



Strategic Investment Plan

HOAGLAND INDIANA

2016

STRATEGIC INVESTMENT PLAN for HOAGLAND, INDIANA

2016

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Allen County Commissioners
Allen County Council
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Greater Fort Wayne, Inc. (GFW)
Hoagland Area Advancement Association
Hoagland Chamber of Commerce
NewAllen Alliance
Northeastern Indiana Regional Coordinating Council (NIRCC)

Prepared By

Sturtz Public Management Group

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 has received a sub-plan such as this that is tailored to their specific needs and desires. In addition, there is an overarching investment plan that provides recommendations and resources to aid in the overall collaborative strategy. With the assistance of Sturtz Public Management Group (SturtzPMG), the Hoagland Strategic Investment Plan (Plan) was spearheaded by the Hoagland Community Planning Oversight Committee (CPOC), comprised of members of the Hoagland 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, distributed service provider questionnaires, and developed and distributed a Hoagland 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 New Allen 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.





HOAGLAND, 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 Hoagland Road in southeastern Allen County, it is approximately nine miles southeast of Fort Wayne, Indiana's second-largest city.

and development. New houses have been built along many of the county roads, but there are few planned subdivisions. Today, Hoagland retains its small-town character, and the area retains much of its rural identity, a heritage that is celebrated every year during the Hoagland Days festival.³

Community Leadership

Since Hoagland is an unincorporated community, the existing volunteer structure of the Hoagland Area Advancement Association (HAAA) and the Hoagland Chamber of Commerce (Chamber) is highly developed. The purpose of the HAAA, a 501(c)(3) non-profit entity, is to encourage improvement and to develop and advance civic, commercial, industrial, agricultural, health and education interests in the Hoagland area. It hosts multiple fund-raisers throughout the year including the Pancake & Sausage Breakfast, HAAA-HAAA Trivia Night, Hoagland Days, and the Greater Open Golf Outing. The Hoagland Community Center, operated by the HAAA, is available for rent as well. Currently, the fundraiser proceeds and rental fees go toward maintaining Hoagland Community Park.

The Chamber, a 501(c)(4) non-profit entity, was organized as a business league and also led efforts to provide and improve infrastructure such as sidewalks and storm drainage. Money raised through fund-raising activities including dinners, breakfasts and the annual Hoagland Days event primarily has gone towards sidewalk construction and improvements for Hoagland. Through a close relationship with the Allen County Commissioners and the Allen

COMMUNITY BACKGROUND

History of Community

Hoagland, Indiana, is an unincorporated census-designated place located in Marion and Madison Townships in southeastern Allen County. It owes its existence to the building of the Cincinnati, Richmond & Fort Wayne Railroad (C.R. & F.W.) in the years following the Civil War. The line was leased to the Grand Rapids & Indiana Railroad, and went through the southwestern portion of Madison Township where a depot opened in 1871. The next year, Joseph Harrod donated land platted for a village, to be named "Harrodsburg," to the railroad, although the name selected was "Hoagland" in honor of Pliny Hoagland, a railroad director from Fort Wayne, Indiana. This same year, a post office was established in Hoagland. Because of the railroad, farmers could ship their produce, livestock, and lumber to outside areas.

Hoagland's first merchant was Samuel Steadman, and by 1880, town businesses included a shoe and boot store, a general merchandise store, drugstore, blacksmith shop, and a physician. The town also eventually had a baseball team and an orchestra, and in 1909, the 1st Bank of Hoagland opened as a resource for area farmers. In 1927, a new school building housing both the elementary and high schools opened, and was remodeled in 1936 to include a larger gymnasium. In 1965, Hoagland School became part of the newly-formed East Allen County Schools Corporation, and a new school, Heritage High School, was built for students of Marion, Madison, and Monroe Townships. Hoagland High School closed in 1968,¹ and Hoagland Elementary School closed in 2014.²

Despite remaining an unincorporated town, Hoagland has expanded westward well into Marion Township, becoming the town center of both townships, and in 1967, the Hoagland Area Advancement Association (HAAA) was formed to encourage area improvements

¹ John D. Beatty and Delia C. Bourne, "Madison Township & Hoagland," in *History of Fort Wayne & Allen County: 1700 to 2005*, ed. John D. Beatty (Evansville, IN: M.T. Publishing Company, Inc., 2006), 516-517.

² East Allen County Schools, "Previous School Construction Projects & Building Consolidations," http://www.eacs.k12.in.us/district_info/community_meetings_-_september_2015/responses_to_frequently_asked_questions/previous_school_construction_projects_building_c (accessed February 15, 2016).

³ Beatty and Bourne, 518.



