



RANDOLPH COUNTY

COMPREHENSIVE PLAN

3/21/2018 DRAFT



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Disclaimer: "The inclusion of the names on the following pages does not necessarily constitute or imply that one or more of these individuals endorses, recommends, or favors all of the contents within this plan."

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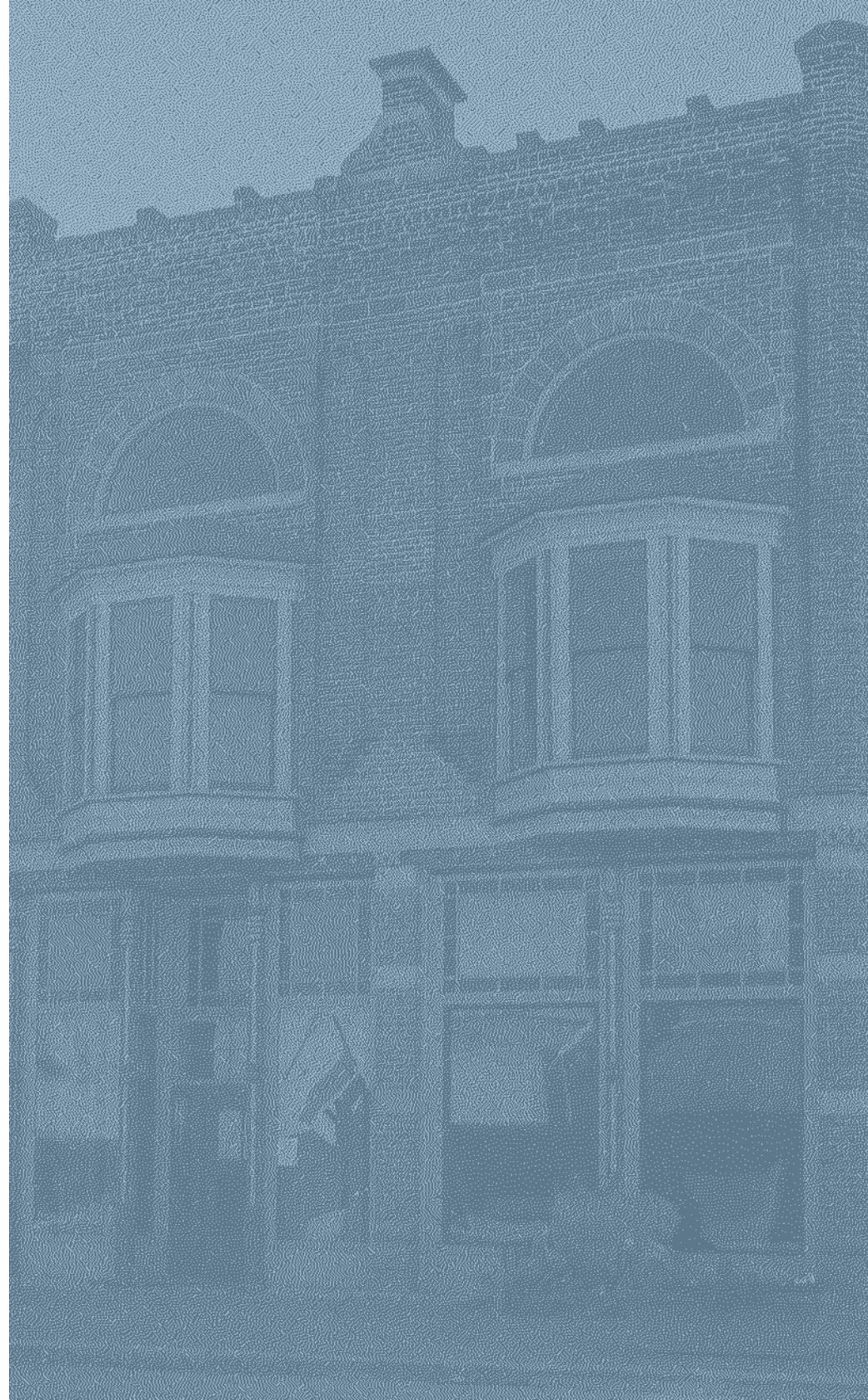
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INTRODUCTION

THE FOLLOWING INTRODUCTION SECTION PROVIDES A QUICK SUMMARY OF THIS COMPREHENSIVE PLAN. IT IS IMPORTANT TO PAUSE AND UNDERSTAND THE HISTORY OF RANDOLPH COUNTY, THE PURPOSE OF THIS PLAN, AND THE OVERALL SUMMARY BEFORE DIVING DEEPER INTO THE FOLLOWING SECTIONS.

WHO IS RANDOLPH COUNTY?

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Arriving in 1814, Thomas W. and Anne Parker were the first settlers in the area. The county's government was organized in August of 1818 in the cabin of Benjamin Cox, who was a prominent Quaker. The Quaker influence led to one of the first racially integrated schools; the Union Literary Institute. During the Indiana (natural) Gas Boom, the county experienced rapid growth in terms of both population and jobs. Winchester, the county seat, is home to the historic Winchester Speedway which is one of the oldest and fastest high bank half mile tracks in the world. Also known as the "mother of rivers" county due to the Mississenewa River and the Whitewater River and White River both having headwaters in the county, Randolph County also prides itself on other amenities, including parks, festivals and events. More important than the amenities offered throughout the county are the people that call Randolph County home.

The period immediately before and just after the Civil War brought prosperity to Randolph County. Railroads created and grew all of the county's towns and cities, including Farmland, Losantville, Lynn, Modoc, Parker City, Ridgeville, Saratoga, Union City, and Winchester. The discovery of oil and natural gas in the 1880s and 1890s brought even more industry to the county. In following years, the county's population and economy continued to rise. At its peak in 1980, 30,000 people lived in Randolph County. Since then, like many rural counties in the Midwest that experienced significant job losses in the manufacturing industry, Randolph County's total population has continued to decline. According to 2015 estimates, approximately 25,000 people call Randolph County home today.

The process of creating a new comprehensive plan presents an opportunity to share the many accomplishments with respect to past planning and economic development efforts. It also offers the opportunity to imagine an even greater future, and develop a set of strategic action steps to ultimately realize the community's collection vision for the future.

The result of a community focused planning process, this comprehensive plan is a strategic guide for future decisions related to both private development projects and community expenditures. A series of written recommendations have been specially crafted for Randolph County in order to help guide the larger community towards its collective vision for the future. This comprehensive plan takes a long range planning perspective for land use and transportation planning at the county level. The policy objectives, and strategic action steps outlined in this plan apply most directly to the communities that fall within the Area Planning Commission's jurisdiction. However, we offer that many of the recommendations of this plan are applicable to the incorporated municipalities as well. To that end, this plan should serve as a guide to anyone interested in the people, places, and progress of the larger Randolph County community, now and in the future.

CONTEXT MAP



Randolph County, Indiana is located just east of Muncie, Indiana and west of Greenville, Ohio in the East Central part of the state, sharing its eastern border with Ohio. Although there are no interstate transportation routes present in Randolph County, most of the county is well-served by state and US highway systems, including State Road 32, State Road 28, and US 27, that provide direct access to Interstates 69 and 70.

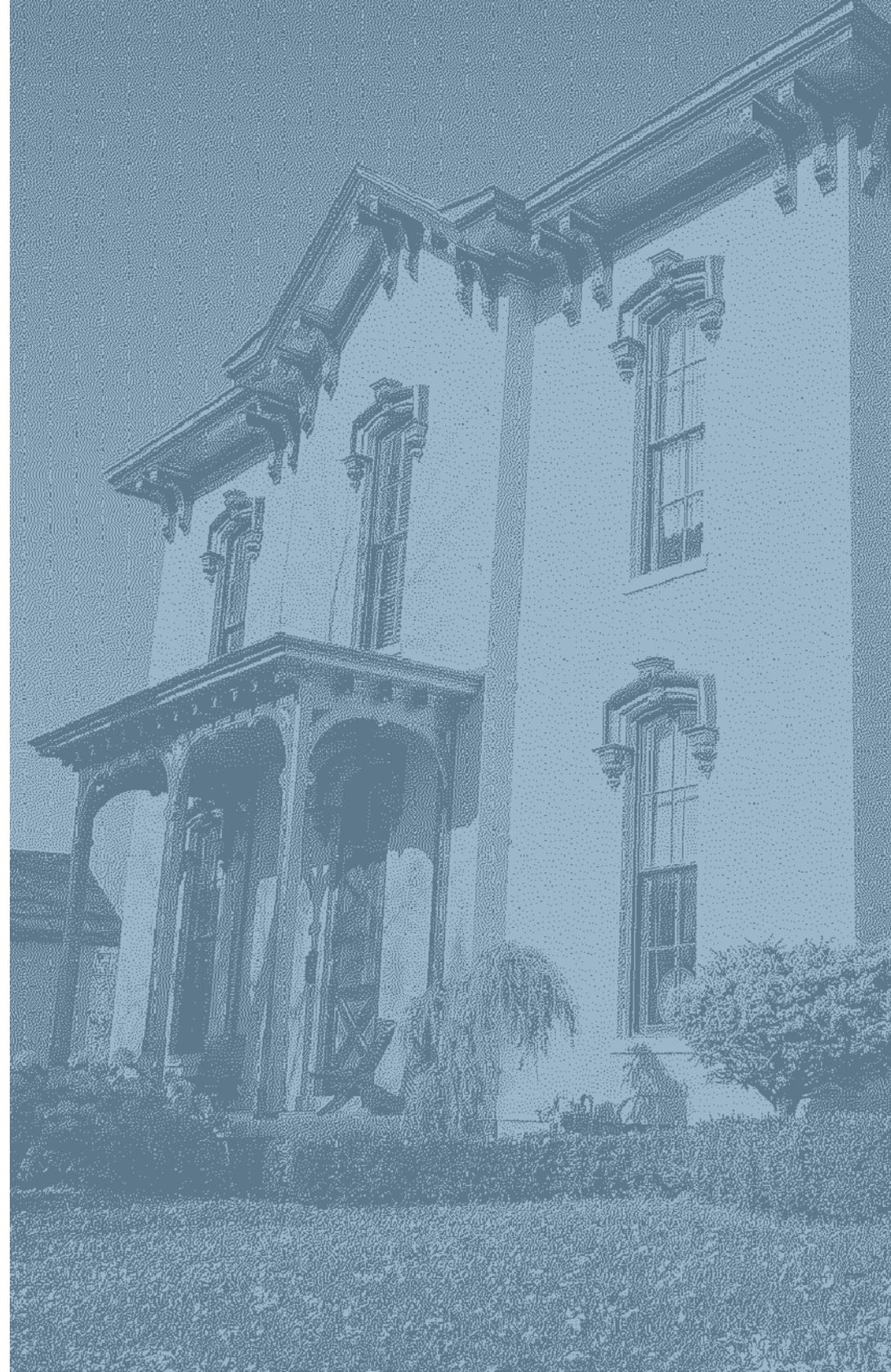
PLAN SUMMARY

The key takeaways from the planning process and resulting plan are:

- Randolph County offers a welcoming and hospitable environment for future growth and development.
- Randolph County is a people-centric community, meaning that everyone from elected and appointed officials to business owner and residents strives to improve the physical, environmental, economic, and social systems that exist throughout the county for the benefit of the entire community.
- Three key themes including aging in place, workforce and economic development, and rural renewal were consistently heard throughout the planning process from the steering committee, key stakeholders, and the general public when describing the threats and opportunities of the county's future.

The community's collective approach to planning and economic development is growth-based. What that means is that local decision makers are committed to:

- Maintaining a clear and concise vision for future growth and development;
- Proactively pursuing ways in which to increase the number and type of public, private and philanthropic investments;
- Accommodating most land uses and types of development at the most appropriate locations within the county;
- Improving upon existing conditions and increasing the number of assets available throughout the community;
- Remaining focused on the future;
- Seeking solutions that improve the quality of life that Randolph County currently offers.



PROJECT PURPOSE

What is a Comprehensive plan?

Communities are shaped by a variety of social, physical, environmental, and economic factors. A comprehensive plan is the most common approach for addressing nearly all of the interrelated aspects of a community, especially as it relates to the built environment. It is a guidance document for elected and appointed officials and staff to reference when considering development proposals and (re)zoning requests. The topics covered herein include: land use planning, housing and neighborhoods, parks and recreation, environmental and natural systems, transportation and utility infrastructure, economic development, education and workforce development, community services, and more.

How to use this plan

This plan is a strategic guide for effective decision-making in both private development projects and investments in public infrastructure and the delivery of public services. It serves as a reference document for anyone -- property owners, developers, lenders, elected and appointed officials, and county staff -- looking to understand or inform local policy, land use, transportation, and other infrastructure investments over the next 25 to 30 years. More specifically, the recommendations of this plan focus on:

- Improving the quality of life of residents;
- Preserving and enhancing the local character;
- Shaping how the community changes over time;
- Promoting the orderly (re)development of the county;
- Assisting local governments in making land use decisions, especially as it relates to the effective and efficient delivery of public services, such as roads and utilities;
- Coordinating development and future capital expenditures within and between agencies and departments;
- Improving local conditions to attract more private investment;
- Minimizing the number of instances where it isn't clear what the desired outcomes ought to be;
- Instilling in the general public that there are processes in place to protect the long-term vitality of the community, and that the processes that are used by local decision makers produce results;
- Protecting and preserving the assets of the community;

Evaluating and Updating the plan

The following measures should be taken to ensure that the recommendations of this plan continue to move the community toward its collective vision, and to further guarantee that the contents of the plan accurately reflect existing community conditions over time. The Randolph County Commissioners, Area Planning Commission, County Council, Economic Development Corporation, and municipalities should work together to:

- Prepare an annual report that highlights how the plan was used and the effectiveness of the contents, paying particular attention to the implications of how one part of the plan affects or otherwise relates to another.
- Establish a five-year evaluation and update process by which to regularly examine and revise the contents of the plan. Of particular importance are: updates to the socio-demographic information, making sure that each of the policy objectives identified are still relevant; making use of any newly defined best practice in land use or transportation planning, or zoning; or simply aligning the content of the plan with any changes to the local regulatory environment.
- Establish a community engagement process, complete with inter-local cooperation, by which to complete the two previously mentioned measures.

WISHBOWL



VISION & VALUES

AS THE NAME SUGGESTS, THIS SECTION HOUSES THE COMMUNITY-DERIVED VISION AND LARGELY HELD VALUES OF THE RANDOLPH COUNTY COMMUNITY, AS DETERMINED BY THE RANDOLPH COUNTY COMMUNITY. THE CONTENTS OF THIS SECTION ARE SIGNIFICANT IN THAT THIS IS ONE AREA WHERE PEOPLE CAN SEEK TO FIND COMMON GROUND ON A LOCAL ISSUE OR OPPORTUNITY.

COMMUNITY PARTNERS

The community outreach and engagement process began in March 2017 and included the formation of a project steering committee, key stakeholder focus groups, and the general public. A combination of all of the community input received throughout the planning process ultimately led to the recommendations of this plan.

Steering Committee

The project steering committee was instrumental in guiding the consulting team in terms of the overall planning process and the recommendations of the final plan. The committee was comprised of 20 local leaders representing different geographical areas and economic industries within the county. During the process, the committee helped identify the county's strengths, weaknesses, threats, opportunities, future vision, and community values. Throughout the next 10 months, the committee met on a regular basis to discuss key benchmarks and review draft materials. During the process, the group challenged assumptions, ideas, and public outreach results in order to create the best plan possible for Randolph County.

Focus Groups

In early summer 2017, the consulting team met with 8 key focus groups that included 24 community stakeholders with a direct connection to tourism, economic development, education, workforce development, parks, recreation, environment, housing, real estate, transportation, utilities, public safety, government policies, elected officials, and agriculture. During the meetings, the consultant team and stakeholders were able to dig deeper into these important community topic areas. The detailed information provided during these meetings were instrumental in developing the initial thoughts and ideas of how best to improve local conditions. The results of these focus group meetings were then presented back to the steering committee and used to craft the structure for the next phase of community engagement – the public.

ILLUSTRATIVE TIMELINE



THE PUBLIC

With guidance from the steering committee, the project team engaged the public in-person and online, to reach several key milestones in the overall planning process. Building on the feedback and insight from the project steering committee and focus groups, the public was enlisted to: refine the community vision and values, gain insight on a preliminary set of recommendations for the draft plan, and affirm the findings and recommendations of the final plan during the formal adoption proceedings. The primary methods of engagement have been summarized as follows:

IN-PERSON EVENTS

Project team members attended the 4-H Fair and offered several opportunities for passersby to not only learn about the comprehensive planning process, but to also shape the vision and values of the final plan by completing a short survey in-person or online. The vision and values survey was used to gain a better understanding of the perceived strengths and weaknesses pertaining to future growth and development, as well as which types of land uses and development are most desirable. To build a greater awareness around the planning process while at the event, the project team handed out inflated balloons bearing the project logo and URL for the project website. This event resulted in the submission of over 90 hard copy surveys in addition to the additional surveys submitted online. The results of this survey helped the project team better understand the future vision and values for Randolph County as seen through the public's eyes. More information about the vision and values survey is included on the following pages.

With a preliminary set of recommendations in hand, the project team attended the Winchester Square Mardi Gras Festival. Again, representatives from the project team engaged with attendees, to explain the comprehensive planning process and encourage people to provide their feedback on some of the earlier recommendations. By distributing over 150 flyers and inflated balloons, the project team increased awareness about the planning process, and generated even more survey responses. The results of the draft recommendations survey helped the project team better understand the public's critical priorities for the goals and objectives found in this plan. More information about the preliminary recommendations survey is included below.

ONLINE COMMUNITY ENGAGEMENT

The primary methods in which the public could offer their thoughts and concerns online was through the completion of electronic surveys and quick polls, both of which were accessible through the Randolph County Comprehensive Plan project website.

Launched in May 2017, the project website served as a clearing house of information, including information about comprehensive plans, the comprehensive plan planning process, the project team, and upcoming events. A summary of each project meeting was posted to the project website, as were interim deliverables and a list of frequently asked questions. Visitors could gain access to various quick polls and electronic surveys, as well as a general contact form and contact information to reach the project consultants directly. Between May and January of 2017, there were over 250 web sessions, by 169 (unique) users, and 492 page views. There were also 78 responses to a number of quick poll questions on the project website's homepage.

As previously mentioned, the Vision and Values Survey intended to better understand the strengths, weaknesses, vision, and values of Randolph County. With over 100 in-person and online submissions received, this survey offered respondents to provide open ended responses to describe the things they like, dislike, would like to fix, or would like to add to Randolph County. The results from this survey were instrumental in helping the project team understand the future desires of the community.

The Draft Recommendations Survey intended to obtain feedback on the preliminary set of recommendations in order to better refine them for the plan. With over 80 draft recommendations presented for the comprehensive plan, this 10 page survey offered respondents the ability to either agree or disagree with the policy objective statements for Randolph County. The 62 submitted results from this survey helped the project team understand the perceived priorities and better refine the draft recommendations. Once published, the majority of respondents indicated that they were in agreement with the preliminary recommendations of the plan. The preliminary recommendations that received the greatest support were those pertaining to social services, specifically those that address the needs of the county's aging population, promote placemaking, and dealing with vacant and abandoned properties.

Online polls on the project website were used throughout the process. These polls were intended to ask viewers quick questions that could provide snapshots of what the demographics and values of the people using the project website.

