%, Renter-Occupied: 40%, Commercial: 5%, Industrial: 5%, Vacant: 5%

- School Attended: Elementary: Kendall, Frances Slocum, Middle: Justice, High: Marion

- Average House Build Date: 1900

**2. Garfield:** Definition: Bounded by 2nd and 3rd Streets on the North, Nebraska Street on the East, the railroad on the South, and Baldwin Avenue on the West.

- Unit Occupancy: Owner-Occupied: 55%, Renter-Occupied: 40%, Commercial: 5%

- Schools Attended: Elementary: Frances Slocum, Kendall, Middle: Justice, High: Marion

- Average House Build Date: 1900

**3. Historic Marion:** Definition: Bounded by Spencer Avenue on the North, Branson Street on the East, 10th Street on the South, and Nebraska Street on the West.

- Unit Occupancy: Owner-Occupied: 20%, Renter-Occupied: 15%, Commercial: 35%, Government: 10%, Vacant/Parking: 20%

- Schools Attended: Elementary: Riverview, Allen, Middle: McCulloch, High: Marion

- Average House Build Date: 1890

**4. Emily Flinn:** Definition: Bounded by the railroad on the North, Race Street on the East, 17th Street on the South, and Western Avenue on the West.

- Unit Occupancy: Owner-Occupied: 50% Renter-Occupied: 30%, Commercial: 10%, Vacant/Parking: 10%

- Schools Attended: Elementary: Kendall, Frances Slocum, Middle: McCulloch High: Marion

- Average House Build Date: 1910

**5. Center City:** Definition: Bounded by 10th Street on the North, McClure Street on the East, 30th Street on the South, and Nebraska Street on the West.

- Unit Occupancy: Owner-Occupied: 35%, Renter-Occupied: 25%, Commercial: 10%, Industrial: 10%, Vacant: 20%

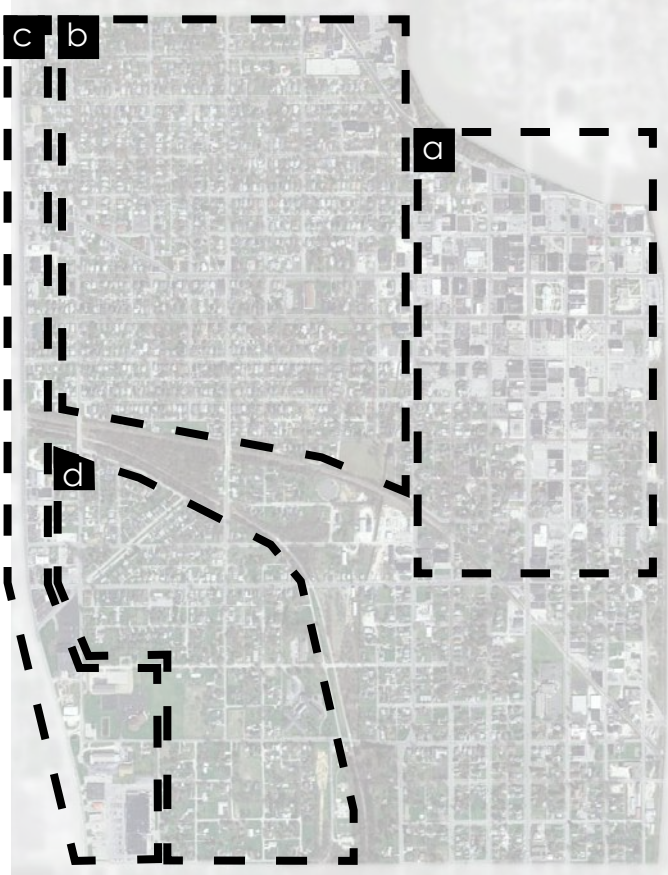
- Schools Attended: Elementary: Riverview, Allen, Middle: McCulloch, High: Marion

- Average House Build Date: 1910



## Character District Map

Character Districts are created with purpose or sometimes unintentionally through years of similar development styles/standards/guidelines/etc. The following districts are not permanent, however, they represent current development patterns and styles found throughout the sector.



### a. Downtown District

#### Key Findings

- Cluster of professional businesses and government buildings
- Multiple gateways into Downtown along one-way grid

#### Recommendations

- Wayfinding signage needed
- Redevelop riverfront for festivals and commercial activity
- Encourage infill and building reuse (Regions, 2nd stories, etc)
- Update zoning codes and include design standards

### b. Historic Residential District

#### Key Findings

- Garfield and Martin Boots Neighborhood Associations similar in style
- Washington and Adams lined with historic homes

#### Recommendations

- Historic Overlays including infill design guidelines
- Pedestrian friendly elements (sidewalks, crosswalks, shade trees, etc)

### c. Bypass Commercial District

#### Key Findings

- Main north-south commercial corridor
- Zoned commercial ½ block along either side

#### Recommendations

- Sidewalks, limited access medians and pedestrian crosswalks
- Reduce sign and overhead line clutter
- Wayfinding signage to downtown

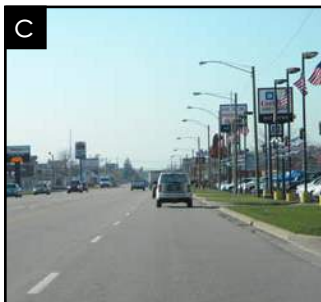
### d. Greenway Residential District

#### Key Findings

- Emily Flinn residential property planned for redevelopment
- Cardinal Greenway bisects residential areas

#### Recommendations

- 14th Street as a boulevard (bypass to river)
- Senior Village (larger signage, wider sidewalks, lighting, etc)
- Connect Cardinal Greenway and Riverwalk





## Sector Trends

### Residential Trends

Average Year Built: 1900

Average Listing Price (2009): \$54,244

Affordable Housing

Hilltop Towers Apartments (520 W. Nelson st.)

Martin Boots Apartments (619 W. 3rd Street)

### Commercial

Major Shopping Corridors: Washington, Adams, 3<sup>rd</sup>, and 4<sup>th</sup> Streets. Streets Prime for Potential Home Businesses: 3rd Street, 4th Street, Western Avenue

Commercial Needs: Restaurants, Specialty retail, Coffee shop, Night life

### Recreational Trends

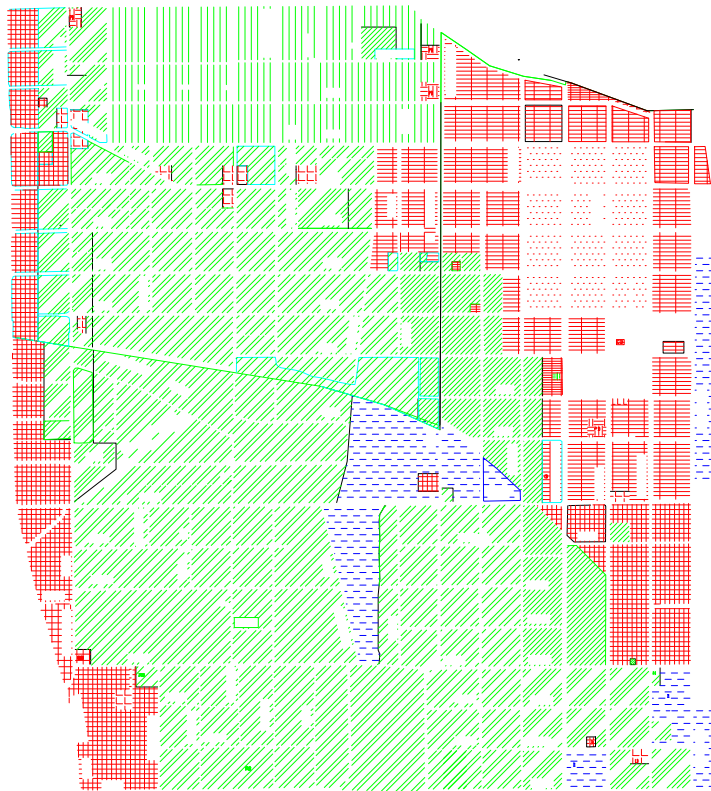
City Parks Visited Most Often

- Riverwalk
- Cardinal Greenway
- Boots Street Park
- Charles Mills Park

Other Recreational Opportunities:

- Matter Park

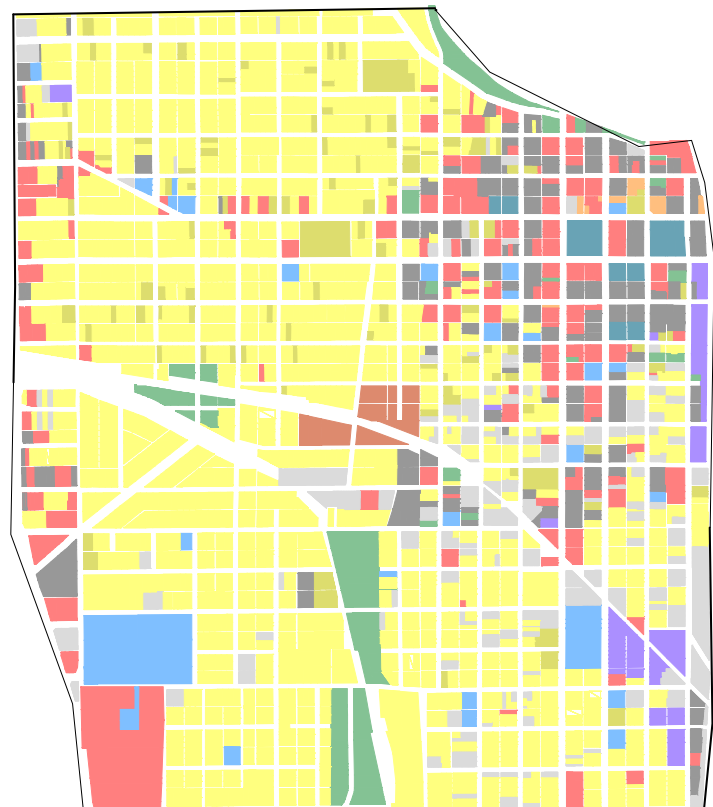
## Zoning



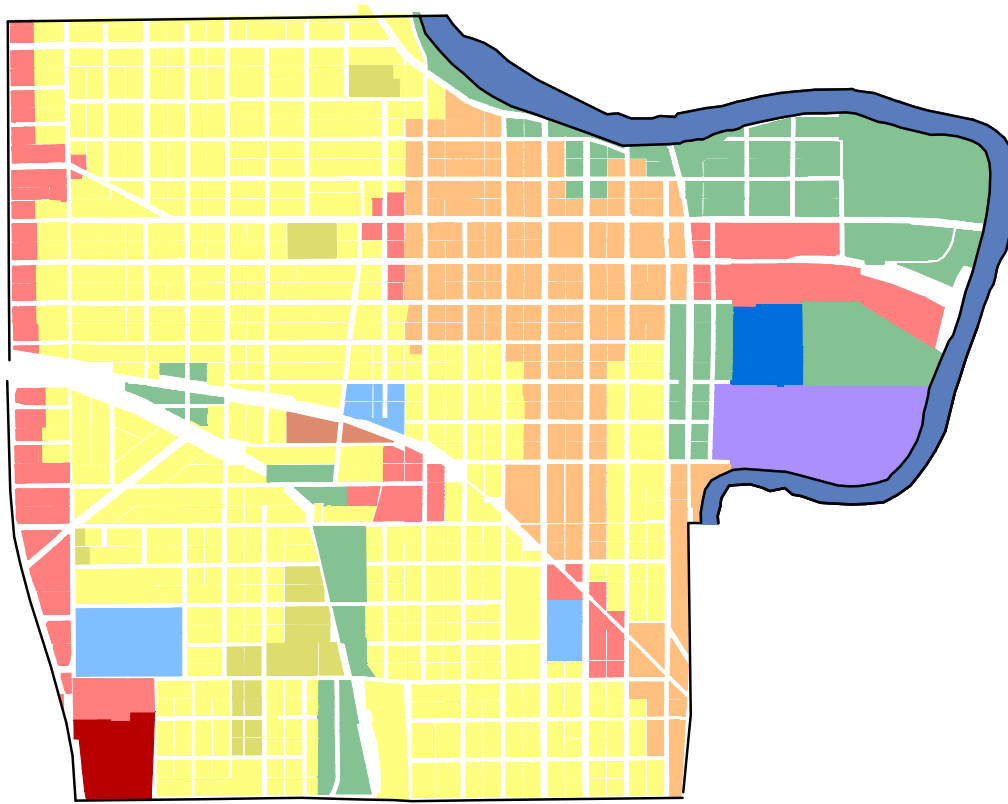
## Land Use

### Legend

AG	L3
RS	P1
R1	AZ
R2	MH
R3	Corporate boundaries
R4	Areas not annexed
R5	Agricultural
PR	Commercial
PB	Multi-Family Residential
AB	Single-Family Residential
LB	Institutional
CB	Industrial
CC	Recreation/ Green Space
GB	Mixed-Use
SC	Public/ Government
PC	Utilities
L1	Parking
L2	No Specific Use/ Vacant



## Future Land Use



### Land Use and Zoning Recommendations:

Central Marion is comprised of Marion’s original, historic commercial and residential properties. As the main Central Business District, it is a mixed-use area of commercial and residential uses. The large department stores have since left Downtown, leaving many vacant spaces that are too large for most modern developments. There is also a lack of downtown residency and codes need to be revised to accommodate mixed-use developments within a building.

### Recreational Opportunities

The current park and vacant space adjacent to Downtown serves as the main gateway into town along SR18W. This land is in the floodplain and bordered on two sides by the Mississinewa River. It is recommended that the area be developed as a multi-use recreational area anchored by a newly developed man-made lake and plaza.

The riverfront area between Washington and Branson Streets Downtown is recommended to be made a City Park and developed as a River Plaza for use as festival, concert, vendor and passive space. Necessary improvements will include the elimination of 1st Street, portions of streets to return to two-way, electric and lighting upgrades, and the expansion of the Riverwalk west to the proposed Lake Plaza.

### Western Boundary

Western Avenue is seen as a clearly defined boundary, with single-family residential property along the eastern edge and professional business along the western edge. The western edge was intended to serve as a buffer between the residential area and the higher impact businesses along the bypass. Several “general” businesses were approved by the County Area Plan department in the past, partially due to the fact that Area Plan law did not allow for variances. (While under Advisory Plan law, all efforts should be made to restrict the western edge to professional businesses.) If other businesses are considered, they should be done through a variance or special exception procedure, and not a rezoning.

### **Circulation Suggestions**

A proposed plan to convert Washington and Adams Streets to two-way streets was recently turned down by City Council. However, it is recommended that Washington from 1st to 3rd Streets be reconsidered to eliminate major traffic pattern issues and increased marketability of the storefronts on this stretch of the street. It is also recommended that 2nd Street from Washington to Branson be converted to two-way to eliminate traffic issues if the riverfront is developed and 1st Street is eliminated.

Multiple semis travelling through the heart of Downtown are loud, often smell of animal waste, blacken our painted curbs, reduce the pedestrian scale of the street, cause safety concerns for children in the area and prevent the potential of outdoor dining. It is recommended that the truck route system be reevaluated to study the potential of rerouting semi-truck traffic around the Downtown area.

### **Southeastern Mississinewa Riverfront Mixed-Use Area**

A mixed use area is recommended for the area along Lincoln Blvd and the western riverbank including reuse of the existing brick warehouses for interesting technology, office and loft space. The area could be connected to Downtown by a greenspace from 5th to 9th Streets along the existing rail line.

### **Trails and Access**

There is currently a lack of connectivity between the city's trail and park systems. It is believed that all trail systems should begin or connect to the Downtown area, therefore integrating the entire system. Most notably, connections are needed to the Cardinal Greenway at 10th Street and from the Splash Park.

### **Church Campuses**

There have been several inquiries by Central Marion churches about the potential of developing multi-block campuses. A zoning ordinance update is recommended to set stipulations for this type of land use (buffering, street closings, parking, signage, etc), other than multiple PUDs.

### **Historic Residential Neighborhoods**

The Martin Boots and Garfield neighborhood associations have expressed interest in implementing an overlay to preserve the historical and single-family character of this downtown-adjacent area. As the large homes are converted to multi-units, the overlay should include provisions that visually preserve the single-family nature of the area, such as rear parking areas, single front entrances and interior mailboxes.

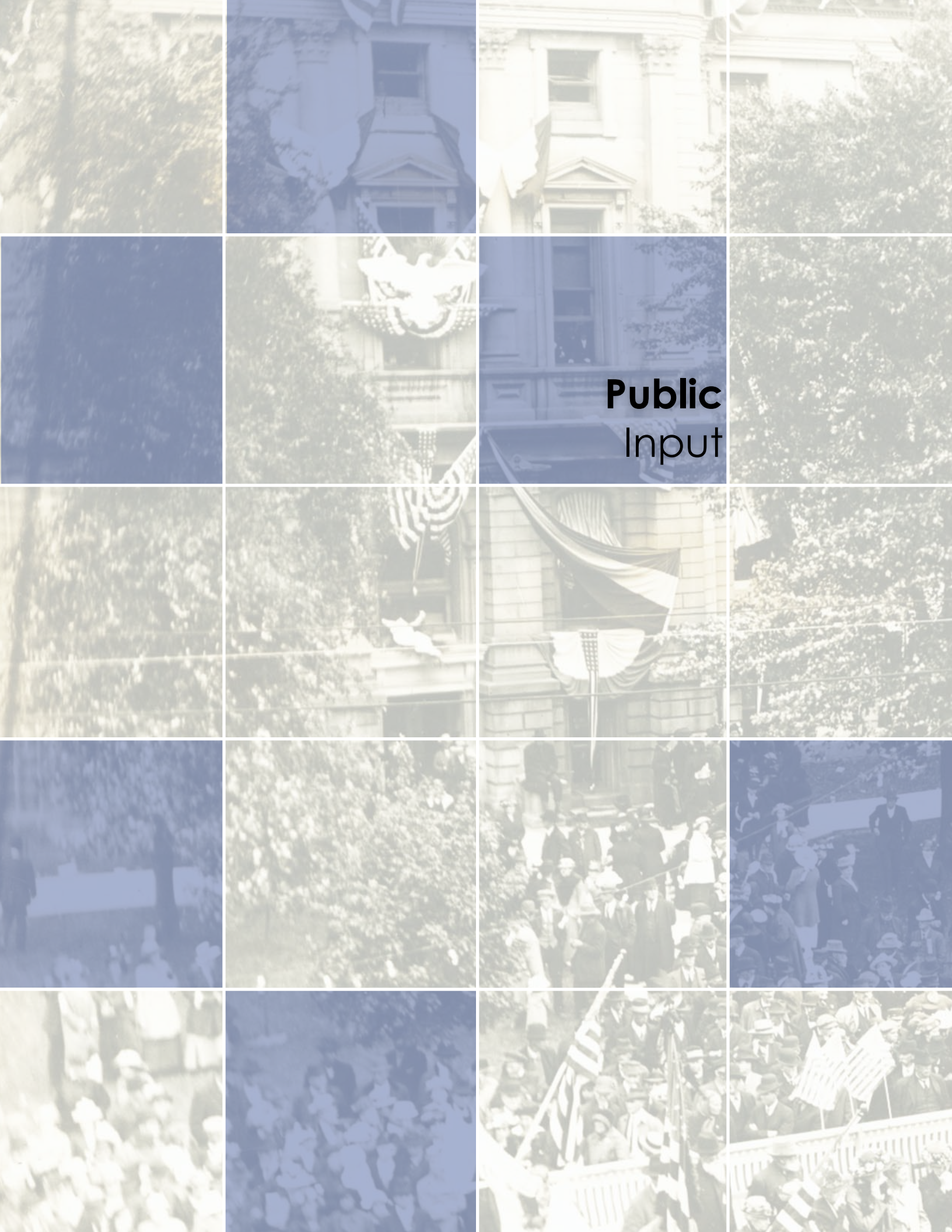
### **Senior Village**

There is a recommendation for the area located around the existing Emily Flinn complex to be developed as a multi-family "Senior Village" to help meet the needs of the elderly population. Suggested improvements include defined crosswalks, sidewalk widening, ADA ramps and oversized street signs. Master planning or rezoning of the area may be necessary to achieve this vision.

### **Cardinal Greenway Adjacent Area**

The area along the Cardinal Greenway, 10th Street and the railroad tracks is partially zoned industrial and is used as a mixture of land uses. This areas location along the Greenway and proximity to downtown makes it prime for redevelopment.





**Public  
Input**





# Public Input

## Introduction

A comprehensive plan is a shared vision for a community, therefore this plan is based heavily on public input. The results of nearly 1,300 surveys and over 13 public meetings were used to guide the focus of the plan. The following are the primary results. Complete meeting and survey results can be found in the Appendix.