Hoagland, Indiana 1960's Street Scene
Source: Monroeville Ternet Collection



Hoagland Days at Hoagland Community Park

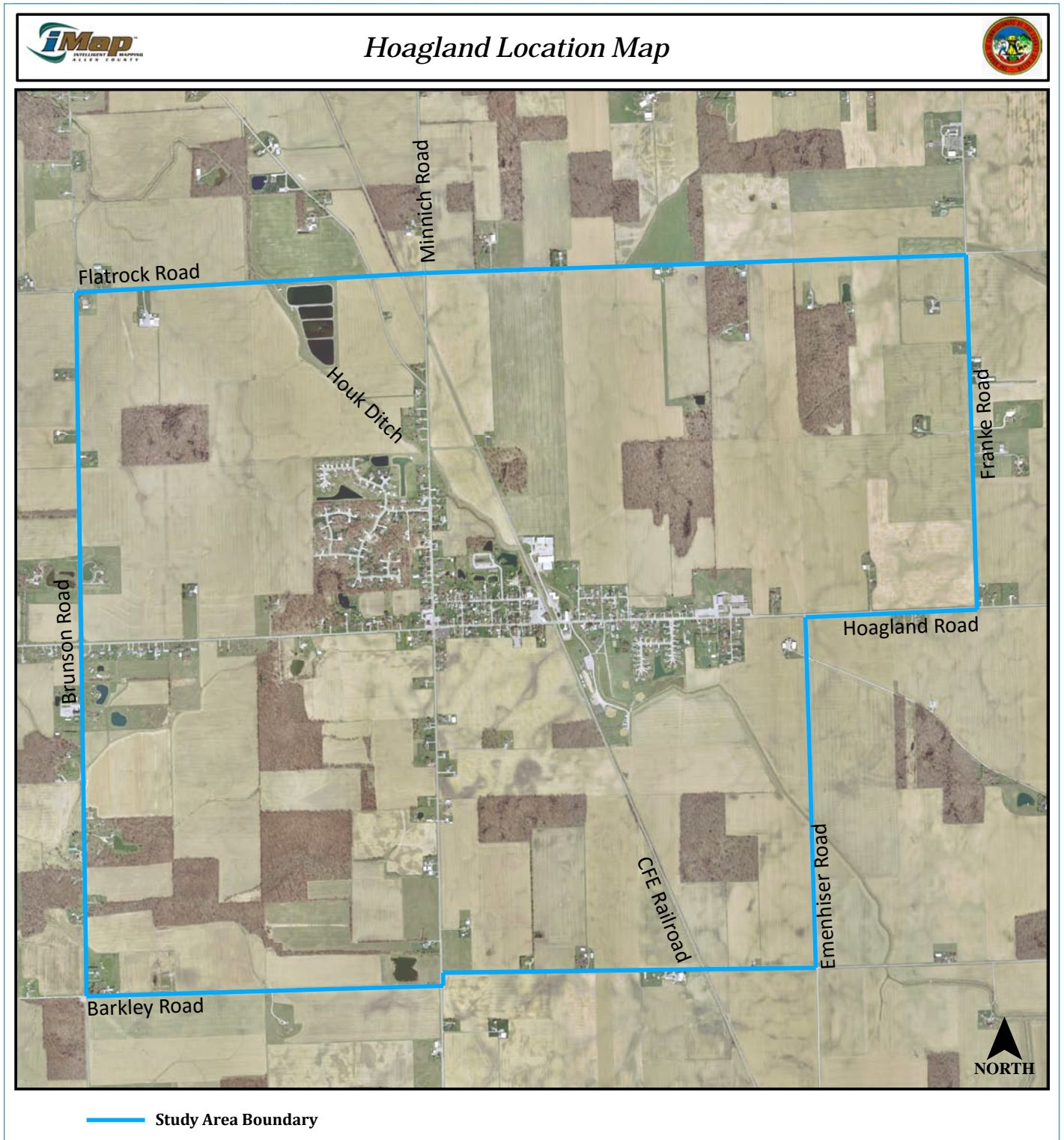
County Highway Department, several important surface drainage issues have also been addressed. Annual Chamber membership averages between 50-60 local businesses, business owners and a few individuals. A highlight of the year is the Government Night Dinner where various Allen County elected officials are invited to attend and give a short review of upcoming projects that may impact the community.

Previous Planning Efforts

Existing plans were referenced that support the development of this Plan including *Plan-it Allen!* (2007), the combined *Fort Wayne and Allen County Comprehensive Plan* which includes unincorporated areas such as Hoagland; 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.

