



Building Middlebury

A VISION FRAMEWORK FOR MIDDLEBURY

The Middlebury vision strives to incorporate sustainable practices as a vital component to maintaining their small-town identity while allowing future growth. Such practices relate to preserving their natural features while enhancing their quality of life and vibrancy.

While the vision statement describes the type of place Middlebury wants to become, it will take hard-work, dedication, and commitment from the community to continue the “Maker’s” entrepreneurial spirit to build Middlebury’s vision into reality. The framework for realizing Middlebury’s vision is illustrated in the Future Character Map and reinforced by the transformative strategies. Therefore, to realize the vision, implementation will require coordination between the Town, community leaders, regional organizations, advocacy groups, and residents. Additionally, monitoring and tracking the progress of the Plan will show measurable results.

The Future Character Map illustrates Middlebury’s vision of how they imagine their community to look in 2030 to guide the location for new development and redevelopment. The Future Character Map was cultivated from several seedlings that included the public input surveys, Focus Group Workshops, and a series of Steering Committee meetings. At its inception, the public input surveys provided the Steering Committee with a general idea of the types of development patterns the community would like to see in Middlebury that came

“The Town of Middlebury, grown from tradition, is a welcoming, thriving community for all ages. A place committed to an entrepreneurship zest while maintaining a safe, family-oriented environment with quality education, innovation and community involvement.”

from several visual preference questions. Then the development of the Map came from the two Focus Group Workshops. The first Workshop was held at the kickoff of the planning process that engaged community stakeholders to record their grand visions of Middlebury in 2030 and what is preventing that dream item from being a reality today. Following the first Workshop, each of the Focus Groups held deep-dive meetings to identify the transformative strategies that addresses the major barriers identified from the first Workshop. Following these deep-dive sessions, the Steering Committee reviewed and prioritized the major barriers the Town should first address to enhance the livability and quality of life for its residents. A second Focus Group Workshop was held to then prioritize the transformative strategies and transfer those action items onto a future land use map. At the second Workshop, Focus Group members worked together in several rounds to create four future land development concepts and then condensed to two final concepts. The Steering Committee held a series of meetings to review the two concepts and condense them into one final concept map that serves as the Future Character Map.



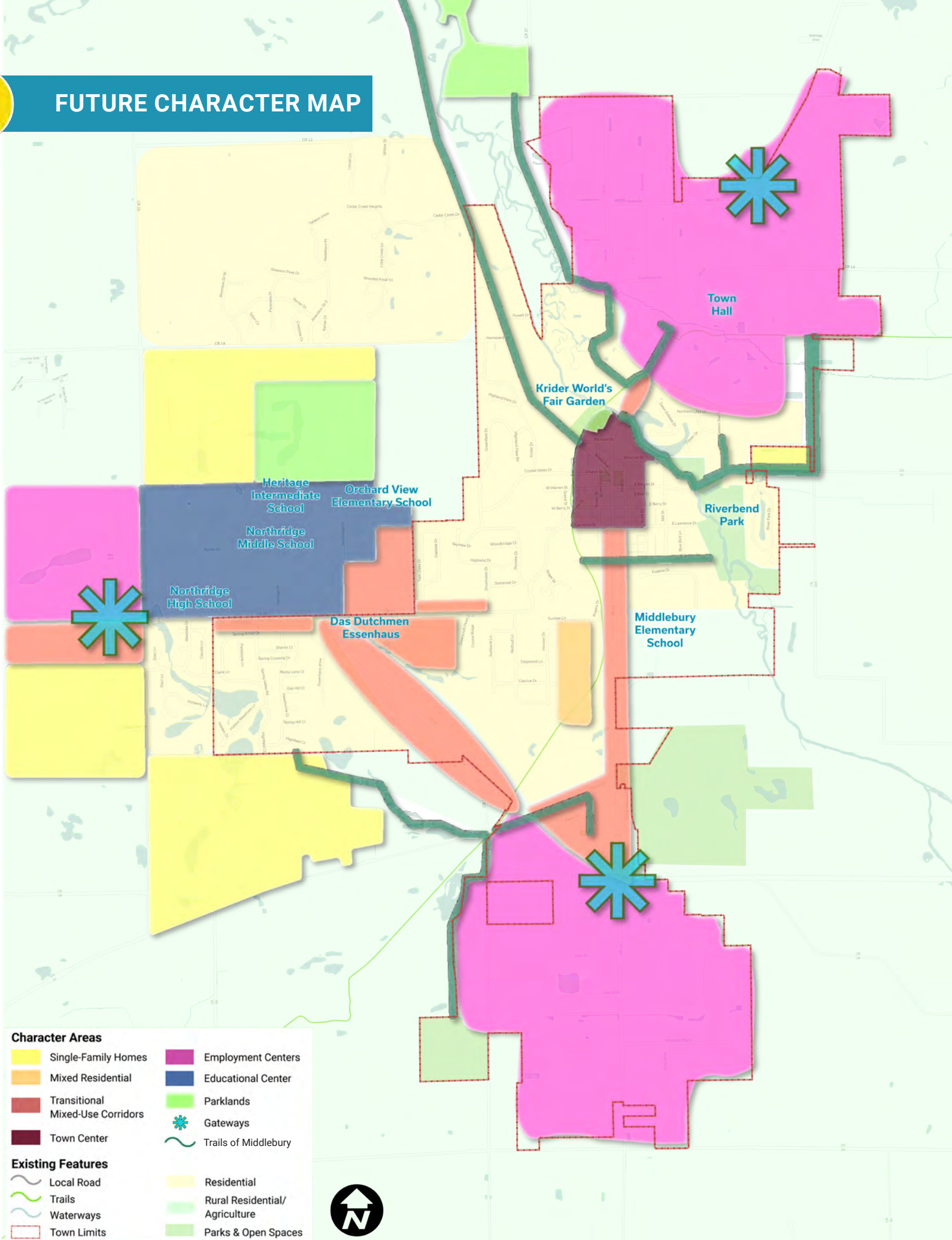
The Future Character Map is framed into eight character areas to help the Town and its partners to focus on the quality and the character of the preferred types of development and guidance of where the development should first be built. As Middlebury looks to modestly and sustainably grow, the Future Character Map encourages new development and redevelopment initiatives to first be focused in targeted centers to maximize or enhance the use of the existing infrastructure and preserve open spaces and farmlands.

