



impact

JASPER comprehensive plan

Existing Conditions & Public Input Report
Adopted 08/21/2019

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What is the Existing Conditions and Public Input Report?

The Existing Conditions Report highlights the current state of Jasper, serving as the foundation for the Impact Jasper Comprehensive plan. It helps the community answer the question, "Where is Jasper at today, and where are we likely to head in the future without intervention?" Overall this report documents and provides an analysis of the demographic and market conditions of the community, natural and man-made attributes that may influence or restrict growth, as well a community input to identify public perception and overall vision for the future. Community engagement was also included in the existing conditions report and it outlines the various engagement platforms and summarizes the feedback gathered during each. As the community continues to gather input, Jasper can begin develop a vision for the future and answer the question, "Where do we want to go?" It is also important to have a good understanding of the where Jasper is because it will serve as the starting point for determining how the community will reach its vision. Finally, after the plan is adopted, this section will serve as a measuring tool for progress, documenting improved data such as population or economic growth.



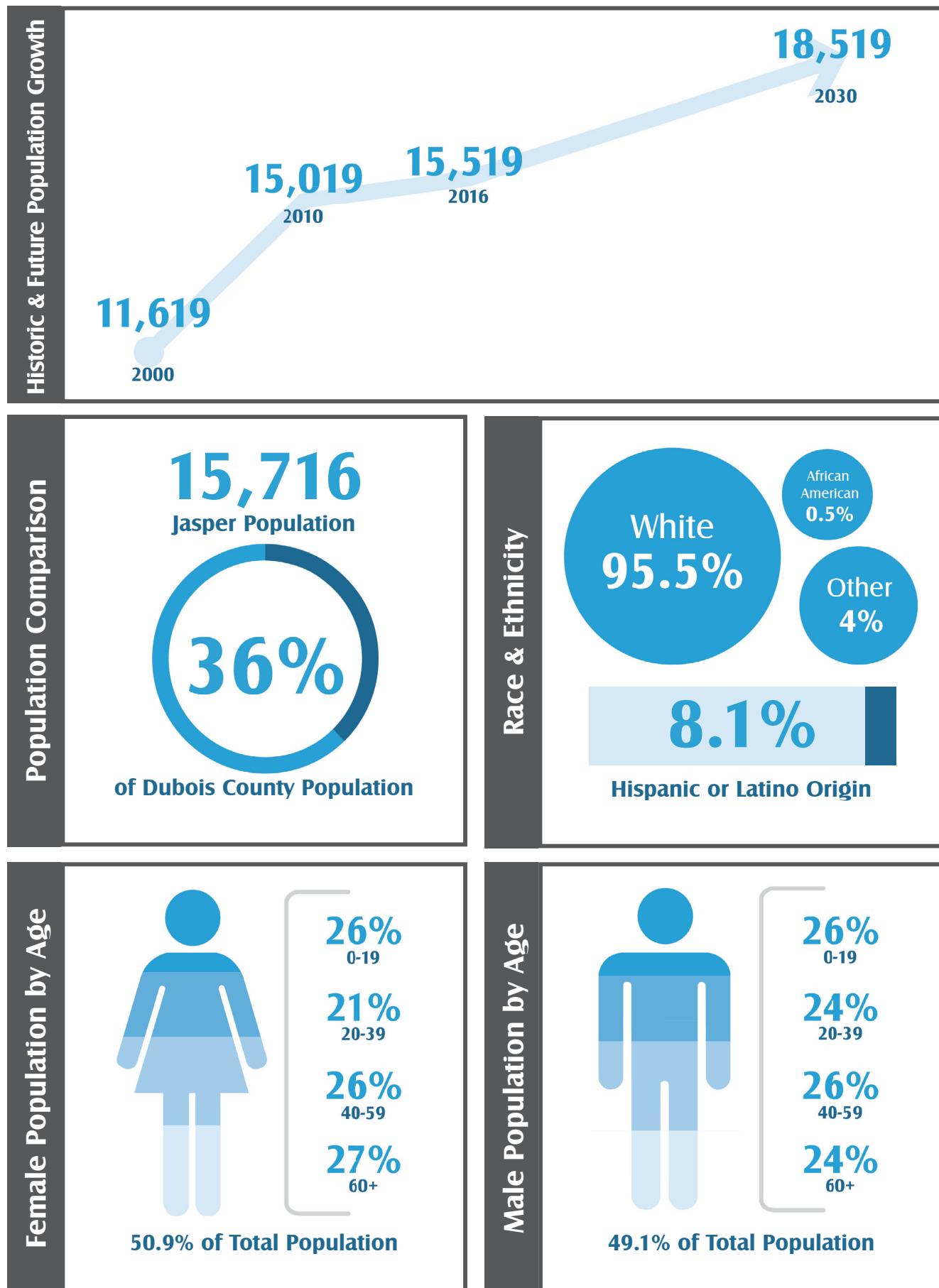
Community Characteristics

Introduction

This section is a snapshot of Jasper's population, housing and economic characteristics. Combining this demographic snapshot with the existing physical conditions, market conditions and Dubois County Economic Resiliency Report, it serves as the foundation for the planning process. It is important to have an understanding of where Jasper is today, and based on trends, where the community will likely be in ten years to plan and influence growth and development. Pages 4 and 5 highlight key statistics of Jasper and Dubois County. Each graphic corresponds with a part in this section.

Using the existing conditions report, community-articulated vision, the community can identify projects, programs and policies that create a roadmap for the future.

Demographic Snapshot of Jasper Today:





\$55,209

Median Household Income



7%

Live Below Poverty Level



2.5%

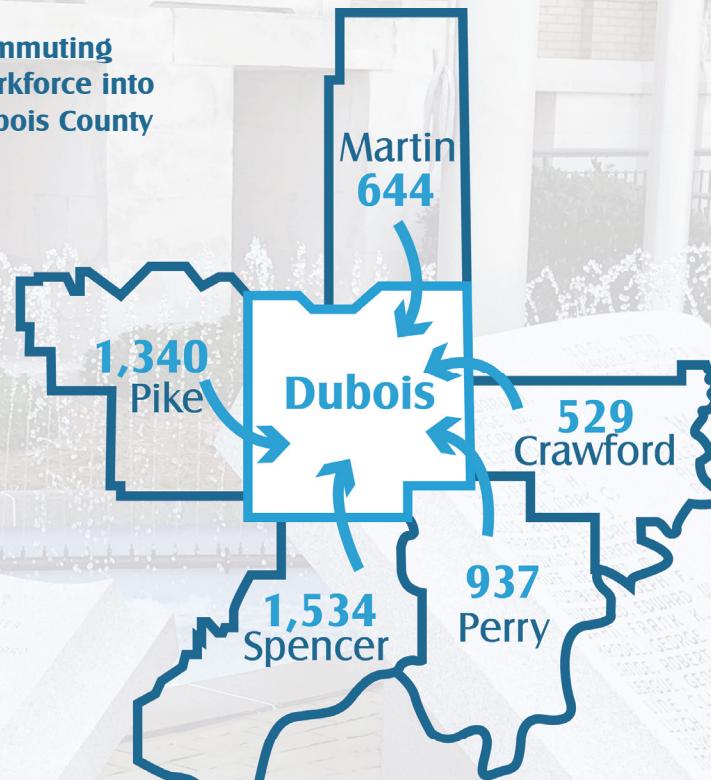
Unemployment Rate



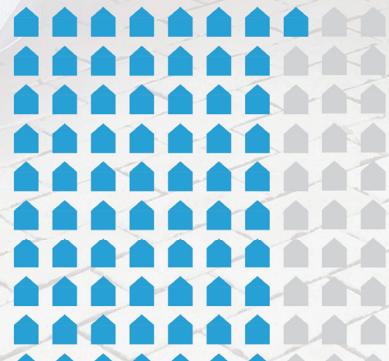
\$57,652

National Average Household Income

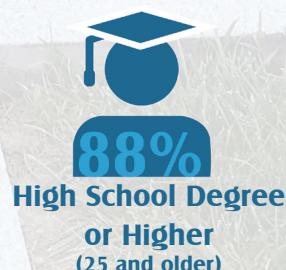
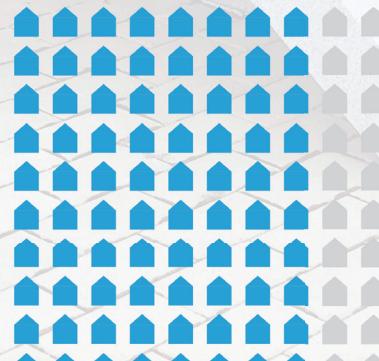
Commuting Workforce into Dubois County



71%



80%



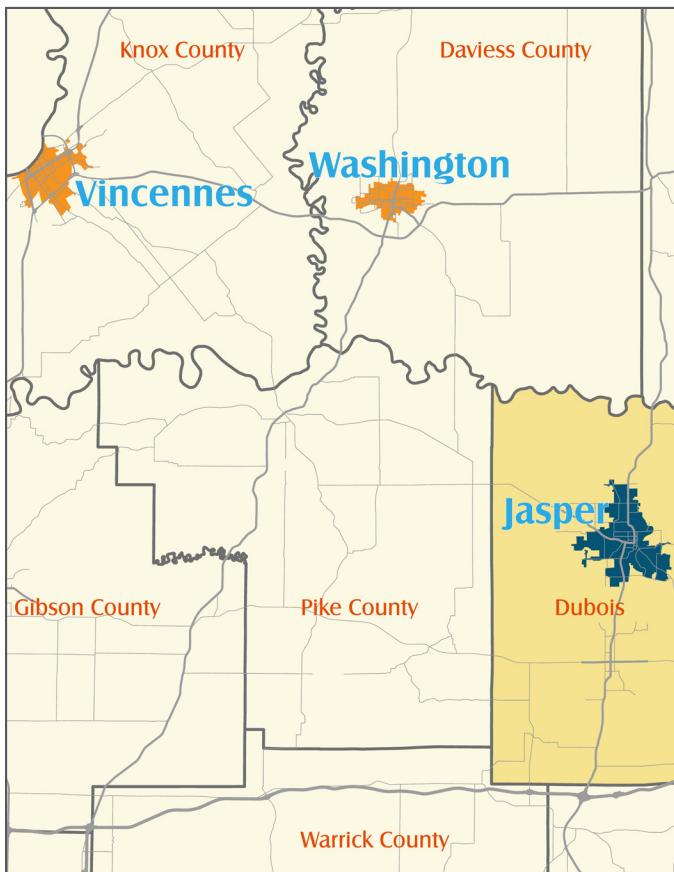
*Statistics for Jasper and the Regional communities were taken from the 2017 American Community Survey (ACS), 2010 Census, and the 2017 Population Estimates. Demographics for the state as well as Dubois County were also analyzed from StatsIndiana.

How Does Jasper Compare?

Looking at Jasper in the context of the region allows the community to establish a baseline against typical or atypical trends. While an analysis of the existing demographics of Jasper alone identify where the community is at today, it does not provide enough context to identify if Jasper's trends are unique, high-performing or under-performing. Comparing Jasper to other communities helps establish a better understanding of where Jasper is based on recent data (ACS 2017). In this section we have compared Jasper to regional communities and peer communities. Regional communities were identified because they are of similar size to Jasper and have access to similar resources such as population, jobs and amenities.

Peer communities are strong communities like Jasper throughout Indiana that have similar population size as well as industry diversity and livability. Peer communities include Columbus, Greenfield, Lebanon, Wabash, and Warsaw.

Regional Communities



Peer Communities



How Has Jasper Grown?

The population of Jasper is approximately 15,519 people. The city has grown by almost 500 people since 2010, and approximately 3,400 people since 2000 (22%). Jasper experienced a higher percentage of growth from 2000, but is expected to grow at a slower pace in the upcoming decade. By 2030, Dubois County is projected to grow by an additional 3,000 people. These projections are based on historic trends of Jasper, taking into account the migration rate, birth/death rate, and ages of the population that are currently there. It does not consider other economic or social influences. While population increase was greater in the last decade and growth for Jasper is expected to continue at a slower pace, the City can attract additional residents through the expansion of the economy, jobs, and quality of life amenities to influence population growth.

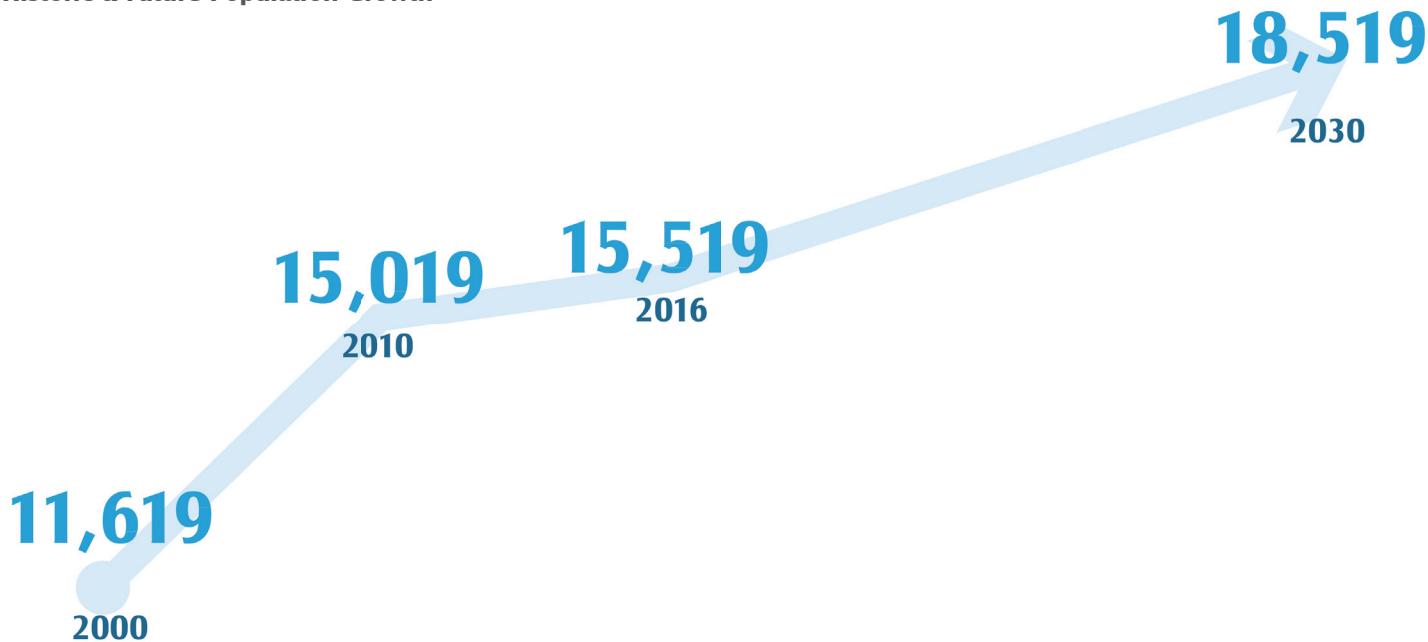
Regional Communities Population (2017):

- Vincennes, Indiana (17,729)
- Washington, Indiana (12,114)
- **Dubois County (42,558)**
- Indiana (6,666,618)
- United States (325,719,178)

Peer Communities Population (2017):

- Wabash, Indiana 10,272
- Warsaw, Indiana 14,797
- Lebanon, Indiana 15,710
- Greenfield, Indiana 21,565
- Columbus, Indiana 46,926

Historic & Future Population Growth



Age Groups in Jasper

The median age in Jasper is 41.7 years old, indicating a large presence of older generations in the community. An older population is not abnormal for Dubois County, but overall is slightly higher when compared to the region, most peer communities, Indiana and United States. The below population pyramid identifies the population of people in each age group by sex. Based on the ages defined below, one fourth of the population is below the age of 20, and over half of the population is over the age of 40 years old. The smallest cohort in Jasper is the millennial generation, accounting for less than 10% of the population. This age group comparison indicates a need to attract individuals early in their career and new families ages 20-30 years old.

