



NEWALLEN ALLIANCE

ALLEN COUNTY, INDIANA

Strategic Investment Plan

HARLAN INDIANA

2016

STRATEGIC INVESTMENT PLAN for HARLAN, INDIANA

2016

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Allen County Commissioners
Allen County Council
Allen County Department of Planning Services (DPS)
Greater Fort Wayne, Inc. (GFW)
Harlan Community Association
NewAllen Alliance
Northeastern Indiana Regional Coordinating Council (NIRCC)

Prepared By

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PLAN OVERVIEW

The purpose of the *NewAllen Alliance Strategic Investment Plan* (SIP) is to develop a collaborative strategy toward retaining and attracting high-quality jobs to the participating NewAllen Alliance communities of East Allen County, Indiana, including Harlan, Hoagland, Grabill, Leo-Cedarville, Monroeville, New Haven, and Woodburn. This has been accomplished through the following efforts:

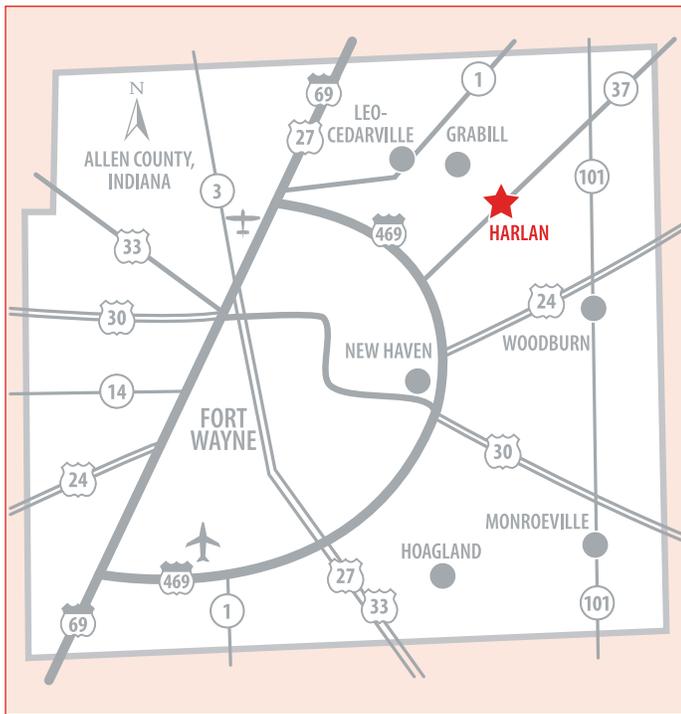
1. Providing a roadmap for the communities to use toward creating an environment for future economic development to occur;
2. Guiding the alignment of the investment of time, talent, and treasure toward common goals for the communities; and
3. Building the capacity for engagement between the communities and organizations that provide community and economic development services within Allen County.

As a product of this initiative, each community will receive a sub-plan such as this that is tailored to their specific needs and desires. In addition, the overarching investment plan will provide recommendations and resources to aid in the overall collaborative strategy. With the assistance of Sturtz Public Management Group (SturtzPMG), the *Harlan Strategic Investment Plan* (Plan) was spearheaded by the Harlan Community Planning Oversight Committee (CPOC), comprised of members of the Harlan community, with support from the NewAllen Planning Oversight Committee (NewAllen POC), consisting of regional stakeholder representatives and the CPOC.

In late November 2015, a “kick-off” event was held for presenting an overview of the project and the expected outcomes. Between December 2015 and March 2016, SturtzPMG met and regularly communicated with the CPOC, performed stakeholder interviews, conducted a public input workshop, distributed service provider questionnaires, and developed and distributed a community attitude survey. Area demographic, housing, and economic data was also collected to provide additional context to the strategic planning document.

Subsequent meetings were held with the NewAllen POC and CPOC to provide feedback on the information collected, and to discuss the goals and strategies that were later developed into a recommended plan of action. The Plan was then finalized and approved for the NewAllen Alliance and the participating communities to use as a tool for the implementation of strategies toward continued economic development and an improved quality of life. The plan was presented to the Harlan Community Association on October 4, 2016 and approved by resolution.





HARLAN, INDIANA is located in the northeastern corner of the state, a region with a population of nearly 700,000, and within a two-to-three hour drive from major Midwest cities such as Chicago, Illinois; Columbus, Ohio; Detroit, Michigan; and Indianapolis, Indiana. Situated along State Road 37 (SR 37) in northeastern Allen County, it is approximately six miles northeast of Fort Wayne, Indiana's second-largest city.

Recent major infrastructure projects in Harlan have improved sanitation and water quality, while new sidewalks have provided for safer walking experiences, yet the town remains unincorporated.

¹Joe Fogle, "Springfield Township & Harlan," in *History of Fort Wayne & Allen County: 1700 to 2005*, ed. John D. Beatty (Evansville, IN: M.T. Publishing Company, Inc., 2006), 585-589.

²John W. Davis, "EACS Officially Closing Monroeville & Harlan Elementary Schools," <http://www.21alive.com/news/video/East-Allen-To-Vote-On-Putting-Students-In-Trailers-Next-Year-117192978.html> (accessed February 15, 2016).

COMMUNITY BACKGROUND

History of Community

Harlan, Indiana, is an unincorporated census-designated place located in Springfield Township in northeastern Allen County. In December 1853, it was platted by Lewis Reichelderfer seventeen years after the first settlers had arrived in the area. Nearby, the town of Maysville was platted in 1859, but merged with Harlan following the establishment of the post office there. Farming was the dominant enterprise, and although the town grew slowly during the 19th-century, other businesses associated with this time period included the Maysville Flouring Mill, two saw mills, planing and shingle mills, a general store, furniture store, several blacksmiths, a harness maker, a jeweler, meat market, and a restaurant.

The early 1900s saw improved roads and the appearance of the automobile, resulting in faster travel experiences. The population grew, with Harlan having both a grade school and a high school by 1916 that served much of northeast Allen County. Farming, using horse-drawn plows, continued to be the primary industry, although gasoline-powered tractors and other farm equipment began appearing in the 1930s. Corn, oats, and wheat were the main crops with soybeans becoming increasingly common in later years.