The Future Character Map illustrates the vision while zoning will implement the vision at the parcel level. These character areas establish a framework to retain Middlebury’s small-town values and identity, encourage walkable mixed-use developments to occur in the Town Center and along the major thoroughfares such as US 20 and SR 13, appropriately expand its employment centers and residential areas, and preserve natural features and contiguous farmlands, where feasible. It is the Town’s goal to have a cohesive multi-use trail network known as the “Trails of Middlebury” to connect to Middlebury’s destinations to enhance the mobility and safety for all users. These areas provide transformative strategies to attract new residents, employers, and visitors. Descriptions for each of the character areas are defined on the subsequent pages following the Future Character Map.

The Future Character Areas include:

- **Town Center**
- **Residential**
- **Transitional**
- **Employment Centers**
- **Parks & Recreation**
- **Mixed-use Corridors**
- **Educational Center**
- **Gateways**
- **Trails of Middlebury**

FUTURE CHARACTER MAP



Character Areas

- Single-Family Homes
- Mixed Residential
- Transitional Mixed-Use Corridors
- Town Center
- Employment Centers
- Educational Center
- Parklands
- Gateways
- Trails of Middlebury

Existing Features

- Local Road
- Trails
- Waterways
- Town Limits
- Residential
- Rural Residential/Agriculture
- Parks & Open Spaces



TRANSFORMATIVE STRATEGIES

TOWN CENTER

The Town Center is one of Middlebury’s unique assets that contains many of Middlebury’s quality of life amenities such as Krider World’s Fair Gardens, Middlebury Community Public Library, Middlebury Community Historical Museum, and Parks. Though it is an asset, the Town desires to continue to build on its uniqueness and create a thriving and vibrant place to live, work, and play. The Town envisions the Town Center as a mixed-use urban environment with denser residential units, an increase in local businesses, unique gathering spaces, and a vibrant Main Street.

The Town Center’s built environment will retain the current form but in targeted areas for infill and redevelopment, the development pattern should focus on integrating a mixture of uses in a denser setting to offer a vibrant and walkable place with diverse living options and working spaces. This may include integrating residential units on the upper floors of buildings that have ground-floor retail, restaurants, or professional office spaces. Additionally, new residential housing with a mixture of types and styles could be integrated into redevelopment plans of infill areas. It is the Town’s desire to retain the existing downtown businesses but also be attractive to expand and balance the job market by attracting and encouraging new professional office, service-based businesses, and retailers or “Makers” to consider locating their business in the Town Center. Additional infill spaces are encouraged to include urban parks and/or common plaza spaces to add to the Town Center’s quality of life, reinforce the sense of place, and promote social interaction, and building relationships with your neighbors.