The project team partnered with local organizations to produce a 9 month long social media campaign; building awareness about the planning process and the various policies that were being considered. Each social media campaign contained a list of upcoming events, and recommended dates and draft copy for status updates on both Facebook and Twitter. A very special thank you to the following organizations for participating in the planning process:

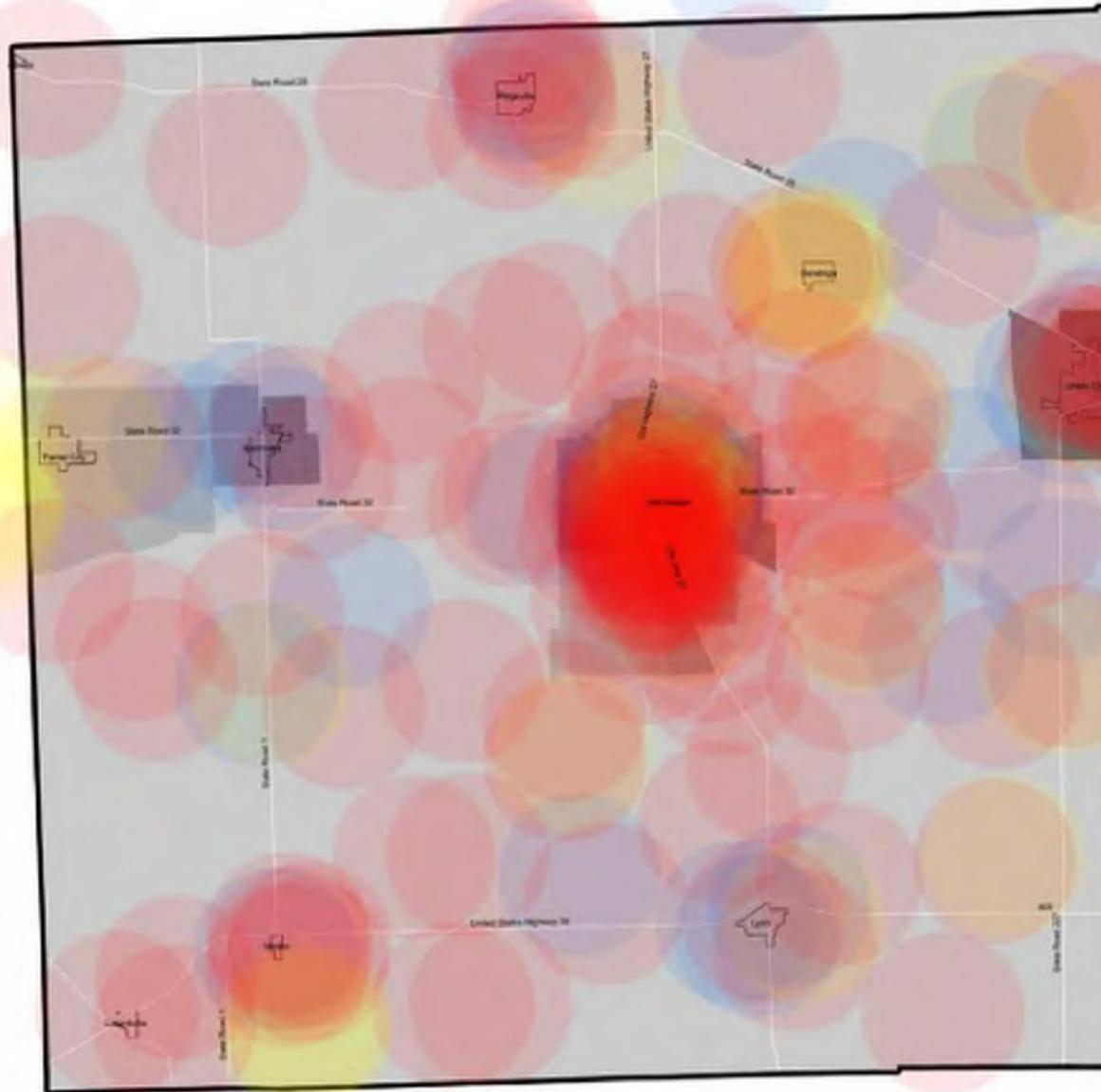
- Winchester Main Street
- Randolph Central School Corporation
- Ohio Valley Gas
- Randolph County Economic Development Corporation
- Randolph County Tourism
- Randolph County Girl Scouts
- Randolph County YMCA
- Randolph County Solid Waste and Recycling

KEY TAKEAWAYS

Key takeaways of the public engagement process can be summarized as follows:

- A large number of participants of this planning process are lifelong residents, they grew up in Randolph County, and have called Randolph County home for 25 years or longer.
- To most, “people” are considered to be the County’s single greatest community asset.
- While most people view Randolph County’s low cost of living as a strength, some believe the opposite to be true; these people consider the community’s low cost of living to be a threat to the county’s continued (economic) health and vitality.
- The vast majority of people welcome growth and development to the county.
- Most people favor development of any kind; however, there is a stronger preference for more commercial retail, educational institutions, community service providers, healthcare providers, and more single-family residential housing.
- Recognizing that to increase the number and types of shopping, dining and entertainment options in the county, Randolph County could benefit from efforts to increase housing options – both in terms of price and type of house – as one way to retain and attract more residents.
- Most of the needs and opportunities expressed by participants of the planning process stem from the need to increase the number, types, and average annual wage of the jobs in Randolph County.

HEAT MAP



The heat map illustrates the success of this planning process. The map shows us where participants live, work, and play throughout Randolph County. It illustrates the reach that we had using both in-person events and engaging with the larger community online throughout the entire planning process.

COMMUNITY VISION

For the purposes of this plan, a vision statement is not a declaration about what the community is, but rather what it wants to become. It is an indicator of the types of development and infrastructure investments that it hopes to retain or attract.

The community vision statement below was crafted using input from the steering committee to best describe the desired future for Randolph County.

*“RANDOLPH COUNTY IS BECOMING THE REGION’S
LEADING COMMUNITY FOR HEALTH, WELLNESS,
EDUCATION, BUSINESS, AND ECOLOGICAL
OPPORTUNITIES.*

*RANDOLPH COUNTY IS A VIBRANT AND WELCOMING
COMMUNITY WHERE PROGRESSIVE LEADERSHIP AND
COMPASSIONATE PEOPLE ENCOURAGE GROWTH AND
ECONOMIC DEVELOPMENT TO CULTIVATE AN EXCELLENT
QUALITY OF LIFE WITHIN THE COMMUNITY.”*





COMMUNITY VALUES

The following guiding principles, or value propositions serve as a set of promises to the Randolph County of the future.

In Randolph County you can...

1. Find a home that suites for your life stage and/or lifestyle.
2. Find quality dependent child care.
3. Receive the education and training that puts you on a promising career path.
4. Access career opportunities with employers that pay, at a minimum, self-sustaining wages.
5. Age-in-place.
6. Rely on adequate, reliable utilities.
7. Safely move about the county with relative ease.
8. Adopt a healthy and active lifestyle.
9. Have access to a variety of shopping, dining and entertainment options.
10. Enrich your life through a number of civic and recreational options.
11. Be surrounded by a community that is attractive and well cared for.
12. Be one of the “people” that this community values so deeply.

KEY THEMES

The following themes were identified during the planning process. As stated by the steering committee, focus groups, and the public, many of the issues and opportunities for community development in Randolph County revolved around these three key themes: aging population; workforce and economic development; and rural renewal. By focusing on these three areas, local community leaders believe they can improve a number of physical, environmental, economic and social conditions throughout the county



AGING POPULATION

Strengths, weaknesses, opportunities, and threats related to an aging population within Randolph County have been mentioned regularly throughout the planning process. An aging population is the result of a declining population. Many studies from national organizations such as the American Planning Association (APA) and the American Association of Retired Persons (AARP) have shown how community development to support an aging population consequently creates a community that provides a higher quality of life for people with all abilities in all stages of life. By focusing on creating a better environment for the aging population, Randolph County has the opportunity to create a better environment for all.



WORKFORCE AND ECONOMIC DEVELOPMENT

It is understood throughout most of Randolph County that workforce and economic development is the key to the future success of the larger community. The county recognizes the balanced importance between workforce development and economic development. In most cases, it is nearly impossible to get one without the other. Many sections within this plan are focused on this underlying theme of increasing the county's workforce and economic development capacity. By focusing on strengthening the workforce and economic development environment, Randolph County can create a more economically sustainable community for the future.



RURAL RENEWAL

Rural Renewal is a relatively new term being used to explain the importance of the need to attract new residents and businesses into the community, where the greatest asset to the community is in its youth. Throughout Randolph County, there are opportunities for the types of development and redevelopment that appeals to younger residents. By focusing on rural renewal, Randolph County has the opportunity to grow its resident population while simultaneously addressing some of the areas that have experienced relative decline.





RECOMMENDATIONS

THE FOLLOWING CHAPTER CONSIST OF A SET OF POLICY OBJECTIVES RECOMMENDATIONS THAT SERVE AS THE RATIONALE BASIS FOR THE DAY-TO-DAY DECISIONS THAT LOCAL AND ELECTED OFFICIALS, AND STAFF, ARE TASKED WITH, ESPECIALLY AS IT RELATES TO LAND USE, DEVELOPMENT, AND ZONING. THE POLICY OBJECTIVES ON THE FOLLOWING PAGES ARE FURTHER SUPPORTED BY A LIST OF STRATEGIC ACTION STEPS. FOR THE PURPOSE OF THIS PLAN, A POLICY OBJECTIVE IS A STATEMENT ABOUT THE LARGER COMMUNITY'S POSITION ON AN ISSUE OR OPPORTUNITY, WITH ENOUGH SPECIFICITY TO SUGGEST HOW BEST TO MEASURE WHETHER OR NOT A POLICY OBJECTIVE IS, OR IS NOT, BEING MET. THE STRATEGIC ACTION STEPS ARE THE TASKS THAT VARIOUS LOCAL ELECTED AND APPOINTED LEADERSHIP CAN COMPLETE WITHIN THE SHORT-, MID-, AND LONG-TERM FUTURE TO ENSURE THAT THE VISION BECOMES REALITY.

POLICY OBJECTIVES

The following policy objectives should be used to guide local policy and decision making. This section uses existing conditions and trends as the context for each set of objectives. Each set of objectives falls under one of three categories: BE, CREATE, and GROW Randolph County.

BE RANDOLPH COUNTY

The BE objectives seek to address some of the issues and opportunities related to the needs of local residents. This includes issues and opportunities related to: education, workforce development, community services, and cost of living.

CREATE
RANDOLPH COUNTY

The CREATE objectives are those that most directly pertain to the built environment, and seek to offer guidance pertaining to land use, transportation, and utility infrastructure.

GROW
RANDOLPH COUNTY

The GROW objectives address issues and opportunities related to growth management, innovative technology, administrative processes, economic development, civic leadership, and tourism.

BE RANDOLPH COUNTY

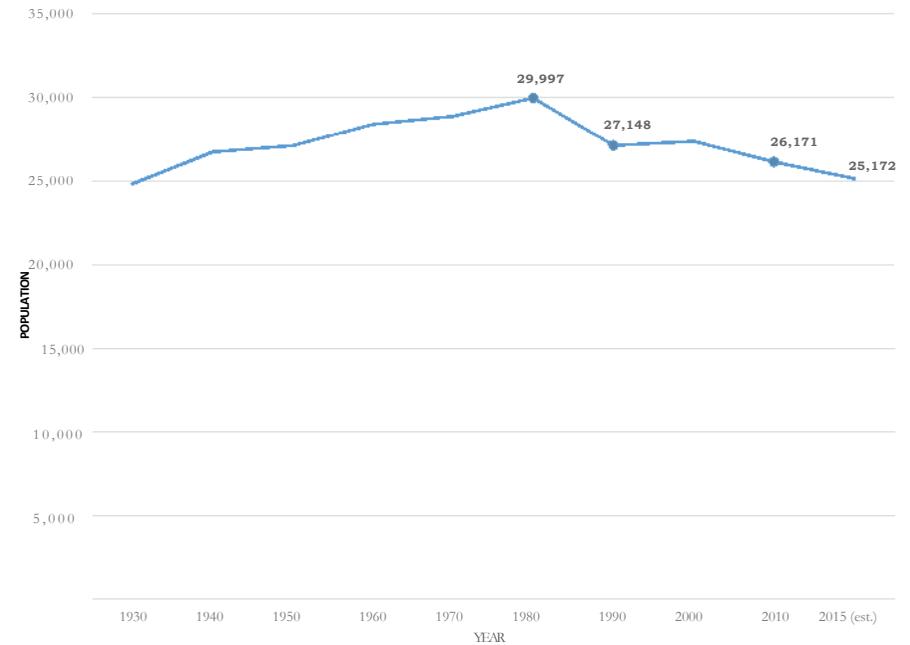
The following recommendations focus heavily on the people that live, work, and play within Randolph County. Recommendations related to demographics, education and workforce development, and cost of living can be found in this chapter. In contrast, implications pertaining to physical land use and transportation recommendations are addressed in the CREATE Randolph County objectives in the following chapter.

DEMOGRAPHICS

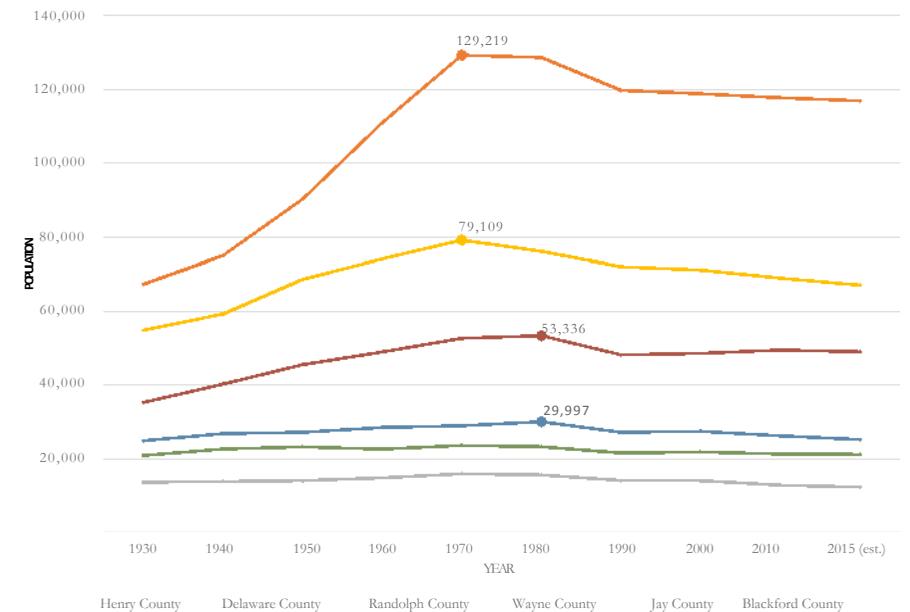
Population estimates, last updated in 2015, project Randolph County’s total population to be just over 25,000 people. The City of Winchester, the county seat and home to approximately 5,000 people (20 percent of the total population), is the most populated municipality. By comparison, the combined populations of Union City (3,447), Lynn (1,113), Farmland (1,392), and Parker City (1,411) account for less than 25 percent of the county’s estimated population. Sixty percent of the county’s total population lives within an unincorporated towns or areas of the county.

The change in Randolph County’s population over time is similar to that experienced by some of the surrounding counties. From 1930 to 2015, the county population fluctuated; growing steadily –if only in number - from the 1930s until the early 80s. Between 1980 and 1990, the county experienced a sharp downturn losing almost 10 percent of its total population, which at that time, was nearly 3,000 people. The total population increased some (1 percent) between 1990 and 2000, but is otherwise shown as a net loss since 2000. Between 1980 and 2010, Randolph County experienced a 12.8 percent decrease in population; a greater population decrease than each of the surrounding counties with the exception of Blackford County. Blackford County experienced an 18 percent decrease in its total population during the same period of time.

RANDOLPH COUNTY POPULATION



COMPARISON COUNTY POPULATIONS



Within the county, nearly every municipality lost population between 1980 and 2010. While Union City's population decline may not be as severe as the other municipalities, Union City has seen a relative net decrease in population every year since 1980. Similarly, while Farmland's population has varied over the past several decades; the population of Farmland decreased by nearly 15 percent between 1980 and 2010. In 1980 Farmland gained almost 300 community members, and then lost a little over a third of them in 1990. Since 2010, both Farmland (4.4 percent) and Lynn (1.5 percent) gained population, whereas Winchester (-3.4 percent) and Union City (-3.8 percent) decreased in total population. The net effect for Randolph County is a nearly 4 percent decline in population between 2010 and 2015.

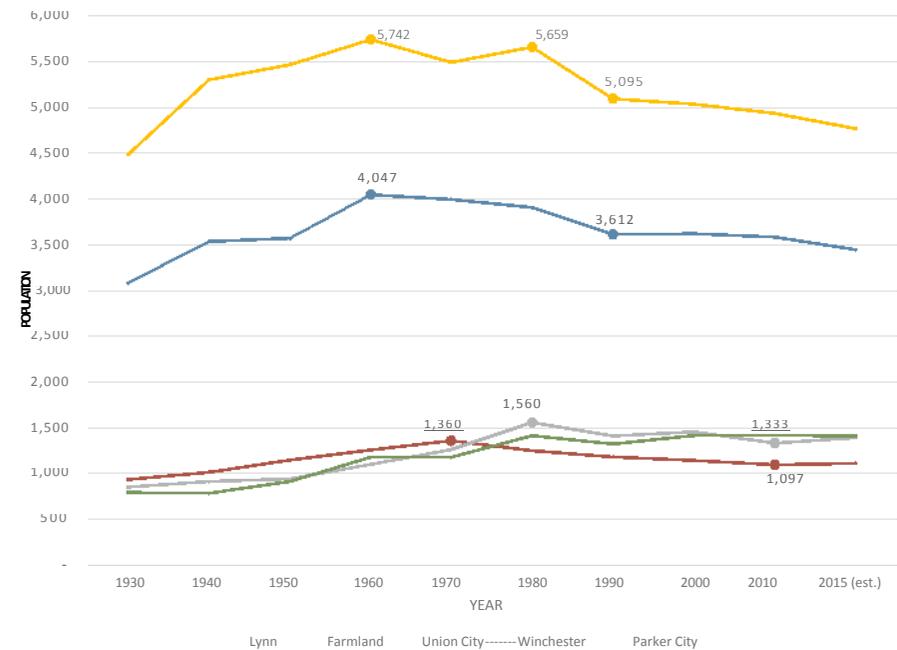
Some of the top issues that can be attributed to a stagnant or declining population includes:

- A inability to support or attract many of the retail and entertainment establishments that residents have said they would like to have access to locally
- Less income tax, which is one of the primary sources of funds for everything from roads and utilities to police and economic development
- A smaller labor force; fewer people employed or looking for work which can result in an increasing struggle for existing employers to fill vacant positions.

Randolph County is similar to the surrounding counties in that the vast majority of the population identifies as Caucasian (97.1 percent), non-Hispanic or Latino (96.8 percent). While the county is not exceptionally diverse in terms of race or Hispanic origin, approximately 4 percent of the populations of Union City and Farmland identifies as being two or more races, and approximately 15 percent of Union City residents identify as being of Hispanic or Latino in origin. Compared to the surrounding counties, Randolph County has a greater percentage of its population originating from Hispanic or Latino decent. As a result, Union City and other parts of Randolph County are beginning to see an increased amount of community services and opportunities offered to residents of Hispanic or Latino origins. Given the disproportionate number of older adults, creating a more inclusive may also mean ensuring that making Randolph County a county that caters to all stages (ages) of life, including creating opportunities for health, participation, and security for people of all ages and all abilities. Demographics

One of the most pressing demographic statistics for Randolph County is the fact that, in 2015, over 45 percent of the population of Randolph County was comprised of older adults (45+). As the baby boomer population – defined as those born between 1946 and 1964 - grows closer to or meets the retirement age, Randolph County's labor force will continue to shrink. As a disproportionate size of the labor force decreases in the wake of this phenomenon, it is important to also consider that younger working adults – a segment of the population that is also on the decline - will be required to replace those that retire.