By 1950, the township's population was 1,606, and in 1953, Harlan residents celebrated the centennial with the opening of the new Harlan Park. Not long after, a major reorganization plan for Indiana schools involved creating the East Allen County Schools Corporation (EACS). This resulted in the building of a new elementary school in Harlan, the closure of Harlan High School, and the transfer of area high school students to Woodlan and Leo High Schools. Despite this, the township's population grew to 3,697 by 2000.¹ In 2011, due to an EACS redesign plan, Harlan Elementary School was closed.²



Harlan Water Tower



Historic Photo of Harlan High School, Source: News-Sentinel

Community Leadership

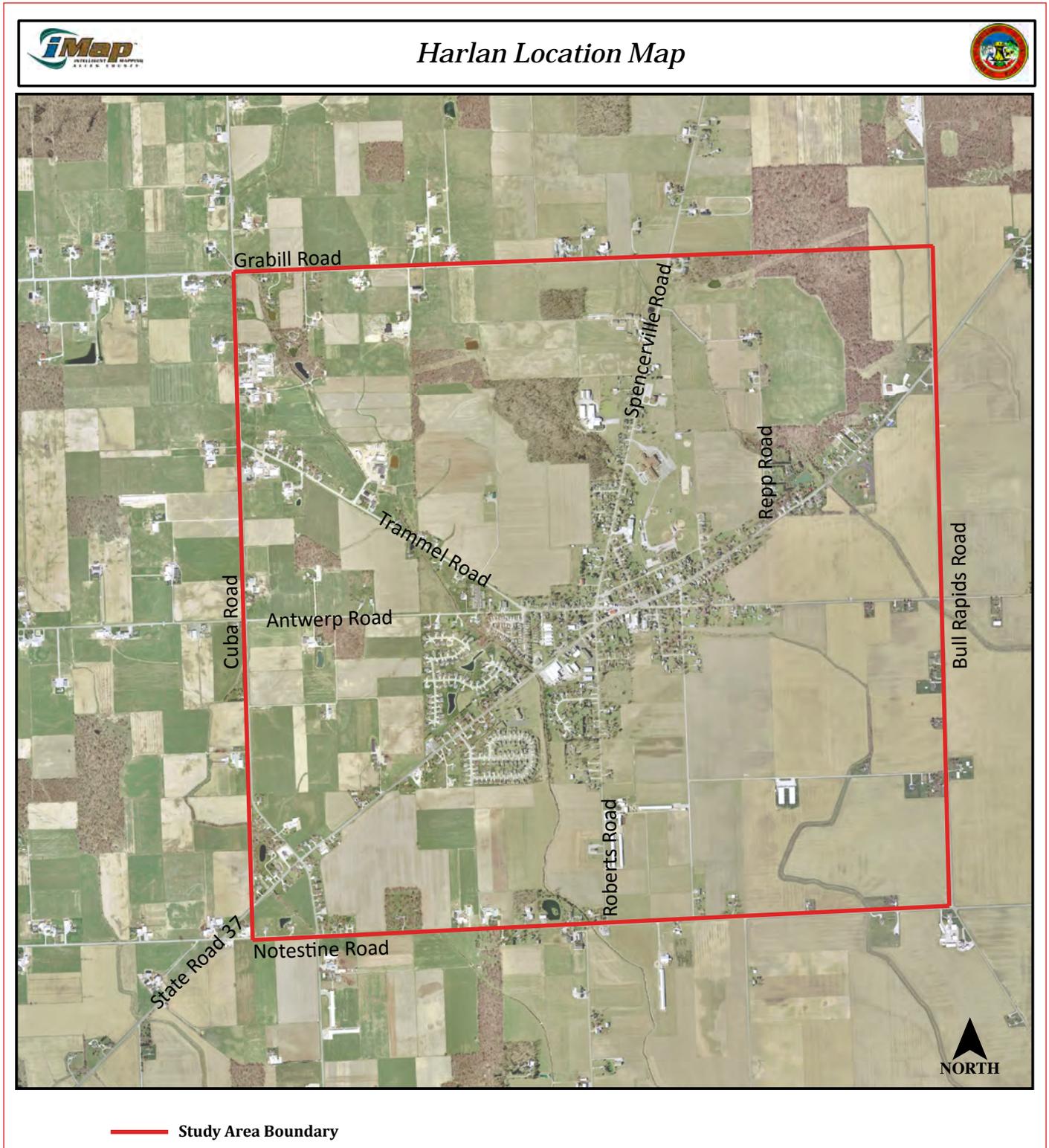
As Harlan is unincorporated, community leadership is provided by the Harlan Community Association, a volunteer-run 501(c) (4) organization which primarily focuses on the operations of the Harlan Community Park. The community has a strong relationship with Allen County government which is responsible for many of the infrastructure needs for unincorporated areas in Allen County.

Planning Efforts

Existing plans were referenced that support the development of the plan including: *Plan-it Allen!* (2007), the combined Fort Wayne and Allen County Comprehensive Plan which includes unincorporated Allen County; the *NewAllen Alliance Organizational Action Plan* (2014) by the Community Research Institute, and the *2035 Transportation Plan* (2013) by the Northeastern Indiana Regional Coordinating Council.