Street fronts and sidewalks should also be attractive and inviting places to shop, walk, bike, and interact with one another offering outdoor eating spaces, benches, appealing landscapes, lighting, banners, and traffic calming mechanisms to slow vehicular travel speeds.



GOAL

Proactively market the vision and character of the Town Center

- Develop a Town Center Redevelopment Plan
- Adopt Town Center Development Standards for redevelopment and new development to implement the vision of the Town Center
- Establish a design review board to review proposed development plans to ensure plans are reflective of the Town Center’s vision
- Promote mixed-use and infill development to support a vibrant and thriving Town Center
- Research and provide appropriate incentives to encourage infill and redevelopment in targeted areas
- Create an organization to work with all stakeholders for fundraising and to drive the vision
- Conduct a parking study to evaluate the parking needs in downtown
- Retain existing businesses while promoting a diversified market to have additional commercial and retail uses

GOAL

Increase the number of local businesses and small-scale retail spaces to provide additional shopping, dining, and service opportunities

- Work with property owners to encourage the reclassification of property they own not currently being utilized for an active business (i.e. using for storage or sitting empty) into retail space
- As property becomes available, be intentional about marketing and redeveloping for retail space
- Identify properties to support retail districts in the town
- Develop and maintain a database inventorying a list of available properties for sale for redevelopment/adaptive re-use of vacant sites and buildings for economic development and to increase retail space
- Provide additional local shopping and grocery establishments to reduce the need to travel to regional communities for daily needs

GOAL

Coordinate infrastructure improvements with future development plans to reduce fiscal impacts

- Capitalize on the planned SR 13 INDOT improvements to include traffic calming measures and redesign the streetscape to support the character of the Town Center and Transitional Mixed-Use Corridors

GOAL

Enhance the safety and efficiency of streets for all users

- Add more pedestrian crossings on Main Street and use of crossing signals
- Support a walkable Middlebury by continuously improving existing sidewalks, eliminate gaps, and encourage the construction of 6 foot wide sidewalks, where feasible
- Explore the feasibility to widen Main Street to improve traffic flow and accommodate for bicyclists and Amish buggies
- Conduct an SR 13 corridor study/traffic impact study to identify and program feasible solutions at downtown intersections
- Conduct a feasibility study to re-route SR 13 outside of the Town Center to reduce heavy-truck traffic and improve the safety for all users

GOAL

Preserve Middlebury's character while enhancing the sense of place through the creation of vibrant, walkable destinations

- Create sub-area standards for targeted development areas in the Town Center, Employment Centers, Transitional Mixed-Use Corridors, and Gateways
- Enhance the sense of connectivity and activity between the Town Center, Employment Centers, and Gateways through the creation of Transitional Mixed-Use Corridors along US 20 and SR 13

EMPLOYMENT CENTERS

Middlebury is home to many successful manufacturing industries and entrepreneurs with the “making” spirit that adds to the attractiveness of doing business in Middlebury. Although Middlebury appears as a “small-town” in terms of the land size and population, Middlebury offers a thriving and growing business climate with being home to many large-scale manufacturing industries like Jayco and Coachmen RV industries to name a few. Development patterns have supported industrial and commercial uses to locate at the northern entrance of Town on SR 13 and the southern entrance into Town on SR 13 and US 20. The Town plans to continue to promote and expand these areas to support “doing business” for the large-scale manufacturing businesses and preserve the character of its residential areas. This includes expanding and upgrading its utility systems to adequately support the growing needs of business users and maximize the use of the available capacity and existing infrastructure systems. Additionally, strategies focus on creating a marketing package to aid in business retention and expansion, support entrepreneurs in business startups, and provision of working spaces.



EMPLOYMENT CENTERS - Transformative Strategies

GOAL

Proactively plan for sustainable and modest growth

- Develop an annexation strategy for targeted growth areas
- Create utility extension policies to support future development in targeted areas
- Coordinate with Elkhart County to construct the planned dark fiber (broadband infrastructure) in Middlebury to support businesses and future economic development
- Develop a vision for the SR 13 and I-80/I-90 interchange

GOAL

Diversify the industry sectors to ensure Middlebury's job market is resilient through an economic crisis

- Develop and maintain a database inventorying a list of available properties for sale for redevelopment/adaptive re-use of vacant sites and buildings for economic development opportunities
- Leverage workforce programs and opportunities within existing stakeholders in the County, including HEA, IVY Tech, etc