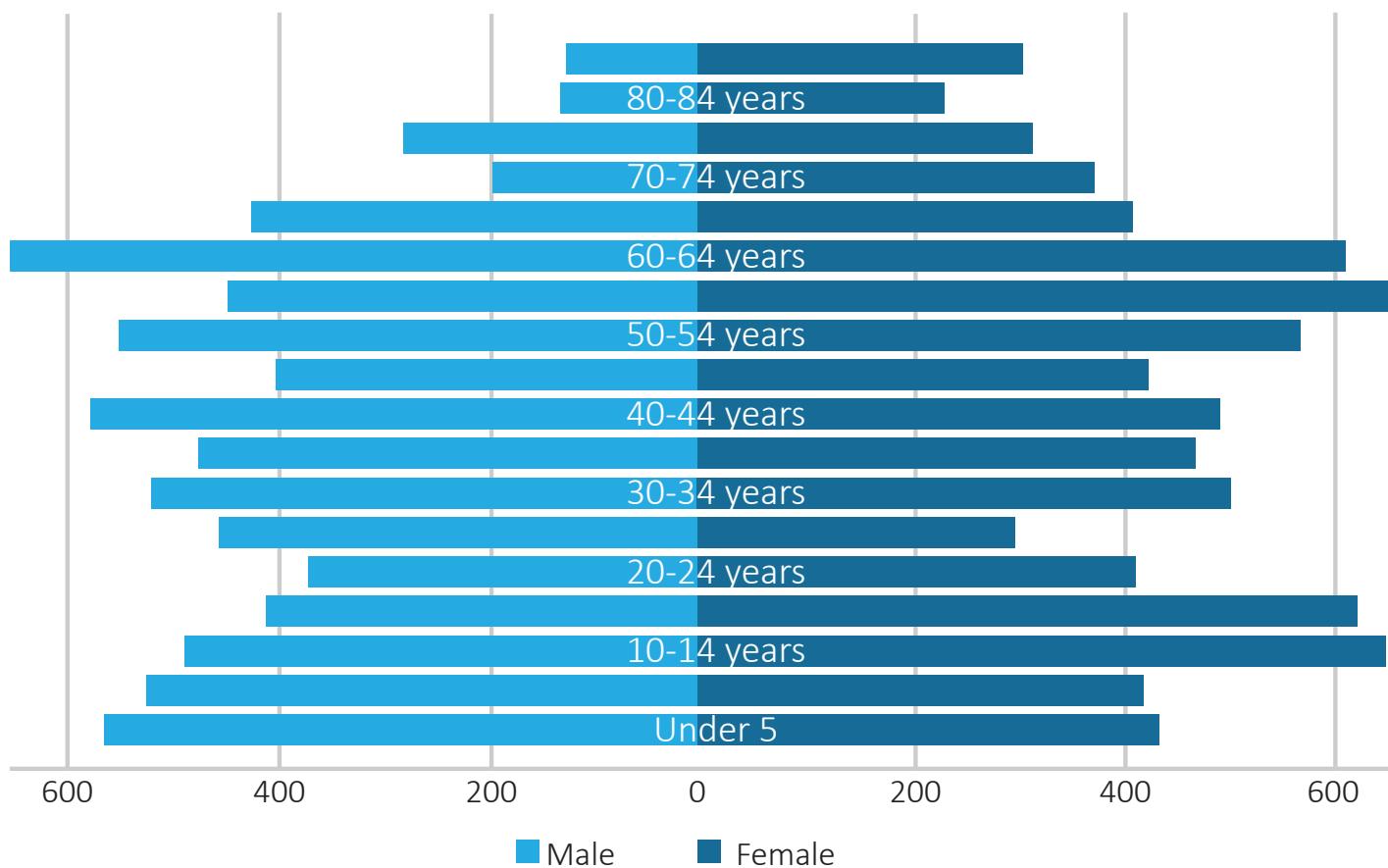
Average Age of Regional Communities:

- Vincennes, Indiana (33.5)
- Washington, Indiana (35.5)
- Indiana (37.4)
- United States (37.7)
- **Dubois County (40.9)**
- **Jasper (41.7)**

Average Age of Peer Communities:

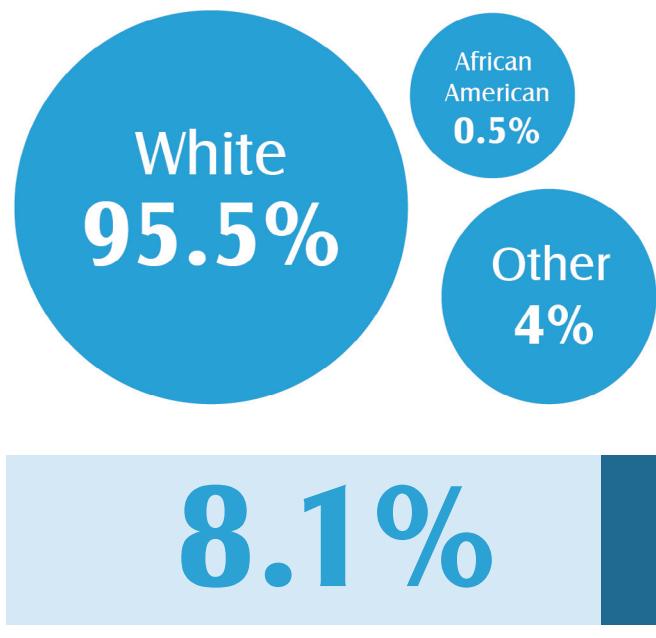
- Warsaw, Indiana 31.8
- Columbus, Indiana 36.2
- Greenfield, Indiana 39.2
- Lebanon, Indiana 40.5
- Wabash, Indiana 41.1

Figure 1: Population Age Pyramid



Diversity in Jasper

Approximately 95.5% of the population is white, 0.5% is black or African American, 1% is Asian, 2.6% is classified as other, and 0.4% is two or more races. Racial diversity for the region is low when compared to Indiana and the United States as a whole. In addition to race, 8.1% of the population is considered of Hispanic ethnicity. This percentage is slightly higher when compared to the peer and regional communities, although many small communities in Indiana usually have a small Hispanic population.



Race and ethnicity are technically two different categories. Ethnicity refers to someone's origin. For example a person with a Hispanic ethnicity could be from Cuba, Spain, Mexico, or other Latino communities. Race includes categories such as White, Black/African-American, American Indian/Alaska Native, Asian, Native Hawaiian/Pacific Islander, and Other Race.

Educational Attainment

Approximately 88% of the population who is 25 years or older has a high school degree or higher, and 24% of this age cohort has a bachelor's degree or higher. While the population of Jasper has a higher educational attainment than the region and falls in the middle of peer communities. The community is on par with Indiana (88.1%) and the United States (87%) as a whole when comparing high school educational attainment. Jasper is still behind the national average of those who hold bachelor's degree (34%). This indicates a need to attract an educated population as well as continue to offer post-secondary schooling options for existing residents.

Regional Communities High School Degree or Higher:

- Washington, Indiana (81.7%)
- Vincennes, Indiana (86%)
- United States (87%)
- **Dubois County (88%)**
- Indiana (88.1%)

Peer Communities High School Degree or Higher:

- Warsaw, Indiana 84.9%
- Wabash, Indiana 86.5%
- Lebanon, Indiana 87.1%
- Greenfield, Indiana 91.1%
- Columbus, Indiana 91.5%

Table 1: Educational Attainment for Population 25 and Older

Population 25 years and over	10,896	
Less than 9th grade	595	5.5%
9th to 12th grade, no diploma	735	6.7%
High school graduate (includes equivalency)	3,887	35.7%
Some college, no degree	1,599	14.7%
Associate's degree	1,512	13.9%
Bachelor's degree	1,854	17.0%
Graduate or professional degree	714	6.6%

Livability in Jasper

The median household income in Jasper is \$55,209, which is the typical income for an entire household. The per capita income in Jasper is \$30,622, which is calculated by adding all incomes in Jasper and dividing it by the entire population. When compared to Vincennes (\$36,724), Washington (\$36,411) and Indiana (\$52,182), Jasper has higher wages. The peer communities listed below have more comparable household incomes to Jasper. Although most incomes are high, 7% or 1,000 people live below poverty level which varies based on number of people per household.

In Jasper there are a total of 6,792 housing units. The median home value is \$148,000, meaning half of the homes are above \$148,000 and half are below that range. In total, 80% of homes are above \$100,000. In addition, 71% of homes are owner-occupied, leaving 29% of homes as renter-occupied with an average rent of \$532. The national renter-occupied rate is 36% and indicates a need for additional rental units as well.

Based on the existing housing stock and incomes, information gathered by the public, as well as the need to attract a younger population, the City should attract more housing units between \$100,000-\$200,000 to buy and those between \$700-\$1,400 per month to rent. Dubois Strong facilitated a Housing Strategy in 2014 that highlighted the need for 225 to 410 total housing units in the next five years (through 2020). Jasper currently has multiple projects that will meet that demand, but should anticipate additional demand after completion.

Peer Communities Median Household Income:

- Wabash, Indiana \$44,094
- Lebanon, Indiana \$47,234
- Warsaw, Indiana \$50,046
- Greenfield, Indiana \$52,130
- Columbus, Indiana \$57,535



\$193,000

**National Average
Home Value**



\$57,652

**National Average
Household Income**

Table 2: Home Value for Owner-occupied Housing Units

Owner-occupied units	4,440	
Less than \$50,000	112	2.5%
\$50,000 to \$99,999	756	17.0%
\$100,000 to \$149,999	1,398	31.5%
\$150,000 to \$199,999	799	18.0%
\$200,000 to \$299,999	835	18.8%
\$300,000 to \$499,999	480	10.8%
\$500,000 to \$999,999	43	1.0%
\$1,000,000 or more	17	0.4%

Table 3: Household Income

Total households	6,364	
Less than \$10,000	188	3.0%
\$10,000 to \$14,999	402	6.3%
\$15,000 to \$24,999	735	11.5%
\$25,000 to \$34,999	616	9.7%
\$35,000 to \$49,999	856	13.5%
\$50,000 to \$74,999	1,302	20.5%
\$75,000 to \$99,999	984	15.5%
\$100,000 to \$149,999	783	12.3%
\$150,000 to \$199,999	278	4.4%

Employment

Approximately 61.2% of the population is currently in the workforce and the unemployment rate is at a low 3.8%¹. When compared to the region, peer communities, Indiana and the U.S., the amount of population in the workforce is slightly smaller even with low unemployment. A smaller workforce can be a result of having a larger retired population. Increasing the workforce would require an increase in a younger population.

Peer & Regional Communities Population in Workforce¹:

- Columbus, Indiana 65.6%
- Greenfield, Indiana 63.4%
- Lebanon, Indiana 68.8%
- Wabash, Indiana 66.1%
- Warsaw, Indiana 65.2%
- Vincennes, Indiana 60.9%
- Washington, Indiana 64.4%
- **Dubois County 67.6%**
- Indiana 64%
- United States 63.5%

Peer Communities Unemployment Rate¹:

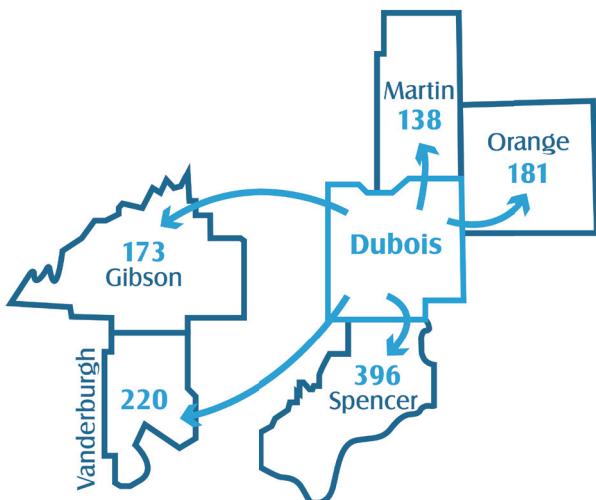
- Lebanon, Indiana 2.4%
- Columbus, Indiana 4.8%
- Greenfield, Indiana 5.4%
- Warsaw, Indiana 6.2%
- Wabash, Indiana 6.3%

1: 2017 American Community Surveys

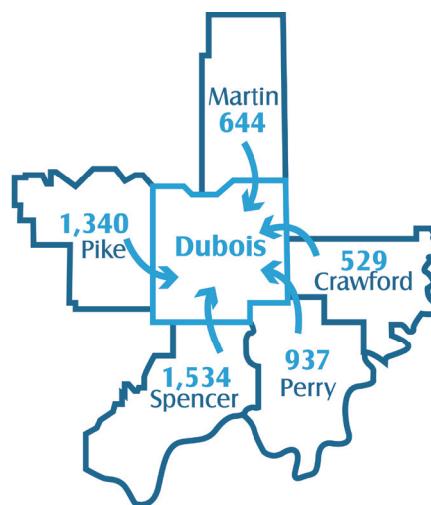
Commuting

According to 2016 STATS Indiana, approximately 4,984 workers travel from Martin, Crawford, Pike, Spencer and Perry Counties to Dubois County for work. The County also sends approximately 1,108 residents to Martin, Orange, Spencer, Vanderburgh, and Gibson Counties for work. A more detailed report of commuting statistics can be found in the Dubois County Resiliency Report, which outlines data from 2015 from the U.S. Census Bureau, LEHD Origin-Destination Employment Statistics and highlights a much larger area and larger commuting workforce of 10,580. Both highlight a large workforce that is commuting to the county for work, and both indicate a need to attract more local residents to the area to fill existing jobs.

1,108 Total Workers out of Dubois County



4,984 Total Workers into Dubois County



Community Characteristics Summary

Taking into consideration the age of the population, low unemployment, and growth of 3,000 people in the county over the span of ten years, the City should focus on attracting and retaining its population. The City should target college grads and those starting their families to balance the aging population and fill in the gaps of retirement. Increasing the talent pool will also increase the ability to attract new business and industry in the region. Part of this strategy should include the availability of more rental and affordable starter homes, as well as providing high-quality of life amenities that attract people. It should also include educational offerings that increase the educational attainment of the existing population and increase transportation options that allow people to walk, bike or ride a bus to work or destinations. This demographic snapshot also highlights a relatively larger Hispanic population within the community that is unique when compared to other communities in Indiana. Recognizing the growth in diversity, the community should encourage additional translation services in addition to celebrating the diversity.



Market Conditions

Introduction

The following market conditions report provides a snapshot of the current status of the industrial and housing markets in the City of Jasper and Dubois County. The industrial market component examines the overall economic trends in Dubois County along with industry composition, concentration, and trends over time. This baseline economic profile is used to analyze the strengths, weaknesses, opportunities, and threats (SWOT) when it comes to the industrial market. The component also examines the existing industrial zoning and real estate available in order to understand the opportunities and needs for additional development in the case of business attraction. The housing market component provides a snapshot of the existing housing stock, including type, value, size, and age with a comparison between Jasper and Dubois County. Additionally, this component examines the for-sale market and construction trends. A snapshot of housing affordability provides perspective on potential additional housing needs in the City. Lastly, a look at the distribution and concentration of housing units within neighborhoods is provided with maps of the density, median home value, and age by census block group.

Industrial

Dubois County has a large manufacturing presence, with a long history of wood product manufacturing. This industry has survived economic downturns and enabled the City of Jasper to weather global and national trends that have threatened manufacturing employment and strained industrial cities. Jasper's industrial economy is thriving with many growing manufacturers and continued opportunities for growth. These existing industries have proven resilient over time.

Overall Employment and Trends

There are 31,082 total jobs in Dubois County. This Industrial Market Conditions assessment uses data for Dubois County in order to ensure a higher level of data accuracy compared to smaller levels of geography.¹ Jasper is the major employment hub for Dubois County and is home to many of the County's significant industrial employers. This Industrial Market Conditions assessment uses data for Dubois County in order to ensure a higher level of data accuracy compared to smaller levels of geography. The overall economy in Dubois County is strong with 7% growth since 2013. This is compared to 5.6% at the state level and 6.9% at the national level over the same time period. The County has a low unemployment rate of only 2.3% and 23,849 people in the workforce as of May 2018.²

Dubois County Economic Profile

Total Employment: 31,082

- 7% growth since 2013
- 3% projected growth to 2023

Manufacturing Employment: 11,947

- 38.4% of total employment
- 9% growth since 2013
- 1% projected growth to 2023
- \$55,761 average earnings
- 101 business locations

The manufacturing industry in the County is the main driver of the economy, representing 11,947 jobs or 38.4% of the County's total jobs. The manufacturing sector has grown about 9% since 2013 and is projected to grow another 1% by 2023. This slower projected growth follows overall national trends suggesting a slowdown for manufacturing employment. External factors including automation and global competition will likely cause manufacturing employment to decline slightly in the US over the next five years. Overall, the county has 101 manufacturing business locations and average earnings of \$55,761.

Industry Profile

Out of all 3,142 U.S. counties, Dubois County ranks 2,507th for industry diversity.³ This means that its industry activity is more concentrated than nearly 80% of all U.S. counties. A snapshot of this industry concentration is provided in Figure 1, which compares employment distribution across 2-digit NAICS⁴ super-sectors in Dubois County, with those of the average county of Dubois's employment size.

Manufacturing and Agriculture, Forestry, Fishing and Hunting are the two strongest industry sectors in Dubois County based on overall employment concentration. There are 4.9 times the number of employees in the Manufacturing sector than would be expected of a county of similar size based on national trends and 1.9 times the expected employment in Agriculture, Forestry, Fishing and Hunting. However, Agriculture, Forestry, Fishing and Hunting represents only 2% of the total employment in the County.

Due to the large number of manufacturing employees in the County, several other industries have lower than expected employment, including: Information (38% of expected); Finance and Insurance (44%); Real Estate and Rental and Leasing (30%); Professional, Scientific, and Technical Services (31%); Administrative and Support and Waste Management Services (26%); Educational Services (17%); Arts, Entertainment, and Recreation (32%); and Government (50%).