## Chapter Content

- Community Meeting Results
- Community Survey Results



## Community Meeting Results

### Process

Seven public meetings were held in the Spring of 2009 in the different ‘sectors’ of the city: North Marion, Northeast Marion, East Marion, Southeast Marion, South & Southwest Marion, West Marion, Northwest Marion.

Each Meeting followed a similar format:

1. Description of the ‘sector’ or study area
2. Brainstorming about the city
  - Marion’s strengths and opportunities
  - Threats to Marion’s success as a city
3. Brainstorming about the sector
  - Strengths of the sector
  - Weaknesses of the sector
4. Voting to rank top issues and priorities in each category
5. Focus groups to brainstorm ideas and solutions to common issues
  - Economic Development
  - Parks and Recreation
  - Maintaining the Sectors’s Character and the City’s Image
  - Transportation and Circulation
  - Land Use and Zoning

The following are the city wide results of each topic, as compiled from all meetings and categorized into main themes.

The complete citywide results and voting tallies are located in the Appendix. Results from each meeting can be found in each individual sector study. The results of the focus groups have been used to guide the comprehensive planning process and are highlighted throughout this document.

Sector Strengths	Rank
Parks and Recreation/Tourism	1
Neighborhood Character/ Image	2
Location/Proximity of services and resources	3
Neighbors/Citizens	4
Attractions/Major Employers	5
Shopping	6
Community Services	7
Economic Development	8
City Services	9
Infrastructure	10

Parks and Recreation was voted the top strength of the city. Top voted elements of Parks and Recreation include the Mississinewa River, neighborhood parks, Matter Park, Splash Park, YMCA and the Trail System (Riverwalk and Cardinal Greenway). Under Neighborhood Character/ Image, the strongest elements included family friendly neighborhoods, quiet and low crime rates. Location proximity were also voted as a top strength in the city due to walkable proximity to schools, services and necessities.



<b>Sector Weaknesses</b>	<b>Rank</b>
Infrastructure	1
Economic Development	2
Neighborhood Character/ Image	3
Code Enforcement/ Blight	4
Crime	5
City/ Community Services	6
Economy	7
Apathy/ Citizen Participation	8
Circulation/ Traffic	9
Parks and Recreation/ Entertainment	10
Education System	11

Infrastructure was voted the largest weakness for the city; more specifically curb and sidewalk conditions and needs, street conditions and needs, and stormwater drainage. Economic development was another weakness, including poor restaurant selection with an emphasis on fast food chains, availability of commercial properties and vacant industrial lands. Character and Image, including vacancy rates, rental property maintenance (absentee landlords) and abandoned house conditions/deterioration, were voted as the third largest weakness.

<b>City Opportunities</b>	<b>Rank</b>
Parks and Recreation	1
Tourist/ Attractions/ Events	2
Economic Development	3
Higher Education	4
Community Services	5
Culture/ Arts	6
Healthcare	7
Location/ Proximity to Resources	8
Neighborhood Character/ History/ Place	9
Gateway/ City Image	10
People/ Neighborhood	11
City Services	12
Infrastructure	13

Parks and Recreation was voted the largest opportunity. The YMCA, trail system (the Riverwalk and Cardinal Greenway) and the Parks (Matter Park, Splash Park and overall Park system) were voted top elements within Parks and Recreation. Tourism/ Attractions/Events had the second highest including First Friday, Walkway of Lights, Bike Race and the Quilters Hall of Fame. Economic development opportunities included the expansion to I-69, University Marketplace potential, Five Points Mall and available factory and industrial sites. Higher education was also voted a top opportunity, more specifically educational institutions such as IWU and Ivy Tech.

<b>City Threats</b>	<b>Rank</b>
Jobs/ Employment	1
Residential & Neighborhood Concerns	2
Infrastructure	3
Economic Development	4
Code Enforcement/ Blight	5
Economy	6
City Services	7
Crime	8
Educational System	9
Government	10
Apathy/ Citizen Participation	11
Downtown	12
Entertainment	13
Demographics	14
Gateway/ City Image	15

According to public votes, the top threat within the city include Jobs/Employment. More specifically, a loss of jobs in the industrial field, a lack of jobs, and low paying/ loss of higher paying jobs. Residential and Neighborhood concerns included abandoned and vacant homes, commercial buildings and run down properties, and property maintenance of rentals. Infrastructure was also voted a top threat including failing infrastructure, pavement repair (potholes), dam and levee conditions, an overall lack of sidewalks and inadequate storm drains.

## Community Survey Results (2009)

The following are the general results of the city-wide survey administered throughout the Spring of 2009. The survey was sent to every property along with the monthly trash bill, and available at the Marion Public Library, City Hall, Marion High School, several churches and service organizations, and online. A total of 1296 surveys were returned and tallied. This totals an average of 9% of households within the city or 6% of the population over the age of 18. The complete results of the survey can be found in the Appendix.

Age	
3%	Under 18
2%	18-25
7%	26-35
9%	36-45
21%	46-55
56%	56 +

The majority of surveys (85%) were returned by homeowners that live within the city limits of Marion (83%). Respondents were asked in which sector of the City they lived or owned property. All sectors of the city were represented, but the most responses came from the Northwest, Central, South and North sectors of the City.

77% of respondents were over the age of 46, which is higher than the of the general city population, but may explain the reason for the high number of homeowners.

Employment:	
42%	Employed full-time
10%	Employed part-time
2%	Full-time student
38%	Disabled / retired
7%	Unemployed

The majority of those that responded were either employed full-time or disabled and/or retired. This may be attributed to the age of the average respondent and the location of the VA Medical Health Center within city limits.

Household Income:	
16%	\$0 - \$20,000
29%	\$20,000 - \$40,000
18%	\$40,000 - \$60,000
9%	\$60,000 - \$80,000
12%	\$80,000 +

With nearly a third earning between \$20-40,000, the respondent pool is well in-line with the city's overall median income of \$29,882. The 16% of those earning less than \$20,000 are most likely unemployed, disabled and student respondents. The number of respondents earning \$80,000+ may be attributed to the multiple health care and higher education employees throughout the County and those that have retired from high-paying manufacturing careers.

### How long have you lived/ worked in Marion?

1%	Less than a year
8%	1 - 5 years
6%	6 - 10 years
12%	11 - 20 years
11%	21 - 30 years
59%	31 + years

A large portion of respondents have lived or worked in Marion for 20+ years. Of these, over half were born or raised here, and 28% have lived in their current neighborhood for more than 31 years.

36% of survey respondents had no knowledge of their Neighborhood Association, but only 14% said they weren't interested in being involved. This leaves a significant portion that may be more involved if given the opportunity and meeting information.

**Why did you choose to live/work in Marion?**

1	Born or raised here
2	Offered a job / To find work
3	Quality of life / Small town atmosphere
4	Affordable housing
5	Safe place to live

Many respondents were born or raised in Marion, but many came for work, Quality of Life and atmosphere. The cost of living/high taxes, a lack of job opportunities and loss of community character were the most popular reasons that would cause someone to leave Marion.

**Please rate the following in your Neighborhood:**

1	Our neighborhood is generally safe
2	I would recommend my neighborhood to others to live
3	Our neighborhood is safe at night
4	There should be minimum standards for rental housing regarding appearance, safety, and public health concerns
5	Police protection is adequate

Of the top five responses, 86% felt safe within their neighborhood, but the number dropped to 70% feeling safe at night in their neighborhood. 70% felt that there should be minimum standards for rental housing. 36% of survey respondents had no knowledge of their Neighborhood Association, but only 14% said they weren't interested in being involved. This leaves a significant portion that may be more involved if given the opportunity and meeting information.

**What should be the City's priority to invest public funds to improve the city?**

1	Encourage industrial development/expansion
2	Encourage retail & service development/retention
3	Encourage creative/technology growth
4	Improved/additional streets & sidewalks
5	Focus on design/overall cleanup

Although 39% were interested in restoring Downtown Marion, only 13% were interested in historic preservation as a priority in the next 20 years.

**What major issues should the City of Marion focus on in the next 20 years?**

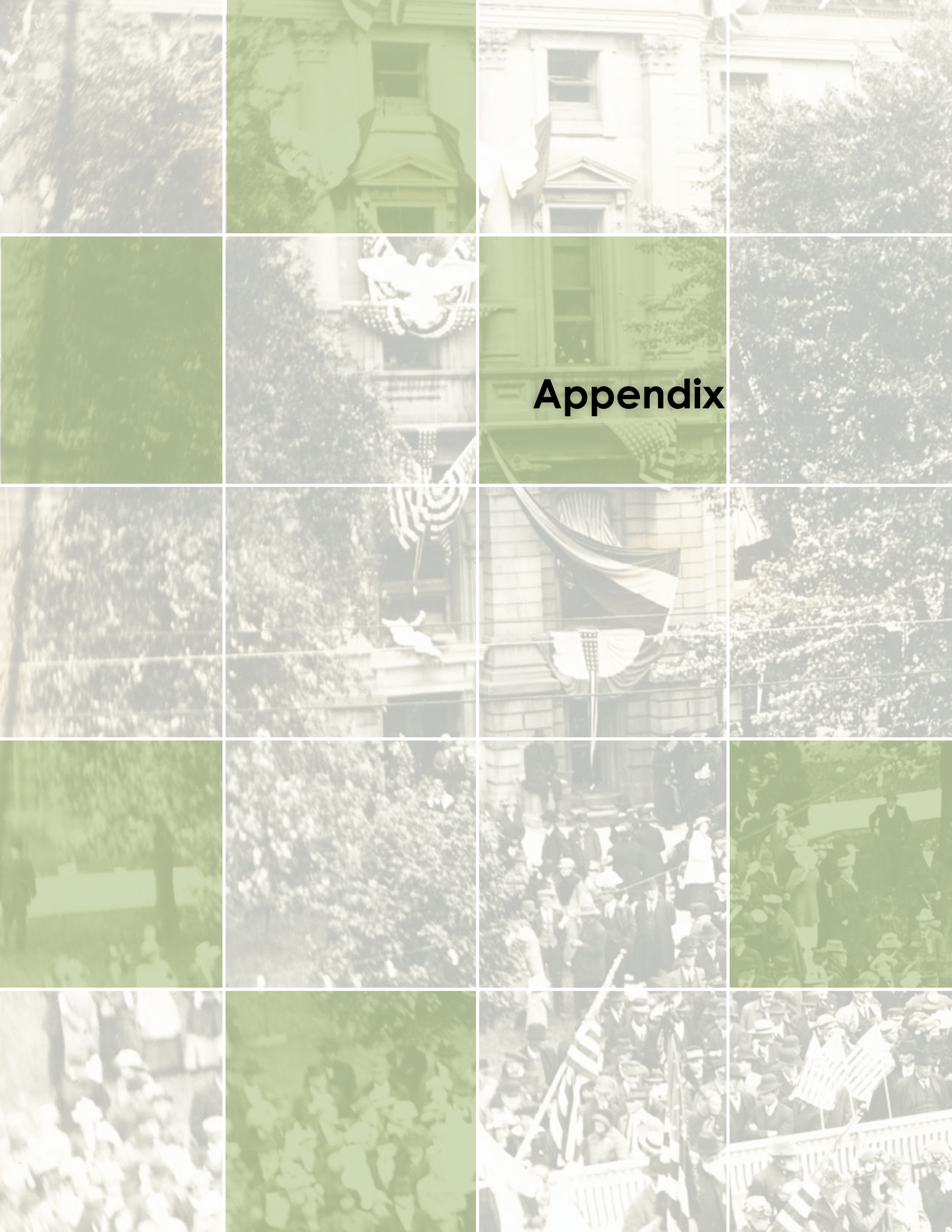
1	Local job opportunities
2	Neighborhood improvements
3	Restore downtown Marion
4	Retaining youth to live here
5	Population growth
6	Housing for elderly/retirees

Respondents were also asked to identify from a list of features for what they are willing to pay "slightly higher taxes." With 35% of respondents stating not to raise taxes for any reason, 65% noted one or more improvement or service warranting a hypothetical tax increase.

It is suggested that a survey similar to this be readministered on a semi-regular basis to gauge the desires and concerns of the public. In the future, extra effort should be made to engage renters. Many of the questions refer to attracting and retaining youth, college graduates and families. For this reason, it is important to also seek out responses from those new to the community and those between the ages of 18-45.







## Appendix





# Appendix

## Chapter Content

- Glossary
- Comprehensive Plan Survey & Results
- Complete City Meeting Results
  - Strengths
  - Weaknesses
  - Threats
  - Opportunities
- Sector Meeting Results
- City Survey Results
- Zoning Ordinances
- Parking Study Map
- IWU Workshop Summary
- IWU Workshop Responses
- Meeting Results
  - Character
  - Transportation
  - Parks + Recreation
  - Land Use + Zoning
  - Economic Development

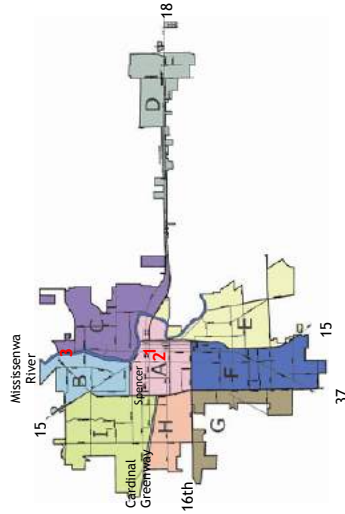


## Glossary

- **Adaptive Reuse** - the process of utilizing a vacant building or space with a new use. An example would be the conversion of an abandoned commercial building into a senior citizen center.
- **Amenities** - elements within the community which are essential, positive attractions, places, events, structures or attitudes.
- **Beautification** - is a process of adding or removing features which results in improving aesthetic appeal. This may involve painting buildings, removing trash and debris, cleaning an overgrown river bank, etc..
- **Brownfield** - abandoned or under used industrial and commercial facilities available for re-use; generally require environmental remediation.
- **Corridor** - is typically a street, sidewalk, trail, path, alley, riverway, etc. A corridor can also be a series of these elements.
- **Character** - is the overriding theme or appearance within a community that makes it unique. In many cases historic building, brick streets, old homes, or streams will define the ‘character’ of the community.
- **Creative Class**- socioeconomic class that is identified as a key driving force for economic development of post-industrial cities in the United States, and includes nearly 40 million workers, or 30 percent of the U.S. workforce. It includes those whose primary job function is to be creative and innovative.
- **Euclidean Zoning** - model of zoning that focuses on separating uses of different impacts.
- **Facade** - is the ‘face’ of street-facing portion of a building. A corner building will have two facades.
- **Greenfield**- raw or previously undeveloped land.
- **Incubator**- is a facility and or program to help start-up business mature until they can operate on their own. Start-up business may share clerical, accounting and other business services such that they learn how to run a small business while reducing their overhead costs and improving their effectiveness.
- **Infill Development** - is the process of utilizing vacant lots for development throughout a community rather than peripheral property in order to increase density and reduce sprawl.
- **Infrastructure** - is the physical ‘fabric’ or ‘plumbing’ that makes cities work, including the streets, sidewalks, curbs, drainage, sewer and water pipes, and facilities, etc.
- **Kiosk** - a freestanding structure or element used to post public information.
- **Landmark** - a prominent object, element or building within a town which serves as a reference point.
- **Land Use** - is the use of an area or parcel of land, usually classified into categories like residential, commercial or industrial .
- **Link (Linkages)** - is the path, street, series of elements or common character which connect two or more areas or places.
- **Logo** - is a symbol representing a neighborhood, community or any organization. The symbol is a graphic emblem of some kind that portrays the unique character of the neighborhood, and/or and importation element within it.
- **Niche Marketing** - is the idea of focusing on a unique product or service which typically is associated with local heritage, character, amenity or expertise.
- **Node** - is a center of activity.
- **Quality of Life (QOL)**- A measurement used to evaluate the general well-being of individuals and societies based on intangible aspects that make up human life: such as leisure, safety, cultural resources, social life, physical health, environmental quality issues.
- **Redevelopment**- the act or process of redeveloping, the renovation of a blighted area, or the replacement, remodeling, or reuse of existing structures to accommodate new development.
- **Retention/Expansion** - is the process of focusing economic development activity on local business



- **Revitalization** - is the process of improving existing deteriorated or under-utilized buildings, property or areas and making them viable.
- **Slogan** - is a phrase used by an organization, neighborhood or community which comes to be associated with that body. The phrase usually reflects the uniqueness or special elements of the neighborhood, and is used to market and advertise this character to current and potential residents and visitors.
- **Specialty Retail** - is products that are not generally considered everyday necessities such as food, medicine, household hardware items, etc.
- **Sprawl** - is uncontrolled development, typically low density, removed from the existing development and infrastructure.
- **Standard of Living** - A measurement used to evaluate individuals and societies based on standards such as income per person, the poverty rate, access to and the quality of health care, income growth inequality and educational standards, etc.
- **Streetscape Elements** - is a designation used to describe items that make up a street's character. These may include paving material, benches, light fixtures, trees, kiosks, etc.
- **Tax Abatement** - a financing mechanism used to assist industries or developers by incrementally assessing property taxes over a specified number of years. For example, for a five year tax abatement the Industry may pay 20% of their taxes the first year, 40% the second, 60% the third until the fifth year when 100% of the taxes are paid from that point forward.
- **Tax Increment Financing (TIF)** - is a financing mechanism which enables communities to generate revenues to make physical improvements without raising taxes. A TIF district is designated and taxes are 'frozen' in this area. New development to the area adds to the tax base and generates revenues. For a set period of time (usually 15 years or more) that newly generated revenue will be used to pay off the outstanding bond.
- **Urban Fabric** - is a term used to describe the character or type of elements that define its character.
- **Visual Clutter** - is a designation used to describe poor and excessive use of streetscape, or other visual elements. Excessive or oversized signage is the most common offender.
- **Wayfinding** - is the mechanisms used to help guide people through and to spaces and designations.


**KEY: (for the purposes of this study)**

- A- Central Marion  
 B- North Marion  
 C- Northwest Marion  
 D- Northeast Marion  
 E- East Marion  
 F- Southeast Marion  
 G- Southwest Marion  
 H- West Marion  
 I- Northwest Marion  
 1- City Hall  
 2- Marion Library  
 3- Water Company

**BASED ON THE MAP, IN WHICH SECTORS OF THE CITY**
**DO YOU LIVE OR OWN PROPERTY? (CALL IF UNSURE)**

(PLEASE CIRCLE ALL THAT APPLY)

A	B	C	D	E	I LIVE OUTSIDE OF MARION
14	13	9	2	6	
F	G	H	I	CITY LIMITS	7
14	3	6	15		

**IN WHICH SECTOR OF THE CITY DO YOU WORK?**

(PLEASE CIRCLE ANSWER)

A	B	C	D	E	F	G	H	I
13	5	3	2	5	9	3	2	6
J (OUTSIDE CITY LIMITS)	K (NOT APPLICABLE)	8	29					

**FINDINGS ARE PERCENTAGE OF TOTAL RESPONSES**
**1. HOW OFTEN DO YOU OR YOUR FAMILY SHOP IN THE**

FOLLOWING AREAS? (NEVER, YEARLY, MONTHLY, WEEKLY, DAILY)

N	Y	M	W	D
1	2	9	61	28
14	21	35	24	6
10	32	47	10	1
5	27	50	16	2
38	35	22	5	1
3	4	18	56	19

SR 37 / Western / "The Bypass"

**2. WHICH FACTORS AFFECT YOUR DECISION NOT TO SHOP IN**

THE MARION AREA? (PLEASE CHECK ALL THAT APPLY)

57	Goods and services not available locally
58	Better selection of goods and services offered elsewhere
17	Better service available elsewhere- friendly, helpful, etc.
30	Lower prices elsewhere
7	More parking and better traffic conditions elsewhere
24	Cleaner/More attractive looking stores and environments
10	Other comments

**3. IF YOU ARE A BUSINESS OWNER, WHAT LOCAL FACTORS LIMIT YOUR ABILITY TO SUCCEED/EXPAND? (PLEASE CHOOSE UP TO 3)**

I am not a business owner

3	I have no limiting factors	2	Limited access to capital
3	Energy costs	2	No marketing opportunities
8	Property taxes	1	Land/Facility availability/cost
2	Labor availability/cost	3	Local government regulations
1	Transportation/Parking	1	Raw material availability/cost
3	Other:		

**4. DO YOU AGREE WITH THE FOLLOWING? (YES, NO, UNSURE)**

THE CITY NEEDS...