GOAL

Increase the number of local businesses and small-scale retail spaces to provide additional shopping, dining, and service opportunities

- Create a comprehensive business retention program
- Create a Middlebury marketing plan
- Proactively support the “Maker” entrepreneur spirit by developing business incubators
- Provide additional local shopping and grocery establishments to reduce the need to travel to regional communities for daily needs



EDUCATIONAL CENTER

Middlebury Community Schools is committed and focused on improving its community partnerships and expanding its programs to strengthen the Middlebury community. The Educational Center Character area reflects the location of the majority of Middlebury Community Schools with the exception of three elementary schools. Middlebury Community Schools strives to offer a high-quality education system and cultivate students to excel academically, socially, and harness leadership and creativity skills preparing them to enter the workforce and a college degree. Much like Middlebury's attractiveness of being known as a “Makers” community, Middlebury Community Schools continues to be a top appealing asset that draws new families and businesses to the community. Middlebury Community Schools will continue to enhance its educational system by establishing the ARMS mentorship program to help students excel in their learning capabilities who need more one-on-one time, and support the creation of housing subsidy programs to provide financial support for families in need and want to enroll their children in Middlebury Community Schools.



EDUCATIONAL CENTER - Transformative Strategies

GOAL

Establish “lasting” partnerships with community entities and organizations

- Establish a regular joint School District and Town meeting to ensure both entities share the same vision
- Encourage high school senior student(s) to serve as a Town Council Representative
- Expand network opportunities and establish partnerships with local churches, service clubs, community organizations, the Town of Middlebury, and local businesses

GOAL

Provide affordable housing options

- Support the development of a Young Family-Focused Housing Subsidy Program
- Support the development of an “Entry-level/First-time Homebuyer Housing Subsidy Program

GOAL

Establish the ARMS mentorship program to assist the needs of all students in Middlebury Community Schools

- Assess the students’ various needs per school and grade-level who need mentorship
- Make it easier to support children who need the extra one-on-one time with an adult
- Establish mentors at each school and for the school district
- Create a list of mentor activities
- Create a promotional video of the mentors describing what they do with students
- Conduct outreach efforts of the program through “Lunch and Learn” trainings, being a guest speaker at the Annual Middlebury Chamber of Commerce Dinner, and utilizing social media

RESIDENTIAL



The Residential Character area reflects the community's desire to preserve Middlebury's small-town charm and existing residential structures while understanding the Town does need new housing options, the scale of development, and affordability-levels to enhance its attractiveness towards new families and businesses. While it is the Town's goal to maintain the character of existing neighborhoods and encourage the community to take care and ownership of maintaining their property, the Town does also envision alternative housing options with a range of density (scale) and affordability be integrated into redevelopment plans in targeted areas such as the Town Center and along the Transitional Mixed-Use Corridors, where feasible, to enhance the vibrancy of these places and Middlebury's quality of life. Additionally, these accommodations will enhance the community's livability aspects by offering a more unique style of living in a denser neighborhood setting.

The community also understands the need to offer a range of affordable housing options to accommodate first-time homebuyers and renters wanting to relocate to Middlebury for their children to attend Middlebury Community Schools that need affordable and practical options that meet their financial needs. The Town also envisions new residential developments offer connections to adjacent areas such as schools, restaurants, offices, and other neighborhoods through the development of the Trails of Middlebury and sidewalks to create a more walkable setting to encourage residents to commute by walking or biking for their shorter destination trips within the community.

RESIDENTIAL - Transformative Strategies

GOAL

Provide diverse and affordable housing options

- Support the development of a Young Family-Focused Housing Subsidy Program
- Support the development of an "Entry-level/First-time Homebuyer Housing Subsidy Program
- Research and provide appropriate incentives to housing developers to construct denser residential units in targeted infill and redevelopment areas such as Town Center, Transitional Mixed-Use Corridors, and Gateways
- Diversify the Town's housing choices to provide alternative housing options for all needs and incomes

GOAL

Enhance the safety and efficiency of streets for all users

- Coordinate with INDOT to program safe crossings for pedestrians from adjacent neighborhoods to Middlebury Schools across US 20 in the US 20 widening project (such as a pedestrian bridge, hawk signals, or pedestrian tunnel)