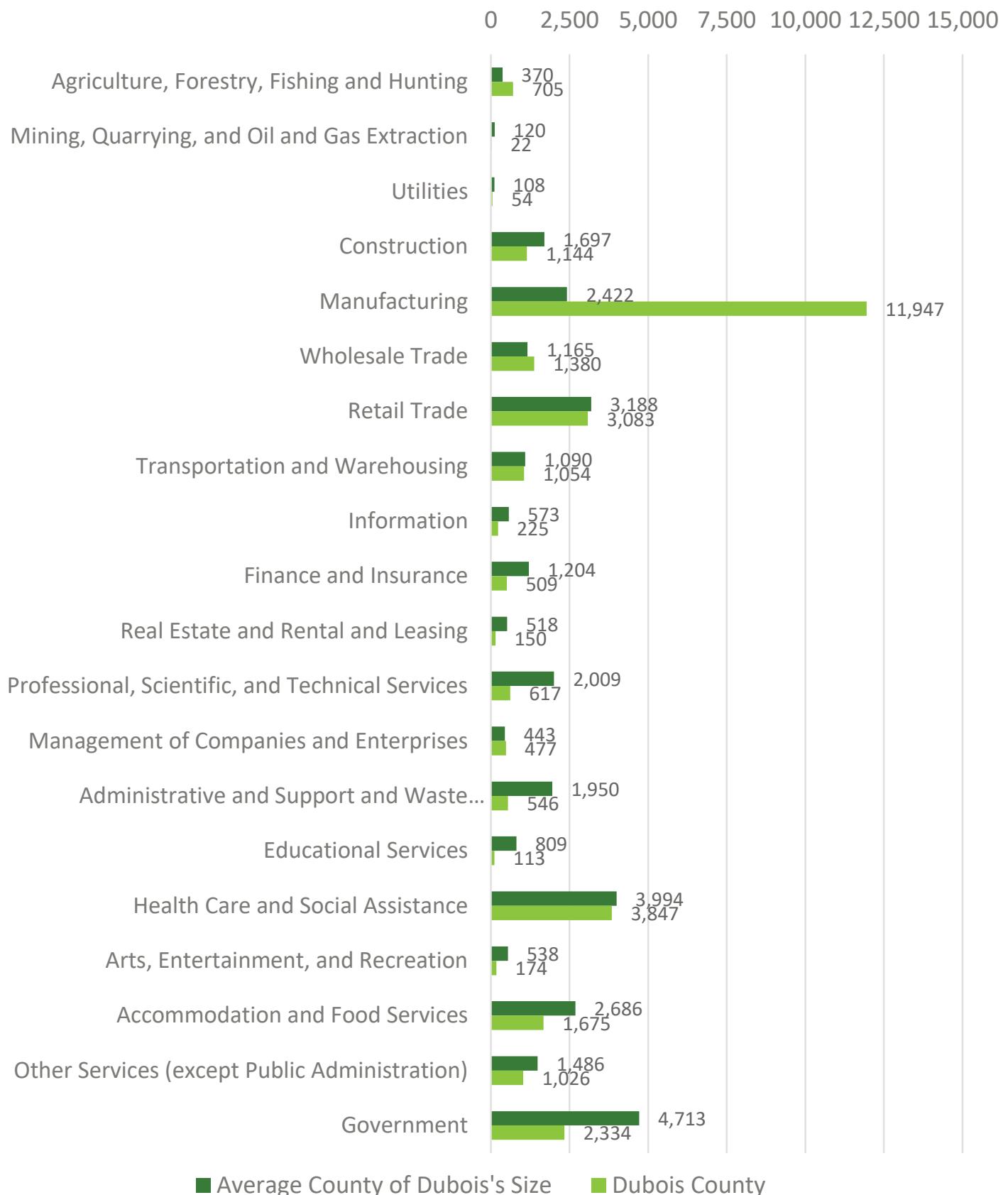
1. Zip Codes: 47546, 47547, and 47549; All employment and economic data cited from Economic Modeling Specialists International, 2018.2 except where otherwise noted.

2. U.S. Bureau of Labor Statistics, Local Area Unemployment Statistics, May 2018.

3. Economic Modeling Specialists International, 2018.2

4. NAICS (North American Industry Classification System) is the standard system for identifying business types. The system a six-digit code to identify detailed business activities. The first 2-digits of the NAICS identify the businesses super-sector, allowing for the most general level of business level aggregation. Additional digits allow for more detailed business type identification.

Figure 1: Employment Distribution (Dubois County)



Source: Economic Modeling Specialists International 2018.2

Top Industries

As expected, six of the top ten employment industries in Dubois County are in the Manufacturing sector. Table 1 shows the top ten industries along with total jobs, location quotient (LQ)⁵, recent job growth, and projected job growth. Wood Kitchen Cabinet and Countertop Manufacturing represents the strongest employment at 2,901 jobs, a location quotient (LQ) of 117 and large recent (32.3%) and projected (13.8%) growth. The related Wood Office Furniture Manufacturing has a much higher LQ of 581, but employees fewer (2,059 jobs) and has a projected decline (-4.8%) in number of jobs. Upholstered Household Furniture Manufacturing employs fewer (1,096 jobs) but has a positive projected growth (4.3%). The Memorial Hospital and Health Care Center in Jasper drives a strong General Medical and Surgical Hospitals industry.

Other high employment industries include:

- Elementary and Secondary Schools (Local Government)
- Motor Vehicle Transmission and Power Train Parts Manufacturing
- Rubber Product Manufacturing for Mechanical Use; Poultry Processing
- Local Government, Excluding Education and Hospitals
- Limited-Service Restaurants

Table 1: Top 10 Industries by Total Employment in Dubois County

Description	2018 Jobs	2018 Location Quotient (LQ)	2013-2018 Percent Change	2018-2023 Percent Change
Wood Kitchen Cabinet and Countertop Manufacturing	2,901	117.14	32.3%	13.8%
Wood Office Furniture Manufacturing	2,059	581.48	6.7%	-4.8%
General Medical and Surgical Hospitals	1,644	1.82	18.4%	9.4%
Upholstered Household Furniture Manufacturing	1,096	90.58	17.9%	4.3%
Elementary and Secondary Schools (Local Government)	1,064	0.77	-4.1%	1.1%
Motor Vehicle Transmission and Power Train Parts Manufacturing	908	56.76	15.4%	-0.8%
Rubber Product Manufacturing for Mechanical Use	833	143.58	13.9%	0.8%
Poultry Processing	812	18.02	-3.1%	4.3%
Local Government, Excluding Education and Hospitals	805	0.74	8.9%	6.5%
Limited-Service Restaurants	720	0.84	1.4%	2.4%

Source: *Economic Modeling Specialists International, 2018.*

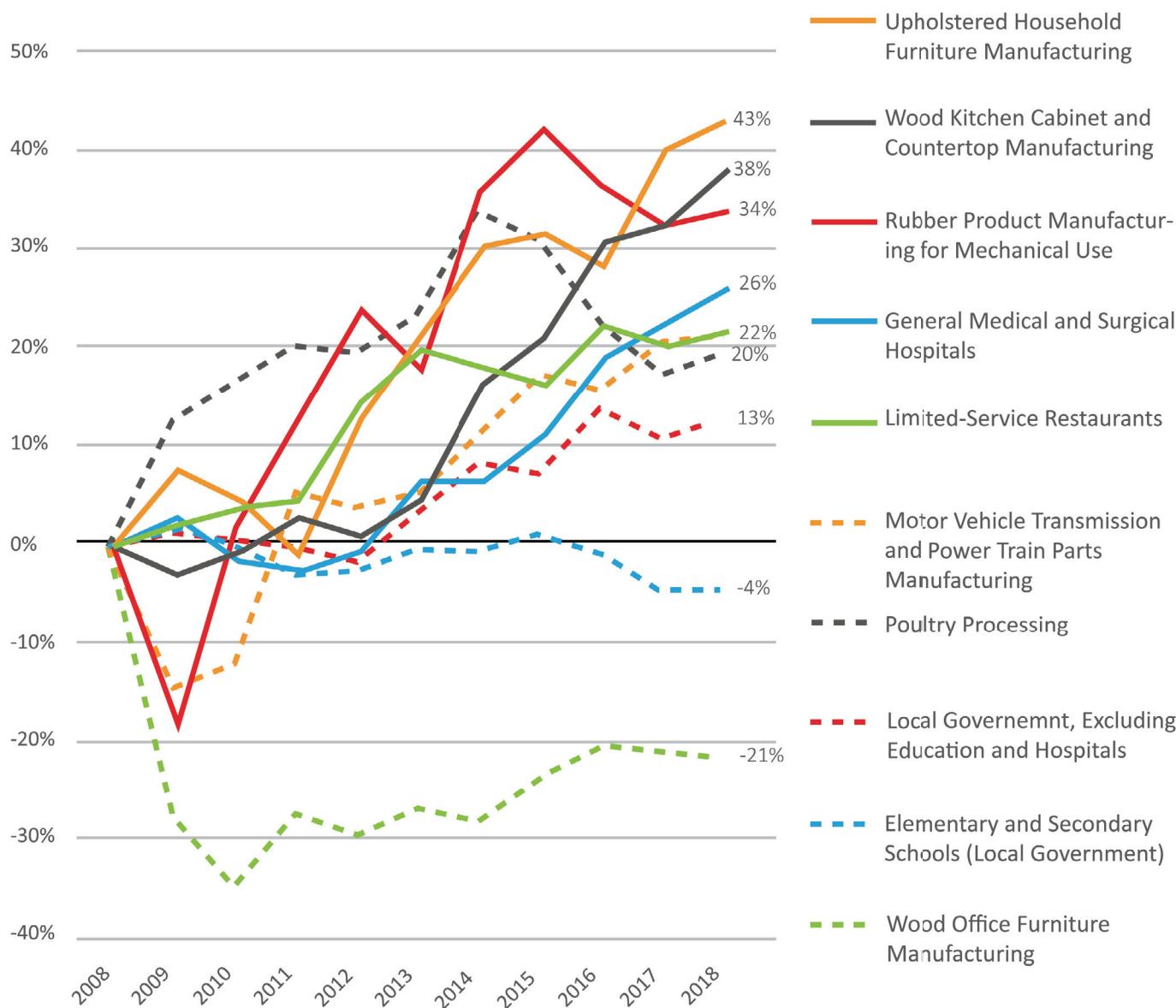
5. An industry's Location Quotient (LQ) is a measure of concentration within a given geographic boundary in comparison to the rest of the US. A LQ of one (1) signifies that a particular industry is equally as concentrated in the area as the rest of the US. A LQ higher than one (1) would indicate that an industry is more concentrated in a particular area than would be expected at the national level.

Industry Trends

Industry change in Dubois County since 2008 for the top ten employment industries has varied significantly in both overall impact and years of growth versus decline as seen in Figure 2. The Upholstered Household Furniture Manufacturing industry saw the highest overall growth at 43% while Wood Office Furniture Manufacturing saw the largest employment loss at a total of 21%. This trend difference within the overall furniture sector could represent larger national trends related to the overall industry rather than unique trends within the Dubois County economy.

Other industries seeing large growth include Wood Kitchen Cabinet and Countertop Manufacturing and Rubber Product Manufacturing for Mechanical Use. Elementary and Secondary Schools (Local Government) is the only other top employing industry to have seen an overall employment loss since 2008.

Figure 2: Cumulative Job Growth in Dubois County Since 2008



Source: Economic Modeling Specialists International, 2018.2

SWOT Analysis

The following Strengths, Weaknesses, Opportunities, and Threats (SWOT) analysis builds upon industry growth and project data to understand what industries and opportunities Dubois County can build upon. Based on an analysis of economy composition of the County's employment, strengths were identified as industries with significantly higher concentration than the U.S. national average. Opportunities are industries identified through the Dubois County Economic Resiliency Study that could build upon the County's existing strengths while diversifying the overall economy in order to promote resiliency. Weaknesses are industries with lower than expected employment based on the U.S. national average. Lastly, threats are industries that are projected to lose employment in the next five years based on projections, with an emphasis on those industries with high current employment but projected future losses. This analysis provides a baseline assessment of the areas and industries that the County could focus on during the strategic planning process.

S

Strengths

Industries related to furniture and wood product manufacturing represent the largest unique industries within Dubois County. These industries are ones that have the highest LQ and are shown in Table 2. There are ten manufacturing industries within Dubois County with extremely high LQs (over 40), with Wood Office Furniture Manufacturing being the highest at 581.5. Most of these industries are related to furniture, automotive, or electronics manufacturing.

These industries represent key strengths for the overall Dubois County economy, particularly the industry sectors forecasted to continue growing at significant rate, including:

- Wood Kitchen Cabinet
- Countertop Manufacturing
- Upholstered Household Furniture Manufacturing

W

Weaknesses

As discussed, Dubois County has a number of industry sectors with lower than expected employment based on the overall size of the county. This is equivalent to a low location quotient. In particular, the County has low employment in major commercial office type industries, including:

- Finance and Insurance
- Professional, Technical, and Scientific Services
- Administrative and Support and Waste Management Services

The most significant industries within these sectors in Dubois County include:

- Services to Buildings and Dwellings with 322 employees
- Depository Credit Intermediation with 322 employees
- Accounting, Tax Preparation, Bookkeeping, and Payroll Services with 196 employees
- Agencies, Brokerages, and Other Insurance Related Activities with 137 employees
- Computer Systems Design and Related Services with 94 employees

Future diversification of the economic base in Dubois County should examine not only additional manufacturers that might be attracted to fill in the supply chain, but also what commercial office users can support the existing manufacturing base. As the County and Jasper look to attract these operations an understanding of the different workforce and real estate needs is necessary. However, the existing industry represents a firm foundation to use to attract additional commercial uses.

O

Opportunities

Several industries within Dubois County have seen large growth in the last five years, including Home Health Services with 495% growth, Other Support Services with 166% growth and Other Personal Services with 164% growth. Other industries related to healthcare represent increasing opportunities for Dubois County, due to the presence of the hospital in Jasper.

Opportunities for economic growth, resiliency, and diversification are outlined in detail in the Dubois County Resiliency Study. Target opportunity industries identified as part of the study include those that could fill existing supply chain gaps (shown in Table 3), those that use similar inputs to the Dubois County existing strength in Furniture manufacturing (shown in Table 4), and those that use Dubois County's other existing industry strengths outside of Furniture manufacturing shown in Table 5).

T

Threats

However, many of these industries show weakening trends, with an overall employment loss projected over the next five years. These include

- Wood Office Furniture Manufacturing
- Nonupholstered Wood Household Furniture Manufacturing
- Printed Circuit Assembly (Electronic Assembly) Manufacturing
- Institutional Furniture Manufacturing
- Office Furniture (except Wood) Manufacturing

Understanding the potential threat to the economy posed by a reduction in employment in these sectors is important for economic development planning. The Dubois County Resiliency Study works to identify target industries for attraction that can diversify the economy and help counter the impacts of employment losses that might arise due to external factors.

Table 2: Top 10 Industries by Location Quotient in Dubois County

Description	2018 LQ	2018 Jobs	5-YR Job Change	5-YR Job Projections
Wood Office Furniture Manufacturing	581.5	2,059	6.7%	-4.8%
Rubber Product Manufacturing for Mechanical Use	143.6	833	13.9%	0.8%
Wood Kitchen Cabinet and Countertop Manufacturing	117.1	2,901	32.3%	13.8%
Upholstered Household Furniture Manufacturing	90.6	1,096	17.9%	4.3%
Nonupholstered Wood Household Furniture Manufacturing	59.6	406	-3.3%	-28.2%
Printed Circuit Assembly (Electronic Assembly) Manufacturing	57.9	633	1.9%	-2.5%
Motor Vehicle Transmission and Power Train Parts Manufacturing	56.8	908	15.4%	-0.8%
Institutional Furniture Manufacturing	53.5	255	-38.6%	-21.7%
Showcase, Partition, Shelving, and Locker Manufacturing	50.1	439	-11.2%	-5.0%
Office Furniture (except Wood) Manufacturing	41.5	184	-10.9%	-20.3%

Source: *Economic Modeling Specialists International, 2018.2*

An industry's Location Quotient (LQ) is a measure of concentration within a given geographic boundary in comparison to the rest of the US. A LQ of one (1) signifies that a particular industry is equally as concentrated in the area as the rest of the US. A LQ higher than one (1) would indicate that an industry is more concentrated in a particular area than would be expected at the national level.

Table 3: Industries that fill Dubois County Supply Chain Gaps

NAICS	Demand for	Demand met In-region	Demand met by Imports	% Demand met by Imports	Total Demand
551114	Corporate, Subsidiary, and Regional Managing Offices	\$6,212,364	\$152,189,448	96.1%	\$158,401,812
112000	Animal Production	\$60,210,350	\$122,114,508	67.0%	\$182,324,859
517311	Wired Telecommunications Carriers	\$6,033,530	\$52,995,581	89.8%	\$59,029,112
425120	Wholesale Trade Agents and Brokers	\$13,518,886	\$47,999,032	78.0%	\$61,517,917
541110	Offices of Lawyers	\$4,821,584	\$39,872,947	89.2%	\$44,694,531
524126	Direct Property and Casualty Insurance Carriers	\$4,331,230	\$31,434,001	87.9%	\$35,765,231
332710	Machine Shops	\$464,242	\$27,284,365	98.3%	\$27,748,606
611310	Colleges, Universities, and Professional Schools	\$2,683	\$27,114,459	100.0%	\$27,117,141
541511	Custom Computer Programming Services	\$219,966	\$25,603,204	99.1%	\$25,823,170
326199	All Other Plastics Product Manufacturing	\$1,168,097	\$24,825,779	95.5%	\$25,993,877

Source: *Economic Modeling Specialists International, 2018.2*

Table 4: Industries that are Similar to Furniture Production

NAICS	Description	Portion of Industry Inputs from Furniture Suppliers ⁶	In Furniture Cluster?	Dubois County LQ
321213	Engineered Wood Member (except Truss) Manufacturing	23.2%	No	0.00
321212	Softwood Veneer and Plywood Manufacturing	23.2%	No	0.00
321214	Truss Manufacturing	23.2%	No	0.00
321918	Other Millwork (including Flooring)	18.3%	No	0.25
321911	Wood Window and Door Manufacturing	18.3%	No	0.00
321992	Prefabricated Wood Building Manufacturing	18.3%	No	0.00
321991	Manufactured Home (Mobile Home) Manufacturing	18.3%	Yes	0.00
321114	Wood Preservation	16.1%	No	0.00
322110	Pulp Mills	14.1%	No	0.00
337910	Mattress Manufacturing	12.5%	Yes	0.00

Table 5: Industries that Use Dubois County's Strengths

NAICS	Description	Portion of inputs from Unique Industries ⁷	Dubois County LQ
311520	Ice Cream and Frozen Dessert Manufacturing	13.7%	0.00
336112	Light Truck and Utility Vehicle Manufacturing	7.6%	0.00
334111	Electronic Computer Manufacturing	7.3%	0.00
336111	Automobile Manufacturing	6.6%	0.00
336120	Heavy Duty Truck Manufacturing	6.3%	0.00
311514	Dry, Condensed, and Evaporated Dairy Product Manufacturing	5.8%	0.00
624120	Services for the Elderly and Persons with Disabilities	5.7%	0.29
336360	Motor Vehicle Seating and Interior Trim Manufacturing	5.5%	0.07
311412	Frozen Specialty Food Manufacturing	5.2%	0.00
311513	Cheese Manufacturing	4.6%	0.00

Furniture Cluster:

Includes household furniture, wood cabinets, office/industrial furniture and manufacturing homes manufacturing

6. This is the proportion of each industry's inputs that are from top ten specialized industries selling to the furniture industry.