RANDOLPH COUNTY CITIES POPULATIONS



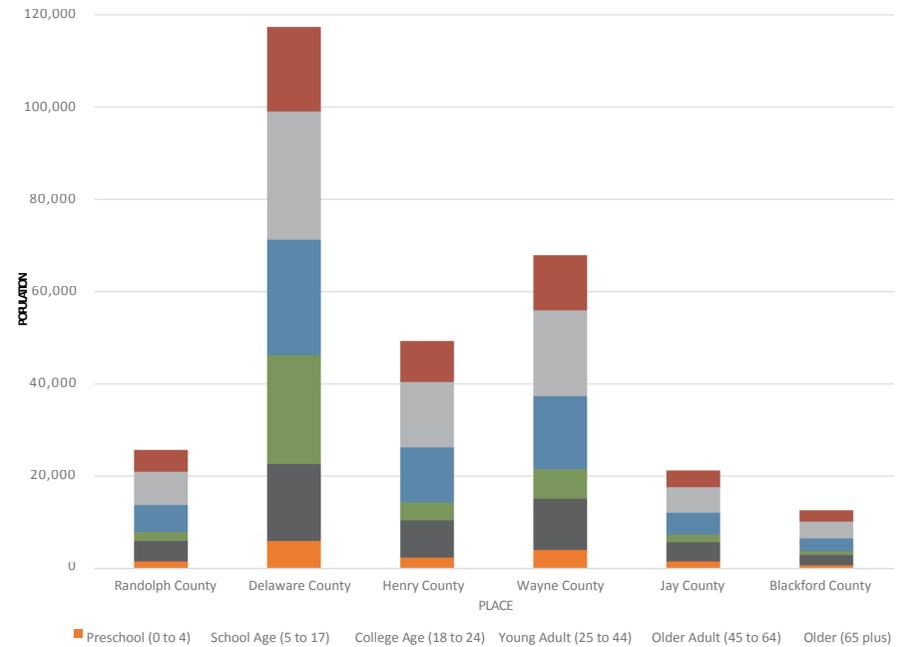
When taking a look into the male to female ratio, there are slightly more females (51.2 percent) than males (48.8 percent) residing in Randolph County. The median age of the county's population is 42.2. This is similar to the median age of the population in Henry County (42.2), but older than that of Delaware (35.5), Jay (39.5), and Wayne (40.9) counties. Only Blackford County (43.3) has an older population. The median age of Randolph County residents is quite a bit older than that of the State of Indiana (37.3) as a whole. Compared to men (1.4 percent), more women (4 percent) are living past the age of 85.

Some of the top issues that can be attributed to an old and aging population include:

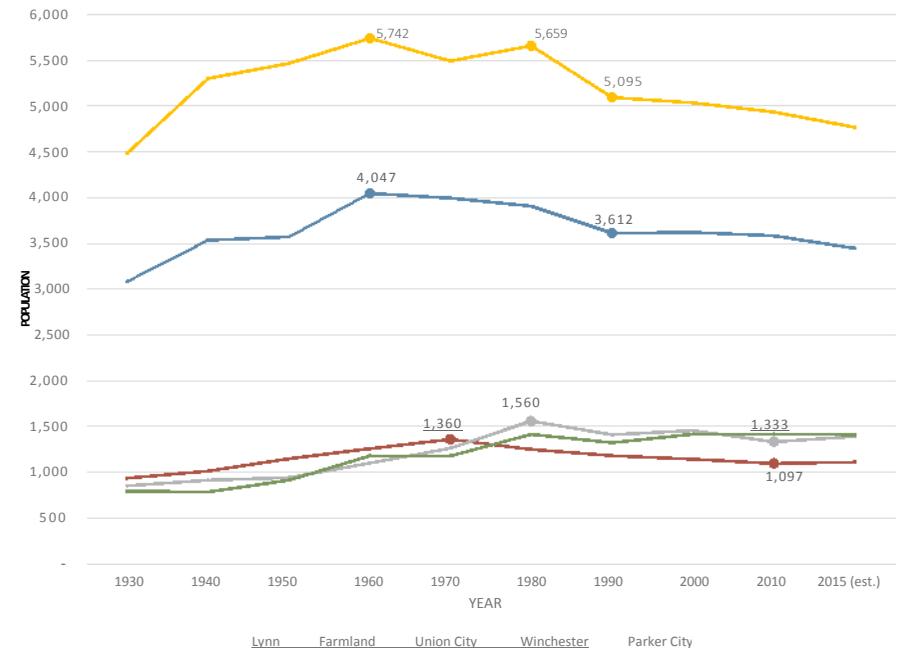
- A shrinking labor force
- A lack of retail and entertainment amenities due to a current trend in population migration to more urban communities
- A smaller percentage of the population who are of working age and therefore able to face the task of generating enough wealth to provide high levels of support for the ageing population, especially elderly women living alone
- A disproportionate amount of the population with growing acute healthcare needs
- A higher dependency ratio and unstable balance between the numbers of economically active people, compared to the number of dependent people (youth and elderly) within the given population
- An increase in the need for low-or no-maintenance housing units, primarily apartments for rent
- An overall decrease in the standard of living for people on a fixed income/pension if they aren't able to age in place, especially with respect to being independently mobile

An old and ageing population can also present a number of opportunities within the larger community. Some businesses, such as those that locate in close proximity to hospitals and which target the retail needs of the aging population, are likely to expand with the growth of the elderly population. As a result, all residents of Randolph County (and those of nearby communities) are likely to benefit from improved access to a greater number of healthcare services and providers. People of retirement age often look for part-time job opportunities which can be entirely beneficial to many existing and future employers. Grandparents are sometimes able and willing to provide low-cost options for childcare, and older adults will often give freely of their time in any number of civic engagement activities.

POPULATION BY AGE



RANDOLPH COUNTY CITIES POPULATIONS



The benefits of an old and aging population could also be lost, however. Such is the case when there is a growing absence in the number of young adults in Randolph County. Nearly every community experiences an outward migration of residents between the ages of 20 and 35. The most resilient communities are able to attract residents in the same age range. As it stands currently, Randolph County faces the issue of a smaller percentage of working people (ages 15-59) moving into a larger gap, where it will struggle to maintain the same level of wealth that was generated by the previous (larger) generations.

Some of the top issues that can be attributed to fewer and fewer young adults and children includes:

- An increase in the demands placed on the local school systems that will seek to maintain and enhance their current offerings for fewer and fewer students
- A need for family housing at affordable prices, including multi-family housing
- A relative decline in the number of users the local park system
- A relative decline in the number of quality childcare options in traditional daycare center settings due to a lack of demand

The distribution of Randolph County's 2015 population illustrates a potential to reverse the county's population decline. Over 23 percent of the county's total population is under the age of 18. Influenced by births, deaths and migrations, the population pyramid for Randolph County suggests that even though the county "exports" younger adults between the ages of 20 and 35, Randolph County appears to be attracting - or at the very least retaining - families with young children, given the relatively high percentage of people ages 0-9.

Adequately addressing the top issues attributable to creating a more inclusive community begins with making Randolph County a welcoming community for everyone. By creating more opportunities for improved health, participation in the community, and security for the county's aging and low income populations, people of all ages and all abilities, and people in the middle- to upper-income ranges stand to benefit as well.

BE RANDOLPH COUNTY

In order to retain and attract young professionals and skilled laborers and families, while simultaneously creating and maintaining a community that supports an aging population and lower income residents, Randolph County must BE...



An accommodating community with housing, transportation, recreation, healthcare, and human services opportunities for people in all stages of life.



A community that coordinates healthcare and supportive services within housing projects and neighborhoods.



A community that encourages physical activity and walkability through the use of bicycle and pedestrian friendly design.



A community that searches to expand and foster stronger networking relationships in order to meet the needs and desires of older adults.



A community that modifies its local policies and regulations to better accommodate housing developments and individual housing units that are best suitable for an elderly and low to mid-income residents.

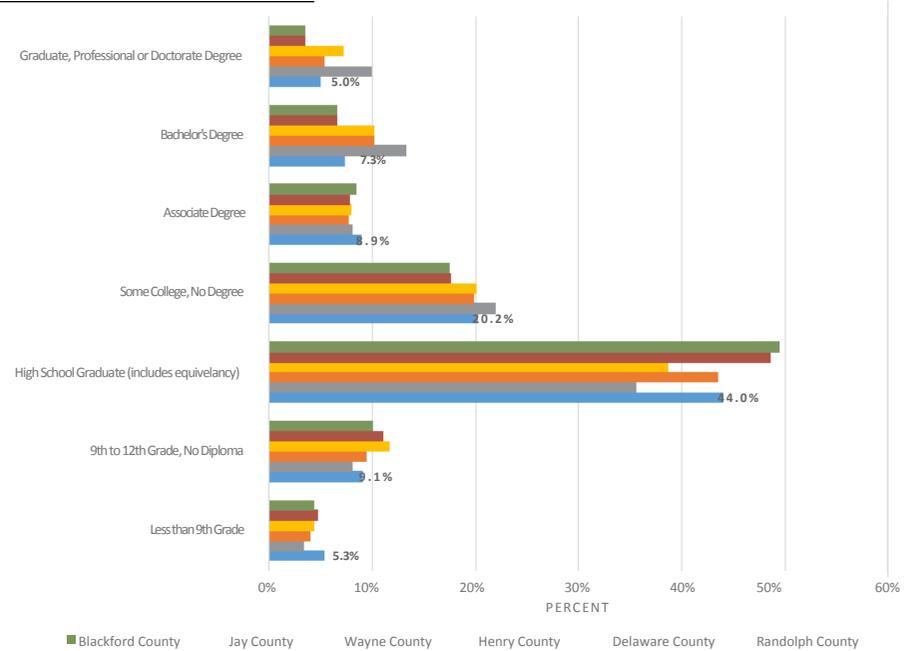
EDUCATION AND WORKFORCE DEVELOPMENT

Economic development, which is covered on the following pages, requires a constant effort to continually improve the county's ability to retain, expand, and attract new businesses, especially those that pay higher-than-average wages. However, the education level and skills of the county's workforce plays the most vital role in attracting new business. Because of this, education, workforce development, and economic development all flow from one to the next when attempting to attract businesses and residents to grow a community and its economy. Many successful communities, including Randolph County, are developing partnerships and strategies between industries led companies and schools within the community. Overall, the goal is to develop necessary skills for career opportunities right within their own backyard.

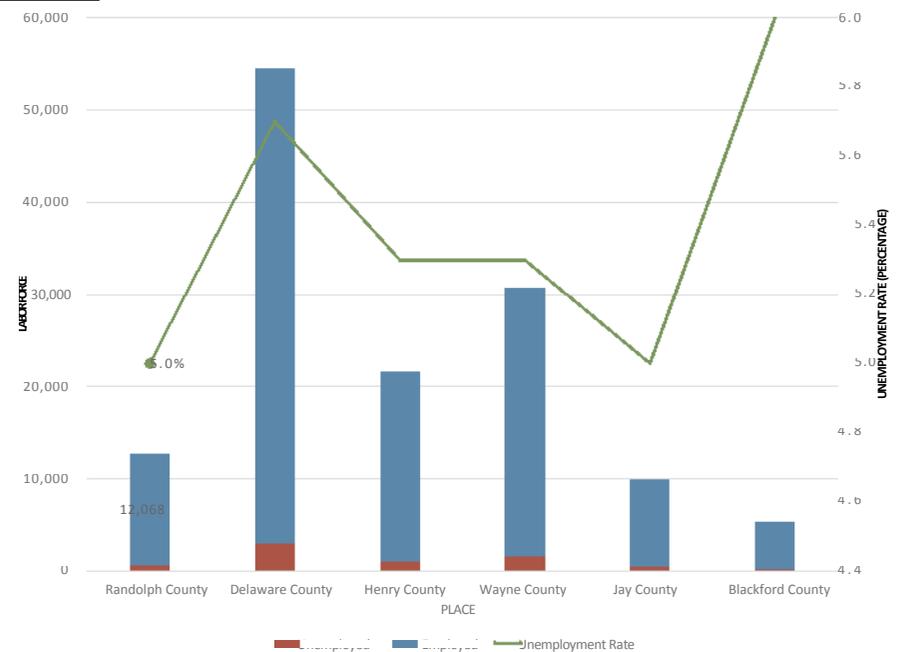
Educational attainment levels often dictate the types of jobs available throughout the community, as well as the availability of workplace advancement. Generally speaking, the higher the educational attainment levels the higher the earnings (and lower unemployment rates). Randolph County has relatively low levels of bachelor's degrees or higher when compared to surrounding communities. However, Randolph County is a leader amongst surrounding communities when comparing some college experience with no degree and those with associate degrees.

In Randolph County, 44 percent of the total population 25 years and older have received a high school diploma or equivalency. An additional 41 percent pursued a post-secondary education. Of those pursuing a post-secondary education, over 16 percent have earned either an associate's or bachelor's degree, and 5 percent (or approximately 875 people) obtained a graduate, professional, or doctorate degree. For the most part, educational attainment is relatively consistent across the county's being used for comparison, with the exception of Delaware County, which is skewed in large part due to the presence of Ball State University.

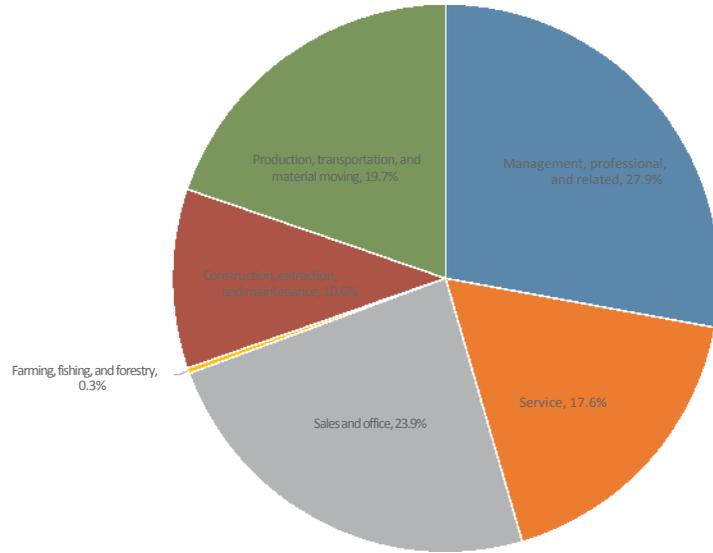
EDUCATIONAL ATTAINMENT



LABOR FORCE



CITY RESIDENT OCCUPATIONS - WINCHESTER

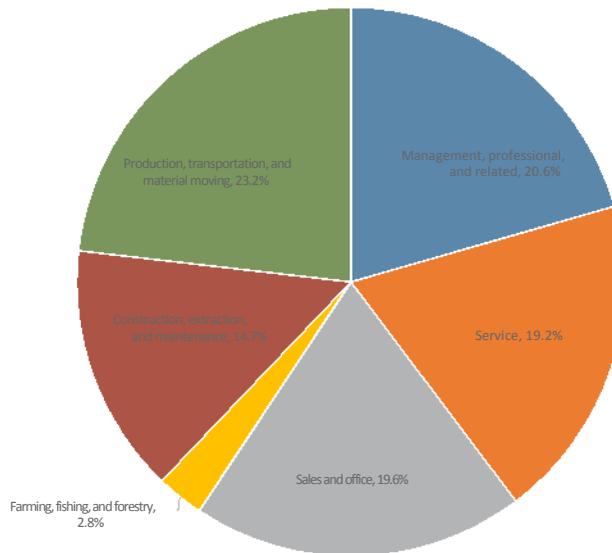


Some of the top issues that can be attributed to retaining or otherwise attracting educated, young professionals to live, and when possible work, in Randolph County include:

- A shrinking labor force
- Diverse career opportunities
- Quality childcare opportunities for working parents and guardians
- Quality housing of all types and for people at all income levels
- Lifelong learning opportunities offered by universities, colleges and tech schools in the region

A community's labor force consists of people over the age of 16 that are either working or actively seeking a job. Those people with jobs are considered employed and those who are jobless, looking for a job, and/or available for work are considered unemployed. Of the total labor force in Randolph County in 2015, 5 percent were unemployed. Both Randolph County and Jay County (5.0) have the lowest unemployment rate in the region. Conversely, Blackford County has the highest at a rate of unemployment at 6.0. The unemployment rate for Indiana was 8.8, which is higher than any of the comparison counties as well as the national rate of 5.3 for the same year.

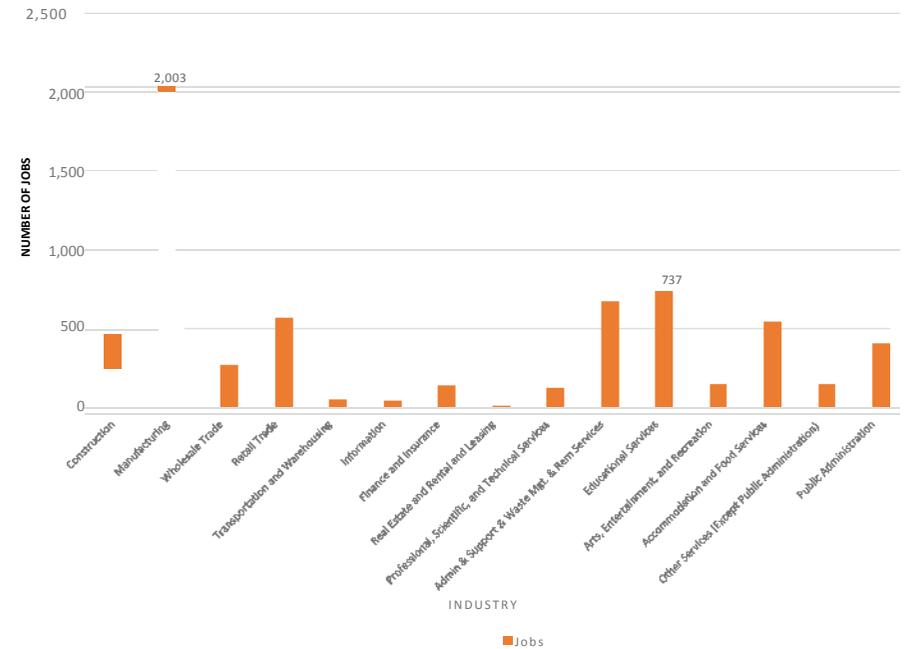
CITY RESIDENT OCCUPATIONS - UNION CITY



In Winchester, nearly a quarter of all the occupations are in management, professional and related services. By comparison, Farmland (35.3 percent) employ an even greater percentage of their population in management, professional and related services, whereas Parker City employs (22 percent), Lynn (23 percent), and Union City (18 percent) employs less. In Parker City, the occupation with the greatest percentage of people is production, transportation, and material moving at 22 percent. Other occupations represented in these towns include: service; sales and office; farming fishing, and forestry; and construction, extraction, and maintenance.

