



Chapter 4

Goals and Objectives

The future described in the Vision Statement can only be achieved through the implementation of specific guidelines and recommendations within the Comprehensive Plan. The goals and objectives contained in this chapter bridge the gap between vision and policy. They provide the genesis for recommendations contained in the community-wide plans and key focus area plans and form the basis for future action.

Each planning goal and corresponding objective has a unique purpose within the Comprehensive Plan.

- **Goals** describe desired outcomes toward which planning efforts should aspire to achieve.
- **Objectives** describe the specific actions that need to be undertaken to advance larger planning goals. Objectives provide more precise and measurable guidelines for planning efforts and future policy and action.

Goals and objectives express many ideas and concepts that cannot be shown on maps or depicted in other chapters of the plan. Together with the Vision Statement, the goals and objectives paint a picture of what the community desires to accomplish with its Comprehensive Plan and other development tools and ordinances.

The goals and objectives presented here are based on input received from New Carlisle residents, New Carlisle businesses, Town Staff, the Comprehensive Plan Steering Committee and community leaders as well as a detailed analysis of the existing demographic, market and physical conditions of the community.

Goals and Objectives have been established for the following areas:

- » *Residential Neighborhoods;*
- » *Commercial Areas;*
- » *Downtown;*
- » *Community Image & Identity;*
- » *Transportation & Circulation;*
- » *Parks & Recreation*
- » *Community Facilities & Services;*
- » *Intergovernmental Coordination; and,*
- » *Plan Implementation.*

RESIDENTIAL NEIGHBORHOODS

GOAL:

Provide a wide variety of high-quality housing options to accommodate a wide range of ages and incomes and continue to attract families to the New Carlisle community.

OBJECTIVES:

1. Promote the flexible application of the Land Use Plan, accommodating a variety of residential development that is consistent with the Plan but mindful of housing market demands, existing inventory and larger residential trends.
2. Continue to encourage a mix of housing including owner-occupied single family detached homes, single family attached homes, and mixed use development.
3. Preserve and highlight the rich character and qualities of the existing historic structures found in the Town.
4. Preserve sound existing housing through consistent, active code enforcement and preventative maintenance programs.
5. Protect residential areas from any potentially negative impacts of incompatible and more intense uses such as commercial and industrial areas.
6. Prioritize the completion of incomplete subdivisions over new green field development.
7. Promote context sensitive infill development that reflects the scale and character of surrounding neighborhoods.
8. Encourage design consciousness and elevate the quality of New Carlisle's local housing stock through the use of architectural and design standards.
9. Continue to utilize multi-family design standards that require variation of building type and housing model variety within a single development.
10. Promote the development of senior housing to expand housing options and encourage older New Carlisle residents to age in place.
11. Promote the rehabilitation of second story residential units as a component of mixed-use development within Downtown.

COMMERCIAL AREAS

GOAL:

Establish vibrant commercial areas that showcase New Carlisle as a boutique shopping, dining and entertainment destination while providing a well-balanced and diverse range of goods and services to meet the daily needs of local residents.

OBJECTIVES:

1. Enhance the appearance of the Town’s commercial districts through a combination of public improvements, private investment and through various initiatives and partnership programs such as Discover New Carlisle.
2. Make improvements to vehicular and pedestrian connectivity between commercial areas and residential neighborhoods to enhance local access to goods and services while taking steps to minimize cut-through traffic.
3. Expand retail and dining offerings along the commercial areas and the downtown.
4. Encourage the renovation or redevelopment of aging commercial properties along the Michigan Street corridor, recognizing the importance of the corridor as a gateway to New Carlisle through a combination of public improvements, private investment and through various initiatives and partnership programs such as Discover New Carlisle.
5. Continue to beautify with streetscaping and pedestrian amenities while improving access management and traffic flow along the Michigan Street corridor and the gateways of the Town.
6. Implement additional streetscape enhancements along major roadways and gateways to improve upon and unify the appearance of commercial areas throughout Town.
7. Continue to support local economic development efforts of the Business and Community Association, Discover New Carlisle, and St. Joseph County Economic Development to retain and expand businesses within the community and attract new businesses to New Carlisle.
8. Actively participate in future conversations of the viability of a potential South Shore Rail Station as a unique asset through enhancements to the adjacent development area as a unique transit-oriented, retail and dining destination.
9. Consider the use of incentives such as property and sales tax rebates, tax increment finance and economic improvement district funds to facilitate desired commercial development within Downtown and other priority areas of the community.
10. Continue to encourage the development of uses in areas where employers can be appropriately accommodated and attract uses outside the Town that complements the Town of New Carlisle.
11. Encourage locally-owned, non-chain commercial developments.
12. Encourage any proposed industrial / commercial developments to be in the area east of the Town and adjacent to the existing development types.