Y	N	U
37	25	23
30	23	30
72	7	10
20	29	33
73	5	10
75	5	8
93	1	3
52	13	21
40	14	29
50	14	21

**5. WHAT SHOULD BE THE CITY'S PRIORITY TO INVEST PUBLIC FUNDS TO IMPROVE THE CITY? (HIGH PRIORITY OR LOW PRIORITY)**

H	L
42	37
79	9
69	14
66	17
61	24
64	23
53	29
10	2

**6. FOR WHICH ITEMS ARE YOU WILLING TO PAY SLIGHTLY HIGHER TAXES? (PLEASE CHECK YES OR NO)**

Y	N
30	44
44	33
21	50
22	48
27	45
23	40
34	40
29	42
40	32
9	60
17	52
35	36
8	10
35	36

**7. WHAT MAJOR ISSUES SHOULD THE CITY OF MARION FOCUS ON IN THE NEXT 20 YEARS? (PLEASE CHOOSE TOP 5 ANSWERS)**

92	Local job opportunities	19	Tourism / Marketing
22	Recreational opportunities	51	Neighborhood improvements
25	Developing vacant lots	39	Retain/bring youth to live here
19	Cultural and civic activities	13	Historic Preservation
39	Population growth	39	Restore Downtown Marion
27	Community services	25	Housing for young families
28	Beautification efforts	34	Housing for elderly / retirees
	Other:	10	Other comments

[Questions 10-24 on 2nd page.]



FINDINGS ARE PERCENTAGE OF TOTAL RESPONSES

PLEASE TELL US ABOUT YOUR NEIGHBORHOOD:  
(WHERE YOU LIVE OR WORK INSIDE CITY LIMITS)

8. HOW LONG HAVE YOU LIVED IN THIS NEIGHBORHOOD? (PLEASE CHOOSE ONE)
9. HOW MANY PETS (CATS & DOGS) SHOULD BE ALLOWED PER HOUSE IN YOUR
10. ARE YOU AWARE OF YOUR NEIGHBORHOOD ASSOCIATION? (PLEASE CHOOSE ONE)
11. PLEASE RATE THE FOLLOWING IN YOUR NEIGHBORHOOD:

12. HOW DO YOU FEEL ABOUT HOME-BASED BUSINESSES IN YOUR NEIGHBORHOOD? (PLEASE CHECK ALL THAT APPLY)
13. AGE:
14. STATUS:
15. DO YOU OWN OR RENT YOUR HOME?
16. WHERE DO YOU LIVE?
17. ARE YOU EMPLOYED?
18. HOUSEHOLD INCOME:
19. TOTAL # IN HOUSEHOLD:
20. # OF CHILDREN IN THE HOUSE UNDER 18 YRS:
21. ARE THE ADDRESS NUMBERS CLEARLY DISPLAYED ON THE FRONT OF YOUR HOUSE?
22. HOW LONG HAVE YOU LIVED / WORKED IN MARION?
23. WHY DID YOU CHOOSE TO LIVE / WORK IN MARION? (PLEASE CHECK ALL THAT APPLY)
24. WHICH OF THE FOLLOWING COULD CAUSE YOU TO LEAVE MARION? (PLEASE CHECK ALL THAT APPLY)

25. Allow home offices that have no impact outside of home
26. Allow anywhere; with parking, signage and lighting restrictions
27. Allow anywhere; with no restrictions
28. Do not allow in my neighborhood

City Hall, Advisory Plan Department  
301 S. Branson Street, Marion, IN 46952

PLEASE TELL US A LITTLE ABOUT YOURSELF:  
(YOUR ANSWERS ARE COMPLETELY ANONYMOUS)

13. AGE:
14. STATUS:
15. DO YOU OWN OR RENT YOUR HOME?
16. WHERE DO YOU LIVE?
17. ARE YOU EMPLOYED?
18. HOUSEHOLD INCOME:
19. TOTAL # IN HOUSEHOLD:
20. # OF CHILDREN IN THE HOUSE UNDER 18 YRS:
21. ARE THE ADDRESS NUMBERS CLEARLY DISPLAYED ON THE FRONT OF YOUR HOUSE?
22. HOW LONG HAVE YOU LIVED / WORKED IN MARION?
23. WHY DID YOU CHOOSE TO LIVE / WORK IN MARION? (PLEASE CHECK ALL THAT APPLY)
24. WHICH OF THE FOLLOWING COULD CAUSE YOU TO LEAVE MARION? (PLEASE CHECK ALL THAT APPLY)

PLACE  
POSTAGE  
HERE

ADVISORY PLAN DEPARTMENT  
301 S. BRANSON STREET  
MARION, IN 46952

[ PLEASE FOLD AND TAPE TO MAIL. THANK YOU FOR YOUR PARTICIPATION! ]

Please Return to:  
Advisory Plan Department  
301 S. Branson Street  
Marion, IN 46952

## Complete City Meeting Results: Sector Strengths

MEETING RESULTS: SECTOR STRENGTHS	TOTAL VOTES	TIMES MENTIONED
<b>PARKS &amp; RECREATION/EVENTS/TOURISM</b>		
Riverwalk	15	3
Cardinal Greenway access	12	5
YMCA	11	2
Neighborhood parks	6	5
Boys & Girls Club	5	2
Matter Park	5	
Splash Park	5	
Mississinewa River (fishing, boat dock, ducks, dam)	4	5
PAL Club Athletics	3	2
Movie theater	3	
Country clubs/golf courses	1	2
Park system	1	
Baseball fields		
Bike Race (Marion Classic)		
Bowling alley		
Good place for outdoor activities		
Hotels		
Tennis courts		
	<b>71</b>	
<b>NEIGHBORHOOD CHARACTER/ IMAGE</b>		
Family/kid-friendly	10	4
Quiet & private neighborhoods	8	7
Low crime rate	7	3
Well-maintained properties	6	4
Historic homes/historical context	6	
Mix of City and rural living/Can see the stars at night	5	3
Affordable housing values/prices	4	3
Roomy neighborhoods	4	
Safe/comfortable	3	3
Mostly single-family residential	2	2
Majority of homes are owner occupied	2	
People & neighborhoods	2	
Rebranding from "Bucktown" to "West Point"	2	
Continuously improving conditions/Renovation efforts ongoing	1	3
Traffic control in neighborhoods (few entrances/exits)	1	2
More stable than other areas (property values, pride)	1	
Senior citizen communities/new senior housing	1	
Small town atmosphere	1	
Mature neighborhood		2
Well-cleared streets		2
Apartments		
Available properties		
Controllable neighborhoods (small & friendly)		
Housing character		
Mixture of City and County living		
Real estate sales		
Up & coming neighborhoods		
Well-lit		
	<b>66</b>	



ECONOMIC DEVELOPMENT		
Expansion of City limits east to I69	9	4
Meijer shopping area	9	2
Improvements to 5-Points Mall (play area)	7	2
Shopping (necessary goods)	7	2
Available factory space and vacant industrial sites	4	4
Nice eat-in, 24 hour dining/small restaurants needed	4	4
Malleable site (once cleaned)	4	
Distribution center potential (WalMart, Dollar General)	3	3
Commercial potential/Room for more businesses	2	7
General Motors	2	3
Empty & available buildings for rehabilitation & redevelopment	2	
White collar jobs	1	2
Balanced business & industrial uses (now more diversified)	1	
Local dining options	1	
Small industry (untapped resource)	1	
Abandoned school buildings (reuse as office or apartments)		2
Available workforce		2
Developable vacant lots		
Economy		
Fast-food variety		
Marion Mayor working with Gas City Mayor		
Niche businesses (midwest organic co.)		
	57	
HIGHER EDUCATION		
Indiana Wesleyan University	29	6
Ivy Tech Campus	9	5
Educational institutions and opportunities	5	3
Teaching jobs	1	
Working w/colleges	1	
College students (use as a resource)		
Taylor University		
	45	
COMMUNITY SERVICES		
Marion Public Library & Museum	22	6
Senior Centers	1	
St. Martin	1	
Churches and schools are involved		5
Chronicle Tribune newspaper (local announcements)		
Community Foundation		
Great museum potential		
Habitat/Affordable Housing		
License Branch		
Project Leadership program		
World Gospel Mission		
	24	

<b>CULTURE/ARTS</b>		
Civic Theater	5	4
CSA/Art opportunities	4	5
Cultural aspects	4	2
Entertainment and concerts at the park	4	2
Community arts	3	
Marion Philharmonic Orchestra	1	3
Boys & Girls Club		
Mississinewa Valley Band		
Phillippe Center (IWU)		
Walton Performing Arts Center		
Women's social clubs		
	<b>21</b>	
<b>HEALTHCARE</b>		
Marion General Hospital/Helipad/Cancer Center (award winning)	8	4
V.A. Hospital	8	3
Medical jobs/Healthcare field	3	3
Bigger or additional hospital		
More nursing homes		
	<b>19</b>	
<b>LOCATION/PROXIMITY TO RESOURCES</b>		
Centrally located (easy access to big towns, Ft. Wayne, Indy)	9	3
Proximity to several Universities	9	2
Proximity to reservoirs		
Proximity to State Roads		
	<b>18</b>	
<b>NEIGHBORHOOD CHARACTER/HISTORY/PLACE</b>		
Good place to raise children/family oriented	5	2
Affordable housing	5	
Historical value/Community history	2	4
Revitalize rundown homes and lots	2	
Character and feel of a Midwest City	1	
Currently removing blighted housing	1	
Good place to retire (laid back atmosphere)	1	
Neighborhoods	1	
Low crime rates		
Good architecture from when the City was wealthy		
Low cost of living		
Safety		
	<b>18</b>	
<b>GATEWAYS/CITY IMAGE</b>		
Need an identity or motto as a city; advertise as "someplace special"	7	
Lack of gateway into the City	1	
Need nice entrance into West Marion on SR18 (welcome sign)	1	
City is progressing/progressive		
	<b>9</b>	
<b>PEOPLE/NEIGHBORS</b>		
Neighborhood Associations	3	
Friendly, big-hearted, inviting conservative people	2	3
Friendly city/ Neighborhoods have a community feel	2	2
Family ties/heritage	1	2
	<b>8</b>	

CITY SERVICES		
Heavy trash pick-up program	3	2
Mayor Seybold	1	
Public bus system/ Free rides		3
Fire department		2
Police/Law enforcement		2
Advertise City projects and successes (Channel 9?)		
Animal Care and Control		
Government administration		
New City website (potential to share information)		
	4	
INFRASTRUCTURE		
Water supply	2	
"White Bike" program (bike sharing)	1	
Street circulation		2
Communications (broadband, DSL, wireless)		
Need bike lanes		
	3	
DOWNTOWN		
Downtown Riverfront	1	
Renovate courthouse	1	
5th Street Commons/"superlot" redevelopment		
Car-free days Downtown		
Downtown "anchor" efforts (needs parking)		
New Star Financial Bank Downtown		
Mississinewa River bank (Downtown)		
	2	

## Complete City Meeting Results: Sector Weakness

MEETING RESULTS: SECTOR WEAKNESSES	TOTAL VOTES	TIMES MENTIONED
<b>INFRASTRUCTURE</b>		
Curb & sidewalk conditions & need	53	11
Poor street conditions/need repaired	36	8
Stormwater drainage issues/Poor stormwater engineering	20	12
Poor infrastructure (streets, sidewalks)	3	2
Poor sewer system	3	
Rail line conditions (trains stop, no way around)	2	3
Alleys need maintained (potholes, outlets, paving)	2	
River quality	2	
Too much street parking	2	
Telephone poles/Wires need buried	1	2
Boots Creek needs cleaned out	1	
Low water pressure	1	
No street lights	1	
	<b>127</b>	
<b>ECONOMIC DEVELOPMENT</b>		
Poor restaurant selection/Too much support for fast-food	17	4
Available/vacant commercial properties	12	2
Lack of retail	11	3
Abandoned industry	8	5
Malleable site	8	
5 Points Mall (Empty stores)	7	
Nothing to attract people to the area	4	
Vacant gas stations	4	
Threat of GM leaving Marion	3	
Lack of nice gateway entrances into the City	2	2
Negative business image of South Marion	2	
Southeast School (plans to reuse building?)	2	
Turn Washington into Business Road 9	2	
No draw for travelers off of I69	1	2
Abandoned school buildings need reused	1	
Lack of grocery	1	
Location- nothing is close/miles from Marion proper	1	
Slow/no progress of residential subdivision development		
	<b>86</b>	



NEIGHBORHOOD CHARACTER/IMAGE		
Vacancy rate/houses for sale	11	5
Rental property maintenance/Absentee landlords	10	3
Abandoned houses deteriorating	7	
Trailer parks	5	
Negative image of certain neighborhoods	3	2
Rentals becoming more prevalent	3	2
Undesirable neighbors/renters	3	2
Unkempt homes	3	
Aging homes	2	2
Blight from Center City moving to NW Marion	2	2
Vacant lots	2	2
Multifamily and Section 8 housing	1	2
Treatment centers	1	2
Highway SR18	1	
Residential zones not buffered properly from other uses		2
Lack of neighborhood planning		
	54	
CODE ENFORCEMENT/BLIGHT		
Poor zoning enforcement	11	2
Code enforcement issues	7	3
Litter/Trash	5	4
Housing (trash)	4	2
Strip mall conditions	3	2
Stray animals	2	2
Overgrown and dead trees	1	3
Weeds (blocking view of traffic)	1	2
Burning trash in alleys	1	
Burnt buildings	1	
Pollution/smoke	1	
Trash service (has limits, throwing cans, etc)	1	
Abandoned vehicles		2
Constant dog barking		2
People parking in yards		2
Cemetery (maintenance & security)		
Garbage piles (Malleable, Virginia St)		
General Tire parking lot/Buffalo Hill (weeds, trash, disrepair)		
Hodges Trucking Co./Junkyard & abandoned vehicles		
	38	
CRIME		
Crime/Violence/Fighting	7	4
Bars	4	
Lck of police patrols	3	2
Drugs and fire-arm dealing	2	2
Noise	2	
Crime in low-income housing area	1	
Curfews		
Not safe at night		
Safety in Marion		
Vandalism		
	19	

CITY/COMMUNITY SERVICES		
No recycling	6	
Need a reasonably priced grocery store in East Marion	5	2
Trash fee vs. pickup quality	2	2
Lack of street sweeping	2	
Better snow removal needed	1	
No middle or elementary school nearby		2
Affordable housing needed		
Better community communication needed (Christmas parade, etc.)		
Crane Pond needs city telephone service		
Lack of attention from City government (certain areas)		
Lack of bus service to Westwood Square		
Lack of info about City projects to those w/o Internet		
Lack of zoning info		
Need more police patrols		
	16	
ECONOMY		
Property taxes too high	8	2
Lack of employment opportunities	3	2
Taxes are too high for businesses	2	
Forgotten parts of the City/taxes spent elsewhere		2
	13	
APATHY/CITIZEN PARTICIPATION		
No/Weak Neighborhood Associations	5	2
Lack of participation in Neighborhood Association	5	2
Lack of community pride	3	2
	13	
CIRCULATION/TRAFFIC		
Truck route issues/high truck volume	4	
Crosswalks needed (especially on bypass)	3	
Parking	2	2
Mall trucks drive on sidewalks	2	
Pedestrian walkways needed	1	
SR18 & I69 noise & traffic (bother residential area)	1	
Speeding		
Stoplights needed		
Trespassers/driving on private property		
	13	

PARKS & RECREATION/ENTERTAINMENT		
Entertainment for young adults needed	3	
No local parks	2	2
28th Street Park (no seating)	2	
Few entertainment options	1	2
Entertainment for youth/children needed	1	
Greenway Access (28th, 30th, 33rd)	1	
Too many ducks and geese/no control	1	
Safety issues on Cardinal Greenway (night conditions)		2
Few playgrounds		
Lack of entrances to the Cardinal Greenway		
Lack of wintertime activities		
Need dog park		
Park maintenance		
Stacks of railroad ties left along Greenway (unsafe)		
	11	
EDUCATIONAL SYSTEM		
Weak school system	5	
Closed schools	1	
School budget issues	1	
Classes too big for teachers to be effective		
	7	

## Complete City Meeting Results: Sector Threats

MEETING RESULTS: CITY THREATS	TOTAL VOTES	TIMES MENTIONED
<b>JOBS/EMPLOYMENT</b>		
Loss of jobs	21	4
Lack of job opportunities	19	2
Factories closing/no industrial jobs	17	3
Unemployment	14	3
Low paying jobs/Loss of higher paying jobs	9	4
Lack of job advertisement	3	
Lack of job diversity	2	
	<b>85</b>	
<b>RESIDENTIAL &amp; NEIGHBORHOOD CONCERNS</b>		
Run-down homes/properties	17	2
Abandoned and vacant homes	16	3
Vacant buildings (business & industry)	11	
Absentee owners & landlords/Property maintenance of rentals	8	3
Abandoned/Burned properties	7	
Threat of CAFOs	7	
Blight/Blighted areas	6	5
High density of unkempt homes	1	
High vacancy rates	1	
Neighborhood quality (unable to sell homes)	1	
Lack of pride of property ownership		2
Boarded up houses		
Demolitions		
Neighborhoods deteriorating		
Section 8 housing		
Truck traffic (high volume of)		
Vacant lots		
	<b>75</b>	
<b>INFRASTRUCTURE</b>		
Failing infrastructure (Street, sidewalks and curbs maintenance)	17	5
Potholes/poor repair	17	2
Pavement maintenance/Streets need paved	14	4
Dam & levee condition	5	4
Lack of sidewalks (people walk in roadway)	5	3
Inadequate storm drains	2	
Railroad tracks	2	
Sidewalks missing & quality	1	
45th Street (Washington Street and over)		
Bridge quality		
Entrance to City streets from SR18		
Handicap access		
One-way streets		
Parking		
Street lighting		
Unfinished project (18th and 4th & Norton)		
	<b>63</b>	



ECONOMIC DEVELOPMENT		
Vacant commercial buildings (Hobby Lobby, Home Depot, etc)	8	3
Poor restaurant selection/Overabundance of fast-food	6	3
Vacant factories	5	2
Lack of development on 18 into town from I69	5	
Abandoned gas station (Home & 30th)	4	
Service sector lacking (building and repair especially)	3	2
Threat of losing GM factory	3	2
Loss of focus on developed areas (when new areas are developed)	3	
Businesses leaving	2	
Empty stores at the Mall	2	
Losing businesses to other cities	2	
Tucker underutilized	2	
Lack of specialty stores	1	2
Distance to substantial shopping venues	1	
Tax abatements	1	
Lack of mainstream and clothing stores/Have to leave town for goods		4
Empty businesses		
Cleanliness of stores & restaurants		
Declining industry sector		
Future of Thompson Electric building		
Lack of new business		
Slow growth for education & technology		
	48	
CODE ENFORCEMENT/BLIGHT		
Trash & debris/City cleanup needed	11	2
Stray animals (especially cats)	7	3
Open burning/Burn barrels	5	2
Property maintenance/No maintenance of rental properties	3	3
Poor zoning enforcement	3	
Lack of environmental care/environmental threats	2	
Junkyards/trash	1	3
Poor code enforcement	1	2
Poor conditions of commercial areas	1	2
Overgrown yards/Unkempt properties	1	
Abandoned vehicles		2
No tree control/Decaying vegetation		2
Auto repair shops/ backyard mechanics (high volume of)		
Excess billboards and signs/sign clutter		
Lack of maintenance on City owned property		
Vehicles sitting in lawns		
	35	
ECONOMY		
Taxing (future increases)	7	3
Tax structure/Lack of property tax revenue	5	4
High prices	4	
Real estate value	3	
High taxes for retirees	2	2
Business climate	2	
Cost of living	1	
Admission fee to water park to supervise		
Down economy		
No progress		
	24	

<b>CITY SERVICES</b>		
Pending bus depot relocation	7	
Stormwater separation needed	6	3
Threat of budget cuts for police & fire protection	6	2
Bus schedule (no 3rd shift)	2	
Lack of money to provide services	1	
Poor recycling program	1	
Rising Utility costs		2
Lack of weekend transportation		
Poor correlation of people to services		
Underutilized bus system/inefficient		
Utility services leaving town		
	<b>23</b>	
<b>CRIME</b>		
Drugs	12	5
Break-ins	3	
Crime	2	3
Gangs	2	
DWI's		
Limited police patrols		
Safety issues		
Shootings		
Unsafe at night		
	<b>19</b>	
<b>EDUCATIONAL SYSTEM</b>		
Public school system needs reform (deteriorating)	11	2
School system (test scores, drop out rates, etc)	5	3
Elementary school locations (none on South side)	1	
Lack of discipline in schools	1	
Decreasing population has hurt school enrollment & taxes		2
No teachers contract		
	<b>18</b>	
<b>GOVERNMENT</b>		
Lack of positive response/flexibility from government	3	2
Lack of communication & enforcement in City offices	3	
Reactive; not proactive	3	
Government regulations	2	
Saw-tooth annexation along SR18 (City/County divide issues)	1	
Status quo government/Traditional methods of operation		2
Government focused only on certain areas of the City/no equality		
Lack of info about City projects to those w/o Internet		
Lack of intergovernmental cooperation		
Lack of trust of government figures		
Lack of zoning info		
Poor allocation of police resources (too involved in drugs; not people)		
Poor communication about positives within the City		
	<b>12</b>	