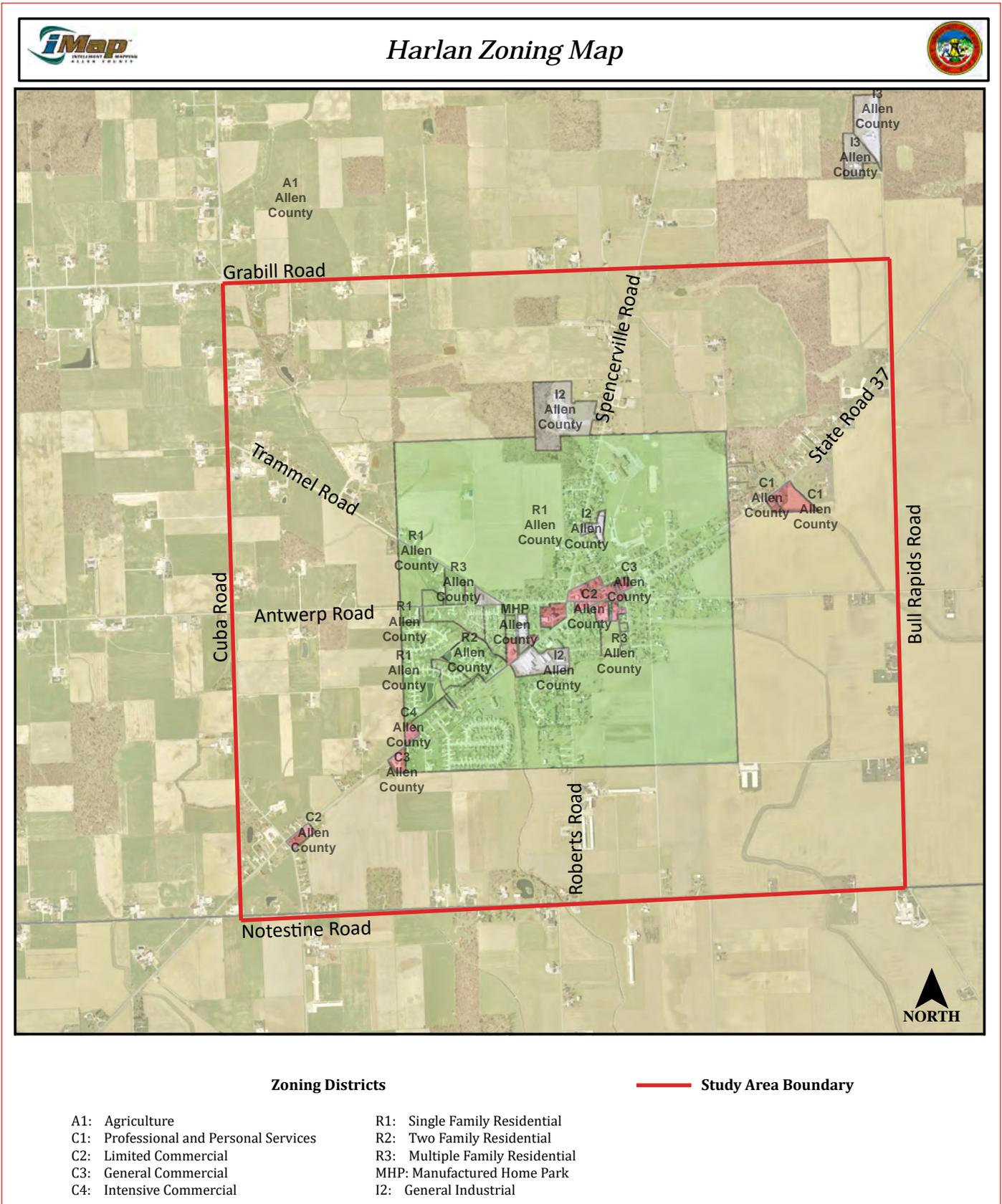
Study Area

The study area for this Plan was developed in reference to the U.S. Census Designated Place Map and is roughly bounded by Grabill Road to the north, Bull Rapids Road to the east, Notestine Road to the south and Cuba Road to the west.



STRATEGIC INVESTMENT PLAN for HARLAN, INDIANA

The Allen County Plan Commission has oversight for land development in Harlan which is enforced through the Allen County Zoning Ordinance. Within the defined planning area, most of the land is zoned as Agricultural and Residential. Commercial and industrial uses are primarily located along State Road 37, Antwerp Road and Spencerville Road.



HARLAN, IN



Population
1,718

POPULATION BY AGE

	Number	Percentage
Under 5 years	130	7.5
Ages 5 to 14 years	183	10.7
Ages 15 to 24 years	223	13.0
Ages 25 to 44 years	358	20.8
Ages 45 to 64 years	603	35.1
Ages 65 years +	221	12.9



Advanced Education:
2-year degree or higher
21.6%

HIGHER EDUCATION

	Allen County	Indiana
At least a 2-Year degree	36.3%	21.7%



Employment

TOP 3 INDUSTRIES by Employee

- Manufacturing
- Education & Health
- Other Services



Households
652



710
Housing Units:
91.8% occupied; 8.2% vacant

	Harlan (CDP)	Allen County	Indiana
INCOME			
Median Household Income	\$63,846.	\$49,124.	\$48,737.
Per Capita Income	\$25,901.	\$25,485.	\$24,593.
Per Capita Income as % of National Average	90.7%	89.2%	86.1%

POVERTY STATUS

All Families	6.7%	15.5%	15.5%
Of Specific Populations:			
Under 18 years	14.6%	22.5%	22.1%
Related children under 18 yrs	14.6%	22.2%	21.7%
18 to 64 years	4.6%	14.2%	14.7%
65 years +	4.5%	6.7%	7.2%

HOUSING

Monthly owner costs 30% or more of household income	9.5%	20.9%	24.7%
Median Year Built	175	1972	1972
Median Home Value	\$107,000.	\$112,600.	\$122,700.
Owner-occupied	81.6%	69.4%	69.5%
Renter-occupied	18.4%	30.6%	30.5%

DATA SOURCES

U.S. Census Bureau American Community Survey 2010-2014
Community Research Institute - IPFW, ESRI Community Analyst Data (2013)

COMMUNITY ASSETS

Residential

Residential uses in Harlan are concentrated in the area bounded by Spencerville Road, 2nd Street, Antwerp Road, and Repp Road, and is primarily populated by smaller, and older, housing stock. There are also pockets of housing along Spencerville Road, and in the area between Antwerp Road and SR 37 west of Spencerville Road. Two subdivisions, platted between 1989 and 2002, developed west of the Black Creek ditch and to the north and south of SR 37, although not directly fronting SR 37. The northern subdivision, Lakes of Harlan, includes homes ranging in assessed value from about \$160,000 to \$260,000 and incorporates a villa component. Homes in Harlan Gardens, located on the south side of SR 37, range in value from about \$100,000 to \$150,000. Other housing in Harlan includes the Black Creek Village mobile home park, located south of Antwerp Road and east of the Black Creek Ditch, which contains 82 approved lots and the Countryview Apartments with 20 units.

Surrounding the residential areas to the north, south, and west, is land that is owned and farmed by Amish families where agriculture is their livelihood.

Commercial and Industrial

Commercial uses in Harlan are primarily concentrated along the major routes of SR 37 and Antwerp Road, including an intact downtown district. The various businesses include a donut shop, gas station/convenience store, custom blind and upholstery shop, furniture shop, and flower shop. Harlan eateries include the Nolt House Restaurant, Harlan Cafe and El Refugio. Other than the narrow selection of food items available at the convenience store, the nearest grocery store is approximately 3.5 miles northwest in the neighboring town of Grabill.

Harlan is home to several building and industrial companies, also concentrated along SR 37, with a few located along Trammel and Spencerville Roads. Companies include Dutch Made, Inc., Springfield Enterprises, Harlan Cabinets, OCH Manufacturing, Eicher Concrete, Graber Vinyl Manufacturing and Farm Building Supply, Graber Box and Pallet, and Miller Cabinetry and Furniture.

Educational, Recreational, and Institutional

There are no public school facilities in Harlan, so students must travel several miles south to the Woodlan Schools complex (East Allen County Schools Corporation) for classes. Woodlan Elementary is a kindergarten through sixth grade facility that in 2015, received an “A” grade from the Indiana Department of Education. Woodlan Junior/Senior High School, a 2015 “C” graded school, accommodates students in grades 7 through 12. Two private schools, operated by Cuba Mennonite Church and Church of Christ at Harlan, exist