The jobs in Randolph County are spread across multiple industries including, but not limited to: construction, manufacturing, retail, agriculture, transportation, education, and accommodation/food services. By far, the largest industry in Randolph County is manufacturing, which accounts for over 2,000 jobs or 27 percent of all jobs in the county. The second and third most important sectors educational services (737 jobs, or 9.9 percent of all jobs in the county), and administration and support, waste management and removal services (676 jobs, or 9 percent of all jobs in the county). More important than the industry or the number of jobs, is the annual average wage per job. The construction industry supports just 6 percent of the total number of jobs in the county, but yet the construction industry provides the highest annual wage per job at over \$48,000 per year. Similarly, transportation and warehousing accounts for less than 1 percent of the jobs in Randolph County, but these jobs pay an average wage of over \$46,000 per year. The average wage for someone working in educational services is \$29,490 per year and over 9 percent of the jobs in Randolph County fall into this industry.

DISTRIBUTION OF JOBS AND WAGES



Some of the top issues that can be attributed to having a disproportionate number of lower-wage industries and occupations include:

- An increase in poverty
- Fewer families that can afford quality childcare
- Less stable jobs
- Fewer employer-sponsored health care plans and other benefits

Like the generations that came before them, current and future generations will be faced with challenges that demand creative solutions. Logic would suggest that a well-rounded education will – more often than not – result in a well-rounded employee. A truly great educational system is one of innovation and ingenuity where the desire to explore, experiment, inquire, and invent becomes the cornerstone of all local education and workforce development systems. Integrating art and design in tomorrow’s educational systems, reintroduces the human element into the way people are able to think about the built environment, and adds some much-needed authenticity to problem solving.

BE
RANDOLPH COUNTY

In order to instill a culture of innovation and entrepreneurship, Randolph County must BE...



A community that trains and mentors the next generation of elected and appointed leaders needed to implement the policies and ideas identified within this plan.



A community that aligns the growth plans of existing school districts with the growth plans and projections for future school enrollment and community development.



A community that encourages collaboration of skills, programs, and resources between school districts in order to provide additional opportunities for students in all parts of the county.



A community that encourages specialization and areas of expertise for each school district to better allocate resources and students to bring schools together.



A community that strengthens the local labor force by increasing education attainment levels.



A community that keeps workers' skills current by investing in education and workforce development systems both locally and regionally.



A community that increases the number of project-based learning opportunities for Junior High and High School students throughout the county.



A community that encourages and invites institutions of higher education into the community as a way to increase the number of project-based learning opportunities.



A community that incorporates life skills in school curriculums and training programs.



A community that aligns its workforce development policies, goals, and actions with the county's target industries. A community that invests in families and children today using a multi-generational approach in order to ensure a productive and competitive future workforce.



A community that embraces new, and up-to-date, technology within its schools and businesses to support innovation.

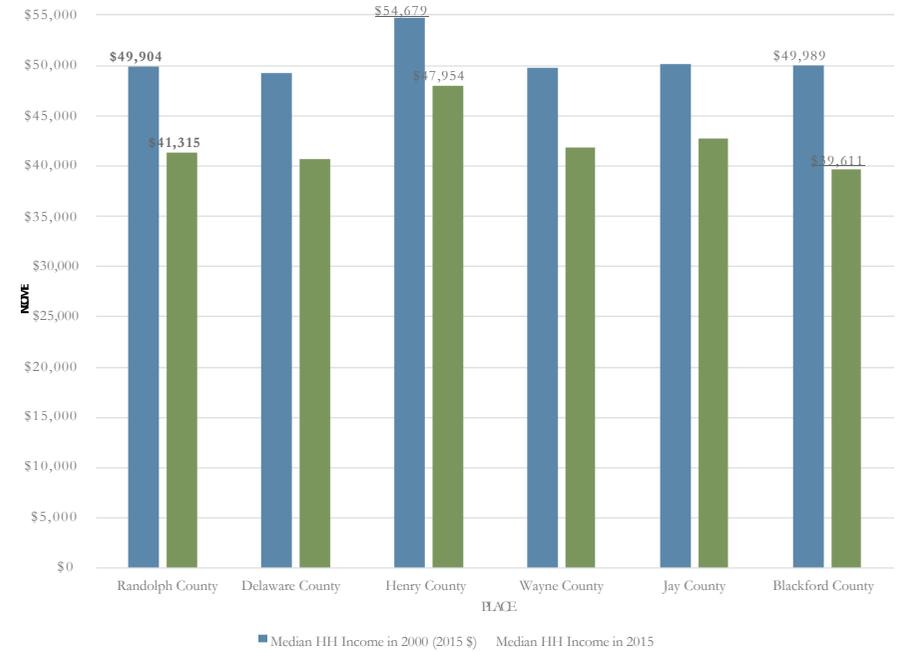
INCoME AND poVERTy

After adjusting for inflation, the median household income in Randolph County decreased by more than 17 percent or from \$49,904 (in 2015 Dollars) to \$41,315, between 2000 and 2015. With the exception of Blackford County (-21 percent) and Delaware County (-17.5 percent), Randolph County experienced the greatest decrease in median household income, and every comparison county experienced a much greater decrease than that for the State of Indiana (-9 percent) as a whole.

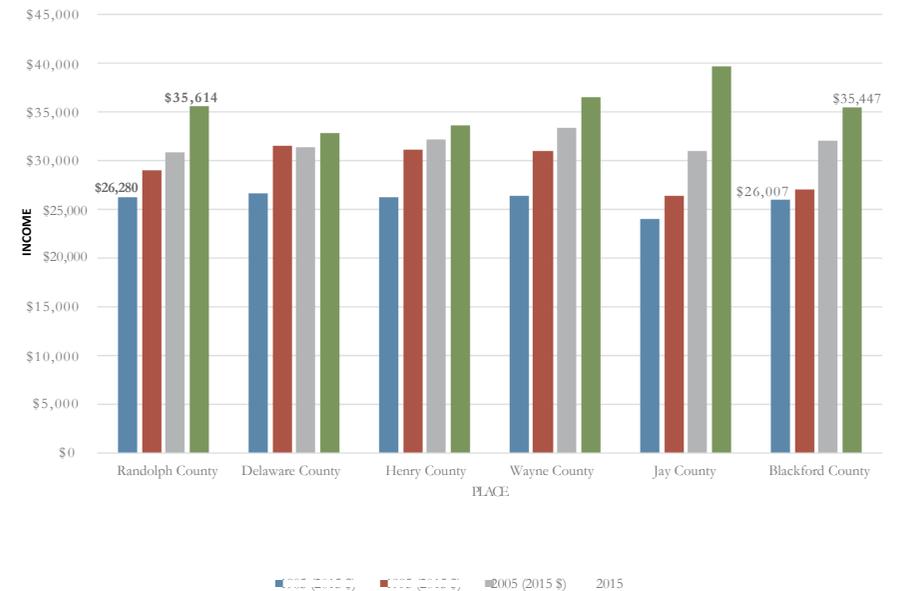
Conversely, the per capita personal income of Randolph County residents increased by approximately 36 percent, or \$10,000, between 1985 (adjusted for inflation) and 2015. While significant, this jump was less than the increase in per capita personal income across the State of Indiana (46 percent). The most significant jump in Randolph County occurred between 2005 and 2015 when the per capita personal income increased from \$30,841 (in 2015 Dollars) to \$35,614. The same type of growth in per capita personal income is consistent with that of the surrounding counties. Delaware County (23 percent) and Henry County (28 percent) saw a slightly smaller increase during the same period of time. Wayne County (38 percent), Jay County (65 percent), and Blackford (36 percent) saw even greater increases in per capita personal income during the same period of time.

With the median household income decreasing in recent years, and a per capita personal income growth that has not kept up with that of the State, the county's rate of poverty becomes even more concerning. Between 2000 and 2015, the poverty rate in Randolph County increased 74.8 percent from 10.3 to 18.0, compared to 63.6 percent (8.8 to 14.4) for the state as a whole. An increase in poverty rates was also experienced throughout the entire region, but on varying degrees. For example, Delaware County had the most significant increase (93 percent) in its poverty rate, and continues to have the highest poverty rate at 23.0. By contrast, the poverty rate in Blackford County only increased by 52.6 percent, going from 9.5 to 14.5 during the same period of time.

MEDIAN HOUSING INCOME



MEDIAN PER CAPITA PERSONAL INCOME



Poverty almost always disproportionately impacts children. Children under the age of 18 make up less than 25 percent of the total population of Randolph County, but yet a disproportionate number of them are considered poor. In Randolph County the poverty rate of children under the age of 18 increased from 14.8 to 27.1 between 2000 and 2015. This translates into an increase of 83 percent, or more than 5.5 percent increase each year. A similar trend is true for the counties being used for comparison purposes. During the same period of time, Delaware County (105 percent) experienced the greatest increase in poverty for its children, whereas Jay County (57 percent) saw the least drastic change. Children will never possess their own earning potential and will therefore remain dependent on the earning potential of their parents or guardians. While the causes and consequences of an increase in concentrated poverty are widely debated, there are additional burdens, such as an overall decrease in the housing values or spread of deteriorating structures, placed on the residents of poor neighborhoods beyond what the families' own individual circumstances would dictate.

Some of the top issues that can be attributed to an increase in poverty, especially for children under the age of 18 include:

- Rather than relying on one or two primary sources of income, a growing percentage of Randolph County's population may be forced to piece together scarce resources spread across multiple sources to not become poorer
- The need for high-quality childcare and high-quality early childhood education to adequately address the impact of poverty on children's health and development may continue to grow
- The likelihood that those who experience poverty in childhood may experience poverty as adults grows
- Many more market-oriented, private institutions and businesses may withdrawal from the community as the communities collective buying power decreases
- Public institutions, like schools, may continue to suffer from lack of adequate funding, locally

Communities that offer nothing more than a low cost of living can quickly find themselves in a position of being "undervalued". And while Randolph County offers a relatively high quality of life at an affordable price, its value proposition is in its strong knit community. In Randolph County, there is an inherent value to living in a community with friendly, compassionate, and kind neighbors while also being able to afford a lifestyle with many opportunities and amenities that provide a high quality of life.

BE RANDOLPH COUNTY

In order to ensure that Randolph County continues to be a place where affordability means more than a low cost of living, Randolph County must BE...



A community that seeks ways to reduce the time it takes for residents to meet their everyday travel needs.



A community that allows (re)developments that are compact with convenient access to jobs, services, and amenities.



A community that preserves its existing tax base (assessed value) by ensuring that local regulations are being property enforced.



A community that enforces a higher standard for design and quality of new commercial (re) developments to improve the quality and character of the city and town centers and transportation corridors.

CREATERANDOLPHCOUNTY

The following recommendations address issues and opportunities that most directly relate to the planning, zoning, and development decisions that the various governing bodies will be asked to make from time to time.

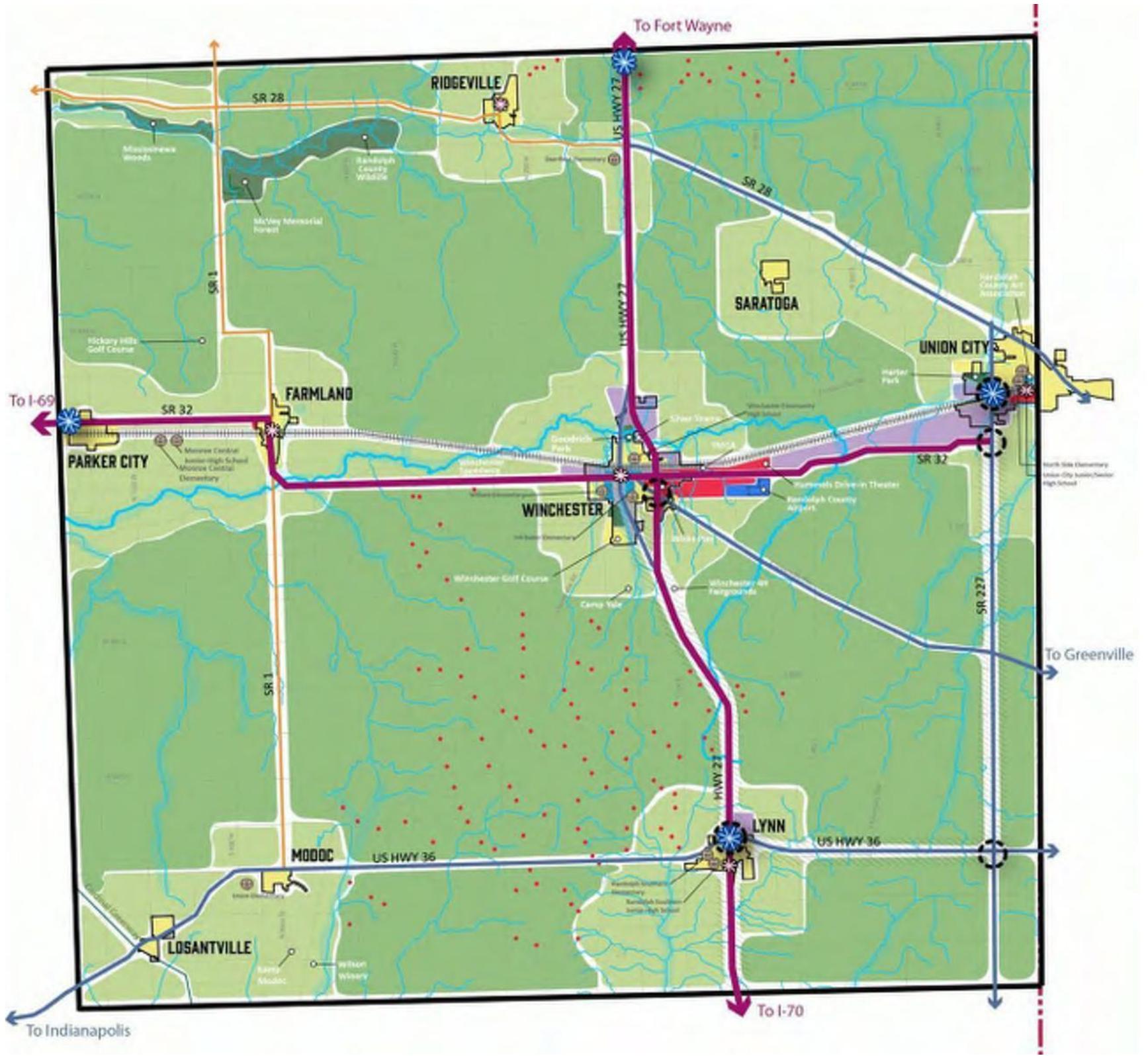
The future land use and transportation map is the community's visual representation of the future land use recommendations that follow, and it includes a graphic interpretation of nearly all of the land use components described throughout this entire planning document.

FUTURE LAND USES

Similar to the future land use map, the following pages include a set of policy objectives related to: residential, commercial, industrial, mixed-use, and civic, institutional, and public-serving uses.

FUTURE LAND USE MAP LEGEND

	County Boundary
	Municipal Boundary
	Town Center
	Active Railroad
	Existing Trails
	Protected Corridor
	Existing Wind Turbines <small>(As of March 2016)</small>
	Primary Road
	Secondary Road
	Tertiary Road
	Waterways
	Floodplains
	Major Waterways
	Civic and Institutional
	Parks, Recreation, Open Space
	Industrial Agriculture
	Restricted Agriculture
	Industrial
	Commercial
	Mixed Use
	Residential
	Schools
	Intersection Improvements
	Proposed Gateways



AGRICULTURE USE

In Randolph County, agriculture land accounts for a very large amount of the county's area. Agriculture land within Randolph County is considered working land, rather than a "placeholder" for future (residential) development. Randolph County is currently home to intensive agriculture operations, including confined animal feeding operations (CAFOs) and wind energy conversion systems. To best accommodate these types of land uses, and to avoid introducing incompatibility between these uses and others, the county has established two distinct land use categories related to agricultural land – Light Agriculture and Heavy Agriculture.

Light Agriculture is considered to be the more protected land use of the two. The boundaries of the Light Agriculture future land use areas where CAFOs should be discouraged from locating in that these areas are better suited for farming, rural residential, and small agri-business type of uses. . These areas may or may not be areas to annex in the future.

The Heavy Agriculture land use areas are intended to accommodate a variety of agriculture uses, including heavier industrial-type agricultural operations such as CAFOs. These areas are buffered from the more populated areas in the county by the Light Agricultural areas. Although every proposed development goes through a unique review process and has specific rules and regulations to follow, rural residential and other property owner neighbors should understand the possibilities and implications of a heavy agricultural land uses possibly developing nearby.

On the future land use map, the Light Agriculture land use category is used to illustrate the areas within the county that are intended to accommodate farming operations, but which may otherwise be (or become) suitable locations for residential subdivisions, commercial shopping centers, and/ or industrial growth over time. These areas may or may not be areas to annex in the future. The Heavy Agriculture land use category is used to illustrate the areas within the county that are intended to accommodate more intensive farming operations as the predominate land use. As such, areas designated as Heavy Agriculture should be protected from scattered single-family residences, and "strip-type" commercial or residential development along county roads as these areas are considered to be a key economic resource for the county, and by extension the state.



CREATE RANDOLPH COUNTY

Because farming is such a significant factor in the local, regional, state, and national economy, and in order to ensure that the county's agricultural land is used for its desired purpose and maximum potential, Randolph County must CREATE...

-  A community that conserves and preserves viable working farmland to its fullest potential.
-  A community that discourages the extension of city and town services into the Heavy Agriculture areas and limits it to new developments within the Light Agriculture areas.
-  A community that offers residents moving into an agricultural area outside of municipal boundaries greater predictability of the types of potential agricultural land uses near their homes.
-  A community that limits non-farming, single family residential development in Heavy Industrial areas that is not suitable as neighbors to intense agriculture land uses.
-  A community that limits all new residential subdivisions to areas designated as Light Agriculture.
-  A community that welcomes and encourages agri-tourism as a desired land use.

RESIDENTIAL USE

For the purposes of this plan, residential housing includes:

- Detached single-family homes, detached and attached single-family housing, and multi-family apartment buildings that are typically found in residential neighborhoods within the boundaries of an incorporated or unincorporated city or town
- Detached single-family homes in predominately residential subdivisions or multi-family housing developments on the edge of, or just outside of, an incorporated city or town
- Rural residences where no farming is known to take place
- Hobby Farms

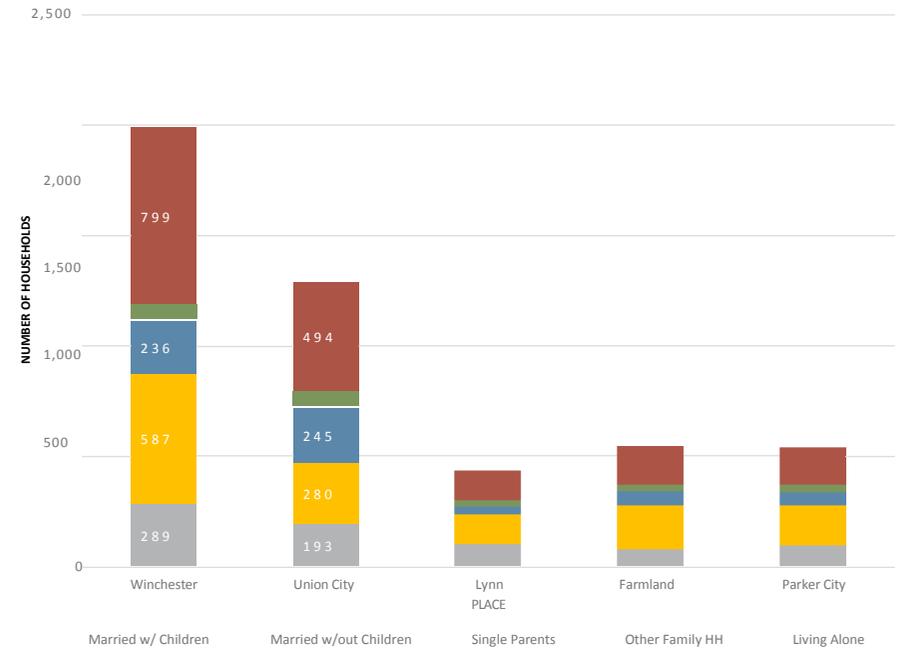
In 2015, there were over 10,500 households in Randolph County. The majority (65 percent) of households in the county were family households which means that they were/are comprised of either a married couple with children, a married couple without children, single parents and their children, or some other kind of family unit. Married couples without children accounted for approximately 34 percent of all family households. Only 18 percent of the family households were comprised of married couples with children. Single parent households made up 9 percent of the total, and other family units made up the remaining 4.5 percent. Of the approximately 3,600 non-family household (or 35 percent of all non-family households), nearly 30 percent were comprised of individuals who live alone. Compared to the county, both Winchester and Union City had a greater percentage of non-family households (43 percent and 44 percent, respectively). Union City had the highest percentage of single-parent households. Lynn is unique in that it had the greatest percentage of family households (68 percent), the greatest percentage of households comprised of married couples with children (23 percent), and a smaller percentage of its population living alone (28 percent).