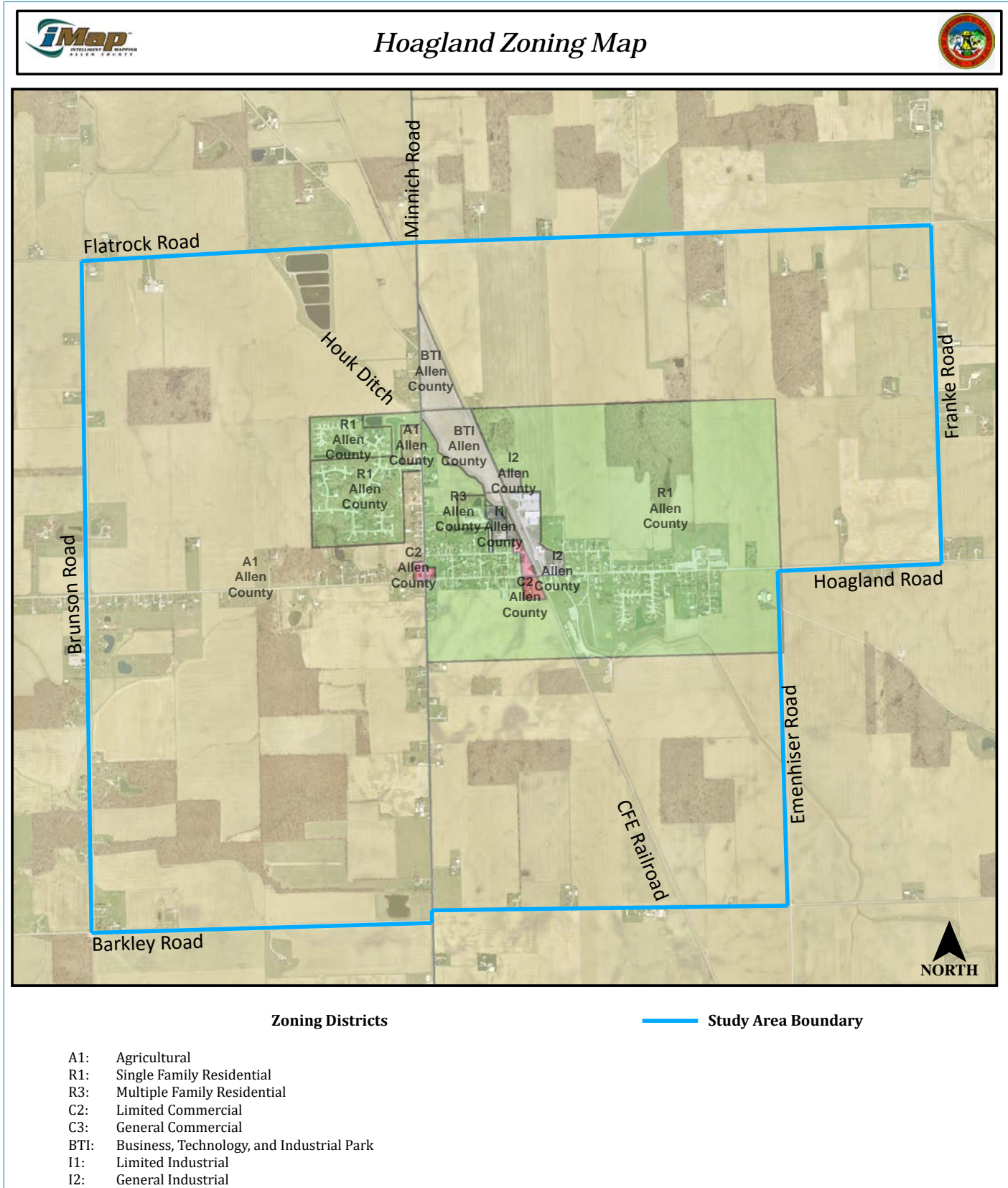
Study Area

The study area for this Plan was developed in reference to the U.S. Census Designated Place Map and is roughly bounded by Flatrock Road to the north, Emenhiser and Franke Roads to the east, Barkley Road to the south, and Brunson Road to the west.



STRATEGIC INVESTMENT PLAN for HOAGLAND, INDIANA

The Allen County Plan Commission has oversight for land development in Hoagland which is enforced through the Allen County Zoning Ordinance. Within the defined planning area, most of the land is zoned as Agricultural and Single-Family Residential. Located along the CSX Railroad and Hoagland Road are areas zoned as Limited Commercial; Business, Technology and Industrial Park; Limited Industrial; and General Industrial.



HOAGLAND, IN



Population

855

POPULATION BY AGE

	Number	Percentage
Under 5 years	56	6.3
Ages 5 to 14 years	86	10.1
Ages 15 to 24 years	135	15.8
Ages 25 to 44 years	183	21.4
Ages 45 to 64 years	243	28.5
Ages 65 years +	152	17.7



Advanced Education: 2-year degree or higher

40.4%

HIGHER EDUCATION

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



Employment

TOP 3 INDUSTRIES by Employee

- Education & Health
- Public Administration
- Professional & Business Services



Households

348



355

Housing Units:
98% occupied; 2% vacant

Hoagland Allen (CDP) County Indiana

INCOME

Median Household Income	\$45,000.	\$49,124.	\$48,737.
Per Capita Income	\$38,125.	\$25,485.	\$24,593.
Per Capita Income as % of National Average	133.0%	89.2%	86.1%

POVERTY STATUS

All Families	6.3%	15.5%	15.5%
Of Specific Populations:			
Under 18 years	9.1%	22.5%	22.1%
Related children under 18 yrs	9.1%	22.2%	21.7%
18 to 64 years	7.3%	14.2%	14.7%
65 years +	0.0%	6.7%	7.2%

HOUSING

Monthly owner costs 30% or more of household income	25.9%	20.9%	24.7%
Median Year Built	1961	1972	1972
Median Home Value	\$139,500.	\$112,600.	\$122,700.
Owner-occupied	87.6%	69.4%	69.5%
Renter-occupied	12.4%	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

An identification of physical community assets and conditions was conducted. A map of several of the assets described below is provided on page 9.

Residential

Residential areas in Hoagland are largely concentrated on the north and south sides of Hoagland Road, between Minnich Road and Roxie Lane, and consist of mostly older, and smaller housing stock. Prairie Park Estates, platted in 1990, contains 30 lots with modest homes valued in the \$120,000 - \$180,000 range in an area east of the Chicago, Fort Wayne and Eastern (CFE) Railroad tracks and south of Hoagland Road, but not fronting it. Hawk's Nest Ridge and the Villas of Hawk's Nest Ridge, platted between 2000 and 2004 near the northwest corner of Hoagland and Minnich Roads, includes 18 villas, with quarter-acre-sized lots valued between \$130,000 - \$200,000, and 58 homes with approximately half-acre-sized lots valued between \$250,000 - \$450,000. Only three lots remain undeveloped. One element of this subdivision, not commonly seen throughout Allen County, is that accessory structures larger than a small shed are allowed on the lots provided that they aesthetically match with the house. Other often-noted structures include workshops and mother-in-law suites. The Hawk's Nest Ridge Corporation owns 49 acres to the west of the subdivision, and existing stub streets to the west and the north will facilitate future development.