Lakes of Harlan Subdivision



Springfield Enterprises

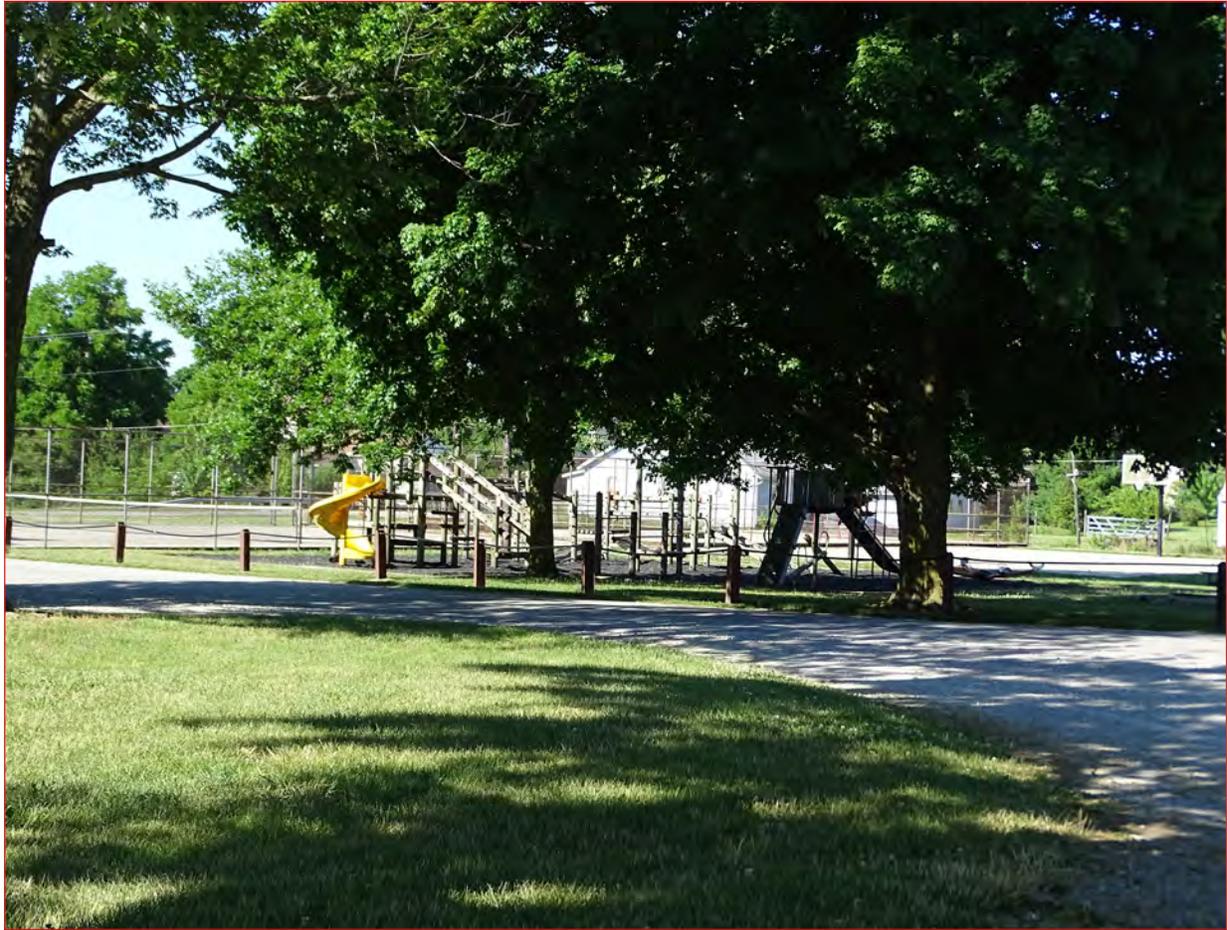
in Harlan, and Amish children are educated at local Amish schools.

Several churches, most of which are located along SR 37, serve the small population of Harlan and include Cuba Mennonite Church, Maranatha Chapel, Pathway Christian Church, The Ekklesia in Harlan, Holy Trinity Evangelical Lutheran Church, the Church of Christ at Harlan, and Harlan United Methodist Church.

Harlan Community Park is centrally located in the area bounded by about Spencerville Road, and Water, 2nd, and School Streets. Other recreational opportunities are available at the Harlan Christian Youth Center and Christian Community Center of Harlan, just next to the park to the north.

Government and Community Services

The Northeast Allen County Fire and EMS (Springfield Township Station) and the Maysville Regional Water and Sewer District are located next to one another on SR 37, on the eastern edge of town, while Harlan’s water tower sits just north of Harlan Community Park.



Harlan Community Park

A branch of iAB Financial Bank is located near the intersection of SR 37 and Antwerp Road. Other service providers in the community include the United States Postal Service, Raise Up Daycare, Hockemeyer Funeral Home, Harlan Family Medical Center, Harlan Christian Youth Center and Christian Community Center of Harlan. Additionally, two cemeteries are located in Harlan.

Historic Sites and Structures

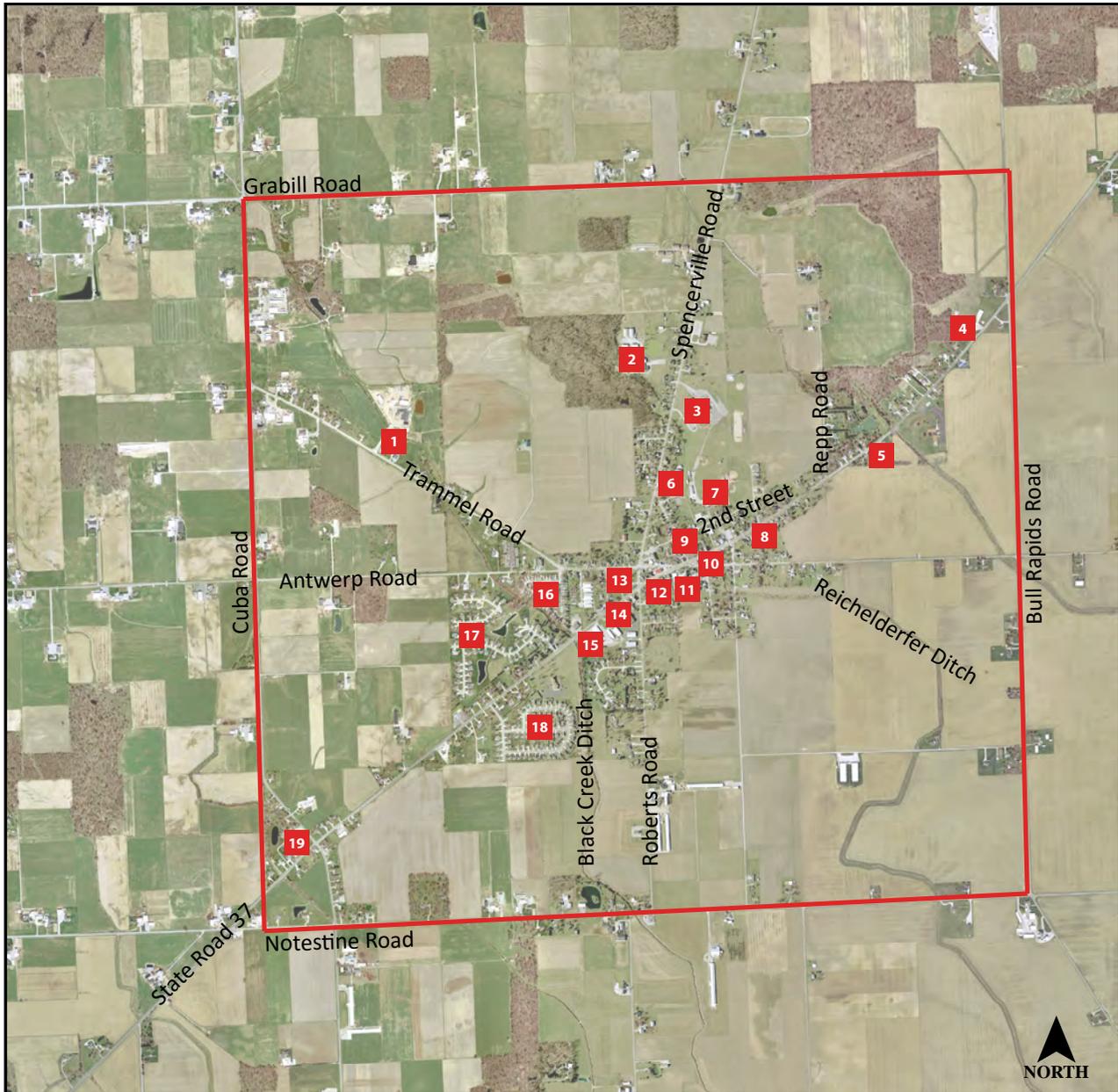
According to the Indiana State Historic Architectural and Archaeological Research Database (SHAARD), of the 41 historic sites and structures surveyed in Harlan, three were rated as being “outstanding” and eight as “notable” in terms of the site or structure’s level of integrity, remaining historic fabric, alterations, additions, structure relocation, environment and associated history, and include:

Outstanding

Thomas Hood House (17314 SR 37)
Dr. Joseph H. Omo House (17824 SR 37)
G.A Reeder House/Home Hotel (11928 Water St.)

Notable

House (16029 SR 37)
Commercial building (17525 SR 37)
Dr. Swift’s House (17316 SR 37)
Harlan High School (16934 Antwerp Rd.)
Harlan Branch Library (17620 SR 37)
House (16423 SR 37)
Reichelderfer-Snyder House (17305 SR 37)
School Number 10 (15720 Antwerp Rd.)



Identified Properties

Study Area Boundary

1. Graber Box and Pallet
2. Harlan Cabinets
3. Christian Community Center of Harlan
4. Northeast Allen County Fire & EMS/Maysville Regional Water and Sewer District
5. Harlan Family Medical Center
6. OCH Manufacturing
7. Harlan Community Park
8. Dr. Joseph H. Omo House
9. G.A. Reeder House
10. Flat Iron Building/Chausse Home Store
11. Springfield Enterprises
12. Thomas Hood House
13. Former Harlan High School
14. Harlan Christian School
15. Dutch Made, Inc.
16. Black Village Mobile Home Park
17. Lakes of Harlan
18. Harlan Gardens
19. Cuba Mennonite School

PUBLIC FACILITIES & SERVICES

A leading factor in the ability of a community to grow is the condition of its public facilities and services, including drinking water, sanitary sewer, transportation systems, and public structures and lands. The intent of this review is to assess the needs for the infrastructure in regard to future growth rather than to analyze the physical conditions of the system within the community.

Broadband

According to the Indiana Broadband Map last updated in 2014, internet availability within the Harlan area consists of several wireless providers including AT&T Mobility, LLC; Verizon Wireless, Sprint, and WATCH Communications. Wireless speeds range from 768 kbps – 25 mbps for downloads and 200 kbps – 6 mbps for uploads. Mediacom Indiana, LLC provides cable modem technology with 10 mbps – 25 mbps upload speeds and 1.5 – 3 mbps download speeds.

Electric Utility

Indiana Michigan Power (I&M) is the electric distribution service provider for the Harlan area. As part of the American Electric Power Company (AEP) with operations across 11 states, I&M has the capacity to provide both transmission and distribution upgrades as needed for future development. Adequate lead time is requested in the event that a large energy investment is needed for a development. Coordination with the company at the onset of potential development is good practice.

Natural Gas

Northern Indiana Public Service Company (NIPSCO), the natural gas service provider to the Harlan area, has sufficient capacity to extend services. Adequate lead time is requested in the event that a large energy investment is needed for development. Coordination with the company at the onset of potential development is good practice.

Transportation

Harlan is bisected southwest to northeast by SR 37, and is approximately six miles east of Interstate 469 and three miles west of State Road 101. All public roads within the town boundaries are under the jurisdiction of the Allen County Highway Department. Antwerp, Bull Rapids, Cuba, Grabill, Thimler and Trammel Roads are all classified as Rural Major Collector Roadways, as defined by the Indiana Department of Transportation Functional Class Map for Allen County, and are therefore eligible for federal funding.

Within the study area are three bridges also under the jurisdiction of the Allen County Highway Department. Two are located on Antwerp Road, one of which crosses Black Creek Ditch while the other crosses Knapp Ditch. The third bridge crosses Black Creek Ditch where it intersects with Notestine Road. There are no railroads in Harlan.

While sidewalk enhancements have been on-going, a continued sidewalk improvement program is needed to address areas of deterioration and places lacking connections altogether.

One goal of the NewAllen Alliance is to have trails connecting to each of its communities. As noted in the Northeastern Indiana Regional Coordinating Council 2035 *Transportation Plan*, trail connectivity has been identified between Grabill and Harlan along Grabill Road. The proposed trail would then travel along Thimler Road to Trammel and then to Bull Rapids south to Woodburn. In addition, widened road shoulders to facilitate bike travel are proposed along Thimler Road between Trammel Road and the Woodlan Schools complex approximately six miles to the south.

Sewer and Water

The Harlan area is served by the Maysville Regional Sewer and Water District. However, it contracts with the City of Fort Wayne, where its wastewater can be transferred to at a rate of up to 350 gallons per minute or 504,000 gallons per day, for wastewater treatment. Pipe restrictions and back pressure of sewer flow to Fort Wayne would need to be evaluated to determine any additional development could be accommodated.

While the Harlan area is part of the Upper Maumee Watershed, it buys its water from nearby Grabill which sits on a large aquifer. If at some point Grabill can't supply water, a scenario that is currently unlikely, Harlan would need to drill wells or contract with the City of Fort Wayne for service.

Harlan's water system installed in 1994, consists of mains ranging in diameter from six inches to ten inches. The average daily water usage is 100,000 gallons which is the exact capacity of Harlan's water tower.

Police

As Harlan is unincorporated, it does not have its own police force, so it falls under the jurisdiction of the Allen County Sheriff's Department.

Fire and EMS

Primary fire and EMS response to the Harlan area is provided by Northeast Allen County Fire & EMS located at 18701 SR 37.

Parks and Recreation

The Harlan Community Park, is owned by the Harlan Community Association, encompasses 20 acres and includes an open-air pavilion, playground, basketball and tennis courts, four ball diamonds (three with lights), an outdoor arena with bleacher seating, and a large barbecue pit. Also on site is a shelter house, with kitchen facilities, that is available for rent. Park programming includes baseball, softball, and soccer leagues organized by the Harlan Athletic Association. Harlan Days, an annual community festival, is held in the park in August.