APATHY/CITIZEN PARTICIPATION		
Apathy/lack of pride in neighborhoods	4	2
Poverty mentality	3	
Lack of community spirit	2	
Lack of long-term citizen participation		
Lack of neighborhood obligation		
Neighborhood Association (not all areas included)		
	9	
DOWNTOWN		
Lack of Downtown development	3	3
Bypass and interchange- drawing away from core/"doughnut effect"	1	2
Old Baptist Church (near Downtown CVS)	1	
Downtown condition		3
Downtown empty lot (3rd & Washington)		
Old Jail (Downtown)		
Post Office building needs repaired		
Restrooms needed Downtown		
	5	
ENTERTAINMENT		
Lack of info about events, projects, what there is to do	2	2
Lack of entertainment opportunities	1	2
Lack of activities/things to do	1	
Lack of teen events		2
Boys & Girls Club (facing decreasing membership)		
Lack of opportunities for girls activities		
Lack of social "hubs"		
Splash House location		
Youth & adult entertainment opportunities/not much to do		
	4	
DEMOGRAPHICS		
Loss of youth	2	2
Aging population	1	
City divided by socioeconomic factors	1	
Decline in population		
Few young people/families		
Poverty		
Racial segregation		
	4	
GATEWAYS/CITY IMAGE		
Loss of identity		
Rundown gateways into town		
	0	

## Complete City Meeting Results: Sector Opportunities

MEETING RESULTS: CITY OPPORTUNITIES	TOTAL VOTES	TIMES MENTIONED
<b>PARKS &amp; RECREATION</b>		
YMCA	32	6
Riverwalk	17	7
Matter Park (new Friendship Corner & concessions)	16	6
Cardinal Greenway	12	6
Splash House area	12	6
Park system	7	5
Add a pool to the Splash Park	4	
Ballard Field (needs more than soccer)	2	3
Raft Race	2	
High school sports	1	2
Basketball program		2
Boat ramp		2
Golf courses		2
Soccer fields		2
4-H Fairgrounds		
BMX/skate park		
Boating		
Remainder of Essex site		
Youth sporting events (variety & free)		
	<b>105</b>	
<b>TOURISM/ATTRACTIONS/EVENTS</b>		
1st Fridays Downtown	23	6
Walkway of Lights (expand)	22	7
Easter Pageant	6	6
Hostess House	5	2
Marion Classic bike race	4	3
Reclaim "Christmas City USA" (broaden, create year-round store)	3	4
James Dean's birthplace connection & festival	3	3
Quilters Hall of Fame/quilting niche	2	5
Mississinewa River (North flowing)	2	
4th of July celebration/ fireworks	1	2
Fly-in Cruise-in	1	2
Garfield connection	1	2
Mississinewa 1812 reenactment	1	2
Could become the "City of Lights"	1	
National Cemetery	1	
Youth-oriented venues needed	1	
Airport (access)		2
Hospitality/tourism/number of hotels		2
"Global City"		
Christmas Parade		
Entertainment		
Harvest Party		
Oktoberfest		
	<b>77</b>	

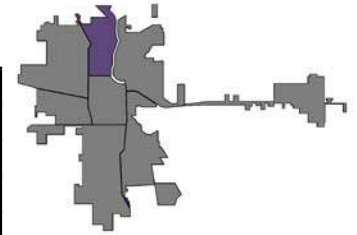


ECONOMIC DEVELOPMENT		
Expansion of City limits east to I69	9	4
Meijer shopping area	9	2
Improvements to 5-Points Mall (play area)	7	2
Shopping (necessary goods)	7	2
Available factory space and vacant industrial sites	4	4
Nice eat-in, 24 hour dining/small restaurants needed	4	4
Malleable site (once cleaned)	4	
Distribution center potential (WalMart, Dollar General)	3	3
Commercial potential/Room for more businesses	2	7
General Motors	2	3
Empty & available buildings for rehabilitation & redevelopment	2	
White collar jobs	1	2
Balanced business & industrial uses (now more diversified)	1	
Local dining options	1	
Small industry (untapped resource)	1	
Abandoned school buildings (reuse as office or apartments)		2
Available workforce		2
Developable vacant lots		
Economy		
Fast-food variety		
Marion Mayor working with Gas City Mayor		
Niche businesses (midwest organic co.)		
	57	
HIGHER EDUCATION		
Indiana Wesleyan University	29	6
Ivy Tech Campus	9	5
Educational institutions and opportunities	5	3
Teaching jobs	1	
Working w/colleges	1	
College students (use as a resource)		
Taylor University		
	45	
COMMUNITY SERVICES		
Marion Public Library & Museum	22	6
Senior Centers	1	
St. Martin	1	
Churches and schools are involved		5
Chronicle Tribune newspaper (local announcements)		
Community Foundation		
Great museum potential		
Habitat/Affordable Housing		
License Branch		
Project Leadership program		
World Gospel Mission		
	24	

<b>CULTURE/ARTS</b>		
Civic Theater	5	4
CSA/Art opportunities	4	5
Cultural aspects	4	2
Entertainment and concerts at the park	4	2
Community arts	3	
Marion Philharmonic Orchestra	1	3
Boys & Girls Club		
Mississinewa Valley Band		
Phillippe Center (IWU)		
Walton Performing Arts Center		
Women's social clubs		
	<b>21</b>	
<b>HEALTHCARE</b>		
Marion General Hospital/Helipad/Cancer Center (award winning)	8	4
V.A. Hospital	8	3
Medical jobs/Healthcare field	3	3
Bigger or additional hospital		
More nursing homes		
	<b>19</b>	
<b>LOCATION/PROXIMITY TO RESOURCES</b>		
Centrally located (easy access to big towns, Ft. Wayne, Indy)	9	3
Proximity to several Universities	9	2
Proximity to reservoirs		
Proximity to State Roads		
	<b>18</b>	
<b>NEIGHBORHOOD CHARACTER/HISTORY/PLACE</b>		
Good place to raise children/family oriented	5	2
Affordable housing	5	
Historical value/Community history	2	4
Revitalize rundown homes and lots	2	
Character and feel of a Midwest City	1	
Currently removing blighted housing	1	
Good place to retire (laid back atmosphere)	1	
Neighborhoods	1	
Low crime rates		
Good architecture from when the City was wealthy		
Low cost of living		
Safety		
	<b>18</b>	
<b>GATEWAYS/CITY IMAGE</b>		
Need an identity or motto as a city; advertise as "someplace special"	7	
Lack of gateway into the City	1	
Need nice entrance into West Marion on SR18 (welcome sign)	1	
City is progressing/progressive		
	<b>9</b>	
<b>PEOPLE/NEIGHBORS</b>		
Neighborhood Associations	3	
Friendly, big-hearted, inviting conservative people	2	3
Friendly city/ Neighborhoods have a community feel	2	2
Family ties/heritage	1	2
	<b>8</b>	

CITY SERVICES		
Heavy trash pick-up program	3	2
Mayor Seybold	1	
Public bus system/ Free rides		3
Fire department		2
Police/Law enforcement		2
Advertise City projects and successes (Channel 9?)		
Animal Care and Control		
Government administration		
New City website (potential to share information)		
	4	
INFRASTRUCTURE		
Water supply	2	
"White Bike" program (bike sharing)	1	
Street circulation		2
Communications (broadband, DSL, wireless)		
Need bike lanes		
	3	
DOWNTOWN		
Downtown Riverfront	1	
Renovate courthouse	1	
5th Street Commons/"superlot" redevelopment		
Car-free days Downtown		
Downtown "anchor" efforts (needs parking)		
New Star Financial Bank Downtown		
Mississinewa River bank (Downtown)		
	2	

## Sector Meeting Results: North Marion



NORTH MARION STRENGTHS	NORTH VOTES
Riverwalk	11
Marion General Hospital	7
Neighborhood Associations	6
Location (convenience/near necessities)	6
Matter Park	5
Well maintained properties	4
Connected to all of Marion	4
Schools	3
Low crime rate	3
Reasonable home prices	3
Helipad	3
Majority of homes are owner occupied	2
Private neighborhoods	2
Quiet neighborhoods with woody areas	2
Friendly & caring neighbors	2
Neighborhood character	2
Park system	1
More stable than other areas (property values, pride)	1
Close to shopping & downtown	1
Fully developed	1
Revitalized 5 Points Mall	1
Good place for outdoor activities	
Good curbs and sidewalks	
Traffic control in neighborhoods (few entrances/exits)	
Euclid Avenue (with center parkway)	
Shady Hills area	
Community spirit	
Nearby shopping	
Near movie theater	
Imaging Center	
Frank Lloyd Wright house	

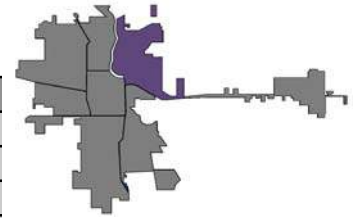
NORTH MARION WEAKNESSES	NORTH VOTES
Poor zoning enforcement	10
Curbs, sidewalks, gutters	7
Poor stormwater engineering	6
Taxes (high)	5
Too much support for fast food	5
Weak school system	5
Sidewalks (condition & need)	5
Poor restaurant selection	4
Entertainment for young adults needed	3
Crosswalks needed (especially on bypass)	3
Lack of employment opportunities	2
Lack of retail	2
Northside needs more stores	2
Alleys need maintained (potholes, outlets, paving)	2
Mall trucks drive on sidewalks	2
Undesirable neighbors	2
Lack of employment opportunities for young adults	1
Increased trash fees	1
Entertainment for youth/children needed	1
School budget issues	1
Infrastructure needs maintained	1
Pedestrian walkways needed	1
Telephone poles	1
Some areas are under-represented (no Neighborhood Association)	1
Crime rate could escalate	1
Vacancy rate/houses for sale	1
Substandard roads	
Wires need buried	
Stormwater won't drain to new sewers	
Poor drainage	
Lack of neighborhood planning	
Code enforcement	
Abandoned vehicles	
People parking in yards	
Trespassers/driving on private property	
Overgrown trees	
Vandalism	



CITY OF MARION OPPORTUNITIES	NORTH VOTES
Need an identity or motto as a city; advertise as "someplace special"	7
YMCA	7
Indiana Wesleyan University	7
Affordable housing	5
Matter Park (Friendship Corner)	4
Riverwalk	4
Walkway of Lights- expand with more Christmas displays	4
South Marion Bicycle Classic	4
1st Fridays	3
Cultural/Arts	3
Marion Public Library	3
People are friendly, big-hearted and inviting	2
Splash Park	2
James Dean's birthplace connection	2
CSA	2
Marion General Hospital/Helipad/Cancer Center	2
Good place to raise children	1
Cardinal Greenway	1
Ivy Tech Campus	1
National Cemetery	1
Educational institutions	1
Senior Centers	1
St. Martin	1
Renovate courthouse	1
"White Bike" program (bike sharing)	1
Mayor Seybold	1
Heavy trash pick-up program	1
Balanced business & industrial uses (now more diversified)	1
Soccer fields	
4-H Fairgrounds	
Reclaim "Christmas City USA"	
Easter Pageant	
Quilters Hall of Fame	
Mississinewa River bank	
Entertainment	
4th of July celebration	
Civic Theater	
Boys & Girls Club	
Marion Philharmonic	
V.A. Hospital	
Airport	
Project Leadership program	
Great museum potential	
License Branch	
Churches	
Car-free days Downtown	
Transportation; Public buses/free rides	
Need bike lanes	
Animal Care and Control	
Law enforcement	

CITY OF MARION THREATS	NORTH VOTES
Unemployment & job loss	13
Abandoned and vacant homes	11
Vacant buildings (business & industry)	11
Absentee owners & landlords	6
Blight	5
Street quality	4
Poor zoning enforcement	3
Loss of higher paying jobs	2
Unresponsive businesses (when contacted)	2
Educational system (test scores, drop out rates, etc)	2
Tucker underutilized	2
Infrastructure	2
Service sector lacking (building and repair especially)	1
Lack of money to provide services	1
City divided by socioeconomic factors	1
Loss of youth	1
Threat of losing GM factory	1
Sidewalks missing & quality	1
Dam needs repaired	1
Waste water separation	1
Loss of identity	
Lack of maintenance on City owned property	
Junk in open fields	
Crime (drug control)	
Poor code enforcement	
Excess billboards and signs/sign clutter	
Taxing (future increases)	
Lack of new business	
Have to leave Marion for goods	
Sense of inflexibility at government	
Lack of trust of government figures	
Poor correlation of people to services	
Poor communication about positives within the City	
Racial segregation	
Post Office building needs repaired	
Downtown abandoned "doughnut effect"	
Bridge quality	
Boys & Girls Club (facing decreasing membership)	

## Sector Meeting Results: Northeast Marion



NE MARION STRENGTHS	NE VOTES
YMCA redevelopment	9
Historic homes/historical context	6
Mississinewa River	4
Proximity to Riverwalk	4
Local Fire Station	4
Hong Kong restaurant	4
Allen School	3
Churches	3
P.A.L. club/sports	2
Proximity to services	2
Easy access to the hospital	2
Convenience store, laundromat, dollar store	2
Active Products (taking initiative)	2
Charles Mill Park	1
Elks golf course & community building	1
Fairly isolated/not a lot of traffic	1
Commercial strip is convenient	1
Restaurants (Mill, Brooke's, Hong Kong)	1
Small businesses	1
Space available for development	1
Active Neighborhood Associations	1
Good age mix and families	1
Quiet	1
Mainly residential	1
Mostly single-family homes	1
Affordable housing values/prices	1
Dam	
Fishing	
Boat dock on River	
Ducks on River	
Boot Street Park	
Walking trails	
Connectivity	
Pennsylvania St. extension	
Fast emergency response	
Proximity to Downtown	
Places to eat & shop	
Brooke's Pizza	
Born & raised there	
Low crime area	

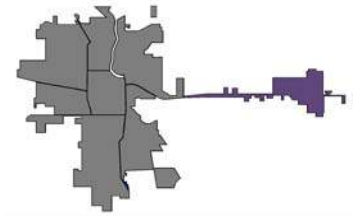
NE WEAKNESSES	NE VOTES
Abandoned houses deteriorating	7
Sidewalks (missing, poor quality)	6
Abandoned industry	6
Stormwater drainage issues	5
Code enforcement issues	5
Limited food & shopping options	4
Litter	4
Truck route issues/high truck volume	4
Poor street conditions/need repaired	3
Poor infrastructure (streets, sidewalks)	2
Drugs and firearm dealing	2
River quality	2
Too much street parking	2
Empty businesses and buildings	1
Rentals becoming more prevalent	1
Lack of community pride	1
Crime in low-income housing area	1
Zoning violations	1
Trash is drainage ditch (Ohio St)	1
Burnt building (600 Swayzee)	1
Trash fee vs. pickup quality	1
Too many ducks and geese/no control	1
Forgotten part of the City/taxes spent elsewhere	
Street material discontinuity	
Paddock View (residential treatment)	
Few playgrounds	
No middle school nearby	
Not safe at night	
Fighting among youth	
High vacancy	
Junk cars in yards	
Residential zones not buffered properly	
Trash on River Blvd.	
Need dog park	

City of Marion Opportunities	NE VOTES
First Fridays	8
Park improvements (new play area, concessions)	5
Walkway	4
Available factory space	4
Proximity to several Universities	3
Nice eat-in restaurants needed	3
Hostess House	3
Walkway of Lights	2
Marion Public Library & Museum	2
Cardinal Greenway	2
Indiana Wesleyan University	2
Civic Theater	2
"Christmas City USA" (broaden, create year-round store)	2
Historical value	2
Mississinewa River (North flowing)	2
Park system	1
Splash House	1
Concerts in the Park	1
YMCA	1
High school basketball	1
Quilters Hall of Fame	1
Marion Philharmonic	1
Youth-oriented venues needed	1
Fireworks display	1
James Dean festival	1
Garfield connection	1
Access to I69	1
Commercial development at I69	1
Marion General Hospital (award winning)	1
Downtown Riverfront	1
Ballard Field	
Golf courses	
Ivy Tech	
Walton Performing Arts Center	
CSA/ Arts	
Women's social clubs	
"Global City"	
Family heritage/pride	
Good architecture from when the City was wealthy	
North Park Mall	
Attract new businesses (large retailer)	
Niche businesses (midwest organic co.)	
5th Street Commons/"superlot" redevelopment	



CITY OF MARION THREATS	NE VOTES
Lack of jobs	10
Rundown housing areas	10
Public school system needs reform	6
Stormwater separation needed	5
Lack of development on 18 into town from I69	5
Threat of budget cuts for police & fire protection	4
Lack of communication & enforcement in City offices	3
Reactive; not proactive	3
Drugs	3
Dam & levee condition	3
Businesses leaving	2
Empty buildings (commercial & residential)	2
Empty stores at the Mall	2
Bypass and interchange- drawing away from core	1
Distance to substantial shopping venues	1
Unemployment	1
High density of unkempt homes	1
High taxes/constant increases	1
Neighborhood quality (unable to sell homes)	1
Lack of specialty stores	1
Lack of entertainment	1
Lack of property tax revenue	
Nothing for teens to do	
Unsafe at night	
Lack of intergovernmental cooperation	
Poor allocation of police resources (too involved in drugs; not people)	
No new ideas	
Status quo government/Traditional methods of operation	
Low paying jobs	
Auto repair shops/ backyard mechanics (high volume of)	
Junkyards	
Truck traffic (high volume of)	
Lack of neighborhood obligation	
Rising Utility costs	
Poverty	
Shootings	
Utility services leaving town	
Property maintenance	
Clothing stores	
Mainstream stores	
Hardware stores	
Downtown	
Rundown building Downtown	
Restrooms	
Lack of social "hubs"	

## Sector Meeting Results: East Marion

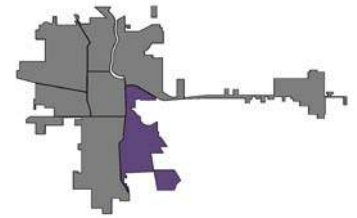


CITY OF MARION THREATS	EAST VOTES
Threat of CAFOs	7
Jobs & industry	3
Lack of quality of restaurants/too much fast food	3
Real estate value	3
Poverty mentality	3
Lack of environmental care/environmental threats	2
Education system	2
Tax abatements	1
Job loss	1
Poor restaurant selection	1
Saw-tooth annexation along SR18 (City/County divide issues)	1
Areas of blight	1
Junkyards/trash	1
Poor recycling program	1
Lack of activities/things to do	1
Rundown gateways into town	
Declining industry sector	
Slow growth for education & technology	
Cleanliness of stores & restaurants	
Government focused only on certain areas of the City/no equality	
Pride & upkeep	
Decaying vegetation (Ballard Field)	
No opportunities	
Lack of info about events and projects	
Lack of opportunities for girls activities	
Lack of teen events	
Splash House location	

EAST MARION WEAKNESSES	EAST VOTES
No recycling	6
Need a good priced grocery store	5
Trailer parks	5
Nothing to attract people to the area	4
Property taxes	3
No storm sewers	2
Location- nothing is close/miles from Marion proper	1
Lack of gateway	1
No draw for travelers off of I69	1
No entertainment	1
SR18 & I69 noise & traffic (bother residential area)	1
Vacant business lots	
No businesses on exit from I69	
400 needs a stoplight	
Safety in Marion	

CITY OF MARION OPPORTUNITIES	EAST VOTES
Centrally located within the state	5
Indiana Wesleyan University	4
Ivy Tech	4
Medical jobs	3
Ballard Field (needs more than soccer)	2
Marion Public Library & Museum	2
SR18 & I69	1
White collar jobs	1
Teaching jobs	1
V.A.	1
Currently removing blighted housing	1
Local dining options	1
YMCA	1
Mississinewa 1812	1
Character and feel of a Midwest City	1
GM Plant	
Taylor University	
Low cost of living	
Bus system	
Splash House	
Remainder of Essex site	
Matter Park & Riverwalk	
Skate park & BMX track	
Youth sporting events (variety & free)	
Walkway of Lights	
"Christmas City"	
1st Fridays	
Easter Pageant	
Churches and schools are involved	
CSA	
Quilters Hall of Fame	
Community Foundation	
Friendly	
Historic	
Safety	