GOAL

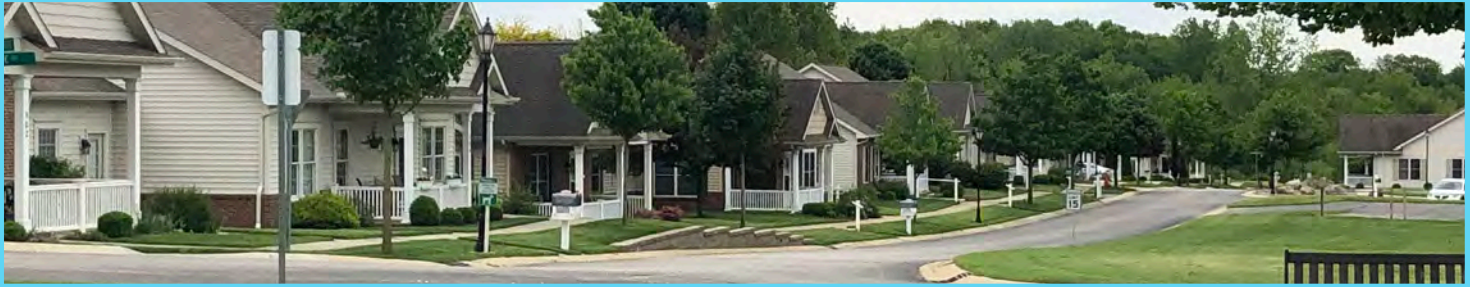
Ensure quality development for new neighborhoods

- Encourage housing developers to include open spaces or pocket parks in new subdivisions
- Revise the subdivision control ordinance to require pedestrian connectivity throughout the site design to include sidewalks or trails, and open spaces
- Develop and adopt design standards that are specific for the implementation of the vision for new residential units (i.e. integrating a mixture of housing types of housing and affordability in site plans)

GOAL

Preserve the existing residential character

- Develop a property maintenance ordinance/neighborhood preservation ordinance



PARKS & RECREATION

One of the many assets or quality of life amenities that makes Middlebury an attractive place to live, work, and “do business” is its high-quality parks, outdoor recreational amenities, and trail network. The Parks and Recreation Character areas reflect the locations of Middlebury’s existing and proposed parklands and recreational amenities. The Town of Middlebury values the provision of public green spaces and trails and is committed to investing its resources to ensure these amenities are maintained to high quality. Additionally, the Town is committed to investing in building new public green spaces and trail connections in underserved neighborhoods and development centers of Middlebury to ensure all parts of the community have access to a park and/or a trail connection to a park. The Town updated its 5-Year Parks Master Plan to guide

implementation for new parks and trails, enhance existing park amenities, and establish new education programs. The Town also values implementing “green” initiatives to encourage sustainable and environmentally friendly management practices in its operations and maintenance of park grounds, landscapes, trails, and facilities. It is a Town goal to increase their efforts on community engagement to effectively communicate the Town’s vision with implementing environmentally friendly practices, land preservation efforts, and ways the community can support and get involved.



PARKS & RECREATION - Transformative Strategies

GOAL

Continue to construct the Trails of Middlebury - a multi-use trail system that connects to Middlebury’s Employment Centers, Town Center, Parks, and neighborhoods

- Form a Trails Committee to help guide the development of trail amenities, new trails, and ongoing improvements
- Complete the River Mill Trail that connects Riverbend and Olde Mill Parks to the Pumpkinvine Nature Trail
- Improve and expand the walking trails/boardwalks in Riverbend Park
- Complete the boardwalk/trail planned for Olde Mill Park
- Develop a multi-use trail connecting Corson Park to the Pumpkinvine Nature Trail
- Partner with regional entities to assist in the construction of the Quaker Trace Trail

GOAL

Preserve and enhance Middlebury's high-quality parks, trails, and outdoor recreational amenities



- Implement the strategies identified in the 2020-2024 Parks Master Plan
- Continue to develop the Riverbend and Olde Mill Parks Master Plan, & the Trestle Terrace Development Plan
- Develop an asset management plan for parks, trails, and trees
- Develop neighborhood parks in currently underserved areas
- Explore the feasibility for a new dog park
- Provide a blue-way connector from Riverbend Park to Corson Park
- Explore the feasibility to construct new trailheads with public parking lots
- Incorporate public art in parks and along the trails
- Install drinking fountains and public restrooms at Riverbend Park and Krider World's Fair Garden
- Expand the Museum and historical identification of designated properties

GOAL

Enhance communication and public education on the Park Department's sustainability and environmental initiatives

- Enhance public communications through the funding of a Parks page in the inMiddlebury Magazine, news releases, and feature articles
- Encourage Park and Recreation Department, Boards, and Staff to maintain ongoing communications regarding the progress of the 2020 Parks Master Plan