7. This is the proportion of each industry's inputs that are from Dubois County's unique and specialized industries.

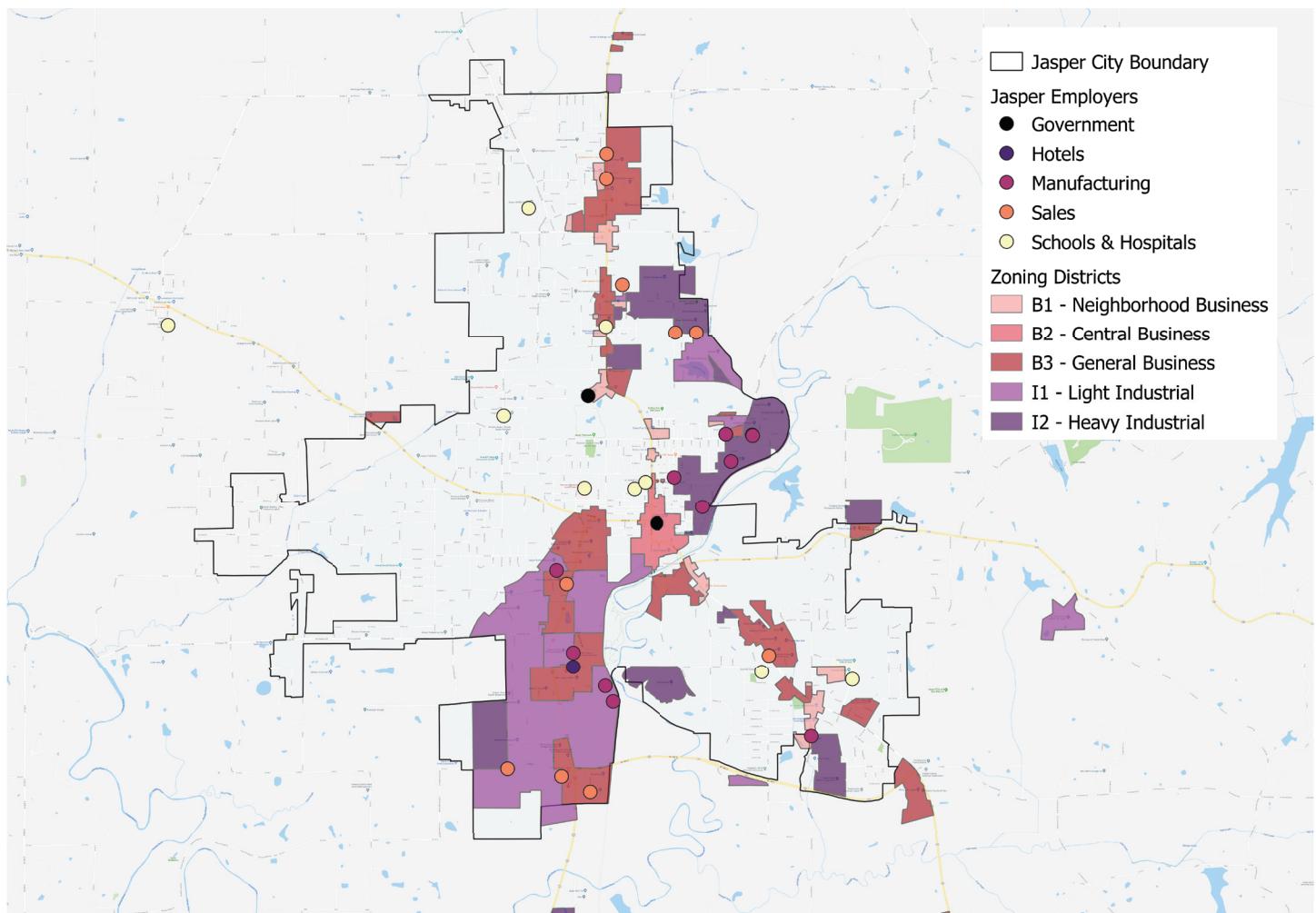
Industrial Real Estate

There are a few key areas of industrial real estate development within the City of Jasper. The primary manufacturing employers are located along the eastern edge of the city, west of the Patoka river near 15th Street. This area houses the headquarters and manufacturing campuses for Kimball and MasterBrand Cabinets. Slightly north, along 30th Street, there are major distribution facilities, including Meyer Distributing. The Buffalo Flat Commercial Park, north of 30th Street between Park Access and Mill Street, houses the majority of the City's vacant industrial real estate property.

The other manufacturing core lies on the southern end of the City along US-231. This area houses Jasper Engines & Transmissions and Jasper Rubber Products as well as Southgate Shopping Center and other commercial activity. Kimball Industrial Park located west of US-231 and south of 12th avenue has around 130 acres of developable land, certified Shovel-Ready by the State of Indiana, with the largest continuous parcel at 25.9 acres.



Commercial and Industrial Zoning Districts



Housing

The City of Jasper has a large inventory of mostly single-family, detached and owner-occupied housing. In recent years, new housing developments in the outer, western edge of the City has increased the overall supply, but also the overall housing value. However, there is still a large supply of older, lower-priced homes in the City center that potentially need investment and rehabilitation. The City lacks in overall housing diversity, particularly when it comes to entry-level affordable housing for families and a wide diversity of rental units.

Existing Inventory

In total, there are 6,792 housing units within the City of Jasper city-limits.⁸ Of those, the majority, 73.6% or 5,000, are single-family detached homes. Accounting for 1,034 units (15%), structures with three or more units are the second most common housing type. Together, these represent over 88.8% of all housing stock in Jasper. The remaining three categories account for fewer than 1,000 total units: single-family attached, duplexes, and mobile homes.

In Jasper, 52.5% of all housing units have three bedrooms. Only 2.5% of units have 5 or more bedrooms, and only 8.1% of units have only one bedroom.

As seen in Figure 1, approximately 71% of the units within the City of Jasper are owner-occupied compared to 76.8% for Dubois County overall. This means there are a greater percentage of rental units in the City than the rest of the County. However, the percentage of rental units (29%) is still significantly less than the national average of 36.4%.

The City of Jasper has a homeowner vacancy rate of 2.5%, higher than that of Dubois County (1.3%). However, Jasper has a lower rental vacancy rate 5.9% to 6.1%. The national vacancy rate for rental units is 6.2%, suggesting that Jasper's smaller rental housing stock is potentially straining the availability of rental units.

8. All housing data cited from U.S. Census Bureau, 2012-2016 American Community Survey except where otherwise stated.

Housing Units in Jasper

6,792 Housing Units

- 5,000 single-family detached
- 143 single-family attached
- 513 duplexes
- 1,034 structures with 3+ units
- 102 mobile homes

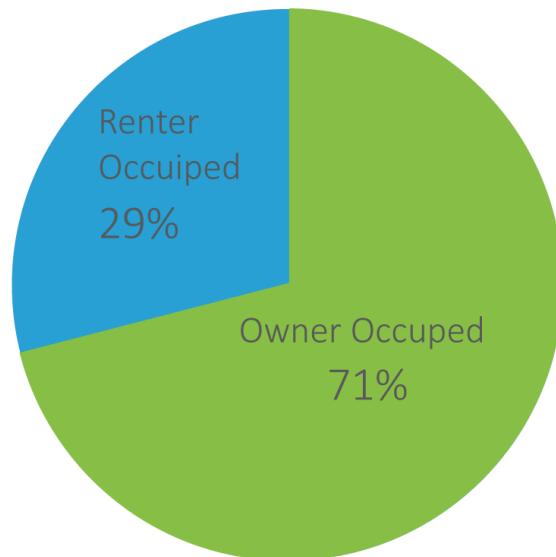


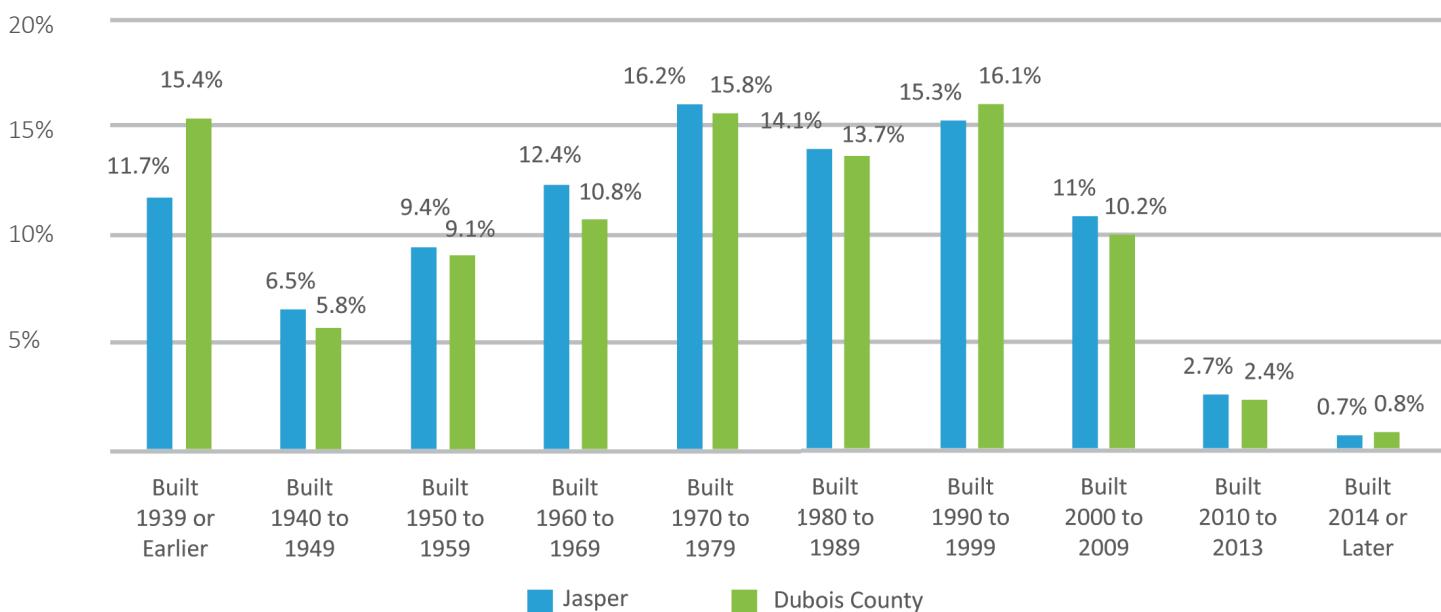
Figure 1: Occupancy Status

Housing Age

Jasper's housing stock closely mirrors the County's in terms of age other than a larger proportion of homes built in 1939 or earlier in Dubois County. This is shown in Figure 2. This indicates that the housing stock located in Dubois County may be in need of maintenance or rehab due to the fact that 15% of all homes were built prior to 1940. The overall condition of houses could potentially impact the housing value of individual homes in addition to the overall desirability of particular areas of the County or in Jasper. Additionally, Jasper and Dubois County are not constructing new homes based on the relatively small portion of homes built since 2009 in both. Looking at the housing value and real estate trends will help indicate whether the lag in building new homes is the result of low demand.



Figure 2: Housing Stock by Age

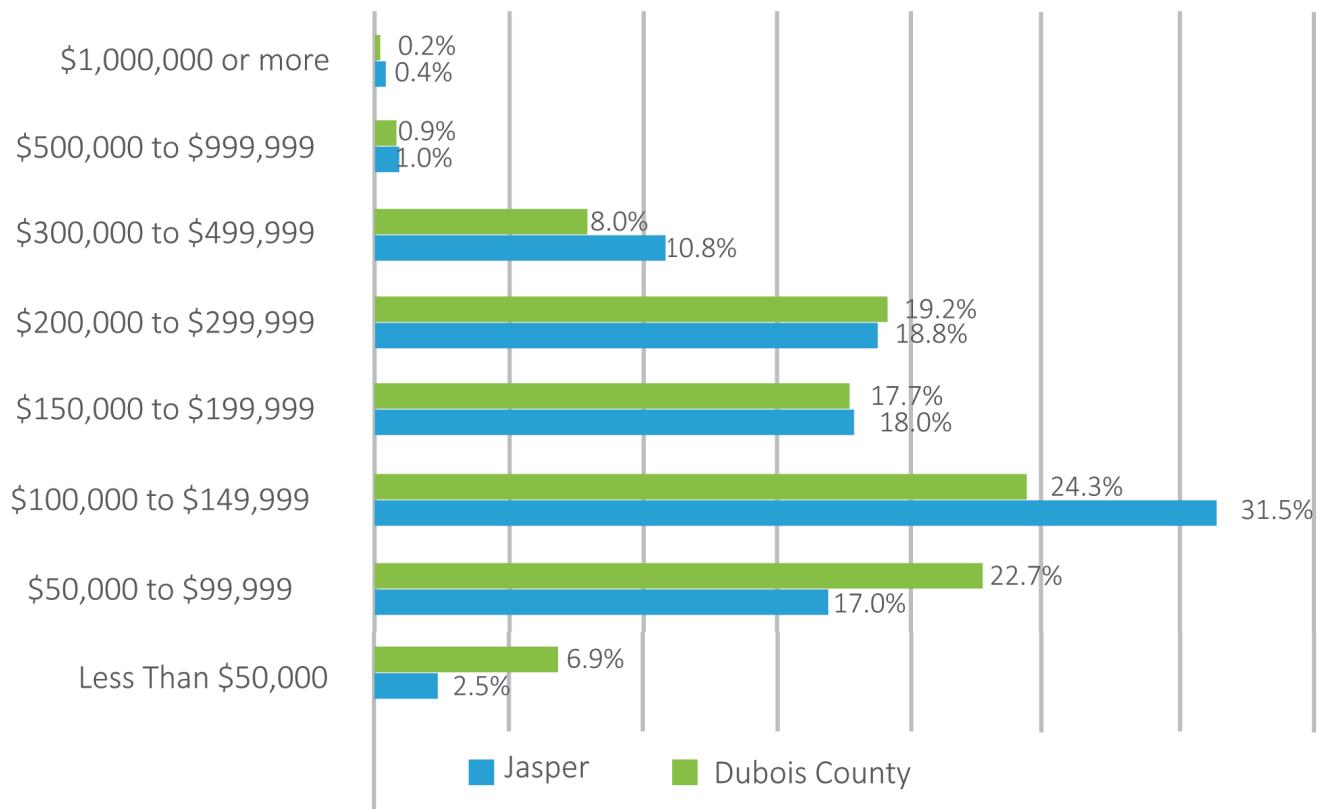


Housing Value

As shown in Figure 3, 31.5% of Jasper homes fall within the \$100,000-\$199,999 value range – with a median home value of \$148,200. There is a larger share of homes in most price ranges above \$100,000, other than homes in the \$200,000 to \$299,999 range. The high proportion of homes in the \$100,000 to \$149,999 range might indicate potential barriers to home ownership for some income brackets in Jasper. Factoring in real estate trends, Jaspers median listing price of homes has increased – and remained consistently higher than the rest of Indiana. Since 2012 the difference between median listing prices in Jasper and the rest of the state has also grown. Given the small number of new homes this is likely driven by demand led market increases as opposed to new construction.