Senior housing in Hoagland consists of 13 units at Olde Tile Mill Estates, located north of English Street and west of the CFE Railroad tracks. Currently at capacity, this complex also includes a pond and community area. There are no multi-family housing complexes in Hoagland.

Commercial and Industrial

Commercial and industrial properties in Hoagland are mostly clustered in two areas. At the intersection of Minnich and Hoagland Roads is a gas station/convenience store next to an automotive repair and tire shop. In the area of 1st and English Streets, businesses include a hair salon, pizza shop, hardware store, automotive glass shop, and home décor shop. Across the CFE Railroad tracks to the east, the Hoagland Business Center includes four industrial businesses. A grain elevator and glass company also operate in this area. Other than the limited selection of food items available at the convenience store, the nearest grocery store is approximately 9 miles northwest in the neighboring city of Fort Wayne. Several home-based businesses, farming and trucking businesses are also located in the study area.

Educational, Recreational, and Institutional

There are no public school facilities in Hoagland, so students must travel approximately 4 miles northeast into the countryside to East Allen County Schools Corporation (EACS) schools. Heritage Elementary is a kindergarten through sixth grade facility that in 2015, received an "A" grade from the Indiana Department of Education. Heritage Junior/Senior High School, a 2015 "B" graded school, accommodates students in grades 7 through 12. The former and vacant Hoagland Elementary School, on the east end of Hoagland Road, includes an historic gymnasium facility, a baseball field, and outdoor basketball courts.



Villas of Hawk's Nest



Hoagland Business Center



Antioch Lutheran Church

Hoagland Community Park occupies approximately 21 acres on the south side of Hoagland Road and immediately adjacent to the east side of the CFE Railroad tracks. The site includes a community center facility, demolition derby site, playground, basketball courts, baseball diamonds, and concession stand. In the winter, there are also 34 miles of snowmobile trails, provided by the Indiana Division of Natural Resources and the Hoagland Blazers Snowmobile Club, that extend well into the countryside between Hoagland and Monroeville.

Two churches are located in Hoagland and include Antioch Lutheran Church, at Minnich and Hoagland Roads, and Hoagland Community Church, on Hoagland Road west of the CFE Railroad tracks.

Government and Other Community Services

Situated on the south side of Hoagland Road near Hoagland Community Park is the base facility for Hoagland Fire and EMS, and the Hoagland post office is located near the intersection of Minnich and Hoagland Roads. Financial services in Hoagland are offered by Wells Fargo and Thrivent Financial, both with branches on 1st Street. Hoagland residents also have access to dental care at an office

located just north of Hoagland Community Park. Encompassing approximately 1.5 acres, Antioch Cemetery sits on the south side of Hoagland Road on the western edge of Hoagland.

Historic Sites and Structures

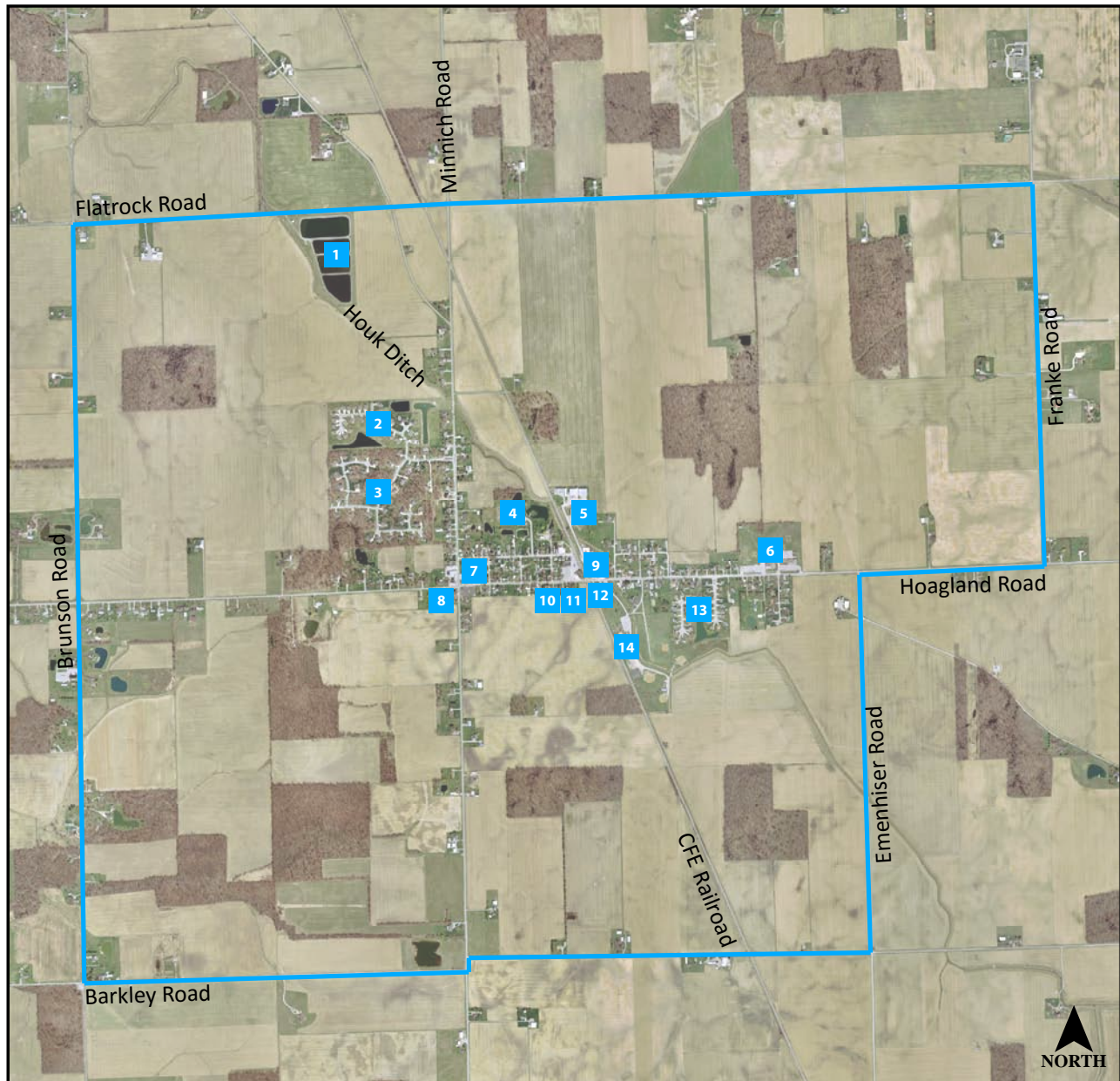
According to the Indiana State Historic Architectural and Archaeological Research Database (SHAARD), of the 8 historic sites and structures surveyed in Hoagland, two were rated as being “notable” in terms of the site or structure’s level of integrity, remaining historic fabric, alterations, additions, structure relocation, environment and associated history, and include:

1. Antioch Lutheran Church (14908 Minnich Road)
2. Coulter Farm (11206 Hoagland Road)

The gymnasium which was originally part of Hoagland High School, located on the site of the currently vacant Hoagland Elementary School, has also been identified as a potentially significant historic structure by historians with SturtzPMG.



Hoagland Identification Map



Identified Properties

— Study Area Boundary

1. Allen County Regional Sewer District Wastewater Treatment Facility
2. Villas of Hawk's Nest
3. Hawk's Nest Ridge Subdivision
4. Olde Tile Mill Estates
5. Hoagland Business Center
6. Former Hoagland Elementary School
7. U.S. Post Office
8. Antioch Lutheran Church
9. Grain Elevator
10. Hoagland Community Church
11. Coulter Farm
12. Hoagland Fire & EMS
13. Prairie Park Estates
14. Hoagland Community Park

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 Hoagland area consists of several wireless providers including AT&T Mobility, LLC; Verizon Wireless; East Allen High Speed Internet; MetaLINK Technologies, Inc.; Sprint; T-Mobile; and WATCH Communications. Wireless speeds range from 768 kbps – 25 mbps for downloads to 200 kbps – 10 mbps for uploads. Comcast and Mediacom, Indiana LLC both provide cable modem technology with speeds ranging from 10 mpps – 1 gbps for downloads and 1.5 mbps to 25 mbps for uploads. Frontier North, Inc.; Supernova Systems, Inc.; and Verizon all provide asymmetric xDSL technology ranging from 768 kbps – 10 mbps for downloads and 200 kbps – 1.5 mbps for uploads. Finally, Community Fiber Solutions provides optical carrier/fiber to the end user at download and uploads speeds between 100 mbps – 1 gbps. Use, availability, reliability and cost of this technology and infrastructure vary greatly based on location and user choice.

Electric Utility

Indiana Michigan Power (I&M) and the Paulding Putnam Electric Co-op both have electric distribution service territory in the Hoagland 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. AEP also transmits power to Paulding Putnam territory so capacity is strong throughout the area. Adequate lead time is requested on behalf of the electric providers in the event that a large energy investment is needed for a development. Coordination with the providers at the onset of potential development is good practice.

Natural Gas

The Northern Indiana Public Service Company (NIPSCO), the natural gas service provider to the Hoagland 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

Hoagland is approximately four miles southeast of Interstate 469, three miles east of US 27, and seven miles southwest of US 30. Within the Hoagland study area, there are no national or state highways, and all public roads are under the jurisdiction of the Allen County

Highway Department. Hoagland and Minnich roads are 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. As there are no bridges on Hoagland Road between Hoagland and US 27, it is conducive to the transport of heavy loads.



Hoagland Fire and EMS Services



New sidewalks along the west side of Minnich Road



Minnich and Hoagland Road Street Sign

The CFE Railroad transects Hoagland from northwest to southeast, connecting to Fort Wayne and Decatur. As a result, there are five railroad crossings within the study area at Flatrock Road, Minnich Road, Hoagland Road, Barkley Road and on a private drive. The intensive number of crossings has been identified as a potential public safety hazard.

The three bridges within the planning area, including along Flatrock Road between Brunson and Minnich roads, along Emenhiser Road between Hoagland and Barkley roads, and along Minnich Road between Flatrock and Hoagland roads, are also under the jurisdiction of the Allen County Highway Department. Each of these bridges traverses the Houk Ditch.

Sidewalks have been a recent focus of the Hoagland Chamber of Commerce which has been raising funds on an annual basis to make incremental improvements. In 2015, approximately \$15,000 was spent on 800 lineal feet of sidewalks with approximately 6,166 lineal feet completed to date including along Minnich Road, Hoagland Road, and a portion on English Street for a total cost of approximately \$92,000. Approximately 4,172 lineal feet are planned with the priority being along English Street, Wayne Street, Edgewater Avenue, McMiller Avenue and Hoagland Road west of Minnich Road. Street lighting is also desired, but funding is uncertain for the maintenance and electric bill.