The park is in need of some improvements such as new siding on the shelter house, new facer boards and gutters on the pavilion, an overhaul of the arena announcing stand, and upgrades to the outdoor theater and electrical system.

CONTEXTUAL RESEARCH

As part of the overall NewAllen Alliance Strategic Investment Plan (SIP) initiative, contextual research was conducted of each community which included site visits with a drive-by tour and meetings with individual Community Planning Oversight Committees (CPOC). Each CPOC was asked to describe what they were hoping to achieve from the planning process. The following is a compilation of common responses given by the communities:

- To establish our community as a great place to live in Allen County
- To improve community identity and pride
- For the rest of Allen County to learn more about our community
- To facilitate new, smart growth that leads to more jobs being created (Hoagland and Leo-Cedarville do not desire industrial growth)
- To retain the authentic heritage of our community
- To improve the volunteer structure and community involvement
- To be better positioned to seek funding for projects

In addition, the six strategic focus areas of the SIP were discussed with each CPOC. Common issues and possible strategies identified include:



New Growth & Development

To improve developmental regulations to influence the quality of new development as it occurs
 To explore alternatives to enhance opportunities to fund and sustain community improvement (i.e. incorporation, economic improvement districts, tax increment financing, etc.)



Economic Development

To develop a better local understanding of economic development processes
 To develop marketable sites for future industry
 To increase a community-wide focus on the agriculture industry
 To increase space for small business activities
 To contribute to the larger economic goal of attracting people to the region by providing an alternative place to live



Redevelopment

To revitalize downtowns
 To preserve and repurpose existing vacant structures



Housing

To differentiate by promoting unique elements not common in urban areas
 To promote housing for young families and seniors
 To promote the rehabilitation of existing, aging housing stock



Infrastructure

To develop a county-wide focus to support broadband development
 To understand limitations and opportunities of sewer and water infrastructure to help form approaches to future development decisions



Quality of Life

To create and/or enhance community parks and gathering spaces
 To develop sidewalks and trails to improve walkability throughout each community
 To connect each community and to larger trail infrastructure through trails and bike lanes
 To provide places to enhance community wellness



Harlan Community Park

Additional contextual research was conducted through interviews with over 30 community leaders throughout Allen County and Northeast Indiana to get a “big picture” perspective of the strengths and weaknesses of East Allen County in addition to gaining a broader understanding of the regional environment and identifying potential opportunities for funding and leveraging other resources. Below is a summary of some of the key findings of this research:

- Due to the proximity of Interstate 469, the recent upgrade of US 24 to an expressway, and the Maplecrest Road extension, momentum and interest in East Allen County appears to be growing.
- Planning will give communities a course of action and align county resources in support of these endeavors.
- East Allen County is a very diverse region consisting of urban, suburban, and rural areas.
- There are significant transportation assets in East Allen County (Interstate 469, US 24, US 30, Adams Center Road and the planned intermodal facility) prompting a need to better understand how to capitalize on them.
- East Allen County should focus on agricultural businesses and industry in addition to the clustering of supportive business and industry to large employers such as Steel Dynamics, Inc. and BF Goodrich.
- Perceptions of the East Allen County Schools Corporation vary. Due to recent consolidation efforts, the loss of a public school in some places has equated to a loss of identity, while others view having five high schools in the system as spreading limited resources over too many facilities.
- Workforce development is important. Programs such as the East Allen County Schools’ Associated Builders and Contractors Program, Future Farmers of America Programs, and other professional development training opportunities through the local libraries and schools should be promoted and enhanced.
- The entity with control of the sewer and water systems has significant influence into how, when, and to what level development occurs. There are some who advocate for a county-wide sewer district managed by an appointed board, and others who prefer retaining more direct involvement and oversight by elected officials.
- More housing is needed, particularly for seniors and young families. Communities are encouraged to seek out companies willing to design developments that are unique to their area and that enhance and serve the housing needs, thereby differentiating themselves from other nearby communities and creating an opportunity to attract new residents.
- There is a lack of park and recreational opportunities throughout eastern Allen County.
- There are libraries in four of the seven communities. As these facilities are significant assets, they could potentially be a strategic partner for other community initiatives such as workforce training, co-working space, and the integration of storytelling into community park and trail offerings.
- Restaurants, frequently suggested as a need in most of the communities, can also sometimes serve to attract people to visit.

PUBLIC INPUT

Throughout this planning process, public input was sought to gather information and solicit perspectives on the strengths, weaknesses, and opportunities of the Harlan area. This was accomplished through a community attitude survey of Harlan residents conducted in March 2016, and at a public meeting on March 15, 2016.

Community Attitude Survey

In March 2016, a survey of Harlan residents was conducted to gather input for creating a community plan containing specific strategies aimed at guiding the area's future growth and development. The survey was mailed out to area residents, and was also accessible on-line through SurveyMonkey. There were 77 respondents to the survey, accounting for a response rate of 4.5% based upon the most recent population estimate of 1,718. In some cases, respondents did not answer every question or did not select the requested number of answer choices. The intent of the survey was to get a general sense of community attitudes rather than to conduct a true statistical analysis. The following is a brief narrative of the outcomes.

Nearly 74% of respondents had lived in Harlan more than 10 years, while almost 15% had lived in the community for five years and fewer. Also, just over 55% lived or owned a business within the area bounded by Grabill, Bull Rapids, Notestine, and Cuba Roads. In terms of age, 19.5% of the respondents were between 55 and 64, followed by 18.2% between 35 and 44, and 16.9% between 65 and 74. Overall, 43.4% were satisfied and 31.6% were somewhat satisfied with Harlan as a place to live, accounting for 75% of the respondents. Just 2.6% entered that they were dissatisfied.

When asked to describe Harlan's current identity, "small town" was most often noted of the 63 comments received followed by "on the decline" and "a place you pass through on the way to Fort Wayne." When asked to describe Harlan's identity in 10 years, the most often used words included "growing" and "thriving" followed by "same" and "small town." Regarding the assets that best apply to Harlan, respondents were asked to choose two of eight options. The top three chosen were (in order): close proximity to Fort Wayne, rural location, and Harlan Community Park.

The next question, in which two of five possible options could be selected, asked respondents to choose what types of business development would be preferred in Harlan. Of the 132 responses received by 71 respondents, the grocery store or market option received nearly 42%, followed by other at 20.5% and retail at 19.7%. Taking the write-in comments as a whole, eight of them related to needing more restaurants. There were three mentions each for a coffee shop and a dollar variety store, and two mentions each for local produce and a bar. Other suggestions were received just one time. *Note: In total, 132 responses were given by 71 respondents; however, write-in comments for specific retail types were counted as a vote for*



Harlan Community Workshop

"Other" causing the overall vote tallies to be distorted and the comments for each option to be mingled.