Figure 3: Owner-Occupied Housing Value



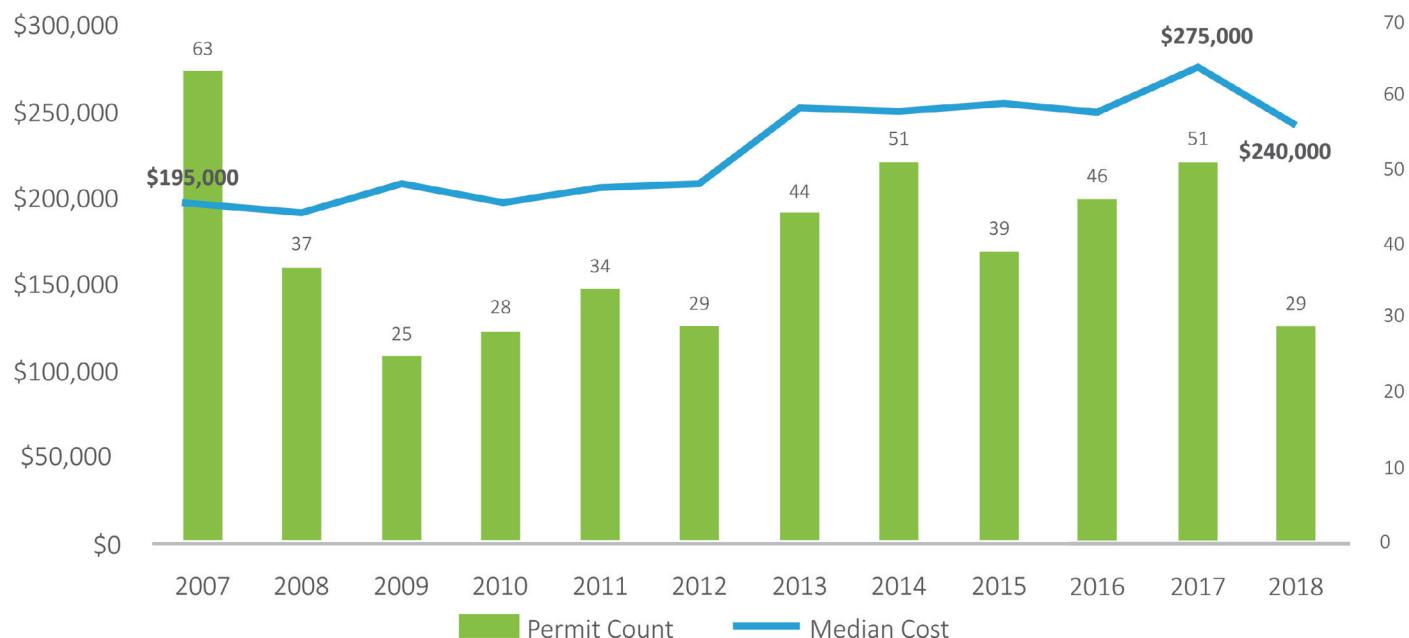
Building Permit Trends

The median cost of building permits has increased in the 10-year period between 2007-2017 as shown in Figure 4. During this time the trend has been characterized by steady but moderate increases, with the largest increase between 2012 and 2013. As of 2017, the median permit cost reached its highest point at \$275,000, up from \$195,000 in 2007. The median cost for 2018 thus far was \$240,000, already higher than previous years. The total number of permits has varied between years, with a high point in 2007 (with 63 permits) and a low point 2009 (with 25 permits).

Real Estate Trends

Jasper's median listing price for home sales has remained higher than the median listing price for Indiana and shown in Figure 5. In addition, the median listing price for homes in Jasper has increased more rapidly than the rest of Indiana. The median listing price has grown by 108% since 2012, 19% of which was in the last year. During the same time, active listings have decreased by 68% since 2012, and 25% in the last year alone. This is shown in Figure 6. As of March 2018, Jasper's median listing price was \$279,950. This is approximately \$90,000 – or 47% - higher than that of Indiana. Homes in Jasper spend an average 102 days on the market, roughly twice that of homes listed in the rest of the state.

Figure 4: Residential Building Permit Count and Median Cost



*Data for 2018 is through May.

Figure 5: Median Listing Price

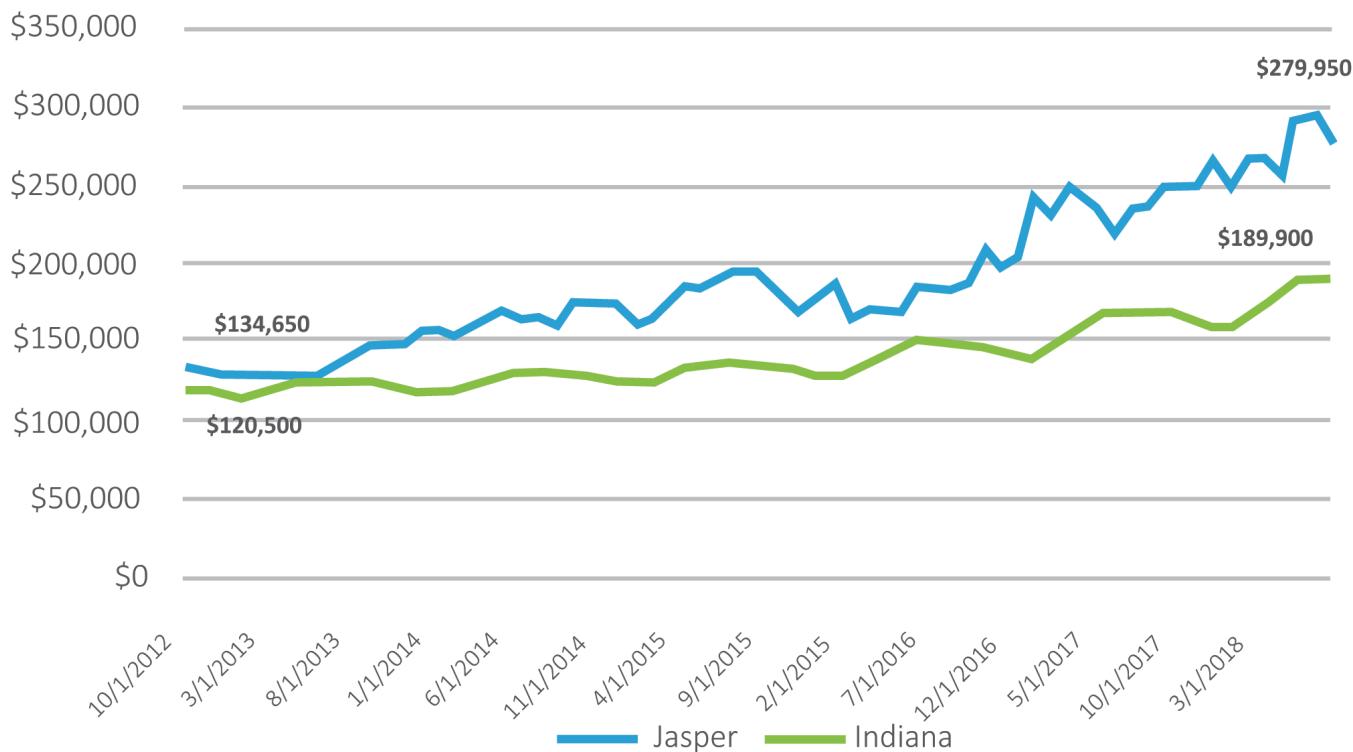


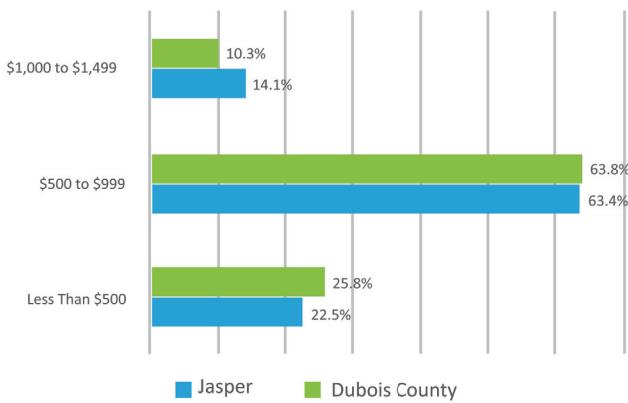
Figure 6: Number of Active Listings



Rental Costs

The median gross rent for Jasper is \$583 a month as shown in Figure 7. In general, the highest proportion of renters pay between \$500-\$999 monthly in both Jasper and Dubois County. Jasper has a slightly higher proportion of renters paying more than \$1,000 a month than Dubois County.

Figure 7: Median Gross Rent



Housing Affordability

Renters in the City of Jasper spend a larger proportion of their income on housing costs than homeowners. Approximately, 29.4% of renters spend over 30% of income on rent, while 19.7% of homeowner with a mortgage and 6.9% of homeowners without a mortgage spend more than 30% of their income on rent. This suggests more affordable rental options within the City might be needed.

Neighborhoods

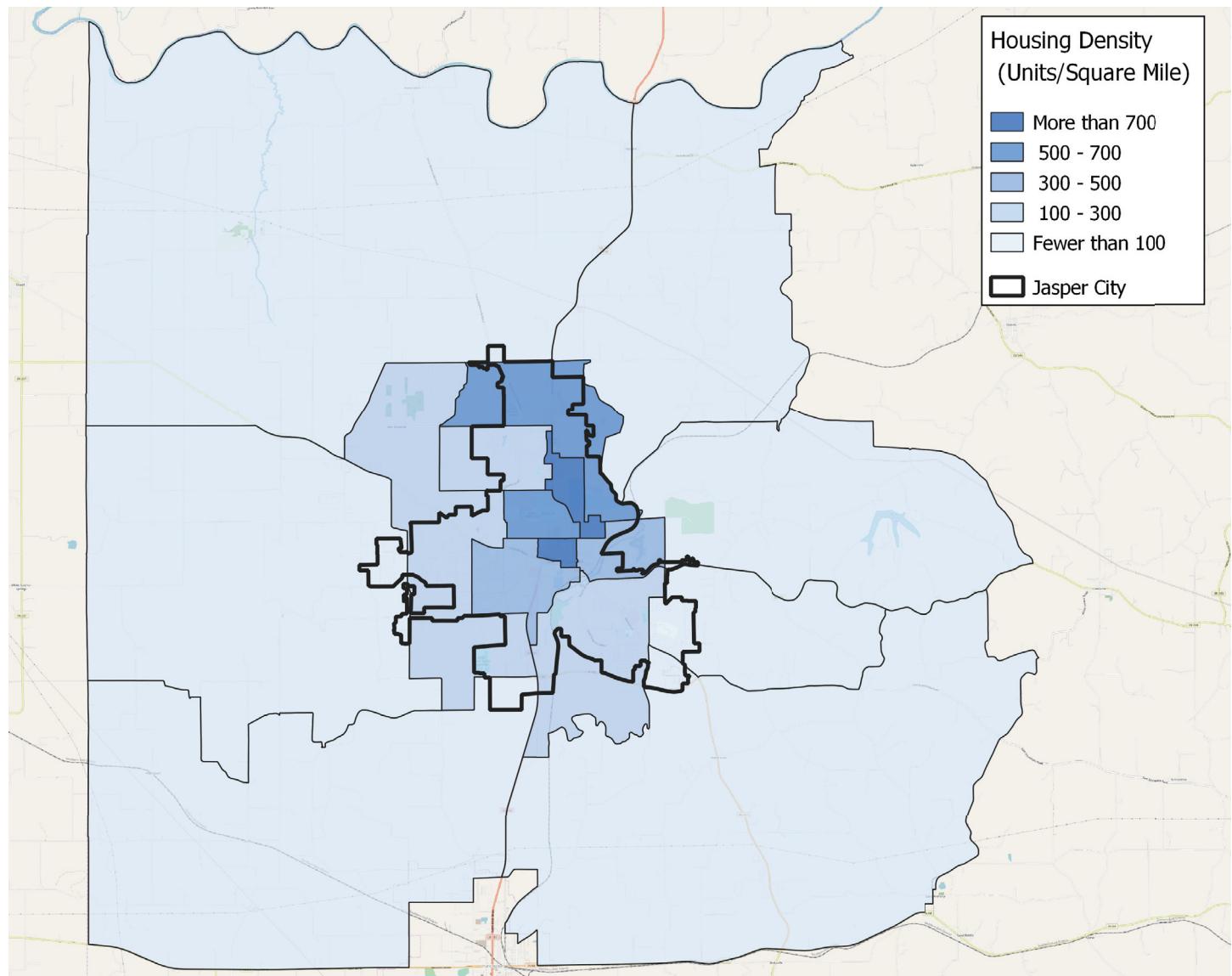
The maps on the following pages highlight three housing trends within the City of Jasper at the Census block group level. The maps on the following page further illustrates housing affordability in Jasper. Map 1 shows housing density as units per square mile; Map 2 shows the median home value, and Map 3 shows the median age of structure.

The densest neighborhoods are towards the center of the City, along and to the east of US-231, and to the north of the City. The least dense blocks are to the west, the south, and the southeast.

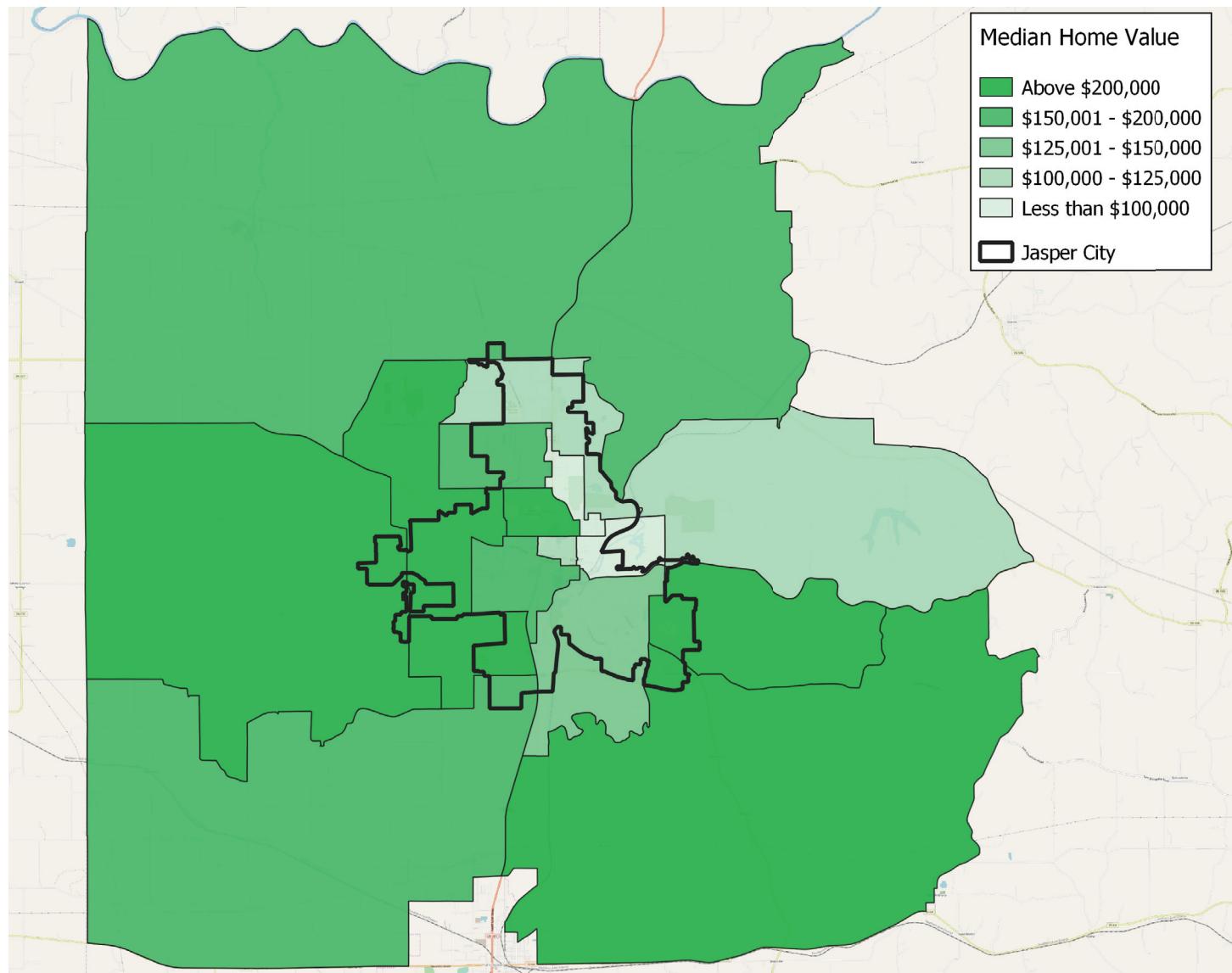
The block groups with the highest median home value align similarly with the least dense neighborhoods, located mostly along the western edge of the City away from the City center.

Additionally, the neighborhoods with the oldest housing stock are also those with the lowest median home value and the highest housing density. These dense neighborhoods with older, lower-value homes are key targets for additional study and potential investment and rehabilitation.