Trail development in Hoagland has been discussed to include a loop around the Hoagland Community Park that ties into the sidewalk system, and to eventually have paths that connect each of the New Allen Alliance communities to each other. The Northeastern Indiana Regional Coordinating Council 2035 *Transportation Plan* has identified widened road shoulders to facilitate bike travel along Wayne Trace which connects Hoagland to Fort Wayne, along Minnich Road connecting into New Haven, and along Hoagland Road connecting into Monroeville.

Parks

Hoagland Community Park has two playground areas. One contains swings, teeter totters, slides and two climbing apparatus and one ride on bounce station. The other playground contains one large apparatus

with two slides, monkey bars and slide pole. Most of the equipment is very aged. There are also four baseball diamonds for skill levels T-ball through Adult Softball and four net style batting cages. There is a horseshoe pitching area and an asphalted area with two full-size basketball courts.

Parks and recreation programs include baseball/softball by the Hoagland Youth League, adult softball offered by Decatur Lutheran Men's League, air rifle class offered by 4H, crafts and community projects offered by Marion B G 4H Club. The property is also used by the local Boy Scout Troup 348 and the Heritage Lions Club and is also used as staging area for vehicles while people snowmobile on the Heritage Snowmobile trails that go through the park. Events held at the park include the Pancake and Sausage Breakfast, Hoagland Days, Trivia Contest, Demolition Derby and more.

Park improvements that are needed include parking lot repaving, new bleachers, a new recreation building for large gatherings and shows, improved lighting and fencing and an electronic billboard sign.

Sewer

The Hoagland area is served by the Allen County Regional Sewer District. Its treatment plant, consisting of a lagoon system, is located north of the community along Flatrock Road and west of Minnich Road. A study is planned for the near future to better understand the plant's capacity and effluent limits.

Water

The Hoagland area currently does not have its own water system, so all existing development is on private wells. If public water is desired, the Allen County Regional Sewer District would be the entity to serve the area. An alternative approach may be to have Hoagland connect into the water system of nearby Monroeville.

Police

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

Fire/EMS

Primary fire and EMS response to the Hoagland area is supplied by the Hoagland Fire Department, comprised of 32 volunteer members, located at 11316 Hoagland Road. It provides fire suppression response, basic life support/ambulance response, and conducts several prevention outreach programs for the public with a focus on school-aged children. From 2013 to 2015, the total number of dispatches ranged from 301 to 341 annually. Secondary response in Hoagland depends on the location of the fire, and mutual aid agreements are in place with New Haven, Monroeville, Poe and Decatur. In 2016, the Department purchased a new ambulance, and depending on funding availability, would like to add paid staff for weekday coverage between 7:00 a.m. and 7:00 p.m.

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



Hoagland 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

In March 2016, a survey of Hoagland residents was conducted to gather input for creating a community plan containing specific strategies aimed at guiding the area's future growth and development. Approximately 500 surveys were distributed through the Hoagland Area Advancement Association newsletter and were made available at the Wells Fargo Bank in Hoagland. The survey was also accessible on-line through SurveyMonkey. There were 73 respondents to the survey, accounting for a response rate of 8.5% based upon the most recent population estimate of 855. The survey results were then tabulated by SurveyMonkey. 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. Complete survey results have been provided to the Hoagland CPOC; however, the following is a brief narrative of the outcomes.

Just over 76% of respondents had lived in Hoagland more than 10 years, while approximately 14% had lived in the community for five years and fewer. Also, nearly 60% lived within the area bounded by Flatrock, Emenheiser, Franke, Barkley, and Brunson Roads. In terms of age, approximately 29% of the respondents were between 55 and 64, followed by 22% between 45 and 54, and 19% between 35 and 44. Overall, 66% were satisfied and 18% were somewhat satisfied with Hoagland as a place to live, and fewer than 3% responded that they were somewhat dissatisfied. No one entered that they were dissatisfied.

When asked to describe Hoagland's current identity, the most frequent characteristics given by the 54 respondents were "small town," "friendly," and "quiet." When asked to describe Hoagland's identity in 10 years, "small town" again accounted for the most often given response by the 51 who answered the question. However, words such as "growing," "bigger," and "better" were cited next, followed by "same," and "friendly."

Regarding the assets that best apply to Hoagland, respondents were asked to choose two of eight options. The choices of Hoagland being a rural location and a friendly community tied for the most responses, followed by its close proximity to Fort Wayne and its close proximity to Interstate 469 respectively.

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 Hoagland. Overwhelmingly, a restaurant received 48.5% of the responses followed by other at 17.2%, and retail at 13.4%. Taking the write-in comments as a whole, there were multiple suggestions to develop a community center-type facility and to get different types of restaurants. A grocery store was mentioned five times, more than any other type of business. There were three votes for unique/specialty shops, but the remaining write-in preferences, including such things as a clothing store, hardware store, and drugstore, appeared only once. *Note: In total, 134 responses were given by 71 respondents; however, write-in comments for specific retail types were counted as a vote for "Other" causing the overall vote tallies to be distorted and the comments for each option to be mingled.*



Villas of Hawk's Nest Housing Addition

Respondents were next asked to rank eight listed items based on what was most needed in Hoagland. The top four items were (in order): improved internet access, recreational opportunities, retail establishments, and quality housing to buy and/or rent. Similarly, respondents were asked to rank six listed improvements that could enhance Hoagland's livability. Enhanced walkability through the continued installation of sidewalks received the highest ranking followed by preservation and maintenance of buildings, and the beautification of Hoagland with street lighting, trees, flowers, street art, etc.