## Sector Meeting Results: Southeast Marion



SE MARION STRENGTHS	SE VOTES
Horner's Meat Market	7
VA Hospital (jobs)	7
Splash Park	5
Boys & Girls club	4
Good homeowners	3
28th Street Park	2
YMCA	2
People & neighborhood	2
Neighborhood watch program	2
Cardinal Greenway	1
PAL Club Athletics	1
Well-maintained	1
Continuously improving	1
Doughnut shop (Karmel McNuts)	1
Tennis courts	
Baseball fields	
Christian Outreach Center for teens	
Affordable housing	
High homeownership rate	
Real estate sales	
Quiet	
Safe	
Well-lit	
Mature neighborhood	
Controllable (small & friendly)	

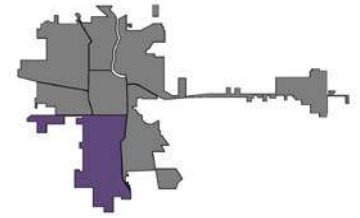
SE WEAKNESSES	SE VOTES
Streets need paved	6
No/Weak Neighborhood Associations	4
Vacant gas stations	4
No sidewalks/curbs	3
Police lack of patrols	3
Lots of rentals	2
Lack of pride	2
Code enforcement	2
Southeast School (plans to reuse building?)	2
28th Street Park (no seating)	2
Stormwater drainage (flooding)	1
Property maintenance	1
Yards need cleaned up	1
Trash service (has limits & throwing cans)	1
Greenway Access (28th, 30th, 33rd)	1
Housing vacancies	
Section 8 Housing	
Police surveillance needed	
Drug trafficking (Lincoln Hills)	
Curfews	
Better community communication needed (Christmas parade)	
Cemetery (maintenance & security)	

CITY OF MARION OPPORTUNITIES	SE VOTES
Meijer shopping area	7
Horner's Meat Market	6
YMCA	5
Riverwalk	4
Splash Park	3
Marion Public Library & Museum	3
Indiana Wesleyan University	3
Empty & available buildings for rehabilitation & redevelopment	2
Distribution centers (WalMart, Dollar General)	1
Cardinal Greenway	1
Walkway of Lights	1
Easter Pageant	1
Quilters Hall of Fame/quilting	1
Family ties/heritage	1
Location (central to other cities)	
Business opportunities	
Factories & plants (closed & available)	
Closed school buildings can be used	
Economy	
Street circulation	
Eateries & restaurants	
Ballard Field	
Park system	
Mississinewa River	
Boating	
Hotels & lodging availability	
Christmas Parade	
1st Fridays	
4th of July Fireworks	

CITY OF MARION THREATS	SE VOTES
Pending bus depot relocation (bad idea)	7
Loss of jobs	6
Roads and streets need paved	5
Abandoned gas station (Home & 30th)	4
Pending police & fire layoffs (budget concerns)	2
Failing infrastructure	2
Inadequate storm drains	2
Landlords/no maintenance of rental properties	2
City clean-up needed	2
Burn barrels	2
Crime	2
Elementary school locations (none on South side)	1
School system/ high percentage of High School dropouts	1
High vacancy rates	1
Apathy/ people don't care	1
No sidewalks or curbs	
Dam conditions	
Underutilized bus system/inefficient	
Empty businesses	
Down economy	
Neighborhoods deteriorating	



## Sector Meeting Results: South + Southwest Marion



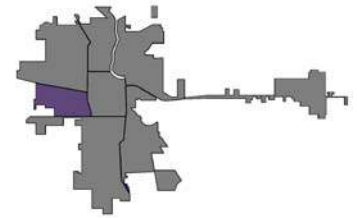
S + SW MARION STRENGTHS	S + SW VOTES
Airport	10
Major Shopping (WalMart, Meijer)	7
Neighborhood Associations	6
Indiana Wesleyan University	5
Roomy neighborhoods	4
Most people take care of their property	3
V.A. Medical Center	2
Room for development	2
Banks	2
Tri-enda	2
Safe	1
Proximity to stores (walking distance)	1
Small town atmosphere	1
Know most neighbors	1
Historical V.A. Cemetery	1
Churches	1
Greenway connections	1
Boys & Girls Club	1
Housing character	
Families	
Up & coming neighborhoods	
Improving	
Arbor Homes development	
Grocery stores	
Steak house needed	
Several new businesses	
Marion Pediatrics	
Proximity to schools (Francis Slocum & MHS)	
Small schools	
Both work with Neighborhood Association	
Provide meeting places	
Bike Race (Criterion)	

S + SW WEAKNESSES	S + SW VOTES
Curb & sidewalk conditions	7
Crime	6
Lack of street paving/street repair	4
Poor sidewalks throughout area	4
Poor sewer system	3
Housing (trash)	3
Negative image of area	3
Missing sidewalks	2
Bad railroad tracks throughout area	2
Parking	2
Noise	2
Negative business image of area	2
Lack of participation in Neighborhood Association	2
Taxes are too high for businesses	2
Turn Washington into Business Road 9	2
Low water pressure	1
No street lights	1
Boots Creek needs cleaned out	1
Closed schools (Southeast School)	1
Vacant property	1
Renters	1
No park	1
Burning trash in alleys	1
Stray animals	
Weeds blocking view of traffic	
Lack of attention from City government	
Classes too big for teachers to be effective	
Indiana Wesleyan University	
Thompson Plant	
Delta Electric site	
Constant dog barking	

CITY OF MARION OPPORTUNITIES	S + SW VOTES
V.A. Hospital	7
Proximity to colleges	6
Library	5
Good place to raise children/family oriented	4
Centrally located (easy access to big towns, Ft. Wayne, Indy)	4
Indiana Wesleyan University	4
IvyTech	4
Add a pool to the Splash Park	4
Matter Park	3
Distribution center potential	2
Water supply	2
Mississinewa & Riverwalk	2
Easter Pageant	2
Art opportunities for everyone	2
Good place to retire (laid back atmosphere)	1
Small industry (untapped resource)	1
Christmas City/Walkway of Lights	1
Large industrial sites	
Bigger or additional hospital	
More nursing homes	
Communications (broadband, DSL, wireless)	
Proximity to reservoirs	
Park system	
Boat ramp	
Soccer fields	
Basketball program	
Schools	
CSA	
Habitat/Affordable Housing	
James Dean birthplace	
1812 Reenactment	
Airport Cruise-in	
World Gospel Mission	
Community history	

CITY OF MARION THREATS	S + SW VOTES
Loss of jobs/lack of opportunities	8
Low paying jobs	7
Drugs	7
Factories closing/no industrial jobs	6
Taxes continue to be raised	6
Lack of positive response/flexibility from government	3
Lack of sidewalks (people walk in roadway)	3
Apathy/lack of pride in neighborhoods	3
Business climate	2
Railroad tracks	2
Tax structure	2
Government regulations	2
Bus schedule (no 3rd shift)	2
Lack of community spirit	2
Lack of discipline in schools	1
Empty buildings & houses	1
Curb & sidewalks	1
Lack of communication in what there is to do	1
Lack good or equivalent income for families	
Decreasing population has hurt school enrollment & taxes	
Utilities	
Youth & adult entertainment opportunities/not much to do	
Stray animals	
Abandoned vehicles	

## Sector Meeting Results: West Marion



WEST MARION STRENGTHS	W VOTES
Lincoln School & field (neighborhood school/walkable)	20
Fire Station #2	12
Cardinal Greenway access	9
Neighborhood Association	8
Malleable clean-up	7
9th Street Café	3
King Gyros	3
Close/friendly neighborhood	3
Churches	3
Good police protection	2
Pet store	2
Rebranding from "Bucktown" to "West Point"	2
Available vacant properties (Hobby Lobby)	1
Some factory jobs	1
Available rail lines	1
Geneva Park	1
Neighbors	1
Community Pride	1
Quiet neighborhood	1
Some retail, commercial and restaurants	
Village Pantry	
Business that stores the Christmas lights	
Small neighborhood market (redeveloped)	
Long-time residents	
Family neighborhood	
Church on W. 8th Street	
Mixture of City and County living	

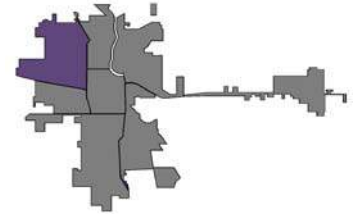


WEST MARION WEAKNESSES	W VOTES
Street conditions	15
Sidewalks missing or in poor condition	14
Available vacant properties (Hobby Lobby)	11
Malleable site	8
Businesses needed (drugstore!, restaurant, etc)	7
Bars	4
Poorly maintained streets	3
Unkempt homes	3
Flooding on Alabama Court	3
Aging homes	2
Vacant homes	2
Stormwater drainage issues	2
Stray animals	2
Better snow removal needed	1
Standing water	1
Weeds	1
Dead trees	1
Pollution/smoke	1
Curbs needed	
"Bucktown" has a bad image	
Affordable housing needed	
Rail lines (trains stop, no way around)	
Barking dogs	
Garbage pile (Malleable, Virginia St)	
Hodges Trucking Co./Junkyard & abandoned vehicles	
Violence/crime/fighting	
Speeding	
Cardinal Greenway at night	
Stacks of railroad ties left along Greenway (unsafe)	

CITY OF MARION OPPORTUNITIES	W VOTES
New YMCA	12
1st Fridays	10
Walkway of Lights	8
Park system (safe)	6
Cardinal Greenway	5
Splash House area	4
Malleable site (once cleaned)	4
Marion General Hospital	4
Educational opportunities	4
Entertainment at the park	3
Easter Pageant	3
Civic Theater	3
Neighborhood Associations	3
Riverwalk (could be extended)	2
Raft Race	2
Matter Park (new playground)	2
Improvements to 5-Points Mall (play area)	2
Christmas City	2
Friendly city/ Neighborhoods have a community feel	2
Revitalize rundown homes and lots	2
Nice restaurant needed	1
Cultural aspects	1
Working w/colleges	1
BMX/skate park	
Oktoberfest	
Harvest Party	
Marion Classic/Criterion Bicycle Race	
Traffic flow (proximity to State Roads)	
General Motors	
Healthcare fields	
Marion Mayor working with Gas City Mayor	
Abundance of churches	

CITY OF MARION THREATS	W VOTES
Potholes	15
Street, sidewalks and curbs maintenance	9
Trash & debris	9
Lack of job opportunities	9
Abandoned/Burned properties	7
Stray animals (especially cats)	7
Vacant commercial buildings (Hobby Lobby)	6
High prices	4
Infrastructure	3
Loss of focus on developed areas (when new areas are developed)	3
Break-ins	3
Lack of job advertisement	3
Gangs	2
Losing businesses to other cities	2
Vacant factories	2
Lack of job diversity	2
Overgrown yards/Unkempt properties	1
Absentee landlords (poor property maintenance)	1
Drugs	1
Losing youth	1
High taxes for retirees	1
People may become unable to pay taxes	1
Economically scary city	1
Blighted areas	
Vacant lots	
Abandoned vehicles	
Safety issues	
Crime	
DWT's	
Downtown	
Admission fee to water park to supervise	

## Sector Meeting Results: Northwest Marion



NORTHWEST MARION STRENGTHS	NW VOTES
All services within 3-5 minutes	9
Friendly neighbors	6
Homeownership/pride	5
Low crime	4
Close to edge City limits (near the country, w/city convenience)	3
5 Points Mall	3
Movie theater	3
Walking distance to work & retail	2
Medical campuses	2
Quiet neighborhoods	2
Safe/comfortable	2
Neighborhood parks	2
Location	1
Community shopping	1
7 churches	1
Rescue Mission	1
Proximity to healthcare	1
Senior citizen communities/new senior housing	1
Established, long-term ownership	1
Well-maintained properties	1
Community watch, neighbors	1
Kid-friendly	1
Franklin Neighborhood Association	1
Cardinal Greenway	1
Restaurants	
Bowling alley	
Taverns	
Gyros restaurant	
Pet Store	
Marsh	
Bank	
Credit Union	
Fire Department	
Schools	
Hospital	
Apartments	
Hotels	
Well-cleared streets	
Street sweeper	
Available properties	
Sunny West Neighborhood Association	
County club/golf course	
Trail clean-up days	

<b>NORTHWEST MARION WEAKNESSES</b>	<b>NW VOTES</b>
Absentee landlords	9
Vacant housing	8
5 Points Mall (Empty stores)	7
Lack of a good, sit-down restaurant	4
Street conditions	4
No sidewalks along Miller Ave. (lots of pedestrian traffic)	3
Poor resident participation	3
Threat of GM leaving Marion	3
Lack of sidewalks, poor conditions	2
Lack of street sweeping (Maplewood/Lincolnshire)	2
Rain Tree Plaza condition	2
Blight from Center City moving to NW Marion	2
Need nice entrance into West Marion on SR18 (welcome sign)	1
Highway SR18	1
Lack of grocery	1
Miller Avenue (potholes)	1
Westwood Square strip mall condition	1
Meth clinic	1
Franklin School abandoned building needs reused	1
Vacant lots	1
Greentree Apartments	1
Vacant factories (Spencer)	1
No parks	1
Crane Pond needs city telephone service	
Fox Run (no progress of development)	
Shift to rental properties	
Rental properties not well cared for	
Southeast residential area (older homes)	
Blight (bypass west to Bradford & Factory Ave to Railroad)	
Unclean yards	
Poor tree trimming	
Abandoned vehicles	
General Tire parking lot/Buffalo Hill (weeds, trash, disrepair)	
Railroad spur	
Few entertainment options	
Lack of wintertime activities	
Park maintenance	
Safety issues on Cardinal Greenway	
Lack of entrances to the Cardinal Greenway	
Lack of bus service to Westwood Square	
Need more police patrols	
Only one elementary school	
Lack of info about City projects to those w/o Internet	
Lack of zoning info	



CITY OF MARION OPPORTUNITIES	NW VOTES
Indiana Wesleyan University	9
Marion Public Library & Museum	7
Expansion of City limits east to I69	6
YMCA	6
Improvements at 5 Points Mall (kid's play area)	5
Walkway of Lights	5
Cardinal Greenway	3
Community arts (Marion Philharmonic, Civic Theater, CSA)	3
New Meijer development	2
Room for more businesses	2
General Motors	2
Splash House	2
Matter Park	2
1st Fridays Downtown	2
Hostess House	2
Heavy trash pickup	2
Shopping (necessary goods)	1
Marion General Hospital	1
Riverwalk	1
Could become the "City of Lights"	1
Fly-in Cruise-in	1
Neighborhoods	1
City is progressing/progressive	
Availability of business	
Bypass (amenities available)	
New Star Financial Bank Downtown	
Fast-food variety	
Need 24 hour dining/small restaurants	
Abandoned school buildings (reuse as office or apartments)	
Industry (available property)	
Dollar General Distribution	
More employment (available workforce)	
White-collar jobs	
Education	
College students (use as a resource)	
Healthcare	
Airport (access)	
Hospitality/tourism/number of hotels	
Churches	
Basketball	
Golf courses	
Park system	
Bike trail	
Easter Pageant	
Quilters Hall of Fame	
Garfield connection	
Government administration	
Advertise City projects and successes (Channel 9?)	
Bus system	
Police/Fire	

CITY OF MARION THREATS	NW VOTES
Loss of industry/industrial jobs	8
Run-down homes/properties	7
Job loss	6
Pavement maintenance	5
School system is deteriorating	5
Vacant homes (inner-City)	4
Vacant factories	3
Open burning	3
Threat of GM leaving	2
Economic base	2
Overabundance of fast-food	2
Lack of Downtown development	2
Streets/pothole repair	2
Need sidewalks	2
Cost of living/taxes	1
Downtown (lack of retail)	1
Old Baptist Church (near Downtown CVS)	1
Westwood Square area	1
Dam disrepair	1
Absentee landlords	1
Aging population	1
Lack of enforcement of codes and ordinances	1
Drugs	1
Future of Thompson Electric building	
Empty Home Depot building	
Diversity of businesses	
Unemployment	
No progress	
Lack of info about City projects to those w/o Internet	
Lack of zoning info	
Need more emphasis on Downtown	
Downtown empty lot (3rd & Washington)	
Old Jail (Downtown)	
The "bypass"	
45th Street (Washington Street and over)	
Southside blight	
Lack of pride of property ownership	
Boarded up houses	
Blight	
Street maintenance (Nebraska, near Lincoln School)	
Street lighting	
Entrance to City streets for SR18/unfinished project (18th and 4th & Norton)	
Weekend transportation	
One-way streets	
Handicap access	
Parking	
Decline in population	
Few young people/families	
Decline in school enrollment	
No teachers contract	

## Meeting Results: Character

### North

- Tax break for renovation, beautification
- Keep up the little details
- Neighborhood association flags
  - Look tattered -- replace
- Block parties
- Community events
- Tax incentive to maintain home – According to maintenance
- Incentivize vs. Penalize – Be proactive, not reactive
- Involve ALL of Marion in Christmas lighting – Awards for best lighting
- Improve Boots Street
- Clean up alleys
  - Free, once a quarter
  - Remove large trash
- Signage for Neighborhood Associations w/ map of associations posted on existing poles
- Better code enforcement
- Work harder to get a neighborhood association in all areas
- Communicate what good things a neighborhood association does for you
- Needs: roads, sidewalks
- Information center on SR 18 or the bypass

### Northeast

- Wayfinding system – reduce unnecessary signage
  - Color coding
- Character lighting
- City looks old and unkempt, looks like a “rotten apple core”
- Encouraging neighborhood pride
- Put a referendum to vote out newspaper for a new
- Keep congruency throughout the city
- Work more as a whole
- Repairing and fixing the brick streets
  - The cost to pave
  - Possibly mill down pavement to the bricks
- Keep the neighborhood associations strong
- Be more architecturally sensitive to the surroundings
- Zoning uniformity issues
- Push tax sales on vacant or empty lots

### East

- DNA free trees program
- Trees along street
- Gateway
- Family-oriented area
  - Education being a priority and family values
- Brick sidewalk but hard to maintain
- More people downtown
  - Need a draw for people to go downtown
- Beautification north of SR 18 on Adams
  - First Fridays
- Neighborhood associations to maintain character of neighborhoods

- Lack of pride for taking care of property

### **Southeast**

- Fix/hide abandoned buildings
- General grooming/landscape
- Entrance from 18 (Gateway)
- Washington Street starts good
- Downtown
  - New brick needs to be cleaned
  - Courthouse (Heritage)
  - Old-Fashioned lights
  - Storefronts
  - Flowers/Landscaping
  - Blinds instead of boarded-up windows
- More police patrols
- Code enforcements
- Clean
- Definition between curb and Street
- Proper sidewalk treatment
- Sidewalks
- Entry ways (landscaping to denote specific neighborhoods)
- Curbing/storm drains – a lot of standing water
- Get rid of burn barrels
- Littering
- Lack of Neighborhood associations

### **South/Southwest**

- Owner-inhabited single-family dwellings on spacious, well-maintained lots
- Keep neighborhood character
- Need to keep regular maintenance going while planning for the future
- Issue fines for trashy houses, yards, cars
- Association involvement
- Make slum lords pay to oversee properties rented
- Use summons to warn “Clean-up must be done by \_\_\_\_ date or property will be torn down.”