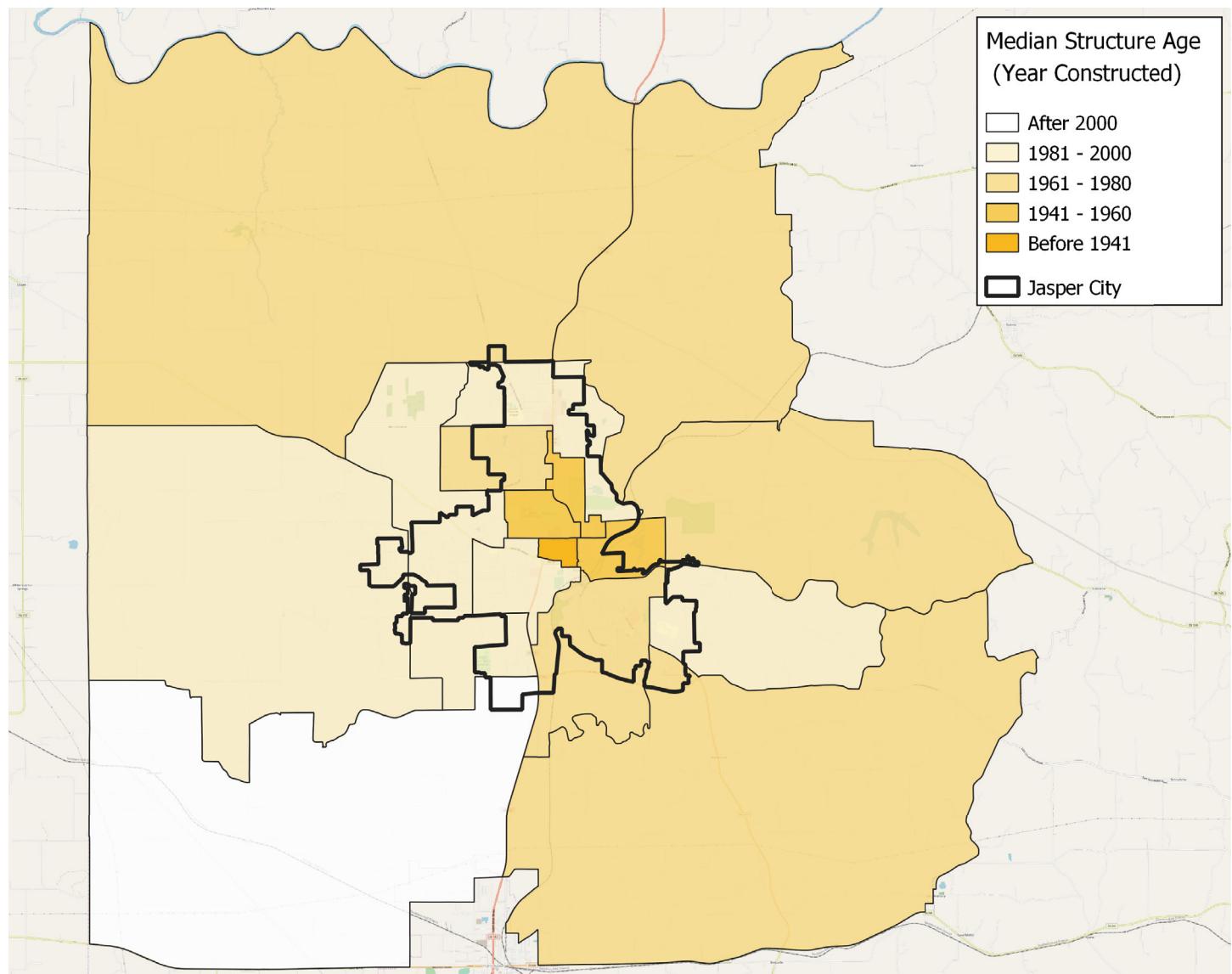
Map 1: Housing Density By Block Group



Map 2: Median Home Value By Block Group



Map 3: Median Structure Age By Block Group



Final Findings

The Market Conditions Summary shows the current condition of the industrial and housing market in the City of Jasper and Dubois County, which can be used to assess the needs and priorities as the City of Jasper sets goals for the Impact Jasper comprehensive plan. The industrial market analysis highlights the City's existing strengths in manufacturing, particularly related to furniture, and showcases the need to potentially prioritize attracting new and diverse industries the City. With slowing employment growth in manufacturing, Jasper should focus on attracting new industries in order to diversify the economy. The housing market analysis showcases the need for more diverse housing at different price points. Increasing the affordability of rental units and providing additional entry-level housing whether through new construction or rehabilitation of some of the older homes in Jasper could be priorities for the City moving forward.



Physical Conditions

Introduction

This section highlights various physical conditions of Jasper including the categories of land use, zoning, transportation, utilities infrastructure, and environmental assets. Each category is accompanied with a map that shows the condition geographically to highlight patterns and/or areas for improvement. All topics are important to highlight as part of the existing conditions report to determine where future growth should be located, as well as what type and quality of growth should be considered. Topics covered in this section include:

- Land Use
- Zoning
- Transportation
- Environmental & Recreation
- Photo Inventory

Land Use

The following Existing Land Use Map and descriptions to the right identify the land use patterns that exist within the community as of the 2008 City of Jasper Comprehensive Plan. The existing land use has not been mapped since 2008, therefore some of the properties may have a different land use category assigned to them as of 2018. Existing land use documents show how each parcel or property is used and is categorized as residential, commercial, industrial, public/institutional, agricultural, parks & recreation, and woodlands/conservation.

The identified land use patterns are sometimes different than what a property is zoned because it would be grandfathered in from a zoning map change. The property would essentially be a non-conforming use, and the use would only need to be in compliance with the zoning of that property if the property is redeveloped. It is important to note how the land is currently used in Jasper to identify land use patterns and identify appropriate areas for future growth and the what type of growth it should be. For example, new residential development should avoid nuisances like heavy industrial when possible and include proper transitions and buffering when developing next to a more intense use such as industrial, commercial or multi-family residential.

Residential – Land use that includes various types of dwelling units such as single-family or multi-family. Residential homes identified in this land use category vary in density and type.

Commercial – Facilities that house retail, service, and office commercial developments that can either serve the needs of small-scale residential areas, or the larger scale downtown and transportation corridors.

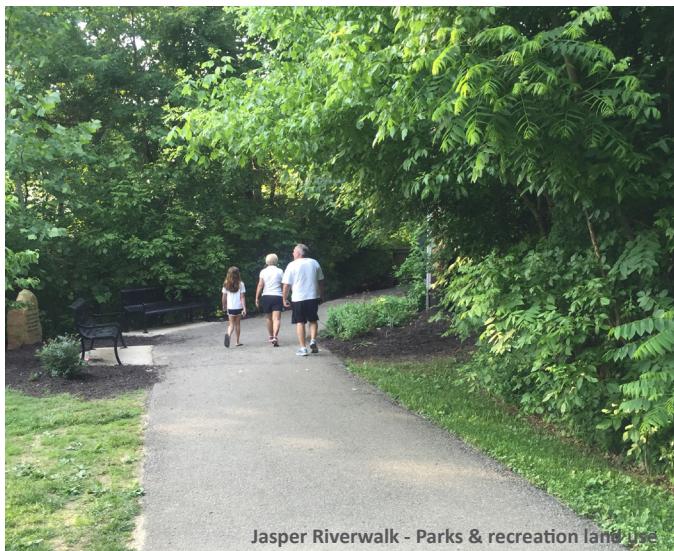
Industrial – Provides for all types of production, manufacturing, warehousing, and wholesale industrial. These businesses may include noise, odor, or smoke production.

Public/Institutional – schools, municipal amenities and utilities, and similar public buildings and facilities.

Agricultural – Uses that are normally undeveloped and are used primarily for agricultural purposes.

Parks & Recreation – Formal and informal useable open space/green space for passive or active recreation.

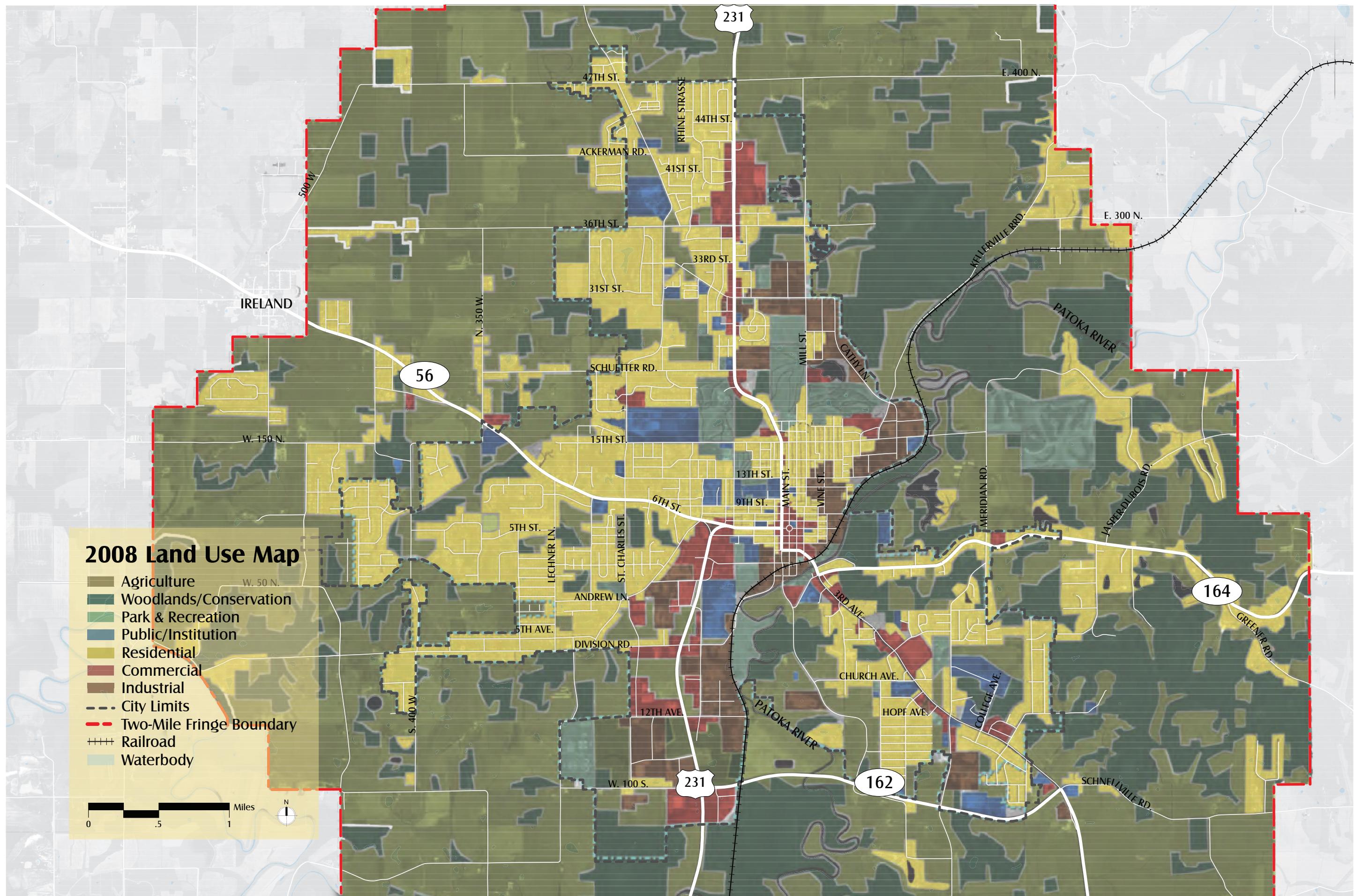
Woodlands/Conservation – Land uses that are typically undeveloped and are either protected against future development or have natural features like woodlands and waterbodies.



Jasper Riverwalk - Parks & recreation land use



Memorial Hospital Medical Practice - Institutional Land Use

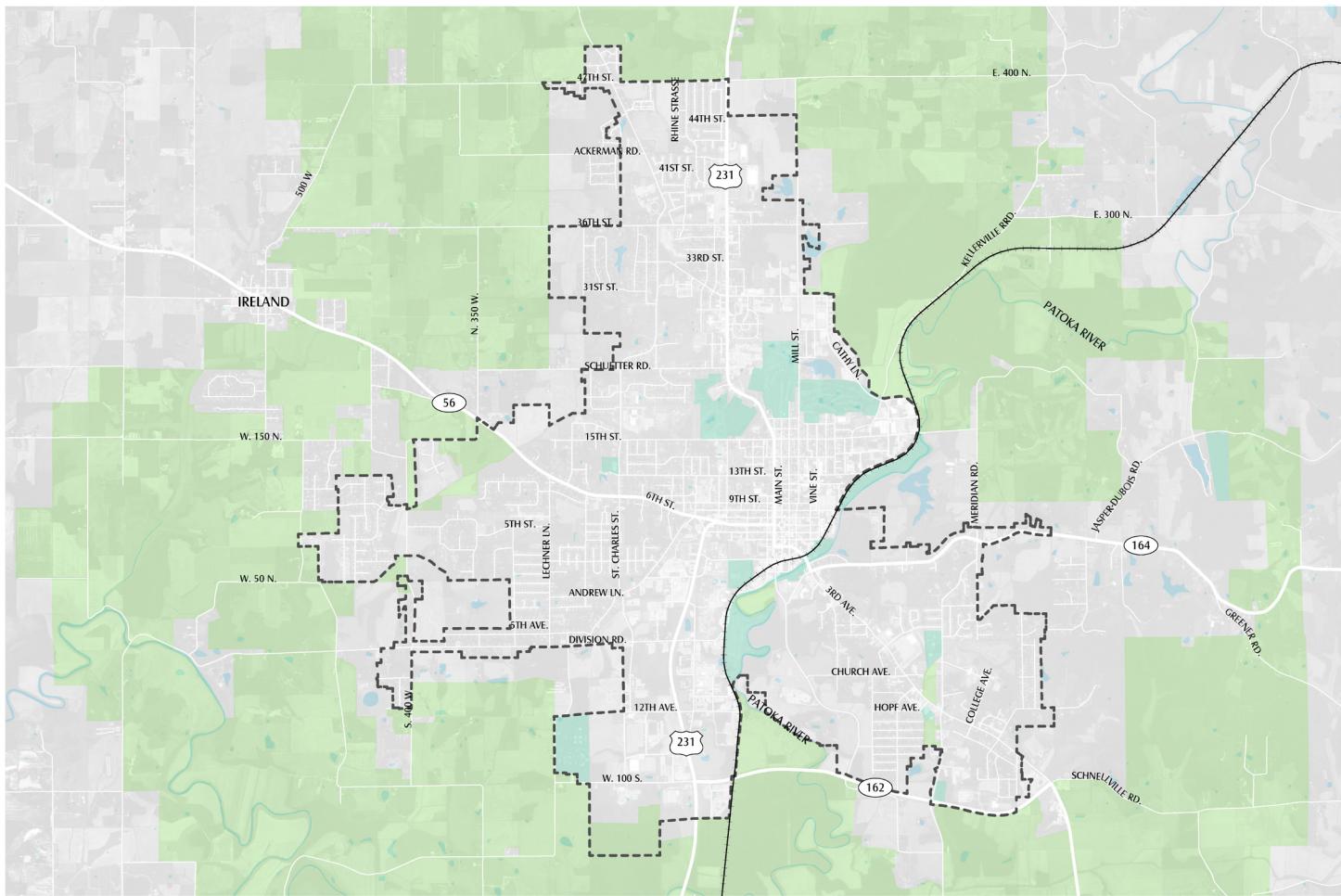


Zoning

For zoning purposes, the territory within the planning and zoning jurisdiction of the City is divided into classes of districts. These districts are represented on the Zoning Map on the following page and broken down by category on pages 40 to 41. The following zoning descriptions starting on page 40 correspond with the Unified Development Ordinance for the City of Jasper effective January 1st 2017.

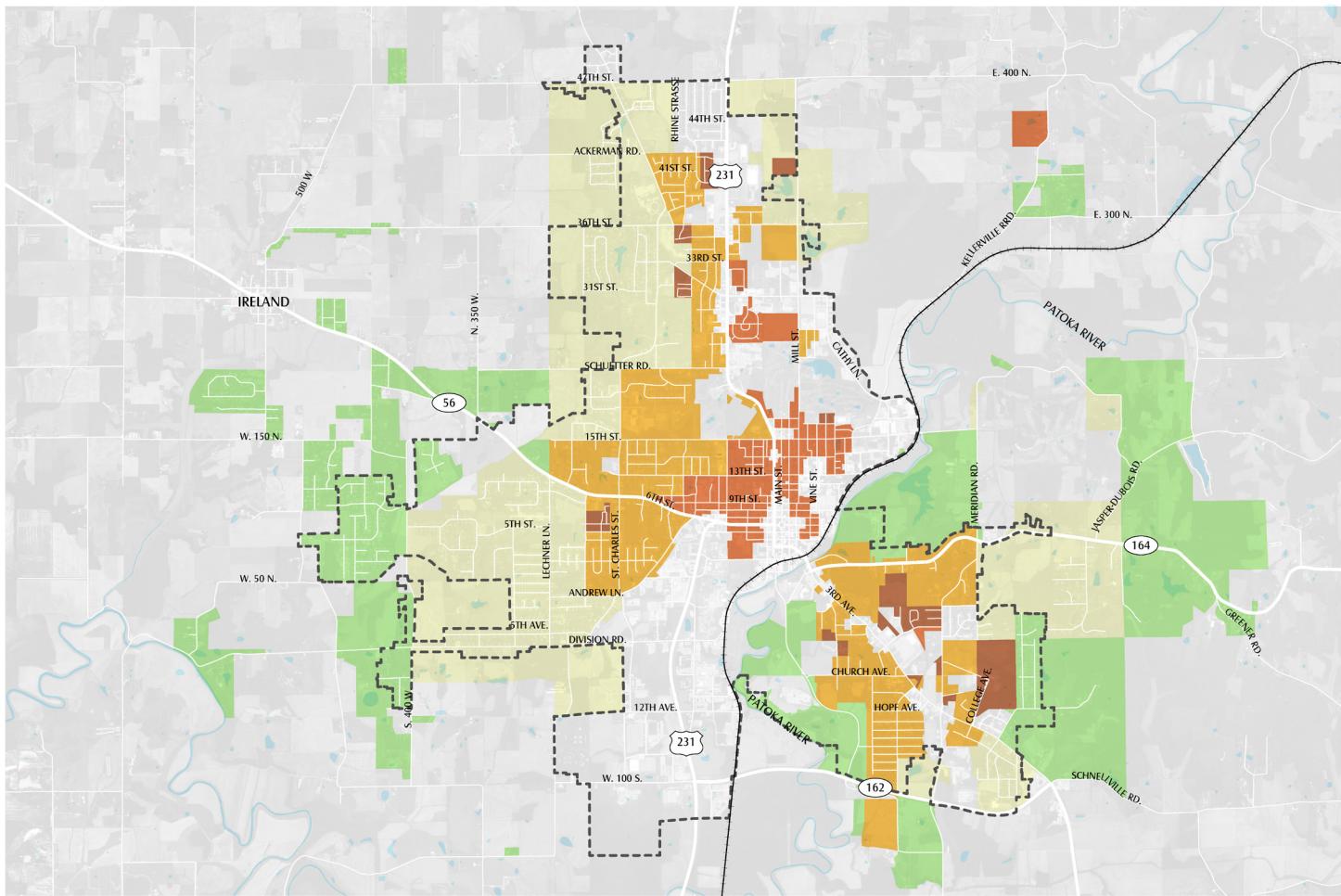
The intent of the document is to apply the ordinances to all incorporated land within the City of Jasper and the unincorporated land within the extra-territorial 2-mile fringe jurisdiction. The Unified Development Ordinance combines the Zoning Ordinance and the Subdivision Control Ordinance into one document to improve efficiency in the application of land development laws.