GATEWAYS

The Gateway character areas are identified at the entry-points into the Middlebury community. These areas include the entry routes on US 20 from the west and east and SR 13 from the north and south. These two transportation routes are vital for economic development opportunities and adequately do business for Middlebury’s major employers. They are also vital in carrying the many visitors to Middlebury to enjoy eating at Essenhaus or visit one of Middlebury Parks and trails. It is imperative that the Town build attractive entrances not only from a landscape perspective but development at these entrances be intriguing and inviting destination places. The Town envisions these areas to support the immediate employment centers and residential areas as another vibrant live-work environment. Meaning, employers and/or entrepreneurs could locate in these places to diversify the regional job market and capitalize on the convenient access to US 20 or SR 13. The types of employment establishments at these Gateways could include light manufacturing, fabrication assemblies, light industrial centers, flex space buildings, corporate offices, and other professional offices.

Residential development could also be encouraged in a denser mixed-use setting like what is envisioned in the Town Center and the Transitional Mixed-Use Corridors. Homes could support a mixture of market-rate and affordable units. Additional development could include the integration of smaller-local retail and offices. Street design should accommodate for users to have safe and accessible options to walk or bike for their shorter commute trips to Northridge Schools, Essenhaus, the Town Center, parks, and neighborhoods. Additionally, site designs should support an attractive and safe pedestrian environment with connections between the sidewalk and front door of the buildings.

GATEWAYS - Transformative Strategies

GOAL

Build attractive Gateway - “welcome” entrances at targeted areas on US 20 and SR 13 that are intriguing and inviting destination places

- Adopt land use policies at Middlebury’s gateway entrances to implement the vision and attract the desirable businesses for these areas
- Use landscaping, small parking lots, benches, public art, and informational kiosks to serve as a small-scale welcome center

GOAL**Proactively plan for sustainable and modest growth**

- Develop an annexation strategy for targeted growth areas
- Create utility extension policies to support future development in targeted areas
- Support future development on the west side of Town with the provision of public utilities by conducting a Preliminary Engineering Study and acquire needed properties
- Develop a vision for the SR 13 and I-80/I-90 interchange

GOAL**Enhance the safety and efficiency of streets for all users**

- Coordinate with INDOT to program safe crossings for pedestrians from adjacent neighborhoods to Middlebury Schools across US 20 in the US 20 widening project (such as a pedestrian bridge, hawk signals, or pedestrian tunnel)

GOAL**Preserve Middlebury's character while enhancing the sense of place through the creation of vibrant, walkable destinations**

- Create sub-area standards for targeted development areas in the Town Center, Employment Centers, Transitional Mixed-Use Corridors, and Gateways
- Enhance the sense of connectivity and activity between the Town Center, Employment Centers, and Gateways through the creation of Transitional Mixed-Use Corridors along US 20 and SR 13
- Capitalize on the presence of the major transportation corridors (US 20, SR 13, and I-80/I-90) and connections to regional markets and Middlebury's Employment Centers and Town Center

TRANSITIONAL MIXED-USE CORRIDORS



The Transitional Mixed-Use Corridors are envisioned to provide a unique and inviting transition in scale and development patterns between the Gateways, Town Center, and Employment Centers along US 20 and SR 13. The development patterns would reflect similarly to the Gateways and Town Center settings but with a lower building scale to create a more inviting and safer feeling for pedestrians. The development pattern is envisioned as vibrant, walkable mixed-use places with residential options, local retail and offices, and park spaces.



While the street design on US 20 and SR 13 may not be supportive to have traffic-calming measures such as on-street parking, street furniture, and landscape elements given the intent of these roads to function as major transportation routes, the Town envisions the development to encourage vehicular and pedestrian activity to occur on any adjacent (secondary) streets. This pattern would limit the number of driveways or intersections on US 20 and SR 13 to efficiently move traffic and enhance pedestrian safety by walking along the secondary streets to access a building's front door. The character of these new secondary streets could then include the attractive setting of having on-street parking, street furniture, outdoor seating at restaurants, lighting, and landscape elements, as well as support walking and biking as a means for travel. The character of new buildings should reflect place-making components with buildings oriented towards the street, built-up or close to the sidewalk, and surface parking lots located in the rear of buildings with on-street parking in the front to encourage interaction and activity at building fronts.