Respondents were next directed to rank eight listed items based on what was most needed in Harlan. The top four items were (in order): retail establishments, quality housing to buy and rent, improved internet access, and employment opportunities. With respect to the most important recreational need in Harlan, respondents most often chose improvements to Harlan Community Park followed by trail development and gym or fitness facility as their answer. Respondents were also asked to choose what transportation improvements were most important for Harlan to pursue. The option receiving the most votes was sidewalk repairs and installation while street repairs and reconstruction and area walking and biking paths were second and third respectively.

Another question, in which two of nine possible options could be selected, asked which of several listed public services were most needed or needed improving. In total, 138 responses were given by 70 respondents. Youth and recreational programs received 19.6% of the responses followed by town government structure (incorporation) 18.8%, and library at 15.9%. When questioned as to what type of housing is needed in Harlan, the most often chosen option by respondents was that of single-family housing ranging in price from \$91,000 to \$150,000 followed by senior apartments and senior living facilities then affordable apartments and rental units.

To complete the survey, respondents were asked to provide other comments or suggestions. Of the 29 responses received, seven noted that Harlan should incorporate, which was the most often written suggestion. Comments that were parks-related, to include things such as general improvements or building a splash pad, and that they loved Harlan or that Harlan was a great community, were also made by multiple respondents. All other suggestions were mentioned two or fewer times.

Community Workshop

Fifteen people, with the assistance of five facilitators, participated in the public meeting during which several community priorities were identified through a discussion of area strengths, needs, and potential strategies. Attendees were then asked to vote for their top three priorities which resulted in town incorporation, the availability of regular community family activities, and the availability of adequate housing being the top combined vote recipients. A summary of the public meeting input is as follows:

STRENGTHS	NEEDS/WEAKNESSES
Parks	Senior housing
Youth recreational programs	Rental housing
Flat-iron building	Incorporation
Christian Community Center	Police services
Churches	Sidewalks
Schools	Playground equipment update
Residents (helpful, caring)	Grocery store
Springfield Enterprises	Fitness center
Doctor	Addiction services
Lawyer	Roads
Cabinet factories	Library
Amish industries	Ice cream shop
History book	Additional utility capacity
Quiet little town	Internet
Active community organizations	Trails
Restaurants and bakery	Drug activity
"Dry" community	Lack of governmental structure
Banks	Coffee shop
Harlan Days	Deli
Low cost of living	
Fire Department	
Infrastructure	
Location on 37	
Proximity to Fort Wayne	
Low crime rate	
Food bank	
Day care	
Lion's Club	

Community Workshop Continued

VISION	TALLY
Self-sustaining	5
Good balance of business/service	
Adequate housing	6
Good connectivity	
Mayberry-like (A place to move to)	
Tourism - community draw	3
Retail	
Enclosed, improved arena in park (water park)	3
Younger citizen involvement	3
Golf course	
Volleyball court	
Dental and vision services	
Road resurfacing	
Maintain identity	1
Amish directory/map	
Intact business district	
Incorporation	15
Regular community family activities	7
Trails	3
Parking	

* Top 4 Responses are Bolded

ACTION PLAN

Through the synthesis of research and community discussion detailed throughout this document, a plan of action was developed. Overarching strategies are those established by the NewAllen Alliance. Plan elements are presented in a manner that is both individual to the community, but also complements activities conducted throughout East Allen County. The action plan also acts as an implementation tool by listing the strategic action, responsible parties, potential resources, and a targeted time period for implementation.

1. MANAGE GROWTH AND DEVELOPMENT

	Strategy	Responsible Parties	Potential Resources	Time Period
1.1	Explore sustainability options to support the growth and development of the community including incorporation and building the capacity of the Harlan Community Association to manage and implement community projects and establishment of a 501c3 to receive tax deductible contributions.	Harlan Community Association	Community Foundation of Greater Fort Wayne, Local fundraising	0-1 years
1.2	Develop a sustainability fund to pay for the operation and maintenance of public improvements.	Harlan Community Association	Local fundraising	0-2 years

2. CREATE A RURAL AND SUBURBAN ECONOMIC DEVELOPMENT APPROACH

	Strategy	Responsible Parties	Potential Resources	Time Period
2.1	Promote awareness of small business development training and capital resources.	GFW, Harlan Community Association, NewAllen Alliance	Brightpoint, Indiana Small Business Development Center, Northeast Indiana Innovation Center, United States Department of Agriculture (USDA)	On-going
2.2	Support the development of economic development initiatives focused on the agricultural industry.	GFW, Harlan Community Association, NewAllen Alliance	Purdue Extension, Indiana Farm Bureau, Indiana Department of Agriculture, USDA	On-going
2.3	Support and collaborate on workforce development efforts.	East Allen Community Schools (EACS), GFW, Harlan Community Association, NewAllen Alliance	Area Institutes of Higher Education, Indiana Office of Community & Rural Affairs, Indiana Workforce Development, Workone Northeast	On-going
2.4	Support the development of retail businesses that provide essential goods and services: hardware, fresh food, medicine.	Harlan Community Association, NewAllen Alliance	N/A	On-going

3. PRESERVE AND CAPITALIZE UPON OUR AUTHENTIC HERITAGE

	Strategy	Responsible Parties	Potential Resources	Time Period
3.1	Participate in a branding and marketing effort in collaboration with NewAllen Alliance.	Harlan Community Association, NewAllen Alliance	EACS, Local Fundraising, NewAllen Alliance	0-2 years
3.2	Explore participation in the Indiana Main Street Program.	Harlan Community Association, NewAllen Alliance	Indiana Office of Community & Rural Affairs	0-2 years
3.3	Develop a downtown plan that is compliant with the Indiana Office of Community & Rural Affairs guidelines and includes design estimates for streetscape improvements.	Harlan Main Street (once organized)	Indiana Office of Community & Rural Affairs	1-2 years
3.4	Pursue funding to improve streetscapes within the downtown area	Harlan Main Street (once organized)	Indiana Office of Community & Rural Affairs, Local Fundraising	1-3 years

4. CELEBRATE COMMUNITY IDENTITY AND QUALITY OF LIFE THROUGH INVESTMENT IN CENTERS OF ACTIVITY

	Strategy	Responsible Parties	Potential Resources	Time Period
4.1	Participate in an initiative to physically improve local community parks and downtowns based on collective branding and landscape design. Involvement includes development of a "Quality of Life" design plan that unifies the look of the community at major entrances, in the downtown area, and within the Harlan Community Park with investments into street lighting, sidewalks, furnishings, signage, landscaping, and park improvements.	Harlan Community Association, NewAllen Alliance	Local Fundraising, NewAllen Alliance	0-2 years
4.2	Pursue funding to implement "Quality of Life" design plan.	Harlan Community Association, NewAllen Alliance	Allen County Capital Improvement Board, Local Fundraising, Indiana Office of Community and Rural Affairs Place-Based Investment Grant, Regional Cities funding	0-2 years
4.3	Explore the establishment of a co-op to support reinvestment efforts.	NewAllen Alliance	Private Investors	0-2 years
4.4	Explore a collective contract for maintenance of quality of life investments.	NewAllen Alliance	Allen County Parks Department	0-2 years
4.5	Support the connection of communities through trails and bike lanes/shoulder improvements throughout East Allen. In respect of Harlan, support and pursue the addition of bike lanes/shoulder improvements along Bull Rapids Road to Woodburn and Thimler, Trammel and Grabill Roads to Grabill.	Allen County Highway Department, NIRCC	Allen County, Indiana Department of Transportation (INDOT)	On-going