A1 Agriculture – Intended for agricultural operations and related land uses. This district is intended to reduce conflicts between residential and agricultural uses, preserve the viability of agricultural operations, and limit development in areas with minimal infrastructure.

CP Conservation Park – Provide the means for permanent preservation of open spaces, floodways, riparian areas, wetlands, woodlands, and other natural areas. The use of this district is also encouraged for the creation of active or passive recreation including parks, nature preserves, greenway corridors, and multi-use trails.



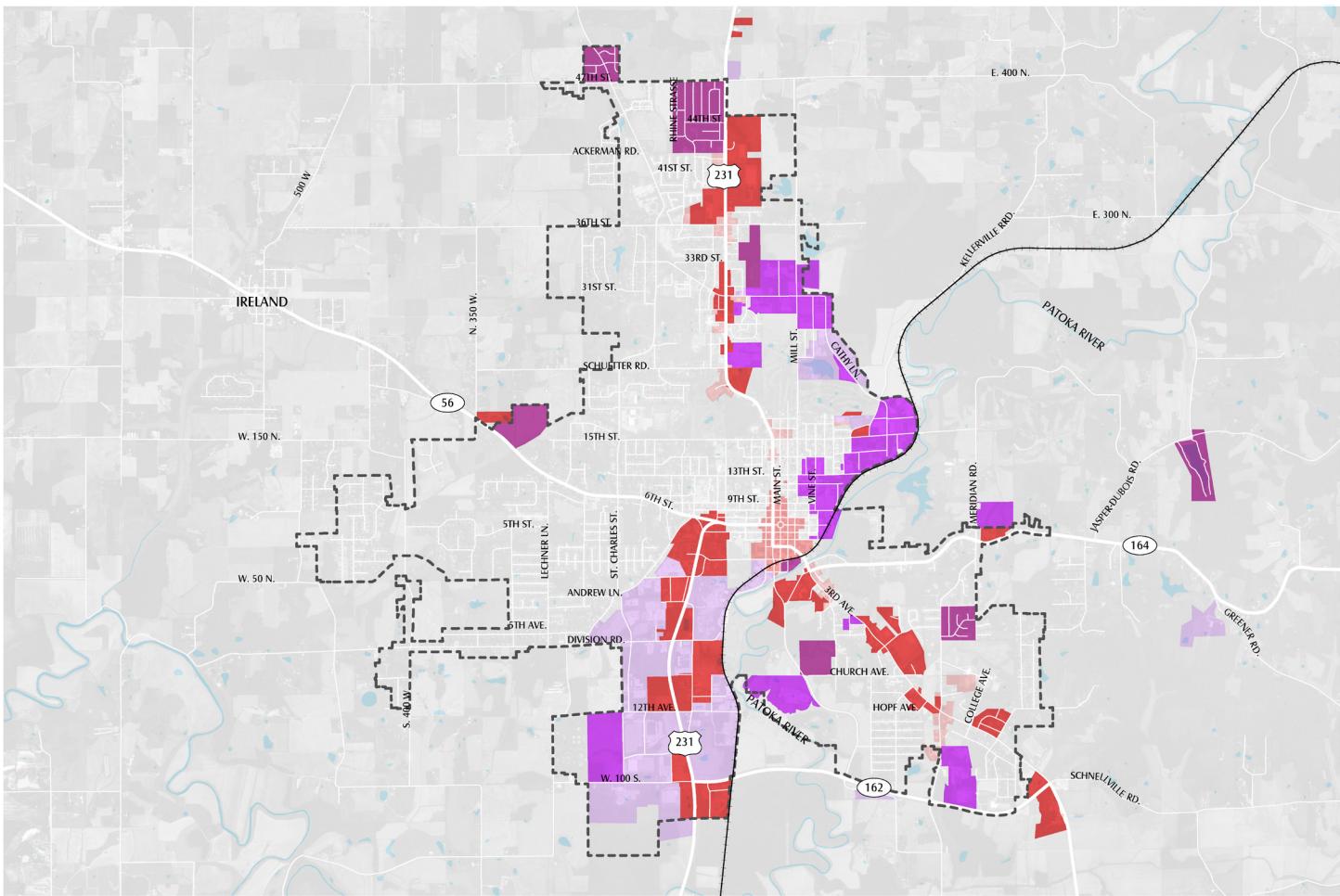
R1 Low Density Residential – Provide areas for low density, single-family residential land uses developed in suburban-style subdivisions and as a transition between rural areas and higher density residential development.

R2 Single-Family Residential – Provide areas for single-family residential land uses.

R3 Medium-Density Residential – Provide for moderate density single-family and two-family residential development on smaller lots than permitted in the R1 and R2 residential districts. Residential transitioning to neighborhood-scaled, low intensity commercial uses while maintaining the residential character.

R4 High-Density Residential – Provide areas for large or small multi-family developments for a variety of housing and ownership types such as two-family dwellings, townhomes, apartment homes, and condominiums. The district may also accommodate neo-traditional subdivisions and the pattern of development that may occur in town centers where a compact urban form is desired.

RR Rural Residential – Provide areas for a mixture of agricultural and residential land uses. This mixture is intended to promote and maintain agricultural operations, while also allowing increased development in areas adjacent to developed infrastructure.



B1 Neighborhood Business – Mixed-use neighborhood district in close proximity to downtown, convenience goods, services, and amenities. Lot sizes are smaller and densities higher. This district permits mixed-use development. Large-scale development such as “big box” retail, planned business parks, or industrial uses are discouraged.

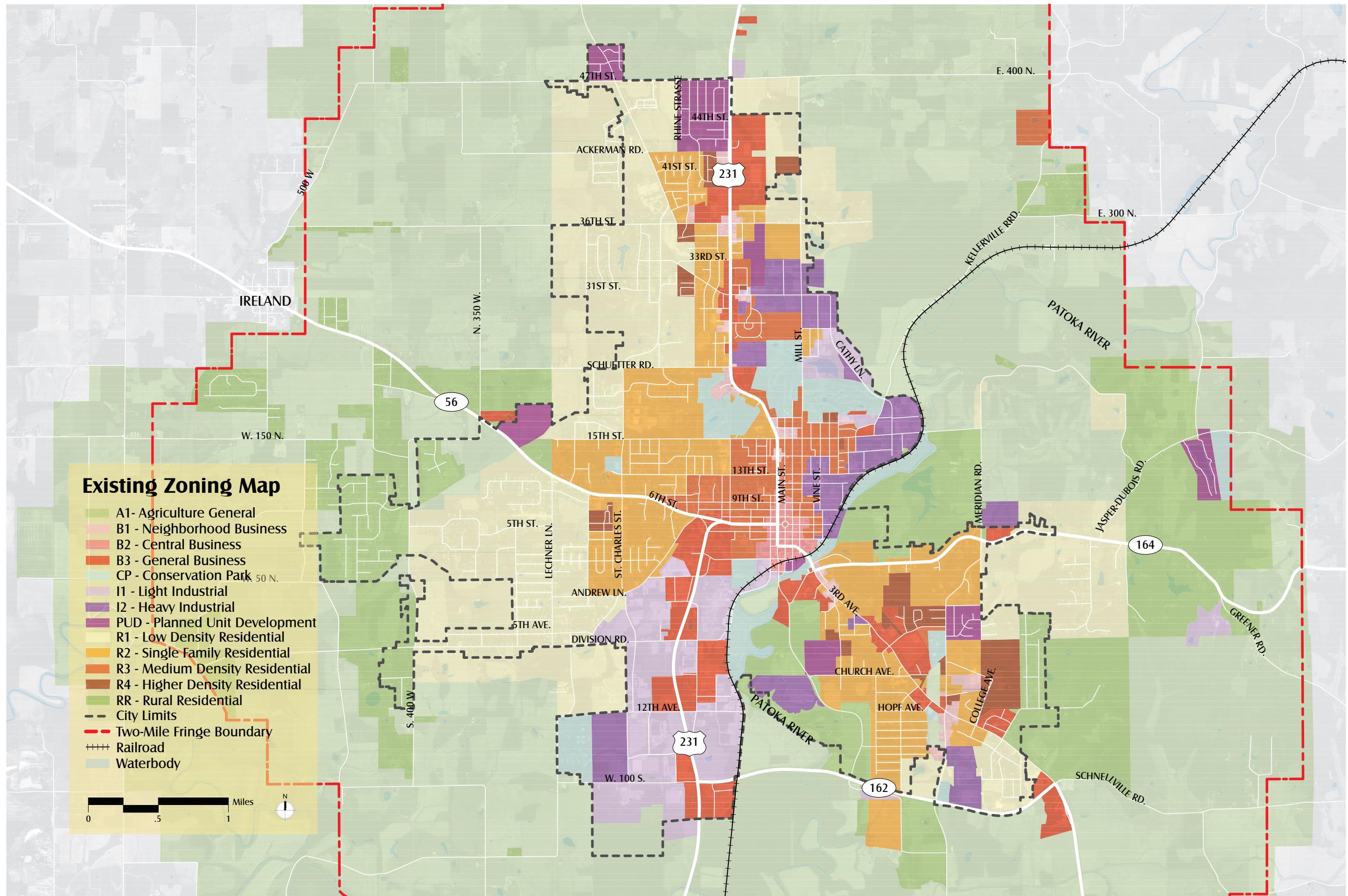
B2 Central Business – Protect the unique historic character of the downtown area while establishing the district as a specialty business, residential, and shopping district. This district is further intended to permit traditional mixed-use development which would include upper story residential or office above retail commercial.

B3 General Business – Designed to encourage well-planned commercial uses, as well as, smallscale manufacturing, assembly, research and development facilities, and similar uses that are completely contained within structures and do not involve the outdoor storage of materials. Development shall have unified design, safe ingress and egress, adequate parking and service facilities, and convenient and safe pedestrian access.

L1 Light Industrial – Provides locations for light production, assembly of semifinished products, packaging, research & development, storage, sales, distribution, and similar uses. The activities are intended to accommodate to be generally contained within structures and do not involve the release of potential environmental pollutants.

L2 Heavy Industrial – Intended for high-impact processing and manufacturing of materials or products predominately from extracted or raw materials, or manufacturing processes that potentially involve hazardous or commonly recognized offensive conditions. This district is intended to be located in areas that minimize land use conflicts, and with good access to major thoroughfares (truck traffic does not disrupt traffic on local streets).

PUD Planned Unit Development – Intended to provide more development flexibility and innovative approaches than are possible through the application of the other customary zoning regulations. This district allows for mixed-uses and mixed densities under one zoning classification to reflect this development trend.



Transportation

The transportation network is responsible for maintaining a healthy and thriving community. The City of Jasper's transportation system physically connects the local area and provides access to the outside world. The City of Jasper is located within Dubois county and Bainbridge Township in southwestern Indiana. Primary access to the city is via United States Highway 231 (U.S. 231) and State Road 56. Additional access is provided by the surrounding county road network.

U.S. 231 provides important regional connections. To the north, US 231 connects to the City of Loogootee and NSWC Crane Naval Base. South of Jasper US 231 provides connectivity to the City of Huntingburg, Spencer County, and ultimately the Kentucky Parkway System. State Road 162 connects to the Town of Ferdinand to the southeast. State Road 56 provides access west to the Town of Ireland and the City of Petersburg, and east to the Towns of French Lick and Paoli. The City of Jasper is located 20 miles south of Interstate 69, which intersects US 231 near the Crane Naval Base. Similarly, it is 15 miles North of Interstate 64 which crosses Southern Dubois County, with interchanges at both US 231 and State Road 162. Access to both interstates allows for connections to metropolitan areas such as Indianapolis, Bloomington, Evansville, and Louisville.

This section focuses on the current transportation network in order to plan for future transportation needs. The current transportation network's traffic patterns, as well as functional classification has been assessed in order to determine the system's effectiveness to sustain and promote community growth. This section also identifies deficiencies that may be a hindrance, in part or as a whole, to meeting all of the transportation needs of the City.

Functional Classification

According to INDOT, functional classification is the process by which streets and highways are grouped into classes, or systems, according to the character of service they are intended to provide. Functional classification identifies the part that any particular road or street plays in serving the flow of trips through a highway network. This information provides a glimpse of where traffic flows throughout the community and an idea of the traffic volume at critical points throughout the network. Functional classification is used by planners and designers for program and project prioritization, asset management, safety programs, highway design, and traffic control. Functional classification has three main groups: arterials, collectors, and local roads. A summary of groupings is below.

Arterial

An arterial highway system provides for high travel speed and the longest trip movements. The arterial system is designed to serve the major centers of activity for a community, the highest traffic volume corridors, as well as the majority of "through traffic" desiring to pass through a community with minimal obstruction. Arterials are subdivided into principal and minor categories for rural and urban areas. Principal arterials serve corridor movements having trip length and travel density characteristics that are indicative of statewide or interstate travel. A minor arterial provides a mix of interstate and interregional travel. Arterials Within Corporate Limits of Jasper:

Arterials Within Corporate Limits of Jasper		
U.S. Highway 231	All	Other Principal Arterial
Indiana State Road 56	All	Other Principal Arterial
3rd Avenue	All	Minor Arterial
St. Charles Street	All	Minor Arterial
36th Street	All	Minor Arterial
N. Mill Street	30th to 36th Streets	Minor Arterial
E. 15th Street	Newton to Kellerville	Minor Arterial
Mill Street	15th St. to 3rd Ave.	Minor Arterial
Jackson Street	15th St. to 3rd Ave.	Minor Arterial
State Road 164	All	Minor Arterial
Brucke Strasse	3rd Ave. to S. Newton	Minor Arterial
S. Newton Street	Brucke Strasse to S.R. 162	Minor Arterial
N. Kellerville Road	All	Minor Arterial

Collector

A collector system has roughly even distribution of its access and mobility functions and tends to have lower traffic volume and speed than an arterial highway. In a rural system, a collector serves intra-county travel rather than statewide travel. Collector streets collect traffic from local streets and channel it into the arterial system. Collectors are further classified into major and minor collectors. Major collectors tend to be longer in length, have higher speed limits, have higher AADT, and have more travel lanes than their minor collector counterparts.

Within the City of Jasper multiple routes have been designated as Major Collectors. Portions of over 20 different streets are listed. Note that the Jasper Street Department regularly updates the inventory of these streets as part of their comprehensive pavement asset management plan street inventory. Examples of streets listed as Major Collectors include:

- State Road 162
- 15th Street
- Schuetter Road
- Portersville Road
- Hemlock Drive

As of 2019, all collectors identified in the City of Jasper are listed as Major Collectors. Some minor collectors exist outside the city limits and are under the control of Dubois County.

Local Roads

A public road or street not classified as an arterial or collector is classified as a local road. Traffic volume and speed are low and trip distances are short. Local roads have many points of access to adjacent properties. Local roads consist of all other streets or roads that are not classified as an arterial or collector. A majority of the streets within the City of Jasper area, are classified as “local” roads.