TRANSITIONAL MIXED-USE CORRIDORS - Transformative Strategies

GOAL

Proactively plan for sustainable and modest growth

- Develop an annexation strategy for targeted growth areas
- Create utility extension policies to support future development in targeted areas
- Support future development on the west side of Town with the provision of public utilities by conducting a Preliminary Engineering Study and acquiring needed properties

GOAL

Enhance the safety and efficiency of streets for all users

- Coordinate with INDOT to program safe crossings for pedestrians from adjacent neighborhoods to Middlebury Schools across US 20 in the US 20 widening project (such as a pedestrian bridge, hawk signals, or pedestrian tunnel)
- Explore the feasibility to widen Main Street to improve traffic flow and accommodate for bicyclists and Amish buggies
- Support a walkable Middlebury by continuously improving existing sidewalks, eliminate gaps, and encourage the construction of 6 foot wide sidewalks, where feasible
- Conduct an SR 13 corridor study/traffic impact study to identify and program feasible solutions at downtown intersections
- Conduct a feasibility study to re-route SR 13 outside of the Town Center to reduce heavy-truck traffic and improve the safety for all users

GOAL

Coordinate infrastructure improvements with future development plans to reduce fiscal impacts

- Enhance the safety and efficiency of streets for all users
- Capitalize on the planned SR 13 INDOT improvements to include traffic calming measures and redesign the streetscape to support the character of the Town Center and Transitional Mixed-Use Corridors

GOAL

Preserve Middlebury's character while enhancing the sense of place through the creation of vibrant, walkable destinations

- Develop and adopt design standards that are specific for the implementation of the vision for the Transitional Mixed-Use Corridor
- Create sub-area standards for targeted development areas in the Town Center, Employment Centers, Transitional Mixed-Use Corridors, and Gateways
- Enhance the sense of connectivity and activity between the Town Center, Employment Centers, and Gateways through the creation of Transitional Mixed-Use Corridors along US 20 and SR 13
- Promote mixed-use and infill development to support a vibrant and thriving Town Center
- Research and provide appropriate incentives to encourage infill and redevelopment in targeted areas
- Capitalize on the presence of the major transportation corridors (US 20, SR 13, and I-80/I-90) and connections to regional markets and Middlebury's Employment Centers and Town Center

TRAILS OF MIDDLEBURY

Middlebury is progressive in building connections to its key destinations and community assets through an extensive multi-use trail network referred to as the Trails of Middlebury on the Future Land Use Character Map. This network of trails provide efficient and safe connections to Middlebury's unique assets such as Northridge Schools, Das Dutchmen Essenhaus, parks, employment centers, the Town Center, and neighborhoods.

While not shown on the Future Land Use Character Map, the sidewalk network is also essential to provide accessible and safe means for residents to choose to walk or bike for their "in-town" commute or enjoyment recreationally. Middlebury is continuing to expand the sidewalk network to eliminate gaps and enhance pedestrian safety to make Middlebury more "walkable," in particular, along key corridors such as US 20 and SR 13.

TRAILS OF MIDDLEBURY - Transformative Strategies

GOAL

Continue to construct the Trails of Middlebury - a multi-use trail system that connects to Middlebury's Employment Centers, Town Center, Parks, and neighborhoods

- Form a Trails Committee to help guide the development of trail amenities, new trails, and ongoing improvements
- Complete the River Mill Trail that connects the Riverbend and Olde Mill Parks to the Pumpkinvine Nature Trail
- Improve and expand the walking trails/boardwalks in Riverbend Park
- Complete the boardwalk/trail planned for Olde Mill Park
- Develop a multi-use trail connecting Corson Park to the Pumpkinvine Nature Trail
- Partner with regional entities to assist in the development of the Quaker Trace Trail
- Continue researching different funding sources to develop the Middlebury Trails network

GOAL

Enhance the safety and efficiency of streets for all users

- Upgrade and add signage and pavement markings for trail and pedestrian crossings
- Support a walkable Middlebury by continuously improving existing sidewalks, eliminate gaps, and encourage the construction of 6 foot wide sidewalks, where feasible

GOAL

Preserve and enhance Middlebury's high-quality parks, trails, and outdoor recreational amenities

- Implement the strategies identified in the 2020-2024 Parks Master Plan
- Continue to develop the Riverbend and Olde Mill Parks Master Plan, & the Trestle Terrace Development Plan
- Develop neighborhood parks in currently underserved areas



OTHER TRANSFORMATIVE STRATEGIES

In addition to the character areas illustrated on the Future Land Use Character Map, other transformative strategies were identified from the Focus Group Workshops, the public input survey, and the Steering Committee that address the community-wide issues but are not applicable to put on a map as they are not directly tied to a character area. These are strategies that will bring transformation from a community-wide level, broader than within a specific character area.