In 2015, the estimated average household size in Randolph County was 2.3 people per household. This is less than the State of Indiana as a whole at 2.5. When compared to the surrounding counties, Randolph County’s average household size was smaller than that of Delaware (2.4), Henry (2.5), Wayne (2.4), and Jay (2.5) counties.

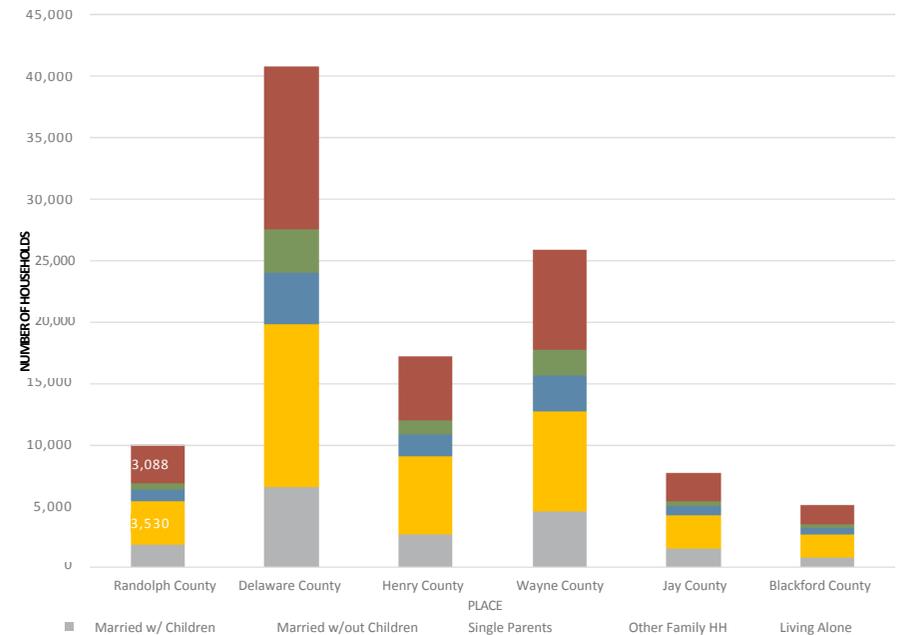
The top issues attributable to household composition and size include:

- The number of households comprised of individuals living alone is likely to increase
- A growing need for housing policies that can accommodate fewer family households, as well as smaller (non-family) households

TYPE OF HOUSEHOLD - CITY



TYPE OF HOUSEHOLD - COUNTY



There are over 11,000 housing units in Randolph County, with approximately 20 percent in the city of Winchester. The large majority of Randolph County's housing stock consists of single-family detached homes. Less than 8 percent of all of the housing units within Randolph County consist of 2 or more units.

The top issues attributable to too few single-family attached and multi-family housing options includes:

- The inability for older adults to downsize from their family home to a smaller unit that requires less upkeep
- Growing inability to keep up with the demand for walkable communities
- Fewer non-subsidized housing options for seniors and low-income families

With respect to the age of the housing stock, the homes in the municipalities of Winchester, Union City, Lynn and Farmland are relatively old (and aging). Nearly half of Lynn's housing units were built over 75 years ago. For Winchester, Union City, Farmland, and Parker City the percentage of homes built before 1940 fluctuates between 30 and 40 percent. In total, a large number of the existing homes within Randolph County has surpassed the 50 year mark and is on its way to being 100 years old.

The top issues attributable to an old and aging housing stock in parts of the county include:

- More homes will fall into disrepair as older homes require more upkeep
- More homeowners will have to undertake remodeling and renovation projects before selling unless the home is sold as-is, in which case the buyer will be responsible for updating their new residence
- Building inspection and code enforcement become too crucial to ignore
- Elderly residents who often lack the financial means or the physical ability to repair older homes becomes of particular concern for local officials and their families
- Older homes can pose very specific public safety hazards, such as added challenges for firefighters, simply because modern building codes didn't go into effect until around 1970

CREATE RANDOLPH COUNTY

In order to continue to retain and attract families to Randolph County, and adequately house Randolph County's all ages and lifestyles of the population, Randolph County must CREATE...



A community that accommodates a wide range of ages and incomes by providing a wide variety of high-quality housing options, including accessory dwelling units.



A community that pursues new, multi-unit residential subdivisions to areas in or adjacent to town or village centers.



A community that allows for neighborhood commercial and mixed-use development, by right, especially within city and town centers.



A community that pursues new single family subdivisions to stay within existing city and town limits and the Light Agriculture areas to reduce leapfrog development and maintain viable working farm land within the county.



A community that directs new residential housing development in stable neighborhoods that have room for expansion or infill.

COMMERCIAL USE

For the purposes of this plan, commercial retail establishments range from small to large and can include: corner stores, grocers, eating and drinking establishments, truck and automotive service establishments, and regional shopping centers or malls. By comparison, professional offices are often limited to such uses as: doctors' offices and clinics, personal services, some research and development facilities, and single- or multi-tenant professional office buildings. For the purposes of this plan, industrial offices are considered to be an accessory use to the manufacturing operation that it is most directly associated with.

Compared to office space, retail spaces are almost always more expensive to site. The ability to maximize the total number of parking spaces, site the building in a location that has direct access to a major thoroughfare, and site lines that increase the visibility of the property are the three key drivers of this type of commercial development. Traditional office space is generally owned or leased for a longer period of time. Like retail, offices need to be visible to the public; just less so. Business parks are often convenient enough for employers, employees, and clients, but not so convenient as to cause the company to have to compete with retail businesses for land. The key drivers of office space are: the attractiveness of the property, building exterior, and public-facing interior spaces; where the business' customers/clients are; and the implications of relocating in the future.

Commercial uses range in size. For the purposes of this plan, commercial uses are further defined as follows:

- Convenience – convenience retail establishments are stand-alone businesses, meaning they aren't co-located with an anchor retail establishment. They may or may not be located in a stand-alone building, and are almost always part of the makeup of a mixed-use area or district. They are almost always pedestrian and bicycle friendly, and cater almost exclusively to the day-to-day needs of residents within a 1-mile radius when located within a city or town. The location of convenience retail establishments can often fall outside of this designated radius within unincorporated parts of the county.
- Neighborhood – neighborhood commercial areas will often consist of more than one tenant, including an anchor tenant, such as a grocery store. Neighborhood commercial areas can accommodate retail, professional offices, or personal services, or a combination thereof, but are "limited" in that they primarily cater to the needs of residents, and other businesses, within 1- to 3-mile radius when located within a city or town. The location of neighborhood commercial can fall outside of this radius when located within unincorporated parts of the county. As a result, neighborhood commercial areas located within a city or town should also be easily accessible to pedestrians and bicyclists. These too can be found in most mixed use areas or districts.
- Community – community commercial areas are similar to neighborhood commercial areas in that they can accommodate retail, professional offices, or personal services; however, the range of goods and services offered is much wider. Community commercial areas may have as many as two anchor tenants. Their trade area can be anywhere from 3 to 6 miles, or more, in any direction, which has a tendency to make them less hospitable to pedestrians and bicyclists since most people will need a private automobile to get to and from the development.
- Regional – regional commercial areas are almost always located directly adjacent to a major (or minor) arterial thoroughfare because their trade area radius can be 15-miles or more. They cater to the masses and, as a result, have very large building (and parking lot) footprints.

CREATE RANDOLPH COUNTY

In order to effectively plan, attract, support, and develop commercial businesses, Randolph County must CREATE...

-  A community that pursues new job and housing opportunities in order to attract more commercial developments.
-  A community that welcomes and supports entrepreneurs and start-up businesses.
-  A community that properly plans and designs commercial corridor development.
-  A community that repurpose existing vacant commercial buildings for new business opportunities.
-  A community that limits new neighborhood or community scaled commercial developments to the town centers.
-  A community that utilizes existing infrastructure and resources within residential and commercial areas to expand convenience and community retail options.

INDUSTRIAL USE

Industrial uses range in intensity and include: warehousing, distribution centers, flex-industrial/office complexes, and large-scale commercial farm operations (including their residential homesteads), among others. Heavy manufacturing is often characterized by its need for/use of outdoor storage, truck parking, truck docks, noise pollution, light pollution, and/ or unpleasant smells. Most other manufacturing uses are much less objectionable.

Historically speaking, industrial land uses have almost always been viewed as being incompatible with residential uses; sometimes commercial uses as well; even though entire neighborhoods were constructed to take advantage of the close proximity to manufacturing jobs. It was this type of incompatibility that led to zoning in the first place. With very few exceptions, nearly every community benefits from accommodating industrial uses.

Demand for industrial land comes from several sources, but nearly all factors affecting the demand for industrial land are due in large part to industrial restructuring. Land characteristics that seem to be prevalent across multiple industries includes (in no particular order):

- Entitlements (i.e., zoning)
- Access to customers, suppliers, workers, and transportation networks
- The ability of the local transportation system(s) to serve the site/ area
- Stable and relatively affordable leases
- Nearby industries within the same industry cluster
- Large areas of land, or districts, that are free from encroachment by non-industrial (or related) uses
- The skills and average wages of the local workforce for issues related to displacement
- Sites that are conducive to the storage, handling, and usage of the industrial operation
- When present, buildings that are new enough and configured in such a way as to increase the properties' productivity (and later marketability)
- The presence or absence of environmental contamination left by previous industrial users
- The potential for expansion(s) in the future

Industrial land, its location, its impact on labor markets, its effect on residents, and the shape of communities has been over the subjects of much study and public discourse. Some communities are only now starting to overcome the legacy of industrial pollution. At the same time, manufacturing has changed and continues to change to the point where more and more industrial uses would benefit from "interactions" with non-industrial uses in order to produce a healthy local economy. This is especially true when one considers that transportation costs drive many of the decisions that industrial companies have to consider. The role that industrial land plays in communities remains vital; even in the wake of structural manufacturing job losses.

Nearly every rural community has contemplated the loss of prime agricultural land. Few communities – rural, suburban, or urban --stop to contemplate the loss of prime industrial land. Nearly every community seeks to prevent industrial land from encroaching on non-industrial land. Few communities consider that non-industrial land can encroach on industrial land. Marginal demand for residential and mixed-use development (not unlike some of the policies, strategies, and action steps included herein) can crowd out industrial uses to the detriment of the larger Randolph County community. And yet, both prime industrial land and prime agricultural land are important to the character and prevailing "country" lifestyle in Randolph County.

CREATE RANDOLPH COUNTY

In order to effectively plan, facilitate, or manage the location, siting, design, and in some instances, preserve or protect industrial uses, and ultimately provide more jobs and career opportunities within Randolph County while increasing the local tax base, Randolph County must CREATE...

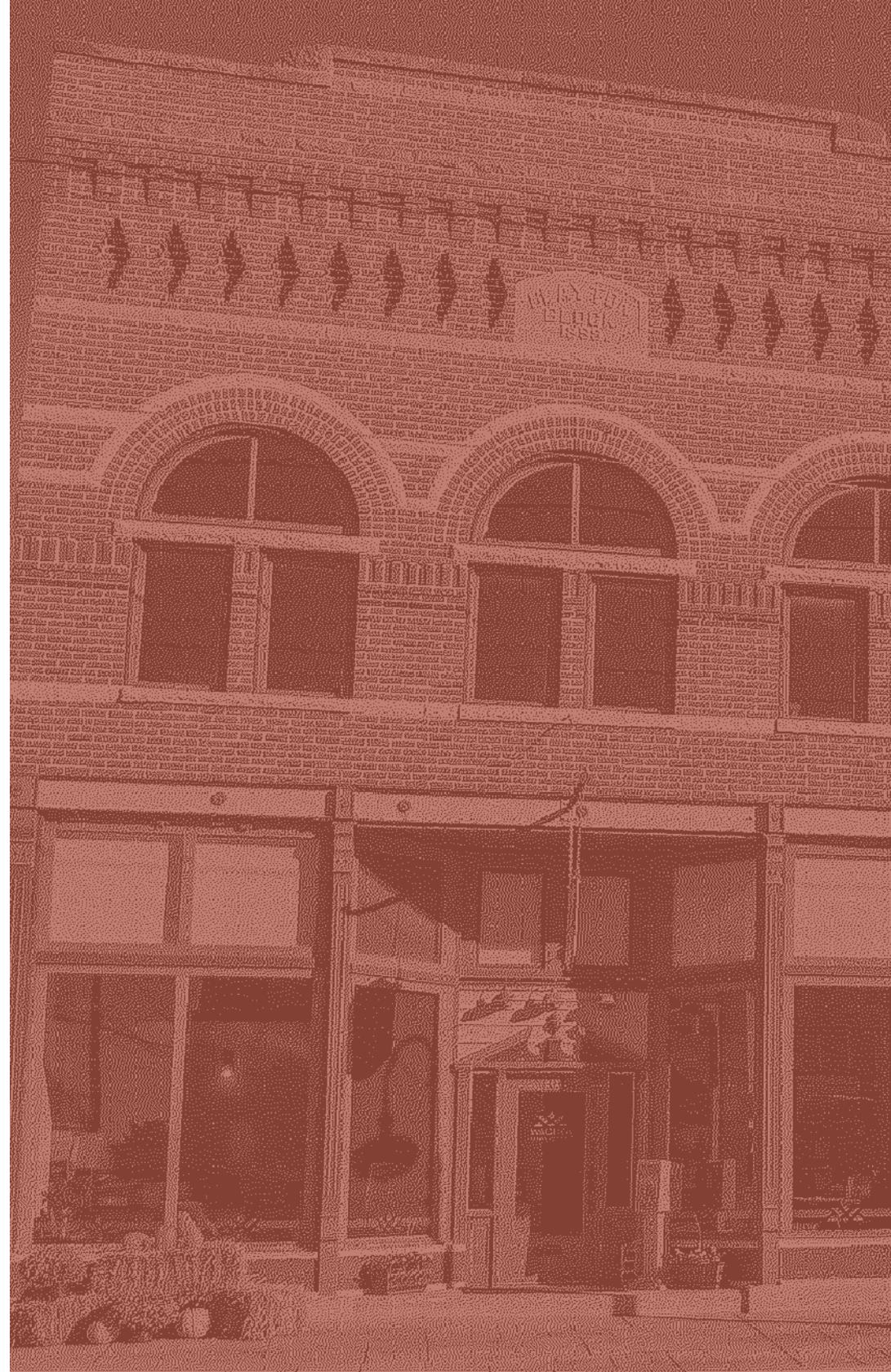
-  A community that clearly defines where the industrial areas – existing or proposed – are.
-  A community that describes industrial land uses as either production, or distribution to convey the importance of the integral role that industrial land plays in the local economy.
-  A community that aligns local industrial land use regulations with efforts to attract higher-skilled, higher-wage jobs.
-  A community that reserves land within existing or planned industrial parks for higher-wage jobs producing manufacturing uses or their ancillary uses.
-  A community that concentrates new, large-scale industrial development within the county's existing industrial parks and along the active rail line(s).
-  A community that protects prime industrial land from the encroachment of non-industrial uses.
-  A community that improves the county's collective ability to deliver "shovel-ready" sites for (re) development.
-  A community that pursues industrial land uses that offer high-paying jobs that align with the skills and needs of the local population.

MIXED-USE

For the purposes of this plan, mixed-use is defined as some combination of residential and non-residential development. Mixed-use developments are often a more compact type of development, and can take the form of a single building, a city block, or an entire neighborhood or community. Mixed-use land use categories vary from other single-use land use categories in that they:

- Allow for residential and non-residential uses to locate within the same building (vertical mixed-use) or in adjacent buildings (horizontal mixed-use).
- Allow for greater residential densities (people/acre) and greater commercial intensities (businesses/square mile).
- Reduce the physical distance between residential units, retail businesses, and public serving agencies, among others to effectively reduce travel costs (for the resident) and transportation costs (for the applicable government agencies).
- Activate the streetscape and create a stronger sense of “place.”
- Improve the mobility of people who cannot or choose not to own and operate a personal automobile.
- Accommodate residential uses within an existing (or proposed) industrial building where there are still industrial operations present.

At the time of this study, mixed-use development was unclassified. Considering that much of the City of Winchester and many of the smaller towns were developed as mixed-use districts before conventional zoning required land uses to be separated, incorporated municipalities can serve as proxies for existing (and future) mixed-use areas within the county.



CREATE RANDOLPH COUNTY

In order to effectively plan, facilitate, or manage the location, siting, and design of mixed-use developments, Randolph County must CREATE...

-  A community that formally establishes the county's existing city or town center areas as mixed-use areas.
-  A community that seeks out areas for new mixed-use developments in downtown city and town centers.
-  A community that allows for more ancillary uses, such as outdoor retail sales of beverages, flowers, and food from carts on sidewalks and in public areas, within all mixed-use districts by right.
-  A community that develops, adopts, and properly administers site development and building design standards to facilitate successful mixed-use environments; ensuring that all development within a mixed-use district is scaled to the pedestrian, rather than motorists.
-  A community that plans for and requires accommodation of and connections between vehicular and pedestrian transportation.
-  A community that gives due consideration to the need to provide common open spaces, features, and amenities within a mixed-use district.

PARKS, RECREATION, AND OPEN SPACE USE

Park and recreation land uses provide a unique amenity desired by residents of all ages and abilities. A great park and recreation network can have a large impact on the overall quality of life within the community. In addition to encouraging activity and healthy lifestyles, park and recreational land uses can also provide a sense of community pride and identity. These areas, which often include city, township, and county parks and trails can all become places for residents of a community to gather informally, and as locations for organized activities and events to occur.

There are many positive elements of the various municipal, township, and recreation areas. For this to continue, the parks, recreation areas, and trails across the county need to be seen as an economic development tool; and then funded accordingly.