### **West**

- Master planning for 10 year growth
- 5 acres – 16th/Norton
- New Life Park – to help family growth reunite the families and the neighborhood
- Community center
- Geneva and Lyons
- After school programs – involve family
- Community as 150 children
- Group called wings (pride plots – gardening)
- “Don’t preserve character. Find an ‘image.’”
- IWU painting of bridges on bypass (painted over)
- Graffiti needs to go!
- Improve road conditions
- Promote friendliness
- Improve city bus system
- Attract businesses / improvements
- Get away from fast food

- Bring more downtown
- Promote Civic Theater
- Mixture of old and new
- Mostly well-maintained, some bad
- Our homes are mostly all set back from the street in a uniform manner
- Clean up trailer courts
- Highly advertise Christmas City USA, Walkway of Lights, Easter Pageant, Marion Classics Bike Race
- Promotion Ideas
  - Have large events with “many entertainments”
  - Car Show/Craft Show daytime, Civic Theater/something else in evening
  - Musical events (Local or brought in)
  - Open Air Amphitheater for musical programs
- Program to pick up trash – Cannot do a lot because they can’t do anything with it
- Involving community with cleanup
- 8th Street Park for years has been asking for help with anything
  - Basketball, playground, picnic tables
  - Need somewhere for the youth to go
  - Trees have been cut down without being replaced in the park
- Businesses going out of business with sale signs or billboards/ads that make it look trashy
  - Not picking up rummage sale signs after they are over
- Get rid of taverns
- Mayor-Keep up good work in the city
- Sister City in Russia (Vladimer)
- Keep 1st Friday going
  - Possibly move down Adams street to relieve traffic congestion
  - Thursday night concerts with local talent
  - Mississinewa City Band
- Low crime rates compared to other neighborhoods
- Nothing is bothered

## Northwest

- Old Flinn Building – Renovate
- Signs on bypass
- Keep residential in neighborhoods
- Signage on roads telling you what neighborhoods/areas you are in
- Keep NIMBY’s out of neighborhoods
- Better signage
- Call downtown “Center City” or something that gives it identity
  - Draw people into it by signing “Entering Historic Center City”
- Park around old jail to make it a museum or something like that
- Improve access point on 18 from west
- Abandoned homes
- “Cold” industry
- Poor upkeep, maintenance
- Donate homes to Habitat for Humanity
- Empty businesses next to cancer services
- Westwood Square – Reduce blight, vacant businesses
- Encourage participation
- Clean yards
- Clean everything
  - Streets
  - Entrys



- Use local people (inmates)
- Create new jobs
- Run with “Make it Marion”
- Continue progression, reputation
- Low crime rate safe
- Help with design work
- Re-brand City as “progressive” – Display accomplishments, turn-around
- Find local investment
- 18 corridor entry
  - Good at Christmas Time
- Sidewalks, curbs
  - Streets first
- Neighborhood boundaries – Specific streets
- General
- Victory Gardens

## Meeting Results: Transportation

### North

- Shuttle from South Marion to north-side parks (i.e. Ballard, Matter)
- Special events transportation
- Potholes at Spencer and Nebraska
- Bike Lanes
- Improve bike accessibility
- Wayfinding on greenway
  - Where do I get off?
  - And to go where?
- Poorly-designed parking lots
- Stags Flooring
  - Valley Avenue poorly designed
  - Go through parking lot (at Stags)
- Location, routes, and bus stop information need to be posted
- Too many 1-way streets
- Marion and Butler intersection – Can't turn onto Marion either way according to signs
- Alleys need repaired
- Maintain alleyways – significant potholes
- Need egress on Alley – dead ends
- Need more sidewalks
- Roads need maintenance

### Northeast

- Highland Avenue
- Washington Street
- Lincoln Street
- Bond Avenue
- Lighting at Highland and Meridian
- Interstate development – Frontage roads
- Bypass
  - Frontage roads
  - “Suicide Lane” – Middle lane
  - Closed frontage road by Lowe's
  - Backage road?
- Sidewalks
  - Washington Street
  - All sidewalks need to be repaired (lots of weeds, tree routes)
- Snow removal/sand/salt needed – Proactive necessary
  - Damage caused by snowplows
- Curbs deteriorated
- Difficult to get to Post Office – One-Way streets
- Lack of enforcement of curb cuts after repavement/repairs
- Wesley Addition – Leaves need to be removed

## East

- Sidewalks
- Crosswalks
- Frontage road – along 18E
- Bike paths are needed – different terrain/flat and hills
- Boulevard types of streets
- Tree-lined streets with sidewalks, street lamps, bike lanes

## Southeast

- Bus system – Free!
  - Terminal
  - More buses
  - Re-evaluate current routes
  - Better signage
  - Spotty system
- Sidewalks need improvements
- Sidewalks decent in most areas
- Lack of sidewalks
- Amtrax could be put back
- Direct access to highway system
- Light timing is off
- Pedestrian traffic not good
- Poor infrastructure maintenance
- Intersection setbacks (Can't see around corners)
- South/Southwest
- Every block in Marion should have street lights and sidewalks for safety issues
- To improve circulation to areas, all issues must be addressed so circulation will occur in S. Marion
- People are tired of the buck being passed by Government
- Take care of the problems and the neighborhoods WILL improve and people will come
- IWU has increased transportation and circulation considerably in South Marion
- More community involvement is a must
- If we are not willing to participate, then we have no right to complain and gripe about the “bad”
- Bicycle access pathway from 50th Street to 42nd and Washington (Adult Graduate Studies to IWU)

## West

- Bus Service
  - Need designated pickups or stops
  - Need to call / sometimes to never pick up
  - Buses don't go down designated streets
  - Need to flag down buses
  - Stops need to be marked
  - Be on schedule (always late)
  - Bus shelters w/shelters for bad weather (i.e. corner w/ neighborhood sign and bench)
  - Go down wrong streets – Go down Michigan, supposed to go down Virginia
  - Virginia needs a specific spot
  - No bus service between 12-1pm
- Need another taxi service – Interurban service is kind of expensive
- Several housing for elderly and buses don't run past them – Not all are serviced
- Sidewalks needed in entire neighborhood
  - Lincoln School, 9th-8th, Sidewalks to Greenway on Miller
- Main corridors: 9th Street, Miller Street
- Commercial Corridors

- Repave sections of Lenfesty (Not just pothole fills)
- 9th street rezoned to mixed-use
- Miller should be mixed in use – Opportunity for business growth
- 10th and/or 11th Street extended from Miller Avenue to Michigan Avenue
- 16th Street needs widening
- 8th Street from Miller Avenue west to Alabama
- Lenfesty Avenue from 9th to Fairfield
- 4-way stop at 9th and Lenfesty
- 10th, 11th, 12th Streets need sidewalks
- Drainage on 9th Street between Norton and Lenfesty Avenues

### Northwest

- Sidewalks/Road improvements
  - Miller Avenue, Brandon Street, Western Avenue
- Need more throughways
  - 30th Street dead-ends into bypass, can be connected to Valley Avenue
  - Always congested in this area
  - Geneva south down to 38th Street
  - 26th Street to 38th Street
  - Possible connections across river
- No bus access to Westwood Square
- Extend hours of public transit – i.e. Weekends
- Review ridership – Alter bus size accordingly
- Review concentration of routes – Not too spread out
- Too many curved – Hard to navigate
- College blocked streets
- General
- White Bike Program (Bike sharing)
- Car free days downtown
- Bike/Walk to Work Day/Week
- Complete Streets
  - Reconfigure 3-lane, one way roads to 2-lane with bike lanes





## Meeting Results: Parks + Recreation

### North

- More parks like Matter
  - Not big enough
- Promote park events
- One major park in North, one in South
- Promote community unity on parks
- Better access points to Riverwalk
- More greenspace within city
- Connect YMCA to River Walk
- People need to volunteer to help at parks
- Crafts in parks in summer
- Better trash pick-up in parks
- Educate people to be good citizens
- Better communication about park programs
- Emergency phones along Walkway
- Trash cans and plastic bags for animal waste
- Basketball courts in Matter Park

### Northeast

- Promotion and expansion of Cardinal Greenway
- Green areas up-town around square
- Connectivity between parks
- Individual park event promotions
- Activities for all generations and interests (x2)
- Changing Christmas parade from night to day for safety
- Retain college students
- Provide “districts” of activities
  - (e.g. Skate park and bike trails located with band amphitheater in specific part of town)
- Using YMCA to organize promotional events
- Multiple schools and parks spread about Marion
- Embrace technology □ WiFi internet
- Move First Friday down by the river
- Parks and Recreation has too much budget
- Greenway takes away from the Riverwalk
  - Won't promote Greenway
- Riverwalk follows river then in front of houses to the park

### East

- Love park but beef it up a little bit more
- Park across from Ivy Tech
- On Eastside (Small park)
- Like going down to the River off the Walkway – nice, private, not many people
- Siding for pavilions in park need to look better
- Back by the (Zoo) could be cleaned up
- Small park to support development for families
- Combine Splash House with skate park and BMX
- Ballard Park – Develop more (More than just soccer fields)
  - People need to know about it
- Organized events
- Theme

- Mallard Friendly Corner
  - “Friendly Corner East”
- Riverwalk extended
- Cut down bad trees
- Connect Riverwalk with Greenway

### **Southeast**

- Mega Parks – neighborhood accessibility (Megas too far away)
  - What happens with other small parks?
- 28th Street – seating needed
  - Tree growth/broken
- Good park in Thomas Jefferson
- Kids/Parent Council to help with maintenance and clean-up
- Skateboarding moved to Splash House (Junction Park)
- Charge for park at Splash House -- Profit
- Neighborhood independence
  - Allow specific neighbors to care for smaller local parks versus linking large park system
- Increase summer activities at Matter Park
- Skate park has little use in current location
- Picnic tables and seating is lacking
- Neighborhood parks are the majority in favor of
- Neighborhood park on 28th Street needs tables and benches
  - As many as 30 children an evening play there
- Skate Park – Hogan a dead zone, never see anyone there unless they have events
- Pocket parks are tied together with walkways -- What about the safety?
- Business services needed in area
  - Used to be gas station, would like to have one back
  - Horner’s Meat Market
  - Laundromat would be nice to have
- “Moved to area when it was clean and friendly. Great mixture of homes with plenty of pride. Would like to head back that direction.”

### **South/Southwest**

- “We have enough parks.”
- Fix streetlights, water drainage
- Children do not use neighborhood parks as they did in the past

### **West**

- 7th Street Park
  - Needs swings/pavilion, other options (basketball courts, horseshoes)
- Need neighborhood park east of Lincoln School between 9th and Railroad
- Webster Park – Needs better maintenance
- Neighborhood parks are very important
- Upgrade neighborhood parks
- Grant money for parks to offset low incomes
- Add equipment to existing parks
- Park at 13th and Geneva □ Expand to vacant plot
- Park at 7th and Michigan
- Post hours on Greenway (For safety)
- Expand parks or improve existing
  - Already enough for the size of the neighborhood
  - No additional parks necessary

- Skate park merged with regular park to draw more people in, attract wider age range
- New park in south end of Malleable site
- New equipment at existing park (8th Street)
- Clean up Cardinal Greenway
- Yearly Clean-up
  - 9th Street possibly monthly clean-up from association to pick up trash
  - The people of the community need to be involved and do the work
  - Somehow to dispose of all materials (Non-environmentally friendly materials will not be picked up during clean-up)
- Yard cleanup / Sometimes you need bags, sometimes you don't
  - It costs more when you have to bag the leaves
- Bags (paper) get wet from rain before they are picked up
- Need collection of materials that aren't always collected
- Railway ties left on Greenway
- Trash pickup along Greenway
- Greenway does not feel as safe to walk alone
  - Pick up trash
  - Add lighting
  - Keep it clear to keep out "bad" people and activities
- Geneva expansion or improvement
- New Life has a public playground
- Geneva – Old equipment not utilized to full potential
- Lincoln playground not public? (School playground)
- Cardinal Greenway is good
- 7th and Michigan Park is being updated
- New Life community center
- After school programs
  - 7th and Nebraska After School program is a good example
- Banquet Hall (New Life) is being used
- Do something positive with Geneva Park

### Northwest

- Dog Park
- Basketball Courts
  - Kids play in the street
- Expand Splash House
- Somewhere in the county possibly large recreation park/amusement
  - This can act as an attraction to the area
  - People don't have to travel as far
- Park in Fox Run neighborhood
  - Elderly live in that area
  - Duck pond, picnic, trails, benches
- Add more access points
  - Cut steps down hills to access
  - Sidewalks to trail head
- Parks
  - Need swings, children's activities
  - Improve street access
- Promote neighborhood parks
- Reinstall ball park at Sunnycrest (x2)
  - Westlea Park, too
- Improve handicap accessibility in neighborhood parks

- Upgrade public restroom facilities
  - Install in some (no porta-johns)
- Drinking fountains needed in some parks
- Are people using existing parks
- Make DANA park private (buy)
- Promote unique events
- Sunnycrest Park needs new play equipment
- Activities at the parks (Crafts, etc.)
- Update according to usage/neighborhood age structure
- Close parks are better for smaller parks
- Money spent on Splash House should be spend on small parks /some people can't afford it
- General

## Meeting Results: Land Use + Zoning

### North

- Old vacant portion of Motel 6 needs torn down
- Vacant commercial properties
- Enforce the ordinance we have
- Too many unapproved new buildings
- Lack of enforcement
- Zoning code enforcement
  - Complaints are “recorded” but nothing is ever done
  - Back or support the people trying to enforce
- Too many unapproved in-home businesses – No signs/advertising
  - Creates traffic, such as semis
- Rezone old industrial lots to residential to avoid junkyards from moving in
- Proximity to strip club

### Northeast

#### East

- No billboards
- No adult stores
- No bars
- Sidewalks mandatory for development
- Southeast
- South/Southwest

#### West

- 9th and Miller – Community drug store
- Small grocery
- Walking distance for several businesses
- Keep kids from riding bikes to the bypass
- 

#### Northwest

- Daycare / Pizza restaurant
- Different hours/nighttime, “disruption”
- Parking
- Trash
- Westwood Square
  - Poor upkeep, traffic cut through
- Focus commercial infill in Westwood
- Avoid evening “bar hours” activities
- Provide professional services
- Industrial use placed right next to residential neighborhoods
  - Increased truck traffic on small residential streets
- Close enough to mall, do not need commercial mixed into residential
- Fill vacant commercial properties before using residential properties for business
- Public land is not a dump site
  - Trash is left all over vacant lots/properties
- Signage
  - Do away with billboards not being used
  - Enforcement of ordinances for signs within neighborhoods
- Zoning enforcement!



- Channel 9 for public announcements? (Variances and rezones)
- General
- Swayzee and Indiana Street
  - SW corner, PALS garage, junk truck trailer
- Eliminate non-conforming uses
- Iron out zoning violation procedure

## Meeting Results: Economic Development

### North

- Pool downtown organizations to improve efficiency
- Attract “good” businesses (morally, financially, etc.)
- Sit-down restaurant □ No more fast food (x2)  
e.g. IHOP, Ivanhoe’s
- Home support + repair businesses
- Business development strategies
  - Education/Incubator
  - Promote “good” business
  - Better training -- Better services
- Department store (Meijer, etc.)
- Trader Joe’s
- Ethnic food restaurants
- Revamp downtown to accommodate small businesses
- VIP North/South
- Call/Help Center
- Downtown Café of sorts – Drive Thru?
- City withholds retail licenses
- Any job opportunities
- Specialty stores
- “On the right track, continue with what we are doing.”
- Increase SR 18 attractiveness
- Follow South sector’s example of new development
- To attract businesses, something needs to be done about taxes
- Need more businesses on north side of town
- No more bars, liquor stores, fast food
- More on North side, near hotels, etc.

### Northeast

- Bring in eating area (family)
  - Something aside from fast food
- Grocery store -- “Combine”
- Too many foreign businesses moving in
  - Begin new American businesses
- Attract people from other parts of Marion
- Renovation to the mall drove rental prices, removed tenants
  - Zero-Sum Gain
- Need higher-paying jobs – Too many minimum wage
- Promote parks, make city look attractive to businesses, families
- Manufacturing loss left many skilled labor people optionless
- Aside from the mall, few places to shop
- No businesses downtown with trucks

### East

- Better stores, more variety of stores, fair-priced stores
- Job opportunities
- Good, nice restaurants, sit-down (x2) -- not fast food
  - Texas Roadhouse, etc.
- Residents have to drive out to eat
- Too much blight in the area

- Target, Kroger
- Better services, community service – “Waitresses, etc.”
- Well-known, recognizable businesses

### **Southeast**

- Meijer – Good competition for Wal-Mart
  - New restaurants (IHOP, Culvers, etc.)
    - Keep businesses in town
  - New jobs needed -- More professionals, not just distribution/food services
    - High-Tech industrial to replace old industrial
    - More like Medical park
    - Great Care
    - Expansion for more jobs
    - Education -- Ivy Tech, IWU
  - Trienda – Industrial jobs
    - More potential in building
  - Allow companies to inhabit vacant facilities
  - Bring locally-owned and operated businesses, especially into downtown
  - 24 Hour restaurant off of I-69 – Something to draw in from the interstate
  - Boulevards or some kind of gateway into town
    - Medians with vegetation
  - Gas Station at 30th and Home
  - Laundromat on 30th
  - Horner’s Meat Market
  - New Meijer
  - Prefer smaller stores as opposed to Walmart and Meijer
  - CVS
  - More commercial jobs
- 
- **South/Southwest**
  - Law enforcement – Enforce the laws that are on the books, don’t need new ones
  - Reduce taxes, especially on businesses
  - Reduce regulations
  - Infrastructure improvement
    - Infrastructure deterioration
  - Stop driving away businesses that want to locate here  
(i.e. Chrysler, brewery, purified water company, prison)
  - Growth/new businesses
  - Health clinic
  - Shopping/new stores
    - Meijer/Wal-Mart/Mini-mall
  - “Why do we let things get so bad before something is done?”
    - Pass the Buck
    - No one wants to take responsibility
    - Let someone else do it
    - Money misused for fixing/needs
  - Change Washington Street to SR 9 to bring more businesses in
  - Grocery store coming to the area – Meijer is a plus
  - Small business owners that are very personal and been in business for years
  - Taxes to be lowered and not raised all the time

## West

- Drug store, convenience store (x3)
  - Walgreen or CVS at Malleable property (x2)
  - Possibly at 9th and Miller
- Redevelop Malleable site (x2)
  - Business development on corner
- Something in the old Kmart building
- Neighborhood market
- Save DANA
- Claim frontage at Big Lots parking lot as an outparcel for development
- Annex west, build out industrial
- Reuse existing land for business
- Overhaul on Miller Avenue
  - Aesthetic, functional improvements
- 9th Street beautification projects
- Retain Lincoln school
- Rehab old Malleable corporate offices
- Something other than Village Pantry (x2)
- Churches/neighborhood used shuttles to and from events
  - Get people from home to town without driving
- Bring more downtown
- Somewhere that employs residents but doesn't destroy neighborhood
- Car Wash, book store, restaurant, small strip mall
- Run 10th Street through from Miller through Malleable property
- Iron Works -- New Life
  - Old New Life -- Community Center
- 16th (Agricultural Land) into New Life park

## Northwest

- Smaller shops need to move into empty downtown buildings
- Fill up the mall
  - Hobby Lobby needs to come back
- Fast food chains take away from small local restaurants surviving in the area
- Crane Pond – all city utilities except their phone lines
  - Bundle everything together
- Develop and revitalize Downtown
  - Family eatery (Privately owned)
  - Fabric shop
  - Bakery
  - Women's apparel store
  - Shoe store
- Focus on Downtown
- Increase businesses
- New Restaurants
  - Sit-down restaurants (x2)
- Abandoned Home Depot
  - Section off for smaller businesses
  - Rent section to local schools to increase revenue
- Taste of Marion
- History education of Marion – Old and new history
- VA, abandoned buildings near site
  - Possible history of Marion

- Museum
- Publicize First Friday outside of Marion to draw visitors
- Reclaim industries
  - Reuse existing buildings
- Reuse vacant buildings for other purposes
- Lure businesses from other locations
  - Illinois -- Marion, etc.
- Satellite campus move into unused buildings – Ivy Tech
- Embrace Blue Collar -- White Collar shift
- Encourage tech jobs
- Create a business conducive environment – Low Taxes
- Businesses with good salaries, benefits
- More jobs necessary
- More on the north side
- 10 empty buildings on the Bypass
- General



## SA#1 Downtown Current Zoning Ordinances

### CC - Central Core

§ 153.021 (C) Commercial Districts. Seven commercial districts, PB, AB, LB, CB, CC, GB, and SC, are established to meet the specific requirements for the several classes of business uses needed to give adequate service throughout the city as related to present and future development. CC is a special district, applicable only to the Central Core of the downtown. It is established to provide for the special needs of this area, by waiving certain requirements in regard to parking, sign regulations and the like, which are necessary in other commercial districts.

### CB - Central Business

§ 153.021 (C) Commercial Districts. Seven commercial districts, PB, AB, LB, CB, CC, GB, and SC, are established to meet the specific requirements for the several classes of business uses needed to give adequate service throughout the city as related to present and future development. The CB District is established to include areas that are intended to serve as the Central Business District for urban places. District boundaries are 2nd to 6th Streets, and Boots to Branson Streets.

### PB - Professional Business

§ 153.021 (C) Commercial Districts. Seven commercial districts, PB, AB, LB, CB, CC, GB, and SC, are established to meet the specific requirements for the several classes of business uses needed to give adequate service throughout the city as related to present and future development. The PB District is established as a buffer, generally between commercial and residential districts permitting selected professional and business uses having limited contact with the public.