OTHER - Transformative Strategies

GOAL

Marketing & Tourism

Expand and enhance Middlebury's marketing and tourism initiatives

- Create a Merchant Association to bring collaboration, a common sense of purpose, and community involvement
- Establish a "Makers Market" and promote this as a shop-local campaign
- Utilize existing organizations to partner with local businesses to create experiential events to bring in customers (i.e. knitting circle, workshops, book swaps, etc.)
- Develop a "Makers Map" to highlight local artisans
- Educate business owners, chamber staff, and other organizations on using social media and share best practices
- Support the Middlebury Chamber's efforts to continue implementing the Vibrant Communities Action Agenda Items
- Continue the development and promotion of the Middlebury Chamber/Art Council's Public Art Program

GOAL

**Marketing
& Tourism**

Enhance the utilization of social media platforms

- Create a strategic branding plan with a vision and a clear and consistent message for use on social media outlets (i.e. hashtags, targeting audiences, advertising, etc.)
- Utilize social media, signage, email communications, etc. to promote local businesses and showcase what they have to offer

GOAL

**Marketing
& Tourism**

Increase the Town's visual presence with acquiring and using high-quality images and color themes

- Source local photography talent
- Create a method of assigning and receiving media
- Work with the Arts Council on creative ways to use their stock
- Goal: Enhance the Middlebury Farmers Market
- Relocate and expand the Farmers Market to one of the downtown parks
- Increase promotional efforts
- Invite local crafters and artisans to showcase trades
- Add local events and entertainment
- Increase the offering of locally grown produce

GOAL

**Marketing
& Tourism**

Enhance volunteerism and community involvement

- Develop a volunteer database to encourage participation from the community to instill community pride and ownership
- Partner with Middlebury Community Schools to create opportunities for youth involvement
- Identify areas where students can be involved in marketing the Town by working with the Middlebury Chamber, Town Parks Department, Arts Council, Middlebury Community Library, Middlebury Community Historical Museum, Friends of Middlebury Parks, apprenticeships, social media, class credit, etc.

GOAL

Public Infrastructure

Establish a comprehensive preventative maintenance program for Middlebury's assets

- Develop a Middlebury Asset Management Plan that coordinates improvements between the Town Public Works Dept., Town Parks Dept., and the Middlebury Tree Board
- Proactively maintain and update street signs, street pavement markings, tree canopy, and landscaping

GOAL

Public Infrastructure

Enhance underutilized spaces

- Explore opportunities to utilize temporary "pop-up infrastructure" to envision underutilized spaces and how to properly use these repurposed spaces (i.e. pavement markings, signage, and barrier objects)

GOAL

Public Infrastructure

Improve the Town's water infrastructure system to better serve residents and businesses

- Install a detention tank at the Town's water treatment plant
- Identify the location of dead-end water mains and adequately loop
- Replace the water tower near Lawrence Street
- Improve the pressure for the water tower near Meijer
- Upsize the water mains on SR 13 near Middlebury Elementary School

GOAL

Public Infrastructure

Improve the radio communications equipment for Middlebury's Police and Fire Departments to enhance the response times to emergency calls and reduce their ISO ratings

- Improve emergency radio communications for first responders with the installation of the Elkhart County dark fiber infrastructure
- Upgrade the monopole
- Upgrade the radio equipment to 800 Mhz

GOAL

Public Infrastructure

Improve the Town's wastewater infrastructure system to better serve residents and businesses

- Reconstruct the lift stations
- Enhance the SCADA system

GOAL

Public Infrastructure

Reduce noise pollution from heavy truck traffic

- Adopt a Town ordinance or install signs on SR 13 and US 20 to prohibit engine brake use, etc. to reduce noise pollution from heavy truck traffic

GOAL

Public Infrastructure

Reduce the number of "black holes" - areas with limited to no cellular service

- Explore the feasibility to install required infrastructure on top of the Town's water tanks
- Establish a rental agreement for service providers to rent the infrastructure space

GOAL

Zoning

Preserve Middlebury's character while enhancing the sense of place through the creation of vibrant, walkable destinations

- Develop and adopt design standards specific to a Character area as identified on the Future Character Map to guide developers plans and site designs to achieve the Town's vision
- Review existing zoning ordinances and process with Elkhart County Planning to communicate the Town's vision and ensure developers adhere to the desires of the Town
- Develop and adopt building and fire codes
- Integrate the Future Land Use Character Map and goals in Town planning processes and communication is cohesively shared amongst Town Boards, Staff, and Committees