DOWNTOWN

GOAL:

Foster redevelopment of a pedestrian-friendly, multi-functional downtown that serves as a public gathering place, retail and dining destination, and home to local residents.

OBJECTIVES:

1. Establish land use and development controls that encourage compatible, mixed-use development within the downtown.
2. Establish the street walk along the Michigan Street corridor to help increase a sense of activity and pedestrian scale within the defined downtown.
3. Enhance pedestrian connections between retail areas and community assets such as the Town Hall, the Public Library, and adjacent neighborhoods along with those neighborhoods on the southern edges of the Town.
4. Conduct a market / economic impact analysis of downtown retail and business markets in New Carlisle. Determine the existing market needs and how to best promote growth and expansion.
5. Invest in streetscaping to beautify the area, establish a New Carlisle brand and identity, and strengthen the pedestrian realm and destination place.
6. Enhance gateway features along the ends of the Michigan Street corridor to signify entry into the unique downtown district.
7. Establish a site improvement fund to assist in improvements to aging historic and commercial properties that the community desires to preserve through a combination of public improvements, private investment and through various initiatives and partnership programs such as Discover New Carlisle.
8. Update the wayfinding program to direct pedestrians and vehicles to retail areas, public parking, parks, the public library, and other community assets within the downtown area.
9. Encourage historic preservation within Downtown New Carlisle and adjacent areas and promote development that reflects the historic character of the area.

** The Downtown limits are split by residential and include the Historic Downtown which is from the Old Republic to the east and to Filbert Street to the west and the newer section of Downtown from Meridian Street to Jon Street.*

IMAGE & IDENTITY

GOAL:

Strengthen the image of New Carlisle as a boutique shopping /dining destination and employment center with high quality residential neighborhoods and community facilities.

OBJECTIVES:

1. Enhance and install gateway features at key points of entry to the community including signage, landscaping and hardscape features that communicate a desired New Carlisle ‘brand’ to visitors.
2. Encourage subdivision and business park monument signs to include the Town of New Carlisle’s name and/or logo to promote the Town’s identity.
3. Continue to upgrade major roadways with cost-effective, yet attractive streetscaping including lighting, landscaping, signage, and pedestrian amenities, to create a unified appearance and image throughout the community.
4. Maintain and enhance Town-owned parks and create additional parks that contribute to quality of life for New Carlisle’s residents.
5. Continue to support and promote community events and festivals within Downtown New Carlisle.
6. Initiate a marketing campaign to develop and promote a ‘brand’ for the Town of New Carlisle that highlights the benefits of living, working, and playing in New Carlisle.
7. Continue to promote desirable, high-quality development through the use of design and development guidelines.
8. Review and revise development controls to ensure that appropriate landscaping, parking, screening and signage requirements are in place.
9. Work with County, State, and Federal agencies in the coordination of funding, development and promotion of the Town and the surrounding development opportunities.

TRANSPORTATION & CIRCULATION

GOAL:

Provide a balanced transportation network that accommodates the safe and efficient circulation of vehicles, public transit, bicycles and pedestrians throughout the community.

OBJECTIVES:

1. Continue to work toward achievement of the goals and objectives established in the County's and MACOG's Asset Management Plan of the Thoroughfare Plan and review and revise that plan's recommendations to reflect the future land use recommendations of the Comprehensive Plan.
2. Assess the development of a transportation hub (i.e., potential South Shore Rail Station) within New Carlisle and work to establish local transit service that connects residential neighborhoods with employment areas and community assets.
3. Continue to implement the recommendations of a Parks / Greenways Master Plan and establish safe links for bicyclists and pedestrians between neighborhoods, parks, schools and other community/regional assets.
4. Be cognitive and identify access management along major corridors, namely the Michigan Street corridor, and require new commercial and multi-family development to provide shared access points and cross access between adjacent properties.
5. Promote a "complete streets" approach to roadway design that accommodates a range of users including vehicular traffic, bicycles, pedestrians and potential future transit systems.
6. Require slower vehicular speeds in Downtown New Carlisle and install roadway elements, such as chokers, pedestrian islands and speed tables that promote a safer pedestrian environment.
7. Work with INDOT, and the County, to improve traffic flow and safety along state routes travelling through New Carlisle including the support of intersection improvements, the widening of existing routes, and creation of potential new routes.
8. Enhance existing railroad crossings, and underpasses for safe and improved pedestrian and bicycle movement. Explore the feasibility of new grade separated crossings over/under the existing railroads at strategic points within the previously developed core of New Carlisle as well as within the community's growth areas. Enhance and improve east-west pedestrian and bicycle routes.
9. Continue to be engaged and support the transportation segments found within the Indiana Enterprise Center and the Indiana Dept. of Transportation, including those within and outside of New Carlisle. Continue to assess the preferred route(s) for the connection of the Town with St. Rd. 2 to the south of the Town, including securing right-of-way, to complete the route encircling the core of New Carlisle.
10. Create strategic connections between existing segments of the transportation network and establish new routes where appropriate to enhance connectivity between and amongst the Town's established areas and growth areas.

PARKS, RECREATION & OPEN SPACE

GOAL:

Improve local residents' access to an expanding system of quality parks and recreation areas while protecting and enhancing the Town's environmental features.

OBJECTIVES:

1. Support the Town's current 5-year park master plan as a well-balanced park system that consists of both neighborhood parks, community parks, and a trail system that connects the same, along with other community assets.
2. Improve access to parks for residents in the growth areas including areas of future growth and expansion.
3. Support the preservation of the conservation / wetland areas to the south of the current Town limits. Allowing this unique environmental asset to potentially be accessed via trails and boardwalks for the purpose of natural enjoyment and education.
4. Integrate related natural areas as green corridors travelling within and between developed areas.
5. Develop strategies to acquire land and develop new community parks in growth areas in concert with the effective use of open space requirements to incorporate parks throughout the Town's new residential neighborhoods.
6. Continue to partner with the Public Library and New Prairie United School Corporation to provide high quality recreation programming to New Carlisle residents of all ages.
7. Continue to expand the trail network throughout the community to better connect the Town's parks to one another, the regional trail network including connections between the two County Parks (Spicer Lake and Bendix Woods) along with the bicycle trails network of LaPorte and St. Joseph Counties.
8. Promote the use of low-impact development (LID) practices and green infrastructure (GI) components to help protect and restore water quality and reduce the quantity of stormwater run-off throughout the Town.
9. Continue to identify grants and secure alternative funding for the acquisition and development of parks, open space, trail segments, trail connections, and other recreation amenities in the community.
10. Continue to review the Park, Recreation and Open Space needs of the community on an annual basis.

COMMUNITY FACILITIES

GOAL:

Provide adequate community facilities and effective and efficient Town services that contribute to a high quality of life and enhance the Town's desirability as a place to live, work and relax.

OBJECTIVES:

1. Ensure adequate levels of fire and police protection throughout the Town and work with the police department and the Fire Territory to ensure that emergency vehicles can effectively serve areas of the fire district exploring potential new station locations if necessary, in the future.
2. Coordinate plans for potential annexation and development with community service and facility providers to ensure adequate levels of service throughout the Town and its growth areas.
3. Maintain adequate sites for Town facilities; constructing, renovating, and relocating facilities when necessary and appropriate.
4. Consider pursuing LEED certification, or similar, for new or renovated Town facilities.
5. Work with the New Prairie United School Corporation to ensure appropriate parking, ingress and egress, and safe and adequate access to all school sites.
6. Increase efforts to identify alternative sources of financing, such as grants or loans, to fund a wide range of public projects including, but not limited to Town facilities, parks and recreation enhancements, transportation improvements, economic development related projects, and other services.
7. Continue to evaluate and implement the Stormwater Capital Improvements Plan in light of the recommendations of the Comprehensive Plan and anticipated patterns of development.
8. Continue to renovate and expand wastewater infrastructure to maintain adequate capacity to accommodate New Carlisle's growing population.
9. Develop a new water treatment plant to serve the residential, commercial and industrial needs within the Towns limits and to also maximizing existing infrastructure built in the unincorporated portions of the service area.
10. Support the programs and activities of the New Carlisle-Olive Township Library.
11. Continue to adhere to the Town's 25 Year Sidewalk Improvement Plan to provide proper ADA access and connectivity for all areas of Town.