### R1 - Low Density Single Family Residential

§ 153.021 (B) Residential Districts. Six districts, RS, R1, R2, R3, R4, and R5, are established for residential use in conformity with the types of neighborhoods, which have occurred, and are likely to develop in the areas so designated on the Zone Maps. The districts differ primarily with respect to requirements of lot size, building ground floor area, and the number of families that may be housed in one building. R1 is a single-family, low-density residential district. The minimum lot size and building area are less than the RS District. R1 Districts usually include new and developing single-family neighborhoods and subdivisions.

### R2 - Medium Density Single Family Residential

§ 153.021 (B) Residential Districts. Six districts, RS, R1, R2, R3, R4, and R5, are established for residential use in conformity with the types of neighborhoods, which have occurred, and are likely to develop in the areas so designated on the Zone Maps. The districts differ primarily with respect to requirements of lot size, building ground floor area, and the number of families that may be housed in one building. The R2 District is primarily a medium density single-family district. The R2 requirements as to minimum lots and ground floor area of buildings are less than those specified for residential districts RS and R1. This district frequently applies to existing residential neighborhoods and comparable expansions thereof.

## **R5 - High Density Single and Multi-Family Residential**

§ 153.021 (B) Residential Districts. Six districts, RS, R1, R2, R3, R4, and R5, are established for residential use in conformity with the types of neighborhoods, which have occurred, and are likely to develop in the areas so designated on the Zone Maps. The districts differ with respect to requirements of lot size, building ground floor area, and the number of families that may be housed in one building. R5 is relatively high-density residential district with all types of residential development permitted. The minimum lot and ground floor requirements are the lowest of any residential district.

## **I1 - Light Industry**

§ 153.021 (D) Industrial Districts. Three districts, I1, I2, and I3, are established to meet the present and future needs of the city for industrial development operations, including some ancillary services for industry and employees. A brief description of the industrial districts follows. The I1 district incorporates many of the existing industrial developments and provides for their expansion. Generally, the permitted uses will include only those where all of the operations, including the storage of material, are confined within a building and the performance characteristics are compatible with uses permitted in neighboring districts.

## Parking Study Map

It is important to note the relationship of private to public parking spaces in this map or chart. There is an overabundance of parking both private and public. This parking needs to be concentrated or at the very least reregulated to include a private/ public relationship.

Parking consists of **40%** of buildable land in the downtown area.

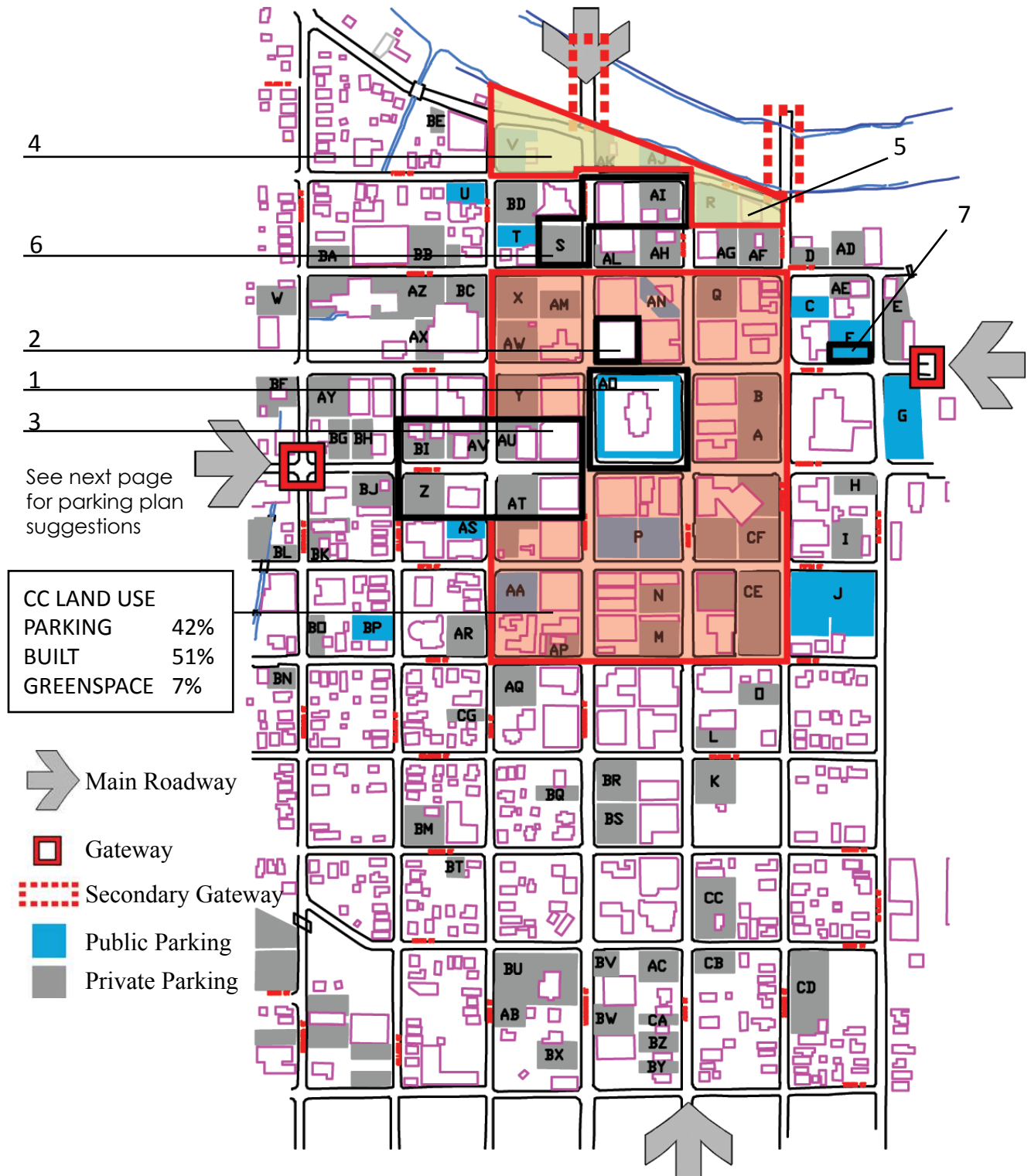


LOT	TOTAL SPACES	PUBLIC	PRIVATE
A	38	0	38
B	35	0	35
C	30	30	0
D	21	0	21
E	25	0	25
F	24	24	0
G	75	12	63
H	20	0	20
I	55	0	55
J	200	200	0
K	56	0	56
L	26	0	26
M	50	0	50
N	26	0	26
O	30	0	30
P	120	20	100
Q	60	0	60
R	50	50	0
S	40	0	40
T	28	28	0
U	26	26	0
V	35	0	35
W	40	0	40
X	61	0	61
Y	41	0	41
Z	50	0	50
AA	56	16	40
AB	30	0	30
AC	22	0	22
AD	27	0	27
AE	6	0	6
AF	10	0	10
AG	64	0	64
AH	30	0	30
AI	30	0	30
AJ	24	24	0
AK	15	0	15
AL	6	0	6
AM	52	0	52
AN	5	5	0
AO	96	96	0
AP	12	0	12
AQ	40	0	40
AR	40	0	40

LOT	TOTAL SPACES	PUBLIC	PRIVATE
AS	20	20	0
AT	45	0	45
AU	15	0	15
AV	18	0	18
AW	15	0	15
AX	15	0	15
AY	40	0	40
AZ	30	0	30
BA	25	0	25
BB	38	0	38
BC	15	0	15
BD	35	0	35
BE	10	0	10
BF	36	0	36
BG	8	0	8
BH	24	0	24
BI	14	0	14
BJ	25	0	25
BK	35	0	35
BL	55	0	55
BM	35	0	35
BN	15	0	15
BO	15	0	15
BP	25	25	0
BQ	10	0	10
BR	30	0	30
BS	30	0	30
BT	15	0	15
BU	35	0	35
BV	20	0	20
BW	40	0	40
BX	20	0	20
BY	8	0	8
BZ	10	0	10
CA	8	0	8
CB	13	0	13
CC	35	0	35
CD	100	0	100
CE	58	0	58
CF	80	0	80
CG	7	0	7
<b>TOTALS:</b>	<b>2954</b>	<b>576*</b>	<b>2378</b>

\*not including on-street parking (other than on street-parking around the Square)

# Parking Plan





## Parking Plan Suggestions: updated June 2009 (indicated on previous page)

1. Work with the County to relocate employee vehicles to surrounding lots.
2. By creating 2 hour parking in this lot, one of the first things that visitors traveling the main corridor of SR 18W will see is a large public parking lot. This lot should be well landscaped to preserve the height and definition of The Square and paved in a transitional surface that can also be used as public plaza space when needed.
3. A lot for public use should be acquired along SR 18E (preferably lot AU or AT). If no lot is acquired, directional signage should be placed at 4th and Washington to Lot P, the “Super Lot.”
4. This entire area should be reserved for public Riverfront space. While parking is a necessity, it should be paved in the same transitional surface as the rest of the plaza and buffered with trees. Parking should be located at the edge of the space, such as at lot V (or the lot mentioned in #5 if acquired).
5. Previous Locker Bar: The City has acquired this property to use as public parking, allowing lot R to be used as plaza space along the river.
6. Lot AI is a necessary part of the Riverfront Plaza. The city could acquire lot S and trade for lot AI to service tenants of the building.
7. The City should place public parking along the entire southern edge of this lot, so the first thing people traveling on 18W see is a “free parking” sign in this nicely landscaped lot.

Lot	Public	Private	Current Use	Recommended Use
C	30	-	Vacant	Lease/ Sell to Castle Apts
F	24	-	City Hall Employees	Place 1-2 hour Public parking-Entire south row w/ signs
G	12	63	City Hall Visitors/ Employees	Remain
J	200	-	County Employee	County Employee parking/ event parking
P	20	100	Public/ Private	Public parking & event space
R	50	-	Underutilized	Future River Front Plaza Space -OR parking for River Plaza
T	28	-	Unknown	Sell/ Lease
U	26	-	Unknown	Lease/ event parking
V	35	-	Vacant	Future River Front Plaza Space-OR parking for River Plaza
AA	16	40	Public/ Private	Remain
AJ	24	-	Vacant	Future public River Plaza Space
AN	5	-	Bus Depot	Remain
AO	96	-	Courthouse	Remain 2 hour public parking
AS	20	-	Unknown	Potentially trade for something in area 3
BP	25	-	Unknown	Sell/ Lease

### Recommended Public Aquisitions:

Acquire	Trade	
S		To trade for lot AI
AI	S	Use to expand Public River Plaza
5		Future Parking for River Plaza
2		Public Parking/ Transitional Plaza Space
Area 3	Trade for lot AS	City should acquire public parking lot along 18E to promote idea of public parking and encourage shopping

## SA#2 Village Current Zoning Ordinances

The entirety of The Village is zoned as Central Business (CB), with a small section of land zoned Medium Density Single Family Residential (R4) (reference zoning map on page 8). Within the CB zone, The Village is characteristically separated into two separate districts (BD1 & BD2).

### CB-Central Business

Commercial Districts. Seven commercial districts -PB, AB, LB, CB, CC, GB, and SC-, are established to meet the specific requirements for the several classes of business uses needed to give adequate service throughout the city as related to present and future development.

The CB District is established to include areas that are intended to serve as the Central Business District for urban places. District boundaries are 2nd to 6th Streets, and Boots to Branson Streets.

#### CB-Signage Requirements

- Not more than 150 square feet of the total sign area shall be permitted for any one building.
- No sign or part thereof shall be attached to or extend over any public street right-of-way.
- The area of a sign shall be calculated by multiplying its maximum vertical dimension by its maximum horizontal dimension if the sign is combined on a single sign face. If separate letters or symbols are used and attached independently, the actual size of each component shall be calculated to determine sign size.
- A double faced sign may be erected having the allowed sign area on each side of the sign, provided the maximum dimension between the two faces of the double faced sign shall not exceed 24 inches or 10% of the maximum dimension of the face of the sign whichever is the lesser.
- No sign shall be erected at the intersection of any streets obstructing free and clear vision of operators of motor vehicles, or interfere with, mislead or confuse traffic.
- Lights used to illuminate signs shall be installed so as to concentrate the illumination on the sign or advertising structure and to minimize glare upon a public street or adjacent property.
- Signs may be painted upon the surface of a building; provided, however, that when such signs are so located to face a residential district, any lights on the signs shall not shine directly at the residential district.
- Advertising structures (billboards) are not permitted.

#### CB-Parking Requirements:

- All Parking lots must be buffered from residential uses by 6' tall landscaping or fence
- Amusement & Recreation Uses (SIC 78/79)
  - 1 space per 100 sq.ft. of sales area and areas open for public use and access
- Institutional Uses (SIC 43/805/806/82)
  - 1 space per 100 sq.ft. of sales area and areas open for public use and access
- Large Product Retail & Services (SIC 52/55/5712/5722)
  - 1 space per 100 sq.ft. of sales area and areas open for public use and access
  - 1 parking space per 400 square feet gross floor area
- Nonclassified Uses (SIC 99) As determined by BZA
- Residential Uses (SIC 99) Not Applicable

- Office & Business Services (SIC 60-65/67/73/80/81/83/86/87)
  - 1 space per 100 sq.ft. of sales area and areas open for public use and access
  - Parking requirements for a standard site design for a chain, designed by a design professional, can be based on documentation (provided by the developer in writing) of parking needs of successful similar developments at the Plan Department's discretion.
- Retail & Service Uses (SIC 53/54/56-59/70/72/75/76/89)
  - 1 space per 100 sq.ft. of sales area and areas open for public use and access
  - Parking requirements for a standard site design for a chain, designed by a design professional, can be based on documentation (provided by the developer in writing) of parking needs of successful similar developments at the Plan Department's discretion.
- Transportation & Utility Uses (SIC 40-42/44-49)
  - 1 space per 100 sq.ft. of sales area and areas open for public use and access
- Multiple Purpose/ Multiple Unit leased commercial complexes with variable office, industrial, retail uses & space open to the public
  - 1 parking space per 150 sq.ft. gross floor area

#### CB-District Requirements

##### Commercial & Industrial

###### Minimum Side Yards:

- Adjoining Residential District: 15'
- Not Adjoining Residential District: 10'

###### Minimum Street Side Yard: 5'

###### Maximum Building Height: 75'

##### Multi Family

###### Minimum Lot Size: 6,000 sq.ft.

###### Minimum Lot Area Per Dwelling Unit:

- Multifamily with sewers: 1,000 sq.ft.
- Multifamily without sewers: 43,560 sq.ft.
- Two-family with sewers: 2,000 sq.ft.
- Two-family without sewers: 4,000 sq.ft.

###### Minimum Lot Width: 50'

###### Maximum Building Height: 60'

###### Minimum Front Yard:

- Arterial Highway: 20'
- Collector Highway or Local Street: 15'

###### Minimum Side Yard in % of Lot Width: 10% (5' minimum)

###### Minimum Rear Yard: 15'

###### Minimum distance between main and accessory buildings: 20'

###### Minimum distance between main buildings: 25'

###### Minimum Building Front Line for Two Family (per unit): 10'

###### Minimum ground floor Building Area in Square Feet:

- One-Story Dwelling: 672+400/ DU
- Multi-Story Dwelling: 672+400/ DU

###### # Of Off-Street Parking Spaces to be provided on Lot:

- 1.5/ Dwelling Unit

###### Maximum Lot Coverage in % of Lot Area: 50%

## SA#3 Campus Area Current Zoning Ordinances

### R4 - Medium Density Single & Multi-Family Residential

#### Permitted Uses:

\*All uses not found on this list will require a Variance hearing in front of the Board of Zoning Appeals.

- Bed & Breakfast
- Boarding or Lodging House
- Church/Temple
- College & Universities
- Contractors Temp. Building
- Convalescent Homes
- Day Care Center
- Dwelling: Multi/Single/Two-Family
- Elementary & Secondary Schools
- Farm General
- Fraternity, Sorority, or Student Co-Opp
- Golf & Country Clubs
- Guest House/Caretaker
- Home for the aged
- Home Professional Office
- Home Stay, host home
- Hospitals
- Junior Colleges
- Libraries & Information Centers
- Nursing Home
- Orphanage
- Police/Fire Station
- Private Swimming Pool
- Public Golf Courses
- Public Park/Recreation Facility
- Telephone Exchange
- Temporary Mobile Home
- Transmission Lines for Utilities

#### Signage Requirements:

\*All new, refaced, and temporary signs require a permit from the Advisory Plan Department.

- Name plates shall not exceed 2 square feet. in area and display only the following:
  - Name of the premises upon which it is displayed.
  - Name of the owner or lessee of said premises.
  - Address of said premises.
- Advertising structures (billboards) are not permitted.

#### Setback Requirements:

##### \*Single Family Dwelling\*

- Min. Lot Area in Sqft. per Unit
  - With Sewers: 8,000
  - Without Sewers: 16,000
- Min. Lot Width: 60 ft.
- Max. Building Height: 35 ft.
- Min. Front Yard:
  - Arterial Highway: 20 ft.
  - Local Highway/Street: 15 ft.
- Min. Side Yard % of Width: 10%
  - (between 5 ft. and 25ft.)
- Min. Rear Yard:
  - Main Building: 20 ft.
  - Accessory Building: 5 ft.
- Min. Building Front Line: 20 ft.
- Vision Clearance on Corner Lots: Yes
- Min. Ground Floor Building Area:
  - One Story Dwelling: 720 sqft.
  - Two Story Dwelling: 672 sqft.
- Max. Lot Coverage: 35%

##### \*Multi-family Dwelling\*

- Min. Lots Size: 8,000
- Min. Lot Area per Dwelling:
  - Multifamily w/sewers 2,000 (w/o 43,560)
  - Two-family w/sewers 4,000 (w/o 8,000)
- Min. Lot Width: 60 ft.
- Max. Building Height: 45 ft.
- Min. Front Yard:
  - Arterial highway: 25 ft.
  - Collector/Local Street 20 ft.
- Min. Side Yard % of Width: 10%
- Min. Rear Yard: 20 ft.
- Min. distance between main and accessory building: 20 ft.
- Min. distance between main buildings: 25 ft.
- Min. building front line for Two-Family (per unit): 12 ft.
- Vision Clearance on Corner Lots: YES
- Min. Ground Floor Building Area:
  - One Story Dwelling: 672+400/DU
  - Two Story Dwelling: 672+400/DU
- Max. Lot Coverage: 40%

## Main Campus Zoning Descriptions

### R2 - Medium Density Single Family Residential

#### Permitted Uses:

\*All uses not found on this list will require a Variance hearing in front of the Board of Zoning Appeals.

- Dwelling, single family
- Elementary & Secondary Schools
- Farm General
- Home stay, host home
- Private swimming pools
- Public park or Recreation Facility
- Temporary mobile home
- Transmission Lines for Utilities.

#### Signage Requirements:

\*All new, refaced, and temporary signs require a permit from the Advisory Plan Department.

- Name plates shall not exceed 2 square feet. in area and display only the following:
  - Name of the premises upon which it is displayed.
  - Name of the owner or lessee of said premises.
  - Address of said premises.
- Advertising structures (billboards) are not permitted.

#### Setback Requirements:

\*Single Family Dwelling\*

- Min. Lot Area in Sqft. per Unit
  - With Sewers: 10,000
  - Without Sewers: 20,000
- Min. Lot Width: 75 ft.
- Max. Building Height: 25 ft.
- Min. Front Yard:
  - Arterial Highway: 30 ft.
  - Local Highway/Street: 20 ft.
- Min. Side Yard % of Width: 10%
  - (between 5 ft. and 25ft.)
- Min. Rear Yard:
  - Main Building: 20 ft.
  - Accessory Building: 5 ft.
- Min. Building Front Line: 24 ft.
- Vision Clearance on Corner Lots: YES
- Min. Ground Floor Building Area:
  - One Story Dwelling: 960 sqft.
  - Two Story Dwelling: 720 sqft.
- Max. Lot Coverage: 30%
- # of Off-Street Parking Spaces to be provided on Lot: 2



# College Park Survey Results

The following are results from the surveys distributed at the neighborhood meeting. There was a diverse group of people that attended the meeting. Thirty-six surveys were returned and documented. The total number of answers are noted as well as the percentage of the people who answered the same.