PARK AND RECREATION AREAS

Within Randolph County there are a number of amenities and activities for active and passive recreational opportunities. From the Christmas Lights Show in Harter Park, to Softball Tournaments in Goodrich Park, the towns and cities throughout Randolph County pride themselves on offering unique experiences. Some of the parks located within Randolph County include:

- Harter Park (Union City)
- Lynn Lions Club Park (Lynn)
- Parker City Parks (Parker City)
- City Park (Farmland)
- Railroad Park (Union City)
- East Side Park (Union City)
- Artisan Crossing (Union City)
- Community Garden Pocket Park (Union City)
- Morton Hill Park (Winchester)
- Beeson Southside Park (Winchester)
- Passmore Park (Winchester)
- Guyer Park (Winchester)





NATURAL AREAS

Located in the northwest corner of Randolph County along the Mississinewa River, Mississinewa Woods is a 38-acre riparian corridor owned by the Red-Tail Conservancy. Surrounded by agricultural land and aided by a few nearby wooded lots, the Mississinewa Woods serves to:

- Filter sediment from runoff before it enters the river
- Protect the riverbank from erosion
- Provide a storage area for flood waters
- Provide food and habitat for fish and wildlife
- Contribute to the natural setting offered throughout Randolph County

The McVey Memorial Forest is a 249-acre forest located in the northwest corner of Randolph County, adjacent to Mississinewa Woods. Owned and dedicated to the county by Edna McVey, a lifelong Randolph County resident. This particular part of the county includes upland forests, river bottoms, prairies, wetlands, and Bush Creek. All of these natural features are unique to the Midwest and Eastern Indiana and should be protected to ensure that their distinctive plant and wildlife ecosystems are preserved.

Located within the same North West region of the county along the Mississinewa River, the Randolph County Wildlife Management Area is a vast piece of land owned and operated by the Indiana Department of Natural Resources covering over 500-acres. Acquisition of the land was made possible using the Wildlife and Sport Fish Restoration Program administered by the United States Fish and Wildlife Service. Today, the land is used for public hunting and fishing by people throughout the region.

TRAILS

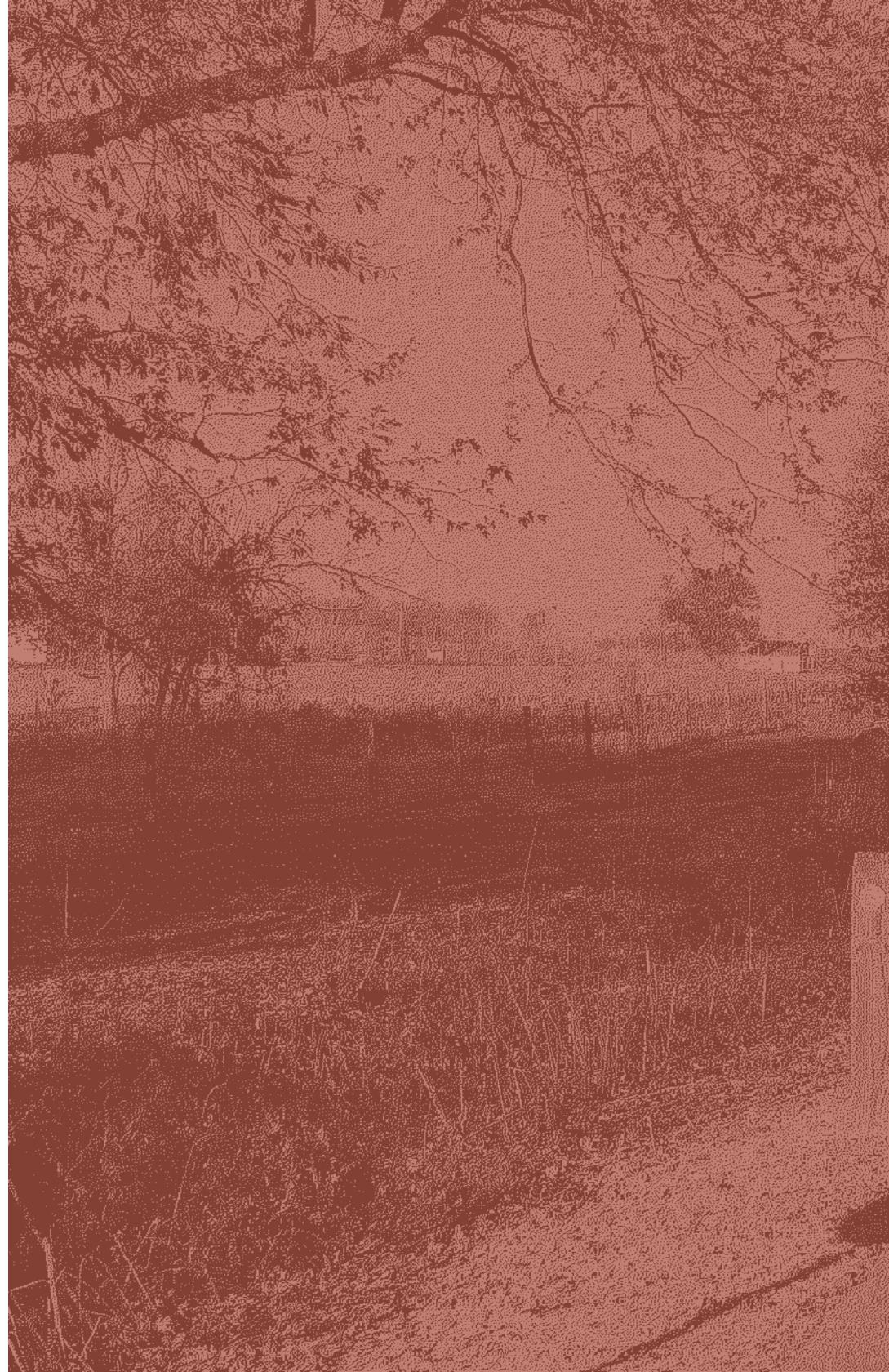
The Randolph County greenway and trail network includes segments of the Cardinal Greenway and the Gateway Trail.

The Cardinal Greenway traverses 60 miles of an abandoned CSX railroad corridor between Richmond, IN and Marion, IN. The trail is the longest rails-to-trails project in the state and was designated as a National Recreation Trail to become part of the National Trail System in 2003. The Cardinal Greenway passing through the south west corner of Randolph County. The trail lies east of US 35 and passes through Losantville. The Cardinal Greenway provides further access to the Northern Route of the American Discovery Trail (intracoastal route), White River Greenway (Muncie, Indiana), and Whitewater Gorge Trail and Gennett Walk of Fame (Whitewater Gorge Park, Richmond, Indiana).

The Gateway Trail was the first trail to cross the Indiana-Ohio border. The first mile long segment connects Randolph and Darke Counties; traversing parts of Union City, Indiana and Union City, Ohio along the former Pennsylvania Railroad's main Columbus to Chicago rail line. By expanding this trail within Union City, Indiana, trail users could eventually access the Gateway Trail and Harter Park Trail network. Expansion of the trail east into Ohio towards Greenville, Ohio would offer trail users access to the Tecumseh Trail in Bradford, Ohio.

There is a trail system in the City of Winchester that runs through the city's Goodrich Park. Union City's trail system is comprised of a 1-mile trail that circle's Harter Park.

A future, county-wide trail network would connect Randolph County's numerous tourism and recreation destinations. But rather than use one or more of the vacant or abandoned rail corridors, community leaders offer that enhancements (e.g. striping and wayfinding signage) along some of the county's existing road network as a viable option for establishing a county-wide trail network, over time.



CREATE RANDOLPH COUNTY

In order to effectively enhance the experience of residents and visitors by properly facilitating, managing, and maintaining the parks, recreation, trails, and natural areas Randolph County must CREATE...



A community that enhances existing park and recreation destinations, and trail segments by connecting them to build a county-wide network of opportunities.



A community that considers trails, greenways, waterways, and equestrian trails as amenities that, when properly funded, can provide a return on investment.



A community that advertises and promotes the unique features of each park and recreation amenity throughout the county.



A community that uses unified leadership and shared resources to maximize each of the park and recreation opportunities offered within the county.



A community that utilizes its existing rural county road network as bicycle/pedestrian routes and connections throughout the county.

CIVIC, INSTITUTIONAL, AND PUBLIC-SERVING USES

This section of the plan addresses such things as community centers, schools, hospitals, libraries, jails, emergency response facilities, and public safety.

Often times, community facilities serve as the glue that holds the larger community together. These facilities – along with the organizations and agencies that run them - make it possible to provide residents with a quality education, public safety, healthcare, and other social services. In many communities, these community facilities are the main attraction for people looking to relocate. Daycare centers, schools, and hospitals, and treatment centers are just a few of the many civic, institutional, and public serving uses dedicated to improving the local quality of life. Although many community facilities are supported by local property taxes and some are not, all government agencies must provide a high level of support and communications with these community facilities in order to ensure a successful and healthy community.

Like other communities throughout the Midwest struggling with declining populations, jobs, and incomes, Randolph County can benefit from investing, improving, and supporting local community organizations with facilities dedicated to serving area residents. This is especially true in terms of the community's collective ability to address issues and opportunities related to mental illness and substance abuse.



CREATE RANDOLPH COUNTY

In order to better support the county's various civic, institutional, and public-servicing agencies, Randolph County must CREATE:

-  A community that ensures an easy construction process to site, permit, license, and construct dependent care facilities and early childhood learning centers.
-  A community that proactively builds relationships with area healthcare providers and partners to ensure quality care for its local residents.
-  A community that can adequately fund or support each taxing agency so that they have the necessary resources required to maintain and expand existing facilities and programs.
-  A community that properly serves all current and future growth of the county with adequate fire and EMS services.
-  A community that strengthens the county roadway network to ensure that emergency responders can easily and safely move quickly throughout the county.
-  A community that provides quick and efficient emergency response from the time dispatch is called to the time emergency responders arrive on location.
-  A community that provides proper cellular coverage throughout the county to ensure signal for contacting emergency responders.

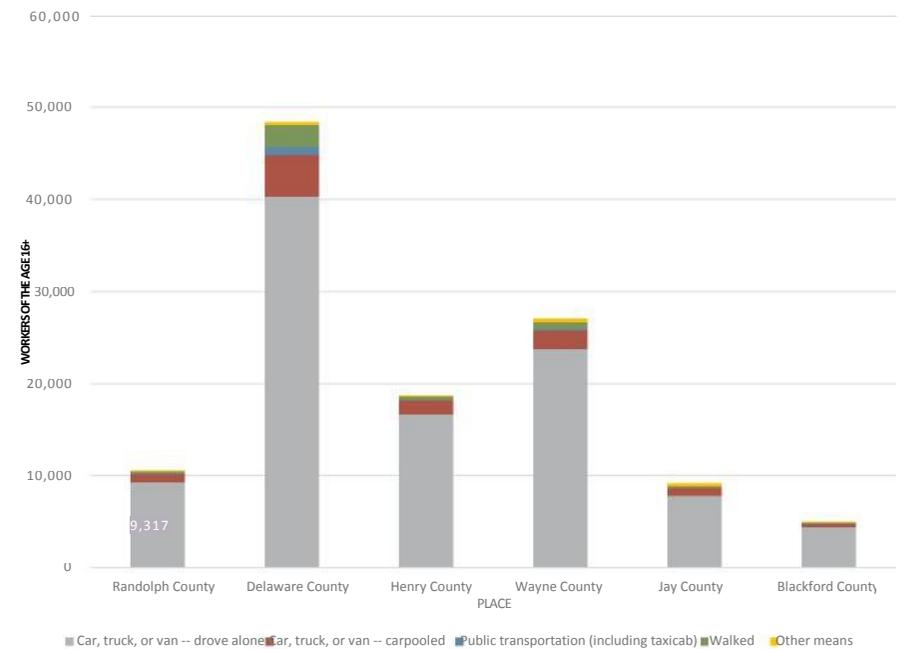
TRANSPORTATION

One of the primary functions of government is to provide safe and reliable transportation infrastructure. According to the 2015 ACS, there were over 11,000 people over the age of 16 in the Randolph County. Of these, 84 percent commute by themselves. This trend is consistent throughout the region as well as the state. In Randolph County, only 8 percent of workers carpool to work, and less than 3 percent uses alternative modes of transportation, such as walking or public transportation. The municipalities within the county follow similar patterns, with a few variations. Union City (14 percent) and Lynn (13 percent) have a greater percentage of workers that carpool to work. Union City has the highest percentage of workers that walk to work (5 percent), and Lynn has the highest percentage of people who work from home (5 percent).

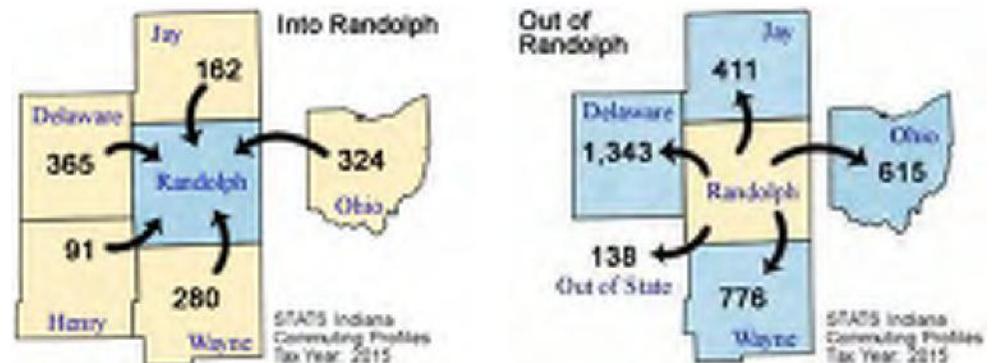
Similar to the State of Indiana as a whole, the mean travel time to work for residents in Randolph County is 23 minutes. Residents of Farmland have the highest mean travel time of 27 minutes, and Winchester has the lowest at 17 minutes.

Randolph County's implied resident labor force, or the number of people who lived in the county and worked (somewhere) was just over 16,500 people for the 2013 tax year. The total number of people who worked in Randolph County (the implied workforce) was 13,815 for the same year. Less than 12,400 people lived and worked in Randolph County, while more than 4,000 people live in Randolph County and work outside of the County. Less than 1,425 people commuted into Randolph County to work.

MEANS OF TRANSPORTATION



COMMUNITING PATTERNS



RAIL

Randolph County is bisected by the CSX main line that runs from St. Louis to multiple points along the east coast. The rail travels through Parker City, Farmland, Winchester, Harrisville, and Union City. There are many development opportunities along this rail corridor with potential for connections to the rail line. One existing example of this connection to the rail line can be found at the Cardinal Ethanol Plant along SR 32.

There are also multiple abandoned rail corridors in Randolph County. In many cases, the land in these corridors has already been reverted back to the adjacent property owners, thereby limiting the potential for future use.

CREATE RANDOLPH COUNTY

In order to expand the economic development opportunities along the rail corridor and grow the number and types of jobs offered, Randolph County must CREATE...



A community that continues to leverage the presence of the county's active railroads in efforts to retain, expand and attract employers.



A community that proactively retains and enhances reliable, cost-competitive rail service to area businesses who are dependent on rail.



A community that makes use of the remaining greenfield development areas near the active rail line by reserving the accessible land for industrial uses.

ROADWAYS AND BRIDGES

The county's roads accommodate vehicular and truck traffic, as well as farm equipment. Randolph County's thoroughfares can be summarized as being:

- Primary Roadways, such as SR 32, US 27 are primarily intended to move traffic in and out of the county.
- Secondary Roadways, such as Greenville Pike, SR 28 (East of US 27), US 36 (West of Lynn), are all other important routes in getting from one part of the county to another.
- Tertiary Roadways, such as SR 1, SR 28 (West of US 27), US 36 (East of Lynn), offer direct access to one or more secondary or primary roadways.
- All other roads and streets are local in nature, and not necessarily part of the larger county-wide network.

How well a roadway functions is largely a function of the design, or layout, of the community's larger roadway network. Of particular importance to the larger Randolph County community is the importance of accommodating the movement of farm equipment between fields, and adequately accounting for the increased operation and maintenance costs associated with the relatively heavy use of the county's roads to move freight trucks to and from the large-scale commercial farm operations.

In order to provide a safe and efficient road network throughout the county, Randolph County must also address their large number of outdated, damaged, or otherwise, failing, network of county culverts and bridges. In many cases, the condition of the county's bridges is a function of their relative age. However, the county's bridges have and may continue to age faster as there is no desire to limit use by tractor trailers and farm equipment.



CREATE RANDOLPH COUNTY

In order to effectively plan for and implement roadway infrastructure and bridge improvements that are necessary to support the various land use objectives within this plan, Randolph County must CREATE...



A community that requires that all transportation projects consider motorized, and non-motorized modes of transportation, as well as the use of county roads for the movement of farm implements and freight trucks, as single designated truck routes are ineffective and limiting in a farming community.



A community that proposes improvements for the intersections identified on the future land use and transportation map.



A community that collects and allocates revenue in such a way as to account for the increased wear and tear, and ensure that heavy trucks and equipment can move about efficiently and safely.



A community that accurately accounts for siting of new industrial developments or parks, as well as the increasing wear and tear on county roads given that truck traffic is expected to increase, as more and more local freight movement shifts away from rail.



A community that focuses on transportation solutions that move away from simply alter the behaviors of one or more users, to focus on transportation investments that: improve local and regional connectivity, and include bicycle facilities where appropriate in areas that are experiencing growth and development.



A community that requires that all new developments adjacent to an established gridded-street system extend and make use of the application of a grid, or modified grid, street layout pattern.



A community that maintains, and in most instances, increases the frequency and distribution of intersections in the County's city and town centers to create a walkable environment and more robust transportation network.



A community that plans for the use of frontage roads along the County's primary and secondary roadways to allow for (relatively) uninterrupted travel on the roadways while still allowing for access to (and thus the future development or redevelopment of) adjacent properties, while maintaining the visibility of the adjacent properties.



A community that limits the number of curb cuts or access points along the county's primary and secondary roadways.



A community that requires multiple access points onto one or more primary or secondary roadways for all new development and redevelopment of large parcels.

AIR

The Randolph County Airport is a general aviation, public-use airport east of the City of Winchester. The airport has one runway with an asphalt surface of around 4,300 feet by 75 feet. According to the Federal Airport Association data from 2015 , the airport averages around 18 planes per day. Of these 18 planes, around 50 percent are transient aircrafts passing through and the other 50 percent are locally owned and operated aircrafts. There are currently 18 aircrafts located on base at the airport.

The Randolph County Economic Development Corporation, and many local elected and appointed officials, recognize the value and potential in having an airport facility within the county to attract more commercial aviation. Because of this, the community has pursued and received funds for improvements to the airport, such as additional hangers and runway extensions. A local airport that is equipped with the most up-to-date technology and infrastructure increases the likelihood that prospective companies and future residents will chose Randolph County as their home. A local airport that is equipped with the most up-to-date technology and infrastructure is better able to serve: emergency medical flights, business travel, personal travel, and even agricultural operations.



CREATE RANDOLPH COUNTY

In order to continue to effectively serve the community with air transport and attract economic development, Randolph County must CREATE...

-  A community that regularly updates the airport master plan to illustrate where new hangars, runway improvements, and other developments might be located in the future.
-  A community that positions the non-aviation land at the airport for economic development purposes.
-  A community that considers that aviation land can serve a dual purpose when it comes to the installation of solar farms.
-  A community that keeps land around the airport free from the encroachment of residential development, which is often thought to be relatively incompatible with aviation.
-  A community that explores the potential for airpark homes as a means to expand executive housing options within the county and further attract businesses.

ALTERNATIVE ENERGY

Alternative energy, is any energy source other than fossil fuel. Both the nature and use has changed over time. In Randolph County, not only are alternative energy land uses welcomed industries, they are symbolic in terms of the Randolph County community's willingness to embrace change. The community's collective ability to accept and welcome alternative energy is evidence that both residents and local leaders are committed to investing in opportunities that generate short-, mid- and long-term benefits to the community.