With respect to the most important recreational need in Hoagland, respondents most often chose trail development, followed by improvements to Hoagland Community Park, then a gym or fitness facility as their answer. Respondents were also asked to choose what transportation improvements were most important for Hoagland to pursue. The option receiving the most votes was area walking and biking paths while sidewalk repairs and installation and safer railroad crossings 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, 121 responses were given by 67 respondents. Youth and recreational programs received 22.3% of the responses followed by town government structure (incorporation) at 14.1%, and a library at 13.2%.

When questioned as to what type of housing is needed in Hoagland, the most often chosen option by respondents was that of single-family housing ranging in price from \$91,000 to \$150,000 followed by single-family housing ranging in price from \$151,000 to \$250,000. Senior apartments and senior living facilities received the third highest percentage of votes for needed housing.

To complete the survey, respondents were asked to provide other comments or suggestions. Of the 28 responses received, the most commonly noted were to address issues with area railroad crossings, to find new uses for the vacated elementary school, to get a restaurant, and to change the current government structure.

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, or the establishment of a TIF District.	Allen County Redevelopment Commission, Allen County DPS, Hoagland Area Advancement Association, Hoagland Chamber of Commerce	Allen County DPS Staff, Community Volunteers, Local Fundraising	0-2 years
1.2	In the event of moving forward with a TIF District, develop an economic development plan that identifies sidewalks, streetscapes, streetlighting, Hoagland Community Park improvements, and Hoagland Business Park improvements as capital needs that can utilize TIF revenue.	Allen County Redevelopment Commission, Allen County DPS, Hoagland Area Advancement Association, Hoagland Chamber of Commerce	Allen County DPS	0-2 years
1.3	Develop a sustainability fund to pay for operation and maintenance costs of public improvements.	Hoagland Area Advancement 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 and access to small business development training and capital resources.	GFW, Hoagland Chamber of Commerce, NewAllen Alliance	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, Hoagland Chamber of Commerce, 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 County Schools (EACS), GFW, Hoagland Chamber of Commerce, NewAllen Alliance	Area Institutes of Higher Education, WorkOne Northeast, Indiana Office of Community & Rural Affairs, Indiana Workforce Development	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.	Hoagland Area Advancement Association, Hoagland Chamber of Commerce, NewAllen Alliance	EACS, Local Fundraising, NewAllen Alliance	0-2 years
3.2	Support the redevelopment of the former Hoagland Elementary school.	EACS, Hoagland Area Advancement Association, Hoagland Chamber of Commerce, Private Developer	Indiana Office of Community and Rural Affairs, USDA, Indiana Community Housing Development Authority	0-5 years
3.3	Establish the historic significance of the gymnasium of the Hoagland School.	Hoagland Area Advancement Association	ARCH Inc., Indiana State Historic Preservation Office, Indiana Landmarks	0-2 years
3.4	Explore the historic redevelopment of the gymnasium into a community recreation and wellness center.	Hoagland Area Advancement Association	Indiana Office of Community and Rural Affairs, Local Foundations and Fundraising, NIRCC	0-2 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 Hoagland Community Park with investments into street lighting, sidewalks, furnishings, signage, landscaping, and park improvements.	Hoagland Area Advancement Association, Hoagland Chamber of Commerce, NewAllen Alliance	Local Fundraising, NewAllen Alliance	0-2 years
4.2	Pursue funding to implement "Quality of Life" design plan.	Hoagland Area Advancement Association, Hoagland Chamber of Commerce, NewAllen Alliance	Allen County Capital Improvement Board, Local Fundraising, Regional Cities funding including possible leverage with private investment (such as former Three Kings site)	0-2 years
4.3	Support the connection of communities through trails and bike lanes/shoulder improvements throughout East Allen. In respect of Hoagland, pursue the addition of bike lanes/shoulder improvements along Hoagland Road to Monroeville, Wayne Trace to Fort Wayne, and Minnich Road to New Haven.	Allen County Highway Department, NIRCC	Allen County, Indiana Department of Transportation	On-going
4.4	Explore the establishment of a co-op to support reinvestment efforts.	NewAllen Alliance	Private Investors	0-2 years
4.5	Explore a collective contract for maintenance of quality of life investments.	NewAllen Alliance	Allen County Parks Department	0-2 years
4.6	Explore participation in the Indiana Main Street Program.	Hoagland Area Advancement Association, Hoagland Chamber of Commerce, NewAllen Alliance	Not Applicable	0-2 years
4.7	Support the redevelopment of the former Three Kings Restaurant lot.	Property Owner, Hoagland Chamber of Commerce, NewAllen Alliance, Property Owner	Private Development	0-2 years