Age		
	Total	Percentage
Under 18	0	0%
18 - 25	2	6%
26 - 35	3	8%
36 - 45	4	11%
46 - 55	12	33%
56 - 65	5	14%
65 +	10	28%
36 Answers		100%

Sex		
	Total	Percentage
Male	15	42%
Female	19	53%
No Answer	2	6%

Household Income		
	Total	Percentage
\$0-20,000	0	0%
\$20-40,000	11	31%
\$40-60,000	11	31%
\$60,000 +	12	33%
No Answer	2	6%
36 Answers		100%

## TOP 5 Needs Most Improvement

- Street and Sidewalk Conditions
- Parking
- Water Drainage
- Construction
- Cleanliness of Streets

## TOP 5 Favorite Aspects of Neighborhood

- College Amenities
- Safety
- Quiet
- Walkability
- Aesthetic Atmosphere

Total Number in Household		
	Total	Percentage
1	6	17%
2	17	47%
3	4	11%
4	6	17%
5	2	6%
No Answer	1	3%
36 Answers		100%

There was a very diverse age group at the meeting. Remarkably, many people over the age of 46 attended this meeting in a neighborhood that is heavily populated by students at IWU.

Out of all the surveys, many people answered the same way with the features that need most improvement and personal favorite aspects of the neighborhood. Most of the favorite aspects concerned the IWU campus and how it is a major asset to the community.

Many of the people answering the survey have either lived in this neighborhood for a very long time or they have just moved to the neighborhood. This helps to give diverse opinions and answers about College Park neighborhood. An important question from this section of the survey was concerning home-based businesses. For the most part everyone agreed that they should be allowed in the neighborhood with proper restrictions to make sure they do not take away from the community.

#### **How long have you lived in your neighborhood?**

	Percentage
Less than 1 year	6%
1 - 5 years	36%
6 - 10 years	8%
11 - 20 years	11%
21 - 30 years	11%
31 + years	28%
	100%

#### **Do you know that you have a Neighborhood Association?**

	Percentage
Yes, I have attended a meeting in the past.	50%
Yes, but I can't make it to the meetings.	28%
Yes, but I am not interested in being involved.	3%
No, I am not aware of our association.	6%
No, but I am interested in attending in the future.	11%
No Answer	3%
	100%

#### **How do you feel about Home-Based businesses?**

	Percentage
Do not allow in my neighborhood.	0%
Allow home offices that have no impact outside of home.	50%
Allow with parking, signage, and lighting restrictions.	44%
Allow anywhere, without restrictions.	6%
	100%

#### **Which of the following would you support?**

(Check all that apply)	Percentage
A neighborhood newsletter.	25%
A neighborhood welcoming committee.	25%
An organized neighborhood rummage sale.	17%
A neighborhood garden club for common area.	15%
Nothing.	18%
	100%

This portion of the survey was based on a rating system to get opinions on different aspects of the community. The total number of answers as well as the percentage of the total amount of people who answered the same way as shown below.

**Which of the following would you support?**

	Percentage
Our neighborhood is generally safe.	56% Agree/ 36% Strongly Agree
Our neighborhood is well lit & safe to walk at night.	42% Agree/ 17% Disagree
Our neighborhood is well lit & safe to walk at night.	47% Disagree/ 22% Strongly Disagree
Owners take good care of their properties.	42% Agree/ 25% Disagree
It is easy to walk or bike in our neighborhood.	36% Agree/ 28% Strongly Agree

**Which of the following would you support?**

	Percentage
We need more neighborhood businesses.	39% No Opinion/ 25% Disagree
Housing is affordable in this neighborhood.	64% Agree/ 19% No Opinion
I would buy produce at a farmer's market (within 1 mile)	47% Strongly Agree/ 33% Agree
I know many of my neighbors.	31% Agree/ 25% No Opinion
I have easy access to public transportation.	44% No Opinion/ 22% Agree

**Which of the following would you support?**

	Percentage
We need programs to help owners improve their property.	33% Agree/ 28% No Opinion
We need to improve our overall street appearance/cleanliness.	33% Agree/ 28% No Opinion
We need improved/additional sidewalks.	39% Strongly Agree/ 39% Agree
We need more parks/recreational opportunities.	42% No Opinion/ 25% Strongly Agree

**Which of the following would you support?**

	Percentage
I enjoy living in this neighborhood.	44% Agree/ 31% Strongly Agree
I participate in the annual cleanup day	
Local services are outstanding (police, fire, trash, etc.)	44% Agree/ 22% Strongly Agree/ No Opinion
Traffic is a problem in this neighborhood.	36% Disagree/ 22% No Opinion



## Campus Planning Workshop Summary

Prepared by: Bonar Group

### City of Marion College Park – IWU Planning Workshop Summary

In January 2009, while attending the Indiana Association of Cities and Towns Annual Conference, the City of Marion won a raffle prize from Bonar Group, Inc., in the form of a free planning workshop. Susan Moriarty and Marsha Craney from Bonar group met with Mayor Wayne Seybold and Engineer Mike Graft to explore possibilities. The area of south Marion, particularly the Washington Street/Adams Street corridor was noted as the most pressing need for improvement. A design charrette was discussed but determined to be more involved than the workshop would accommodate.

A subsequent discussion with Planning Director Aletha Dunston identified the need for a general public workshop to provide information from the College Park-Indiana Wesleyan University (IWU) area for the comprehensive planning effort being undertaken by the Advisory Plan Department. Brendan Bowen, IWU Vice President for Operations and Facilities Planning was asked to serve on the Steering Committee with Aletha Dunston.

An open community meeting was planned and scheduled for March 26, 2009 at the College Wesleyan Church on 38<sup>th</sup> Street. Public announcements were published in the Marion Chronicle Tribune and the Sojourn newspapers, invitations were sent to department city and university heads, and announcements were distributed via Facebook. A modified SWOT process with ‘sticky dot’ ranking was planned.

The questions posed were designed to gather information about the specific strengths and weaknesses the participants experienced and their perceptions of the general benefits and drawback of living near university campuses. They were posed as follows:

- What are the current strengths of the IWU and College Park neighborhoods that give the area its positive character? These would be things you like or think make the neighborhood a better place and should be protected, continued, and built upon.
- What are the current weaknesses of the IWU and College Park neighborhoods that give the area its negative character? These would be things you don’t like or think are not good for current and future residents and should be stopped, changed, or removed from the community.
- Thinking about other communities that have neighborhoods in close proximity to college campuses, what are the benefits of living in a college neighborhood?
- Thinking about other communities that have neighborhoods in close proximity to college campuses, what are the drawbacks of living in a college neighborhood?

Over 100 people attended the workshop, representing residents, students, university faculty and staff, and city staff. Nine tables of approximately 12 participants each were populated, with volunteer IWU students serving as scribes. The results were then tabulated and this summary was prepared by Bonar Group. The SWOT Talley sheets are appended at the back of this report.

#### Strengths

A total of ninety-four (94) strength factors were listed at the nine tables. These factors, which include many duplicate and similar items, were combined into thirty-two (32) general strength factors and the following rankings are noted.

Two factors listed as strengths received significantly higher rankings than the others. The overwhelming top-ranked strength identified by the participants is the low crime rate of the neighborhood and the excellent police



protection that residents experience (47 points). Participants noted the increased security provided by IWU police, and the quick response time in the event of a problem. This combined factor received the most points of all combined factors in this process.

The second-ranked strength for the participants was the access to university amenities and services (35 points). Specifically mentioned amenities include the sports venues, theatre, library, and wellness facilities (track, etc.). Several comments noted the value of the entertainment opportunities the university provides. Participants also listed student volunteers as an asset. Related to this factor were other highly ranked items – the beauty of the campus (13 points – ranked fourth), employment opportunities at IWU (8 points), and some general statements about the college atmosphere (2 points).

The third-ranked strength was the friendliness of the community (17 points). Participants believe the community is stable, close-knit and accepting.

The fifth and sixth ranked factors listed as strengths were the location of the community to shopping (12 points) and to services (10 points).

Attesting to the pleasantness of the neighborhood were several additional ranked strengths including the ability to walk to work (8 points), the quietness of the neighborhood (6 points), and the presence of large trees (5 points).

The homes in the neighborhood were also identified as strengths - that they have interesting character (7 points), are affordable (3 points), and are well maintained (3 points).

Several additional factors received two, one or zero points in the ranking process, for a total number of points of 196.

### **Weaknesses**

The rankings for weaknesses were the most evenly spread of the four factor groups, with the top five factors separated from the lower ranked factors.

The top-ranked combined factor was the condition and presence of sidewalks in the neighborhood (36 points). Participants noted the lack of sidewalks, and broken sidewalks, the difficulty pedestrians and bicyclists face using the sidewalks, and the lack of snow removal from sidewalks.

The second-highest ranked weakness was vehicular traffic (24 points). Participants noted specific concerns on 45<sup>th</sup> Street, Adams, and South Washington, and general concerns of speed enforcement and stop-sign enforcement.

Third in the ranking of weaknesses was on-street parking (23 points). Participants noted lack of parking, lack of snow removal in parking areas, and cars parking so close to corners that they interfere with line of sight clearances.

Rental property conditions were ranked fourth in the weaknesses list (20 points). Generally the concerns were in the areas of maintenance and cleanliness, and the transient nature of student rental housing.

Other factors related to the housing stock included abandoned buildings (6 points), the effect of the housing conditions on the tax base (6 points), the trailer park at the intersection of State Route 9 and State Route 37 (2 points), and run-down housing in general (2 points).

Street conditions and pothole repair were ranked fifth (19 points).

The sixth and seventh ranked factors both address the interface between the neighborhood residents and the university community. Lack of communication, lack of participation, and distrust (12 points), and concerns about student disrespect, behaviors and safety (12 points), attests to a desire for better neighborhood-city-campus relations.

Several other factors received points of six (6) and below, with the total number of points for weaknesses totaling 202.

### **Benefits of Campus Neighborhoods**

As with the strengths of the specific Marion neighborhoods, the participants believe there is significant benefit from living near a university campus.

The top benefit noted was the access to cultural, sporting and entertainment events and facilities on campus (45 points). Noted benefits included sporting events, performing arts, movies, library, and music amenities. The increased opportunities for continuing education was also noted (8 points).

The second ranked benefit was the volunteer services provided by students and faculty (29 points). Students in general were also listed as a benefit of campus neighborhoods (8 points).

The third ranked factor was the benefit to the local economy (27 points) through increased entertainment and retail activity, the purchasing power of the university, the income students bring to the local economy, and the increased ability to attract new businesses.

The beauty of the campus environment was ranked fourth (16 points). Campuses were noted as a great place to exercise (7 points).

Employment opportunities were ranked fifth (14 points) with the option of walking to work also listed.

Several other factors received seven or less combined points, for a total of 184 points for benefits of campus neighborhoods.

### **Drawbacks of Campus Neighborhoods**

Only two of the combined factors listed as drawbacks received significant points. It should be noted that the participants had difficulty staying general on this question and several of the responses are clearly specific to the Marion-IWU experience.

Parking issues and parking related to rental housing was the top ranked factor (29 points).

Traffic and traffic concerns such as speeding was the second-ranked factor (22 points).

Concern that university campuses do not contribute their fair share in property taxes (or of payments in lieu of taxes) was ranked third (10 points).

Concerns about construction was ranked fourth (10 points), with related factors of encroachment (6 points), water problems (6 points), growth displacing homeowners (4 points), and changes to the landscape (3 points) also noted.

Noise was ranked fifth (8 points) with specific concerns over athletic fields, concerts, and parking lots listed.

Ranked sixth and seven were the related factors of a need for a better relationship between the university and the community (8 points), and a perception that the university is constantly making changes (7 points).

Various other factors received five or less points for a total of 145 points combined for drawbacks of campus neighborhoods.

## Conclusions

From this analysis, we can conclude that the College Park and IWU neighborhoods are vibrant, pleasant and safe neighborhoods with a core of stable homeowners and an annual resurgence of student residents. The residents recognize and appreciate the benefits of the university, both in amenities and in the culture and youth of the student population. They appreciate the employment and commerce opportunities the University brings to their community.

As with many campus communities, the College Park neighborhood is an older neighborhood that has problems with deteriorating infrastructure and an infrastructure planned for a previous era when students generally didn't have cars. Sidewalk conditions, street condition, and traffic flow problems topped the list of both "negatives" questions.

One area that shows great promise is the area of improving relations between the neighborhood residents and the university. It was encouraging to note that the leadership of the neighborhood organization was in attendance and interested in working on improved relations with the campus leadership. Better communications can be of great benefit toward addressing many of the weaknesses noted and improving the opinions of the residents toward the university.

## Campus Public Workshop - March 26, 2009

### Combined and Ranked Flip Chart Responses

College Park – IWU Public Workshop – March 26, 2009

#### Benefits

45	Arts & sport opp., Cultural activities, Access to facilities, events on campus, Access to campus activities – sport, performing arts, Campus events – sports-arts, Globe Theater, Special invitation to college park community to college events, More opportunities for activities/sporting events, Entertainment – movies/library, Events for art, plays, concerts, University amenities that we can participate in or take advantage of, Refreshing activity
29	Students help out, College student impact on community: service, charity, odd jobs, The service of students to the neighborhood, Volunteers, Students help at churches, Practicum student give a hand, College professor help at the church, Student volunteers, Help at schools
27	Boost to the economy, Commercial dev., The potential for more restaurants/stores but not necessarily with IWU, School's purchasing power – helps businesses, over economy, employment, Draw – restaurants, etc., Impact on the economy is huge, Economic & business impact college has on community, Income from students, Income to local businesses, Coffee shops/book stores, Fun restaurants
16	Beautiful campus, Beautiful campus, Beautification!, Visually pleasing and well maintained – campus in particular
14	Continued employment, Jobs, Employment, Jobs and walking to work from community
8	Students
8	Ability to audit classes, Continuing education, Educational opportunities
7	Great place to walk, jog, Walking on campus
5	Street lights w/more dev
5	Campus police – security, On campus police/extra sec., Campus police
4	Ripple effects of success
3	Positive atmosphere for young people in area, A happier aura
3	Easy access to service events, We have a library close by
2	Recession proof
2	Life to Marion
2	Kids have benefited from the investment the college students made in their lives in the community
1	Increase value of home, Increased tax paying professors who own houses, Property values preserved, Keeps housing values stable
1	Interaction between students and the community
1	Campus food – Baldwin/Wildcat
1	Campus plan = preserved greenspace
0	Cash incentives for new buyers for IWU employees
0	Positive community exposure outside of Marion
0	Continuous growth – in a lot of areas, not just physical
0	Don't see any
184	

## Drawbacks

29	Parking, Parking, Rentals – parking issues, Transient residents (come and go), Parking lots built off of city streets, Lack of adequate parking
22	Too busy, traffic control (Nebraska) , Traffic problems/speeding through neighborhoods, Traffic/commuters (450), Students not aware of traffic, Build-up of traffic
10	It takes a lot of property out of the tax structure, University owned property does not pay taxes
10	Always construction – never stops, Dirt and dust from all the building projects
8	Noise – music in parking lot, Noise level at night, Noise coming from athletic field at night, Noisy at times, Outdoor concerts – noise
8	There is a need for a healthier relationship between the community (particularly South Marion) and the university – both ways
7	The perception within the community about the university is negative because the university is always changing things, With development, lack of consideration toward the community/saying one thing, doing another
6	Encroachment on land
6	Water problems from university growth – pressure, dirt in water
5	Poor road planning
5	Closing streets
4	Lack of access to campus internet
4	Property devaluation – lowering appraised value
4	Growth displaces homeowners
4	Abandoned during summer, Inconsistent population (summer break), Difficult to keep businesses going with students coming and going
3	Lack of privacy
3	Students walking through neighborhood yards
3	Changes to the landscape
2	Lack of marketability of houses
1	No of rentals, Large number of rental units
1	Amount/weight of buildings
0	Unused property owned by the university
0	Transient nature of the inhabitants (college students)
145	



## Weaknesses

36	Lack of sidewalks, No or limited sidewalks, Lack of sidewalks outside of campus – Bi-pass specific entirety both sides, Difficult to walk/bike, anything but drive, No sidewalks, curbs, Lack of sidewalks/broken sidewalks, Sidewalk disrepair & snow removal, No sidewalks/poor sidewalks, Access to shopping – for pedestrians – no easy route to close stores
24	Traffic around campus, Increased traffic flow, Traffic – poor streets, Posted speed limits (none), Need stoplight (45 <sup>th</sup> and Adams), Traffic stops – opening of 45 <sup>th</sup> St., Traffic (S. Wash), Enforcing stop signs, Need more speed bumps – speeding is a problem
23	On-street parking issues, Campus parking, Parking issues – snow removal issues, Lack of parking area, Parking, Parking too close to corners (sight/stops)
20	Rental property conditions, Transient (emp. & students) = less full-time residents/ownership, # of rentals, Off campus college owned housing (unkempt), Some of the rentals not well kept/trash outside, Unkempt houses in other areas, Transient nature/rentals, Turnover with rental property: hard to get IGUW people/not just with college students
19	Street condition, Road quality, potholes, asphalt, etc., Lack of street repair, Potholes, Horrible streets/potholes, Lack of curbs, Some of roads need work
12	Lack of communication of meetings (neighborhood association), Communication with the city and the college, Honest & open communication, Lack of neighborhood association participation, Distrust of residents of college, Us vs. them attitude with IWU
12	Packs of students running on street (not single file), Students at times disrespectful or careless toward community (e.g., trash in yards), Safety of community & students (runners)
6	Storm drainage, Poor drainage, Storm water & facilities, Poor water drainage – some streets & yards
6	Abandoned buildings (appear so)
6	Detracting from tax base, Tax base affected by growth, High tax
5	Water pressure, Bad water pressure
3	Not many common areas
3	Not the strongest school districts
3	Unused park land, No park/play space for kids
3	Property acquisition, Growth of IWU is too rapid and causes problems, Fear of property acquisition
3	Development/encroachment
3	Lack of attractions – more places that provide activities, Not many restaurants
3	Limited street lighting, No street lights, Lack of lighting
2	Trailer park at 9 & 37 need attention
2	Seybold pool – ugly, eyesore, money could be used to enhance the park common spaces, Vacated pool/fix or remove (university owned)
2	Some of the houses run down
2	Noise
1	Lack of signs for things on campus (PPAC)
1	Dogs
1	New construction can disrupt travel
1	Construction dust
0	Flasher at Circle K
0	Lack of police patrol
0	Trash from the university, Recycle bins seem to disappear/recycling isn't east – they're making it harder, Trash
0	Cutting down lots of trees
0	Negative perception of South Marion
0	One church in disrepair – 38 <sup>th</sup> St.
202	

## Strengths

47	Low crime, Campus police provides extra security – quick response, Security – low crime 15-20 years, Campus security, Safe, Safe, Security/safety, Fairly quiet/fairly safe , Fire & police responses, Safety, security, Relatively safe/crime free, Campus police patrols
35	University services – sports, theater, entertainment, library, student volunteers, Access to sports facilities/wellness, Arts & cultural opportunities. offered/affordable, Opportunities for entertainment, Library services, Close to students/entertainment, Close to campus (amenities) – rec. & wellness center, track, etc., Cultural events, Nearby entertainment, A good number of cultural events happen in this area, Access to university events, Activities, interested residents
17	Friendly people, Nice neighborhood, Long time residents, Stability – best in the city, Self-caring, Accepting, jovial campus, Friendly, Good people, Like neighbors, Stable/know your neighbors, Close-knit community/neighborly, Friendly neighbors
13	Beauty of the campus, Beautiful campus/area, Walking about is enjoyable – beauty, safety, Beautiful area
12	Location – Wal-Mart, CWC and close to university, Close to work & Wal-Mart, Access to nearby business – seclusion, Dollar General, Noah's, Marsh, CVS, Grocery, other stores close by
10	Professional services: drug stores, doctors offices, banks/credit unions, VA med center/hospital (jobs from these), Professionalism from university, Variety of services, Community services
8	Jobs, Available jobs (IWU), Employment opportunities
8	Walk to work, Walk to work, Able to walk through the neighborhood
7	Houses have character, Nice buildings, Good houses, Houses have character
6	Quiet, Quiet, Quiet, Quiet even though thousands of students
5	Tall trees, Big trees
4	Advertisement of community
3	Affordable housing
3	Well kept houses, Home improvements, well-kept homes, For the most part owners take pride in their properties/renters
2	Easy code enforcement – well kept
2	Values of the residents
2	College atmosphere
2	Expansion a benefit
2	Christian atmosphere
2	Community outreach, Community outreach
1	Location w/i city/proximity
1	Diversity
1	Growth of South Marion
1	Summer housing
1	The presence of the university a blessing
1	Rentals provide housing for college students
0	Area to ride bikes
0	Seybold Park
0	Income levels
0	Available rentals (younger)
0	Clean, Relatively clean
0	Bed & breakfast
196	

### General Notes:

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