5. PROVIDE A RANGE OF QUALITY HOUSING OPPORTUNITIES

	Strategy	Responsible Parties	Potential Resources	Time Period
5.1	Support the rehabilitation of existing homes.	Area Housing Non-profits	Indiana Housing and Community Development Authority Owner Occupied Rehabilitation Program	0-5 years
5.2	Support the addition of affordable senior housing.	Private Developers	Indiana Housing and Community Development Authority Tax Credits	0-5 years
5.3	Support additional new housing, particularly in the \$90,000 - \$150,000 range.	Private Developers	Private Investment	0-5 years

6. PROVIDE ADEQUATE INFRASTRUCTURE

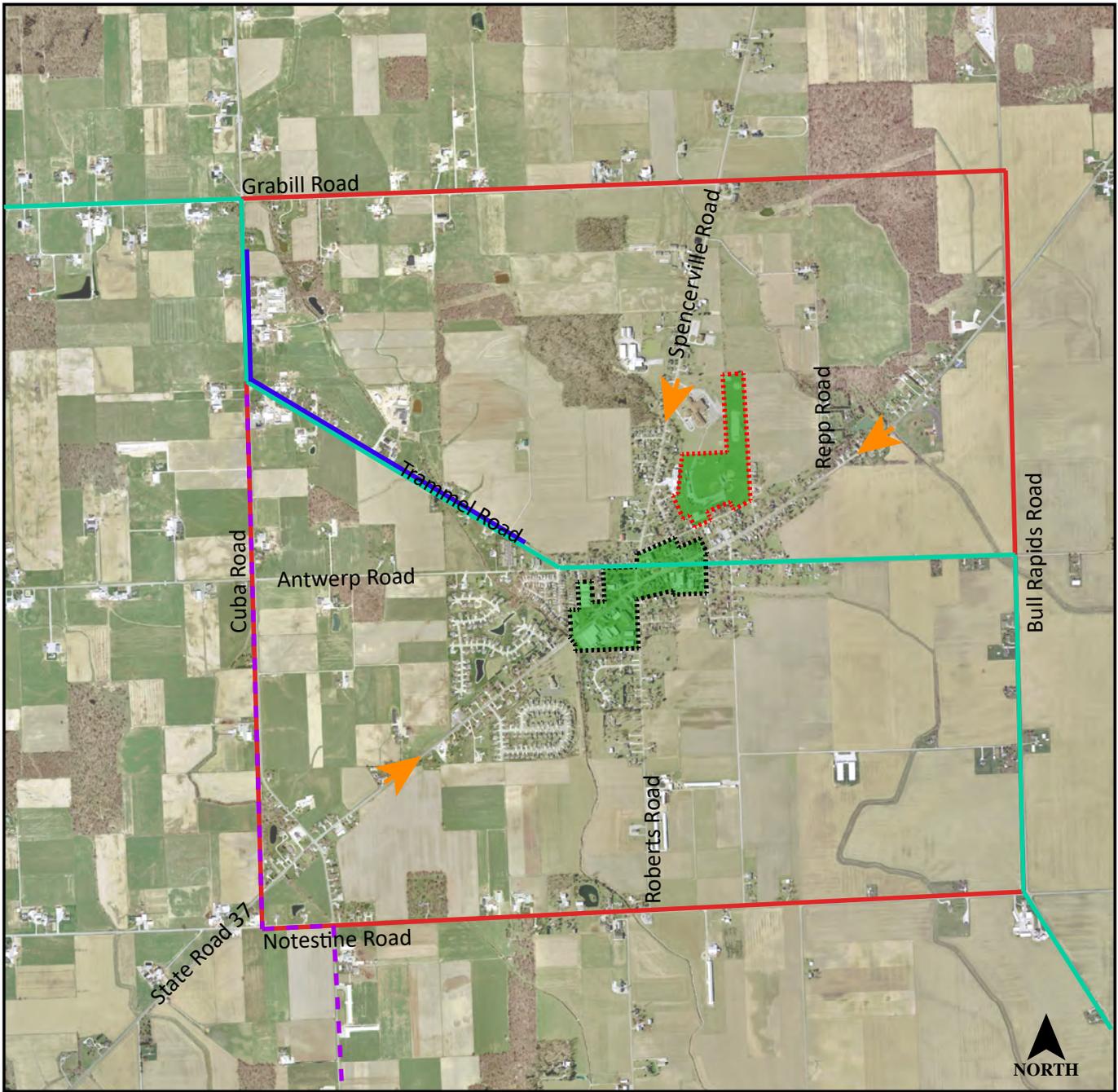
	Strategy	Responsible Parties	Potential Resources	Time Period
6.1	Implement an annual sidewalk and ramp improvement program with priority given to connection between subdivisions, downtown, and Harlan Community Park.	Allen County Highway Department, Harlan Community Association	Allen County, Local fundraising, INDOT	On-going
6.2	Pursue needed sewer line extensions along Trammel and Grabill Roads	Maysville Regional Sewer District	Indiana Office of Community and Rural Affairs, Indiana State Revolving Loan Fund, Maysville Regional Sewer District, NIRCC	0-2 years
6.3	Explore and pursue the opportunity to enhance broadband speed and reliability throughout the community (both business and residential areas).	GFW, NewAllen Alliance	Community Resources, Private Investment, USDA	0-5 years

7. ENGAGE AND CONNECT TO SUPPORT INVESTMENTS

	Strategy	Responsible Parties	Potential Resources	Time Period
7.1	Participate in an on-going NewAllen Strategic Advancement Committee to Oversee Strategic Investment Plan Implementation.	Allen County DPS, NewAllen Alliance	Not Applicable	On-going
7.2	Work with a newly hired Community Development Liaison to advance initiatives.	Allen County DPS, NewAllen Alliance	Allen County, NewAllen Alliance	On-going
7.3	Foster and participate in community leadership development activities.	Allen County DPS, NewAllen Alliance	Local Business Sponsors, Local Foundations	On-going



Harlan Action Plan Map



- Study Area Boundary
- Trail Improvements
- Downtown Area Boundary
- Harlan Community Park
- Quality of Life Improvement Area
- Bike Lane/Shoulder Improvements
- Sewer Extension Project
- Gateways



NEWALLEN ALLIANCE

ALLEN COUNTY, INDIANA

HARLAN, INDIANA

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