WIND

Due in large part to the wide open spaces and high elevations with limited obstructions, wind turbines can be found within many rural communities throughout the Midwest. Today, wind turbines can serve as a significant power resources and economic development opportunity. With continuously advancing technology, these structures will continue to become even more reliable, quiet, and safe over time.

The first wind farm project in Randolph County was completed in 2014. Since then, additional projects/phases have been constructed, and there are future phases that will come online in the next several years. At the time of this study, there were nearly 160 WECS structures sited throughout Randolph County. Randolph County understands the many benefits of wind energy production. Some of the local benefits include, among other things:

- Lease payments for landowners hosting wind turbines;
- Contributions to the local tax base; and
- A new source for local jobs and business activity.

SOLAR

Rural communities, primarily because of the amount of undeveloped land, also become attractive for the siting of solar farms. Solar energy is considered by some to be one way to lessen the country's dependence on non-renewable sources of energy, while also reducing some sources of pollution when energy is produced. Unlike other types of improvements, land used for solar energy can often be reverted back to its original land use once the solar project is decommissioned. For these and other reasons, Randolph County generally supports the inclusion of solar technology and design in developed and undeveloped areas throughout the county, provided that: there is no net loss of prime agricultural land; the impacts to adjacent land uses are able to be mitigated effectively; and protections and assurances are adequate enough to ensure that all solar farms will be decommissioned in the future.

Concerns about glint and glare often arise when the solar farm is proposed to be located near an airport, agricultural area, forest or other natural areas.

Commercial solar farms often cover many acres of land and have the potential to convert agricultural land to non-agricultural land, permanently. Once sited, a solar farm increases the potential for the soil to be degraded. For example, mowing a solar farm can prove to be difficult, and as a result herbicides are often used to keep the solar panels clear from overgrown shrubs and tall grasses. In these situations, the use of herbicides can have a negative effect on sensitive soil types below. This could potentially cause agricultural land to lose its production capacity.

Although no solar farms were currently built in Randolph County at the time of this plan, there are multiple developments throughout Randolph County that use small scale solar panels on rooftops to harvest solar energy. For example, the rooftops of the amphitheater and Artisan Loft Apartments in Union City have multiple solar panels to provide power for those facilities. The individual use of solar panels such as these is encouraged and supported by Randolph County.

Like most other land uses, all solar energy systems have a functional lifespan. The average life span of a solar energy system commissioned today is approximately 25 years. Without proper decommissioning of an outdated solar farm, communities run the risk of having dangerous or blighted equipment affecting their landscape. In addition, some thin-film versions contain small amounts of toxic materials that could potentially contribute to the creation of a new brownfield if not properly handled and disposed.

CREATE RANDOLPH COUNTY

In order to adequately provide residences and businesses throughout the various communities with the infrastructure that is needed for each community to grow and thrive, Randolph County must CREATE...

-  A community that allows for and accommodates the siting of wind and solar energy projects, by ensuring that applicable regulations offer both clarity and stability, as well as a degree of flexibility so that regulators can continue to incorporate new information and properly avoid or mitigate impacts.
-  A community that ensures that all applicable land use and subdivision control regulations are an accurate reflection of the need to effectively deliver sustainable utility infrastructure.
-  A community that prioritizes infill housing and the redevelopment of non-residential areas – increasing both residential densities and the intensity of non-residential developments over time—to increase the feasibility of installing or upgrading utility infrastructure and maintaining operations over time.
-  A community that welcomes and encourages the use of individual or commercial forms of alternative energy production.
-  A community that develops, adopts, maintains and enforces land use and development regulations that anticipate and either avoid or mitigate known issues prior to the construction of a wind or solar farm.
-  A community that considers the entire life cycle of an alternative energy project by ensuring that once a project has reached the end of its lifecycle it will be properly decommissioned.

GROW RANDOLPH COUNTY

In this section, progress is measured in terms of population and job growth; as well as, overall improvements to the local quality of life. The following recommendations address the issues and opportunities related to the community's future growth and development.

GROWTH MANAGEMENT

While much of Randolph County has changed since its last adopted comprehensive plan in 1999, much of the county and its environment also still remains the same. Over the years, the county has sought to attract and expand upon development, both physically and economically. However, the community and its residents are also committed to protecting the rural character of the community. The following pages offer growth management strategies for to environmentally sensitive areas, transportation corridors, and placemaking.

ENVIRONMENTALLY SENSITIVE AREAS

Environmentally sensitive areas often require special protections because of the benefits to the landscape, wildlife, or cultural/historic value. With so much of the land in Randolph County being used for its greatest economic benefit potential, it is important to consider the environmentally sensitive areas in need of protection.

In Randolph County, there are a handful of existing natural areas that require special attention and protection. These environmentally sensitive areas include Mississinewa Woods and McVey Memorial Forest as mentioned in the parks section of this plan.



GROW RANDOLPH COUNTY

In order to properly preserve, and protect the county's environmentally sensitive areas, Randolph County must GROW...

-  A community that establishes and maintains natural areas that help reduce the amount of nonpoint source pollution generated from agricultural operations and urban run-off.
-  A community that reduces the risk of flood damage by restricting (re)development in the 100-year floodplain; expressly prohibiting (re)development in the 100-year floodway; protecting and enhancing riparian corridors; and by adopting best practices in storm water quantity and quality management for all new public and private infrastructure investments.
-  A community that reduces the risk of flooding in Randolph County and downstream by maintaining and possibly even increasing the flood storage capacity within Randolph County.
-  A community that prevents contaminants from reaching levels that present a risk to people's health and maintains a safe and adequate drinking water supply.
-  A community that allows for both active and passive recreational opportunities within the 100-year floodplain where desirable, but refrain from allowing for the construction of temporary or permanent structures to house anything related to the recreational activities above grade.
-  A community that maintains tree lines that serves as windbreaks along roadsides or fields, prevent erosion, and connect woodlots.
-  A community that plants and maintains streamside buffers to slow down and hold overland flow of water, prevents erosion, and provide plants and wildlife habitats.

TRANSPORTATION CORRIDORS

Randolph County has multiple corridors that serve as primary arterials, connecting the county and its municipalities to the nearby interstates of I-69 and I-70. These corridors include State Road 32 and US 27.

A large portion of the county’s commercial, industrial, and agricultural land uses are located along these corridors. In addition, State Road 32 is important because it connects much of the county to the county seat. Both of these corridors have the potential to enhance the overall image of Randolph County.

GROW
RANDOLPH COUNTY

In order to improve mobility and the overall aesthetic of Randolph County’s primary transportation corridors, the County must GROW...



A community that prioritizes public investments along the county’s designated corridors at key gateway locations over other stretches of roadway.



A community that employs the use of best practices in the maintenance and branding of each gateway, and gives careful consideration to the need for wayfinding.



A community that stabilizes and enhances the properties that abut each roadway.

VACANT AND ABANDONED PROPERTIES

Vacant and abandoned properties present a number of challenges and opportunities. These properties can be found in the form of -

- boarded-up commercial and industrial buildings and homes;
- empty lots that attract trash and debris;
- vacant or under-performing commercial properties (such as under-leased shopping malls and strip commercial properties);
- neglected industrial properties (some of them with environmental contaminations); and
- deteriorating residences with significant code violations

These troublesome, and often costly, properties can quickly feel overwhelming to governments. They can also have a negative effect on the neighboring property values. Overall, these vacant and abandoned properties do not create a good image for the community. However, these vacant properties also offer a unique opportunity for redevelopment. Vacant and abandoned properties are the prime locations for infill housing and adaptive reuse properties. An example of this can be found at the Backstay Building in Union City. Once a robust manufacturing warehouse, the Backstay Building is currently being pursued as a multi-family residential opportunity.

In 2015, there was a total of 11,657 housing units in Randolph County, the majority of which were occupied (90 percent). Compared to the surrounding counties and the State of Indiana as a whole, Randolph County a considerably smaller percentage of vacant housing units. Vacant properties include everything from abandoned homes, vacant buildings, unused lots, under-performing commercial retail properties, to neglected industrial properties. In 2015, approximately 9 percent of Randolph County's housing stood vacant. Conversely, the percentage of houses that were vacant across the state and in all of the surrounding counties, was greater. The percentage of homes that were vacant was as low as 12 percent in Jay County, and as high as 15 percent in Henry County. In 2015, just over 11 percent of the housing units were vacant.

Top issues attributable to vacant or abandoned properties include:

- Increase in crime, arson, and accidental fires
- Proliferation of illegal dumping and rodent infestations
- Lost property and income tax revenues
- Lower property values for surrounding properties
- Higher insurance premiums for homeowners

GROW RANDOLPH COUNTY

In order to create (re)development of lasting value, the County must GROW...



A community that encourages and supports the adaptive reuse of vacant structures, including residential units and commercial businesses.



A community that focuses on renovating and filling vacant and abandoned properties within the city and town centers.



A community that repurposes the large parcels and entire blocks within the town centers.

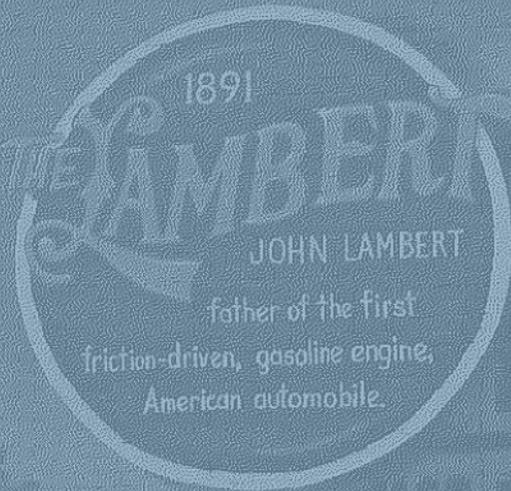


A community that takes into consideration the life cycle cost of construction for all new built projects, and the benefits of investing in multi-generational structures.

PLACEMAKING

Placemaking occurs when a community creatively reinvents its public spaces within the neighborhood or city to attract and welcome users to the space. The principles of placemaking are being used throughout the county – in both urban and rural environments. Communities have identified an intangible value that these creative public spaces have on the overall health, economy, and quality of life. Because of this, it is important that, like every community, Randolph County should continue to find public spaces that are appropriate for activating its potential and maximize its value. For example, Union City located within Randolph County has utilized its strong artistic community to create placemaking opportunities that are attractive to creative spirits. These opportunities include an outdoor amphitheater, outdoor public art, a downtown pocket park, and more.





GROW RANDOLPH COUNTY

In order to improve upon the county's developed and built public spaces, the County must GROW...

-  A community that uses wayfinding signage to help residents and visitors locate key destinations.
-  A community that seeks design/development solutions that contribute to residents' and visitors' ability to develop a sense of identity within the county.
-  A community that encourages public art and other public programming to activate public spaces.
-  A community that invests public dollars into high-quality, long-term placemaking projects within the community to insure long-lasting benefits opposed to a "quick-fix".

ECONOMIC DEVELOPMENT

In addition to demographic factors related to the workforce of the community, there are also a number of economic factors, such as transportation and land costs, that influence whether or not a business will locate within a community. When businesses of similar industries begin to locate within proximity of one another they begin to form an industry cluster. A cluster analysis and/or target industry study are often used to improve the number of matches between purchasers and suppliers within a given supply chain.

According to past studies by the Randolph County Economic Development Corporation and current demographics from the US Census, target industries for Randolph County include:

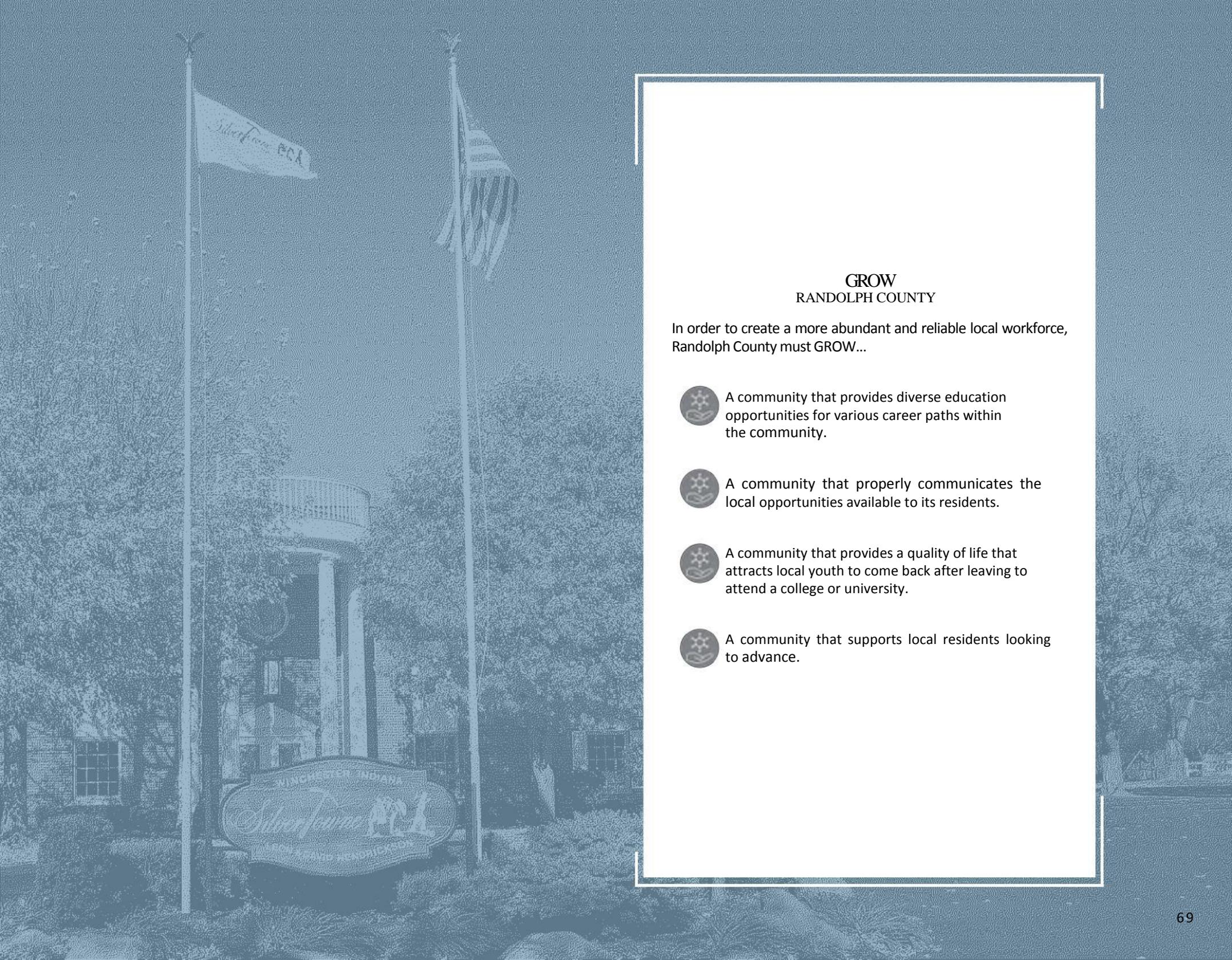
- Advanced manufacturing (durable goods)
- Transportation, distribution, and logistics
- Wholesale/Retail
- Alternative Energy production, including wind, solar and biofuels such as ethanol and soy diesel
- Agribusiness, including human and animal food processing and production, energy production, and nutrition and health research

The following subsections explain the types of actions or activities that the collective community should take to increase the County's tax base over time in order to create a stronger economy.

WORKFORCE DEVELOPMENT

Today, the most important factor of maintaining a successful business is having access to a talented and agile workforce. Across the state, employers are finding it increasingly difficult to find employees with the education/training, experience, and/or soft skills needed in today's global economy. Because of this and other reasons, workforce development has become the number factor in a community's ability to attract economic development. By focusing efforts geared toward training, marketing, and educating the local labor force, Randolph County can begin to foster a new era of growth and development.





GROW RANDOLPH COUNTY

In order to create a more abundant and reliable local workforce, Randolph County must GROW...

-  A community that provides diverse education opportunities for various career paths within the community.
-  A community that properly communicates the local opportunities available to its residents.
-  A community that provides a quality of life that attracts local youth to come back after leaving to attend a college or university.
-  A community that supports local residents looking to advance.

SMALL BUSINESS AND STARTUP BUSINESSES

Starting a business is not easy. Small businesses often face many obstacles when getting started. To properly begin a startup business venture, entrepreneurs must have the proper resources, space, technology, and infrastructure in place to allow their ideas and businesses to develop. Given the size and capital, many of these businesses often do not qualify for traditional financing and loan programs. Rules and regulations from local, state, and federal governments can quickly overwhelm any entrepreneur. However, if successful, a new start-up business can have endless opportunities for both the business owner, and the community in which it is established. The Indiana Small Business Development Center provides a great deal of technical resources and support for small businesses at little to no cost. At a local level, the Randolph County Economic Development Corporation also works with small businesses throughout Randolph County. In addition to technically support, the EDC can help find creative financing options to best serve businesses within Randolph County.

GROW RANDOLPH COUNTY

In order to be a welcoming businesses climate for small businesses and entrepreneurs, Randolph County must GROW...



A community that regularly reviews local development and leasing opportunities for potential business startups.



A community that can help connect potential business owners with local financing providers.



A community that actively markets internship opportunities to potential interns, and potential interns to area businesses.



A community that removes local barriers to the installation, expansion or upgrading of broadband throughout the county.



A community that supports innovators as they test, create, and develop local businesses, services, and products.



A community that invests in its telecommunication infrastructure to bring it up to acceptable standards, but that also enhances signs, road markings, temporary traffic controls, and vehicle identification systems in anticipation of driverless cars and trucks, for example.

BUSINESS RETENTION, EXPANSION, AND ATTRACTION

In today’s economy, more than 90 percent of new job creation within a community is from existing businesses. Because of this, business retention and expansion is extremely important to ensure a healthy economy within the community. Even though many people often search and strive for new businesses to locate within the community, a sincere effort must be made to supporting existing businesses. To do this, government officials must constantly improve business relationships, encourage strong communication, and help mitigate local obstacles existing businesses face within the community. If a community can successfully support these businesses, it can ensure job and economic growth.

GROW
RANDOLPH COUNTY

In order to strengthen the existing BR&E program and keep businesses within the county, Randolph County must GROW...



A community that offers a structured visitation program that consists primarily of face-to-face meetings.



A community that conducts a routine survey that can be used to identify: any immediate concerns, training curriculum, opportunities to provide technical assistance, what potential there might be for the business to expand or relocate, and a place for respondents to indicate that they would like to schedule a follow-up meeting, among other things.



A community that develops a way in which to conduct regular meetings with regulatory agencies to better understand the regulatory (and enforcement) environment in which these businesses are required to operate, offering recommendations as to how to improve the local regulations when necessary.

TOURISM

Randolph County's tourism sector provides a wide range of unique destinations throughout the entire county. Comprised of park, recreation, and cultural amenities, these attractions are highly valued by residents and visitors alike. The county's tourism assets include, but are not necessarily limited to:

- Randolph County Art Association
- Winchester Speedway
- McVey Memorial Forest
- Union City Harter Park
- Winchester Goodrich Park
- Silver Towne
- Randolph County YMCA
- Randolph County 4H Fairgrounds
- Wick's Pies
- Hickory Hills Golf Course
- Camp Yale
- Winchester Golf Course
- Wilson Winery
- Kamp Modoc
- Hummel's Drive-In
- And more!