5. PROVIDE A RANGE OF QUALITY HOUSING OPPORTUNITIES

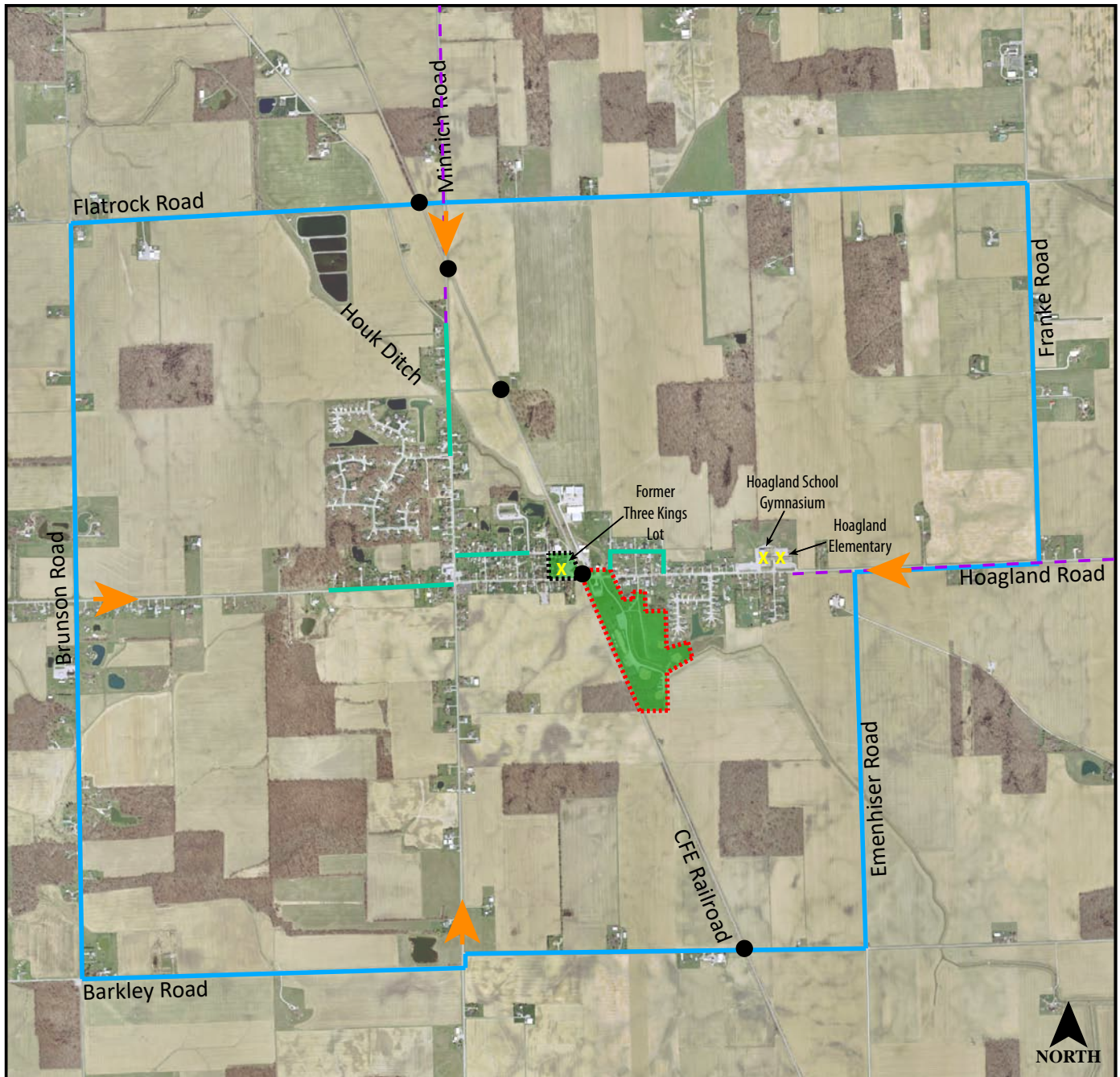
	Strategy	Responsible Parties	Potential Resources	Time Period
5.1	Support the rehabilitation of existing homes.	Area Housing Non-profits	Indiana Housing and Community Development Authority Owner Occupied Rehabilitation Program	0-5 years
5.2	Support the addition of affordable senior housing.	Private Developers	Indiana Housing and Community Development Authority Tax Credits	0-5 years
5.3	Support additional new housing, particularly in the \$90,000 - \$250,000 range.	Private Developers	Private Investment	0-5 years

6. PROVIDE ADEQUATE INFRASTRUCTURE

	Strategy	Responsible Parties	Potential Resources	Time Period
6.1	Conduct a master utility study to understand costs and feasibility of adding a water system and adding sewage capacity.	Allen County Regional Sewer District	Allen County Regional Sewer District	0-2 years
6.2	Improve the safety of railroad crossings.	Allen County Highway Department	Allen County Government, Indiana Department of Transportation	0-5 years
6.3	Complete approximately 4,172 lineal feet of planned sidewalk improvements with the priority being along English Street, Wayne Street, Edgewater Avenue, McMillers Avenue and Hoagland Road west of Minnich Road.	Hoagland Chamber of Commerce	Local Fundraising, Taxes/TIF Revenue (if applicable)	0-2 years
6.4	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, Hoagland Area Advancement Association, Hoagland Chamber of Commerce, NewAllen Alliance	Not Applicable	On-going
7.2	Work with a newly hired Community Development Liaison to advance initiatives.	Allen County DPS, Hoagland Area Advancement Association, Hoagland Chamber of Commerce, NewAllen Alliance	Allen County Government, NewAllen Alliance	On-going
7.3	Foster and participate in community leadership development activities.	Allen County DPS, Hoagland Area Advancement Association, Hoagland Chamber of Commerce, GFW, NewAllen Alliance	Local Business Sponsors, Local Foundations	On-going



- Study Area Boundary
- - - - - Downtown Area Boundary
- - - - - Hoagland Community Park
- Sidewalk Improvement Areas
- - - - - Bike Lane/Shoulder Improvements

- Quality of Life Improvement Area
- Railroad Crossings
- X Development Opportunities
- ➔ Gateways



NEWALLEN ALLIANCE

ALLEN COUNTY, INDIANA
HOAGLAND, INDIANA

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