INTER-GOVERNMENTAL COORDINATION

GOAL:

Continue to work with adjacent communities, Olive Township, Hudson Lake Community, St. Joseph County, and other groups and agencies to implement the goals and recommendations of the Comprehensive Plan.

OBJECTIVES:

1. Continue to meet and communicate with adjacent communities regarding coordination of future plans for the Town and outlying areas.
2. Coordinate with St. Joseph County, Olive Township, Hudson Lake Community, Lydick and adjacent communities to assist in realizing mutual objectives and addressing issues such as roadways, drainage and other forms of connectivity.
3. Work with adjacent communities and agencies to seek grants, loans, and other sources of funding for projects that address intergovernmental issues.
4. Continue to encourage communication and collaboration among service providers to provide the most efficient and cost-effective services possible.
5. Maintain a positive channel of communication with agencies such as MACOG, St. Joseph County, NICTD Indiana Department of Transportation (INDOT) and others for better coordination regarding projects on their properties or within their jurisdiction.
6. Coordinate the review and input of new development proposals with all affected public agencies and departments such as the Fire Territory, New Prairie United School Corporation, and various utility companies.
7. Work with the New Carlisle Business and Community Association, Discover New Carlisle, St. Joseph County Economic Development Department, and other economic development organizations to promote and market the Town of New Carlisle, retain existing businesses, and attract new businesses.
8. Maintain and enhance the Town's relationship with the adjacent industrial and research agencies regarding on-going operations and development of the areas surrounding the Town.
9. Establish an agreement with City of South Bend regarding the sanitary sewer service that ensures the best possible rates for the Town's citizens and allows for growth in and around the Town limits.
10. Maintain the existing Water Treatment Agreement with SJEC and update the rate every five years as defined in the agreement.
11. Work to draft an agreement to establish aquifer withdraw limits that is less than the identified safe yield. This would consider both town plants, established residential and industrial private wells and seasonal wells used for irrigation.
12. Determine future Water Treatment Plant production needs through collaboration with Cleveland Cliffs TEK and KOTE, St. Joseph County, Olive Township and other potential partners in an effort to establish project schedule, funding and draft agreements for the continued water supply for the Town and IEC area.

PLAN IMPLEMENTATION

GOAL:

Effective implementation of the Comprehensive Plan, including regular efforts to monitor progress and update Town policies.

OBJECTIVES:

1. Update the Zoning ordinance and other land use and development regulations to ensure compliance with Comprehensive Plan recommendations.
2. Develop a process for the regular review and update of the Comprehensive Plan and zoning ordinance to appropriately meet the changing needs of the community.
3. Evaluate design and development guidelines and revise where appropriate to allow for greater flexibility while maintaining high quality standards for new development.
4. Review and revise the Town's landscape requirements to ensure adequate screening and buffering of non-residential uses and enhance the appearance of new development while promoting the use of Best Management Practices (BMPs).
5. Review and revise the Town's signage and wayfinding systems to ensure adequate aesthetics and functional uses and enhance the appearance of new development while promoting the use of Best Management Practices (BMPs).
6. Establish and maintain a five-year action agenda regarding Comprehensive Plan implementation to prioritize objectives. List accomplishments of proceeding years, and incorporate within the Town's Capital Improvements Plan (CIP).
7. Dedicate existing financial resources and/or identify new funding sources to implement the Comprehensive Plan.
8. Update and maintain the Town's Zoning Ordinance and Zoning Map.
9. Review the Comprehensive Plan on a regular basis and amend as needed, based on input and involvement of the Town Council, Area Plan Commission, Board of Zoning Appeals, various other commission and committees, local organizations, and individuals.
10. Conduct regular workshops with Town's officials, staff, boards and commissions to ensure that the Comprehensive Plan is routinely utilized as a resource in decision making. These meetings shall occur, at a minimum, on an annual basis.
11. Identify and engage agencies and organizations willing to share in the responsibility for active implementation of the Plan.
12. Work with the economic development agencies to prioritize economic development opportunities and evaluate strategies and funding mechanisms to foster redevelopment, recruit new businesses, and retain, enhance and expand existing businesses.