More so than just providing a list of unique destinations within the county, a strong tourism sector can also nurture a strong sense of pride, character, and identity. By identifying, celebrating, and promoting the destinations and qualities that make Randolph County unique, tourism can begin to shape and preserve the character of the community, long-term.



GROW RANDOLPH COUNTY

In order to fully leverage Randolph County's tourism sector the County must GROW...

-  A community that makes it easier for people to identify and access Randolph County's tourism destinations and seeks additional outlets for communication.
-  A community that uses tourism and tourism related activities to enhance the county's character, and attract both residents and employers.
-  A community that protects the county's cultural and historical resources while promoting tourism and educational opportunities at each site.
-  A community that has a county wide brand and identity to promote a positive and appealing community image for residents, businesses, visitors, and investors.
-  A community that promotes year-round tourism with a full complement of seasonal tourism destinations and activities.





CONCLUSIONS

AS THE TITLE STATES, THE FOLLOWING SECTION PROVIDES A SUMMARY OF THE CONCLUSIONS AND NEXT STEPS REQUIRED AS A RESULT OF THIS COMPREHENSIVE PLAN. DURING THE PLANNING PROCESS, TOP PRIORITIES AND ACTION STEP ITEMS WERE IDENTIFIED BY THE VARIOUS COMMUNITY PARTNERS. THESE PRIORITIES AND ACTION STEPS ARE THE NEXT PHASE TOWARDS PLANNING, AND CREATING, THE DESIRED VISION AND FUTURE OF RANDOLPH COUNTY.

NEXT STEPS

Every policy objective described herein requires leadership at the local level. Local leadership will be required to implement the recommendations of this plan. But perhaps more importantly than the implementation of this plan is the community's ability to address issues at the local level, and seize the various opportunities that exist to: adequately serve the aging population, advance efforts related to workforce and economic development; and influence rural renewal.

The problems and challenges that Randolph County face today are not entirely unique to the Randolph County community. Many communities throughout the state are exploring new methods to improve quality of life and spark community investment. The most successful communities have shed the "either: or" mindset and address both issues and opportunities with a "both: and" mindset. To demonstrate the effectiveness of current local leaders and perhaps even to find the next generation of local leaders, current community leaders must work together to advance the implementation of this and other long-range plans.

pRioRities

Of particular importance to the larger Randolph County community is the need to:

1. Expand and strengthen access to healthcare services
2. Find innovative ways for the five school districts to offer highly specialized educational opportunities
3. Continue to foster and promote Randolph County as a place of innovation and entrepreneurship
4. Preserve and protect local assets and amenities; from plant and wildlife habitats to local media
5. Explore new practices and procedures to ensure that local officials are getting up-to-date training necessary in order to be effective servant leaders
6. Explore alternative ways to organize the various philanthropic and business organizations to better leverage existing resources and provide the greatest community benefit





ACTION ITEMS

The following action items are necessary to ensure that the policy objectives stated herein are able to be carried out effectively.

1. Revise the county zoning and subdivision control ordinance to align with the policy recommendations stated herein
2. Update, implement, and maintain the REDC Strategic Plan
3. Develop, adopt, maintain and enforce a solar energy development ordinance
4. Develop, adopt, implement and maintain a capital improvement plan
5. Develop, adopt, implement and maintain a county-wide thoroughfare master plan
6. Develop, adopt, implement and maintain a county-wide parks and open space system with an added emphasis on the county natural amenities and environmentally sensitive areas
7. Commission a series of case studies/solution sets that further explore/explain the effects of population decline as it relates to poverty, access to healthcare providers, aligning local K-12 education efforts, workforce development, and the growing importance of regionalism.

ZONING AND SUBDIVISION CONTROL

WHAT IS ZONING AND SUBDIVISION CONTROL?

Zoning is the regulation of the utilization and development of privately owned land, where each parcel of land is assigned a district classification for the purposes of determining which land use activities and which types of development are allowed (or prohibited) on each property. Subdivision control is the regulation of development when a larger parcel of land is laid out and developed as two or more parcels of land that then must have frontage along a public roadway and which may be required to be served by public utilities, but where the public ways and infrastructure has not yet been accepted by the governmental agency that will become responsible for on-going operations and maintenance of such facilities.

WHAT IS AN ORDINANCE?

An ordinance, unlike a guidance document, is the law of the land for matters not already covered by state or federal law. It is a law passed by a local governing body, but which a private property owner may sometimes vary from.

HOW WOULD CHANGES TO THE ZONING AND SUBDIVISION CONTROL ORDINANCES ADVANCE, OR OTHERWISE RELATE TO, THE POLICY GUIDANCE OFFERED BY THIS COMPREHENSIVE PLAN?

Comprehensive land use planning is a public and democratic process that defines goals and objectives to achieve a community's stated vision. Land use plans, along with zoning and subdivision control regulations, can protect the health, welfare and safety of community residents.

Zoning ordinances are the primary tools commonly used to implement the local comprehensive plan. Adopted and maintained by cities, towns and counties, an ordinance must be drafted to conform to state statutes and applicable federal, state and local case law, as well as conform to the constitutions of the United States and State of Indiana.

Subdivision control ordinances define the process and technical requirements for subdividing property. These regulations work alongside the land use and development regulations of the zoning ordinance to further implement the comprehensive plan.

WHICH ENTITY OR ORGANIZATION IS ULTIMATELY RESPONSIBLE FOR ENSURING THAT THE ZONING AND SUBDIVISION CONTROL ORDINANCES ARE REVISED IN ACCORDANCE WITH THE POLICY GUIDANCE OFFERED BY THIS COMPREHENSIVE PLAN?

In Indiana, the Planning Commission – or Area Planning Board – is the primary body in a community responsible for creating, maintaining, and administering planning and zoning efforts, locally. The Area Planning Commission Board (APC) is a thirteen member board that meets monthly to review: rezonings (Map Changes), requests to subdivide property, improvement location permit applications, variance requests, and requests for Planned Development Districts. In addition to maintaining the official zoning maps for the county, the Area Planning Board will, from time to time, update the text of the county's Unified Zoning Ordinance, Subdivision Control Ordinance, and official Comprehensive Plan.

The Randolph County Area Planning Board is an Area Planning Commission, meaning that in addition to overseeing the planning and zoning efforts for the unincorporated parts of the county, the county has a cooperative agreement with at least one local municipality to oversee planning and zoning efforts for each participating municipality. The planning and zoning jurisdiction of the Randolph County Area Planning Board includes: the towns of Farmland, Losantville, Lynn, Modoc, Parker City, Ridgeville, Saratoga and cities of Union City and Winchester, as well as the unincorporated area of the county.



REDC STRATEGIC PLAN

WHAT IS THE REDC?

The REDC, or Randolph County, Indiana Economic Development Corporation is a county-wide, public-private partnership that has served the economic development needs in Randolph County, Indiana since 1986. It is the mission of the REDC, “to facilitate investment and foster job retention and creation within our county,” and to “provide leadership that creates an emerging and thriving economic culture...to enhance the quality of life for the citizens in and around Randolph County.” Their services include, but are not necessarily limited to: providing site location assistance; tracking and disseminating local workforce and demographic data; facilitating public-private business partnerships; and procuring federal, state and local incentives for development projects. For more information about the REDC, visit their webpage at www.randolph-county.org or visit their offices located at 123 W Franklin Street, Suite 201, Winchester, IN 47394.

WHAT IS THE REDC STRATEGIC PLAN?

The REDC Strategic Plan is the roadmap to, “providing the best collaborative economic development opportunities for Randolph County and beyond. With the overarching goal to improve internal controls and build more structured processes that result in a more effective, efficient and transparent organization. The recommendations that resulted from this most recent strategic planning effort range from leadership development to infrastructure improvements, and include strategies for business retention and expansion. One of the desired outcomes of the plan is to enhance the quality of life for the residents in and around Randolph County.

HOW WOULD CHANGES TO THE REDC STRATEGIC PLAN ADVANCE, OR OTHERWISE RELATE TO, THE POLICY GUIDANCE OFFERED BY THIS COMPREHENSIVE PLAN?

Many of the conclusions and recommendations of this comprehensive plan have to do with retaining and attracting more jobs; better jobs. The REDC monitors and reports on a number of components that influence the economic health, or climate, of Randolph County. The REDC uses data pertaining to labor force and unemployment, for example, to identify, prioritize and implement strategies to improve the local and regional business climate. For these and other reasons, the REDC is the organization with the ability to affect change in this particular area.

WHICH ENTITY OR ORGANIZATION IS ULTIMATELY RESPONSIBLE FOR ENSURING THAT THE REDC STRATEGIC PLAN IS REVISED IN ACCORDANCE WITH THE POLICY GUIDANCE OFFERED BY THIS COMPREHENSIVE PLAN? The REDC is the organization that is ultimately responsible for ensuring that the REDC Strategic Plan is revised in accordance with the policy guidance offered by this comprehensive plan. Given that the REDC commissioned and then facilitated the comprehensive plan process, the REDC – and its network of partners – is already a key stakeholder in the success of this and any future or on-going planning efforts for the county.

SOLAR ENERGY DEVELOPMENT ORDINANCE

WHAT SOLAR ENERGY DEVELOPMENT?

Solar energy development is the installation of solar energy systems, which include photovoltaic panels and/or solar hot water systems, for residential and/or non-residential uses as a primary (e.g. a solar farm) or accessory (e.g. solar garden) land use.

WHAT IS A SOLAR ENERGY DEVELOPMENT ORDINANCE?

A solar energy development ordinance typically regulates the nature, timing and location of solar energy fields.

HOW WOULD A SOLAR ENERGY DEVELOPMENT ORDINANCE ADVANCE, OR OTHERWISE RELATE TO, THE POLICY GUIDANCE OFFERED BY THIS COMPREHENSIVE PLAN?

Many residents, businesses and communities recognize the economic and environmental benefits of solar energy production locally; many of which are consistent with or complimentary too the economic and environmental conditions expressed throughout this plan. By ensuring that all future solar energy farms are properly sited, local policy and decision makers can help to avoid land disturbance and land use impacts and ensure that there are proper mechanisms in place for decommissioning a solar energy farm once the installation has passed its useful life.

WHICH ENTITY OR ORGANIZATION IS ULTIMATELY RESPONSIBLE FOR ENSURING THAT A SOLAR ENERGY DEVELOPMENT ORDINANCE IS DEVELOPED IN ACCORDANCE WITH THE POLICY GUIDANCE OFFERED BY THIS COMPREHENSIVE PLAN?

Solar energy fields are a specific type of land use. Similar to the way in which the zoning ordinance regulates the utilization and development of land, the Planning Commission – or Randolph County Area Planning Board – would be the primary body in a community responsible for creating, maintaining, and administering a local solar energy development ordinance, which could also be incorporated into a zoning ordinance update rather than serve as a stand-alone ordinance.

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CAPITAL IMPROVEMENT PLAN

WHAT IS A CAPITAL IMPROVEMENT?

A capital improvement is most often defined as the addition of a permanent structural improvement, such as a roadway, wastewater treatment plant, or park pavilion, or the restoration of some aspect of – in this case – public property to enhance a communities capital assets and/or increase the useful life of the asset.

WHAT IS A CAPITAL IMPROVEMENT PLAN?

A capital improvement plan identifies capital projects and equipment purchases to be made within the four to five years, and often includes a planning and construction schedule, as well as a number of financing options. Examples of recommendations that typically result from the CIP process include: an inventory of existing assets, an evaluation of previously approved but incomplete projects, and a list of priority projects.

HOW WOULD A CAPITAL IMPROVEMENT PLAN ADVANCE, OR OTHERWISE RELATE TO, THE POLICY GUIDANCE OFFERED BY THIS COMPREHENSIVE PLAN?

A capital improvement plan adds specificity to the strategies prescribed by a comprehensive plan to further ensure that the existing roadway and utility infrastructure is able to adequately serve the community and that local agencies are using public funds in the most efficient and effective way. A capital improvement plan can also serve as an economic development tool.

WHICH ENTITY OR ORGANIZATION IS ULTIMATELY RESPONSIBLE FOR ENSURING THAT THE CAPITAL IMPROVEMENT PLAN IS DEVELOPED IN ACCORDANCE WITH THE POLICY GUIDANCE OFFERED BY THIS COMPREHENSIVE PLAN?

Because a capital improvement plan/program anticipates the location and amount of public service needs and ways in which to provide adequate services at a reasonable cost, the directors of the various county departments/agencies are often jointly responsible for the preparation of a capital improvement plans and subsequent updates to their respective capital improvement programs.

THOROUGHFARE MASTER PLAN

WHAT IS A THOROUGHFARE?

A thoroughfare is a main road through a community and used by local motorists and thru traffic.

WHAT IS A THOROUGHFARE MASTER PLAN?

A thoroughfare master plan is a long-range plan for major transportation roadways, also referred to as arterial and connector roadways, which together make up a network of roadways capable of accommodating longer trips in and around the county, as well as direct access to various state and interstate highway systems. Examples of recommendations that typically result from the thoroughfare master plan process include: ways in which to increase the number of travel options for residents and businesses, typical roadway cross-sections, and when and where and how best to accommodate non-vehicular travelers, namely pedestrians and cyclists.

HOW WOULD A THOROUGHFARE MASTER PLAN ADVANCE, OR OTHERWISE RELATE TO, THE POLICY GUIDANCE OFFERED BY THIS COMPREHENSIVE PLAN?

In addition to assigning a functional classification to each roadway within the county, a thoroughfare master plan often provides specific details pertaining to street widenings and roadway extensions that are intended – by the comprehensive plan – to improve the roadway network or to accommodate future travel demands based on population and employment projections, or to serve a newly developed or developing area. The thoroughfare master plan is often one of several documents that is consulted anytime there is a development proposal, rezoning, or improvement location permit to review and approve. For these and other reasons, a thoroughfare master plan is yet another way in which a comprehensive plan is implemented.

WHICH ENTITY OR ORGANIZATION IS ULTIMATELY RESPONSIBLE FOR ENSURING THAT THE THOROUGHFARE MASTER PLAN IS REVISED IN ACCORDANCE WITH THE POLICY GUIDANCE OFFERED BY THIS COMPREHENSIVE PLAN?

The county planning department, in cooperation with the county highway department, is often the organization that is ultimately responsible for ensuring that the thoroughfare master plan is revised in accordance with the policy guidance offered by this comprehensive plan.



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PARKS AND OPEN SPACE MASTER PLAN

WHAT IS A PARK? OPEN SPACE?

A park, which is sometimes an open area, can be defined as any publicly owned or controlled land that is reserved for recreational, educational, or cultural use, or for scenic purposes.

WHAT IS A PARKS AND OPEN SPACE MASTER PLAN?

A parks and open space plan often describes the present state and future needs of a community as it pertains to passive and active recreation opportunities and tourism. Examples of recommendations that typically result from the parks and open space plan process include: whether or not new land needs to be acquired, maintenance issues, and a list of programs to create.

HOW WOULD A PARKS AND OPEN SPACE MASTER PLAN ADVANCE, OR OTHERWISE RELATE TO, THE POLICY GUIDANCE OFFERED BY THIS COMPREHENSIVE PLAN?

The plan often serves as a framework for the programming, infrastructure, facility and staffing levels that are or will be needed to adequately serve the local population.

WHICH ENTITY OR ORGANIZATION IS ULTIMATELY RESPONSIBLE FOR ENSURING THAT THE PARKS AND OPEN SPACE MASTER PLAN IS DEVELOPED IN ACCORDANCE WITH THE POLICY GUIDANCE OFFERED BY THIS COMPREHENSIVE PLAN?

Parks and open space – places for passive and active recreation – are often central to the quality of life offered by a community. They can also be a key draw for tourism opportunities within a community. For these and other reasons, a parks department is often the agency that is ultimately responsible for ensuring that a parks and open space master plan is developed in accordance with the policy guidance offered by this comprehensive plan. In Randolph County, there is no active parks department or board. Because of this, it is encouraged that other county departments or organizations such as the area planning board, county commissioners, and the Randolph County EDC should determine the most appropriate group to lead this effort. The Parks and Open Space Master Plan is a very important step to ensuring quality parks and open space throughout the county.

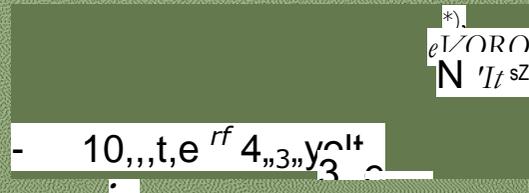
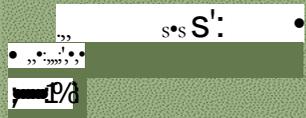
VARIOUS CASE STUDIES / SOLUTION SETS

WHAT IS A CASE STUDY? A SOLUTIONS SET?

Case studies, which may also be referred to as best practices, are a research method involving an in-depth and highly detailed examination of an issue or opportunity, as well as any number of related issues or opportunities, within its real-life context. A case study, unlike the policies of a long-range comprehensive plan, are often value-neutral, meaning that they are more scientific in nature rather than a set of value judgements about what is appropriate or not appropriate for a given community – in this case the Randolph County community. Case studies often require enlisting the help of a topical expert who poses the know how to turn quantitative and qualitative information pertaining to a specific subject into an actionable solution set for a community.

WHICH ENTITY OR ORGANIZATION IS ULTIMATELY RESPONSIBLE FOR COMMISSIONING A CASE STUDY IN ACCORDANCE WITH THE POLICY GUIDANCE OFFERED BY THIS COMPREHENSIVE PLAN?

It is assumed that, while they may need to partner with other agencies or organizations, that the Randolph County Area Planning Board would commission any additional case studies that may be necessary to further support the recommendations of this plan. In doing so, the Area Planning Board would ensure that the case study is completed with this comprehensive plan in mind.



COMMUNITY DICTIONARY

The following terms and phrases are derived from feedback and ideas offered by the Randolph County community. Use these terms and phrases to inform discussions about the issues and opportunities throughout Randolph County.

ADEQUATE HOUSING

Providing housing options in various types, sizes, and price points to accommodate for residents of all ages and incomes.

ATTRACTIVE ENVIRONMENT

A well maintained built environment that is clean and safe for the community.

BETTER HOUSING

Improving the quality, affordability, and availability of housing in Randolph County.

COMMUNICATION

Open and honest transfer of information and processes; and increased broadband coverage and reliable cell service.

DESIRED AMENITIES

Places and services that enhance the community such as parks and recreational space, restaurants, shopping, dining, and gathering spaces.

DIVERSE ECONOMY

Increase in the number, type, and size of businesses that provide a sustainable employment opportunity for all county residents.

GOOD JOBS

Professional and technical job opportunities that pay a self-sustaining wage.

LAND USE BALANCE

Guiding growth and development in a way that provides space for housing, industry, agriculture, and open space.

PROACTIVE COMMUNITY PLANNING

Forward thinking that includes using a common vision to guide future growth and development.

QUALITY OF LIFE

Improved circumstances both in terms of the built environment and the county's residents.

REACTIVE COMMUNITY PLANNING

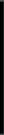
Making decisions based on the individual opportunities and waiting until something is broken to fix it.

STRONG EDUCATION SYSTEM

A countywide system that is collaborative and provides a wide range of courses and training for lifelong learning.

UNCONTROLLED DEVELOPMENT

The unpredictable nature of development that occurs in the absence of a larger vision or plan that is often further complicated because existing policies and regulations aren't universally applied.



RANDOLPH COUNTY

COMPREHENSIVE PLAN