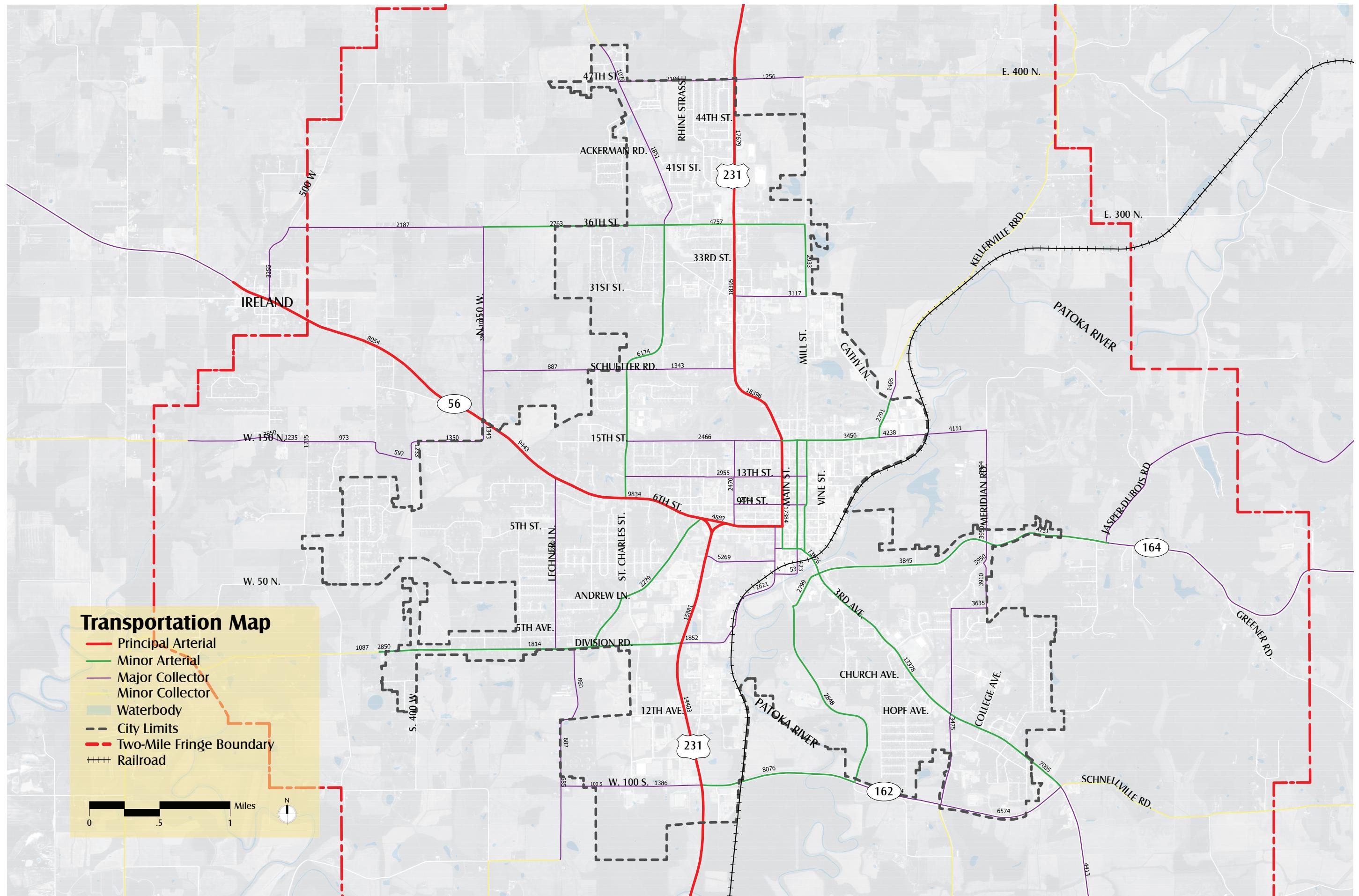
Traffic Counts

An evaluation of traffic counts in the vicinity of the City of Jasper was made using INDOT’s Traffic Count Database System (TCDS) website. INDOT has not performed traffic counts on local streets within the City of Jasper. INDOT has performed traffic counts for the arterial and collector classifications which account for a substantial portion of the City of Jasper’s traffic. Traffic counts indicate that there is a greater trip demand to the north than to the south. Traffic counts are highly correlated with surrounding population and job demands.

Sidewalks

In addition to roads and streets, another critical component of the Comprehensive Plan is a non-vehicular transportation system which is sometimes also referred to as “Multi-Modal”. A Multi-Modal transportation system consists of a community’s alternate modes of transportation such as pedestrian sidewalks as well as bike and jogging trails. In some communities, such as the City of Jasper, this would also include rail as alternate modes of transportation. Interconnectivity within a community promotes a healthy population, additional forms of recreation, and provides desirable characteristics within the community such as reduced vehicular congestion and pollutants. Existing sidewalks in some areas are in need of repair and additional sidewalks may be needed in some areas. Improvements to existing sidewalk areas should be performed in order to make them ADA accessible. Concrete sidewalks should typically be 4'-8" wide. Asphalt paths should typically be 8-12' wide. The American Association of State Highway and Transportation Officials (AASHTO) as well as INDOT have produced guides for the development of pedestrian and bicycle facilities. These documents should be considered for the planning, design, and operation of the needed sidewalk improvements and additional facilities in the City of Jasper. New or improved roads should also be designed to accommodate pedestrians and bicyclists.

Sidewalk maintenance has typically been the responsibility of the property owner in the City of Jasper if located outside of right-of-way. Sidewalk maintenance within right-of-way is the responsibility of the City. Many property owners are unable to finance sidewalk repairs or are unaware of this responsibility. There are funding opportunities for sidewalk improvements. Funding opportunities for projects of this type are available through the Indiana Department of Natural Resources Land and Water Conservation Program, as well as through INDOT.



The City of Jasper has heavily promoted refurbishment to existing property within the city limits to increase community involvement and increase health. The Jasper Riverwalk is one of two examples where the City has promoted this idea. The Jasper River Walk was constructed in 2000 and is a 2.1-mile scenic asphalt pathway along the Patoka River with the plaza being the central highlight. The latest trail, The Jasper Parklands, was opened this year (2018) and consists of two miles of multi-purpose paths, including health stations. The Parklands also has a pavilion with a seating capacity of 160 and outdoor splash pad along with additional attractions and features.

Pavement Surface Evaluation and Rating Study - PASER

The City of Jasper has implemented an Asphalt and Concrete Pavement Evaluation plan using the (PASER) Pavement Surface Evaluation and Rating Study. The City of Jasper owns and maintains approximately 116.3 miles of concrete and asphalt roadway.

The Pavement Surface Evaluation and Rating (PASER) system is used to evaluate the condition of road segments. The PASER system rates each segment on a scale of 1-10 with 1 being the worst condition, and 10 being the best condition (new pavement). The ratings directly correspond to the expected remaining service life as well as appropriate maintenance activities. PASER ratings should be updated annually for all streets that receive improvements, pavement, or preservation work. The entire inventory should be regraded a minimum of every 2 years.

PASER Program Overview

Pavement evaluation data was collected by using years of Asphalt/Concrete maintenance records, invoices and maps as well as information and observations made during annual pavement inspections. Each year the Jasper Street Department and its Pavement Contractor uses a van equipped with pavement maps to drive and inspect/evaluate the condition of each and every street owned and maintained by the City of Jasper.

Pavement segments were found and documented by using the City of Jasper's G.I.S. Pavement Maps which show the year each city street and segment was paved. The segments were then entered onto a spreadsheet showing the year paved, street name, from and to along with the width and length of each segment. The spreadsheet also shows the surface type (asphalt or concrete), the year rated, the street's functional classification and the PASER rating of 1 thru 10.

The City of Jasper uses the PASER study/program to conclude with a spread sheet showing a recommendation of the necessary funding and future maintenance/treatment methods needed to begin the implementation of a pavement asset management plan for the next five (5) years. The spreadsheet will show the year rated, PASER rating, treatment used, estimated cost per mile, estimated miles and estimated cost.



Walk Audit

A walk audit was conducted on December 11th 2018. Notes taken during the walk are organized below by location.

Courthouse Square Area

- Wide sidewalks with dining access
- Lots of connection to nature with landscaping and trees
- Parked cars around the square serve as a barrier to the street and traffic
- No ADA access to sidewalk on many sides of the street
- Area is well lit and features holiday décor as well as welcome signage and a map
- ADA access limited to many buildings
- Many opportunities for alley activation around the larger corner buildings
- No bike parking or bike lanes

Main Street

- Uneven sidewalks all around
- ADA raised bump pads, one is wrap around and the others are two separate pads for each side of the crosswalk
- 3rd and Main is an uncontrolled intersection and there are no designated crosswalks for the busy streets
- No bike lanes
- Lots of truck traffic through this area

3rd Avenue

- Grass strip is present as a buffer here, but it is very narrow
- The triangle median has plans to be re-done to decrease eastbound traffic onto 3rd Avenue
- The bridge over the river is not pedestrian-friendly, only one side of the street leading up to the bridge has a sidewalk
 - People have to walk under the bridge to get to the other side
- Access to the trail could be improved and the grade is currently too steep to be considered ADA compliant on at least one side of the bridge.

Mill Street

- Landscape changes when you walk up this street, it is more “easy on the eyes” with telephone cables being located in the back alleys instead of on the street and sidewalks
- Street lights seem to be LED and newer
- Nice tree lines are present up the entire street
- Houses are situated a bit further back from the sidewalk which is more inviting than other areas where houses and buildings are very close to the sidewalks and streets





Walking conditions along major commercial areas



Sidewalk Condition varies throughout the downtown and residential areas



Alleyway condition that can be reclaimed for public uses



The group discussed crosswalks as well as sidewalks

Distress Types

The PASER rating system is separated into categories based on concrete and asphalt pavement types, which have different distress that are specific to each pavement.

The key to useful evaluation is identifying different types of pavement distress and determining their cause. Understanding the cause for current conditions is extremely important when selecting the proper PASER rating, required maintenance or rehabilitation techniques. A street with extensive failures such as base failure, alligator cracking and rutting would be rated a PASER 4 or below. Streets rated at a PASER 4 or below would require heavy rehabilitation or reconstruction making sure to address with the appropriate base and drainage repairs need to prevent the new pavement following the same deterioration. There are four major categories of common concrete and asphalt distresses shown below:

Concrete Surface Distress:

- Surface Defects: wearing & polishing, map cracking, pop outs, scaling, shallow reinforcing and spalling.
- Joint Failure: Longitudinal & Transverse
- Pavement Cracks: transverse slab crack, D-cracking, corner cracking and meander cracking.
- Pavement Deformation: blow-ups, faulting, pavement settlement or heave, utility repairs, patches and potholes, manhole and inlet cracking, and curb or shoulder deformation.

Asphalt Surface Distress:

- Surface Defects: raveling, flushing, and polishing
- Surface Deformation: rutting, distortion (including rippling and shoving, settling and frost heave)
- Cracks: transverse, reflective, slippage, longitudinal, block and alligator cracks
- Patches & Potholes

Maintenance and Repair Alternatives

The City of Jasper uses three categories for maintenance/repairs available for maintaining its street infrastructure: Preventative Maintenance, Road Rehabilitation and Road Reconstruction. Please see the following brief description of each individual alternative.

Categories:

■ Preventative Maintenance

Preventative Maintenance (PM) is appropriate for newer roads in Very Good (8) to Good (6) condition. PM lengthens the service life of a structurally sound pavement. PM is limited to surface improvements such as crack seals, joint seals and surface sealing such as Micro-Surfacing, Rejuvenating, Fog Seals. The City of Jasper implements an aggressive crack sealing program.

■ Road Rehabilitation

Road Rehabilitation (RH) is appropriate for roads in Fair (4-5) condition. More intense rehabilitation procedures can be used for roads rated in Poor (3) condition. RH may include localized full depth removal and replacement, mill and overlay, or other methods to improve the base and or cross section of the pavement such as pulverize, re-grade, & overlay. RH procedures are more intensive and expensive than PM, but can restore a pavement to excellent condition at a significantly lower cost than full Road Reconstruction.

■ Road Reconstruction

Road Reconstruction (RC) procedures are appropriate for roads in Very Poor (2) to Failed (1) conditions. A rating of 1 or 2 means the road has no more useful service life. In this case full reconstruction with extensive base repair is needed. Often, other types of work need to be considered with full reconstruction, such as drainage improvements or storm sewer and other utility replacement.

Conclusions and Next Action

The City of Jasper calculates that approximately 7.75 street miles needed to be paved each year to get Jasper on a 15 year repave schedule (116.3 miles divided by 15 = 7.75) additional mileage will be added which will dilute paving dollars needed. The asphalt industry is now saying a 12 year life cycle is more realistic; which is about what we have been finding.

The next steps/action to be taken in the PASER process is identifying the investment level that will be dedicated to the road/street program and selecting street segments for the various treatments. The analysis shows that the City of Jasper's current budget level of \$1,650,000.00 per year is not sufficient to maintain the health of the city's street network. Therefore a funding level of \$3,771,500.00 should be established to maintain and improve the health of Jasper's street network, thus preventing the necessity of reconstructing 15% of Jasper's streets by the year 2023.

Next Steps and Actions

- Determine a level investment for the street network
- Develop a five year maintenance plan
- Track all maintenance and capitol work
- Perform and collect PASER data every 3 years
- Continue to update paving maps and segments annually
- Adjust PASER program annually to meet the City of Jasper's goals

Environmental & Recreational

The following map identifies existing environmental and recreational conditions in Jasper. This includes the existing 100-Year Floodplain, clean-up sites, and recreational facilities and trails. The clean-up sites are delineated by the Indiana Department of Environmental Management (IDEM) as animal feeding operations or industrial waste sites such as the salvage yard along South Clay Street and Wernsing Road and the old Wood Products Factory. As of the start of 2018, there are 58 businesses that are members of Indiana's Environmental Stewardship Program (ESP). Donaldson Company, Kimball Office, and the National Office Furniture are members of the EPS.

There are a range of park types throughout Jasper including Bohnert Park, Jaycee Park, and the Parklands. Other recreational opportunities are the Municipal Golf Course, Riverwalk, and Habig Community Center. Natural areas like the Patoka River and the Buffalo Flats Nature Reserve provide sustainable wildlife habitat and ecosystem to the greater Jasper area.

Dubois County adopted a 5-Year Parks and Recreation Master Plan in late summer of 2017. The plan was prepared by the Indiana 15 Regional Planning Commission and consolidated a plan for six Parks Boards within the County, including Jasper. The plan included the history, existing conditions, public input summary, recreational needs analysis, ADA accessibility and suggested park improvements. The individual goals listed for Jasper include the following:

- To provide an opportunity for recreation of all appropriate types for the residents of the City of Jasper.
- To continue to develop recreational facilities to geographically
- Located areas throughout the city to serve all citizens.
- To improve existing recreational facilities to achieve their greater use.

The following projects were highlighted for the 5-year plan:

- Parklands Construction (Completed)
- Municipal Swimming Pool – Splash Park
- West Side Park
- Buffalo Trace Pro-Shop
- Men's/Women's Softball Fields

Clean-Up Site:

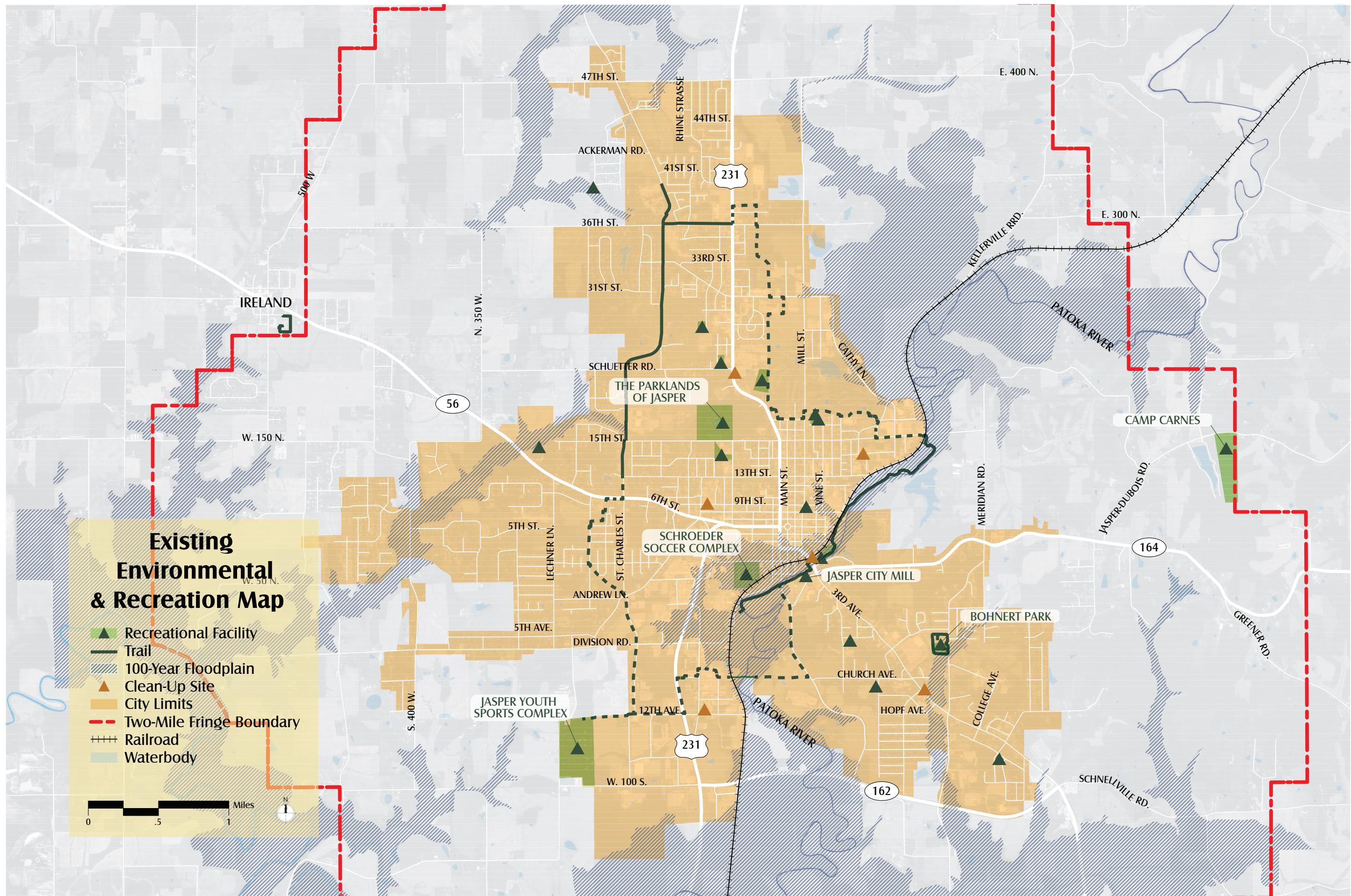
EPA categorizes cleanup sites as locations where oil or hazardous chemicals have been or may be released into the environment. Cleanup activities take place at active and abandoned waste sites, federal facilities and properties, and where any storage tanks may have leaked.



Jasper Riverwalk



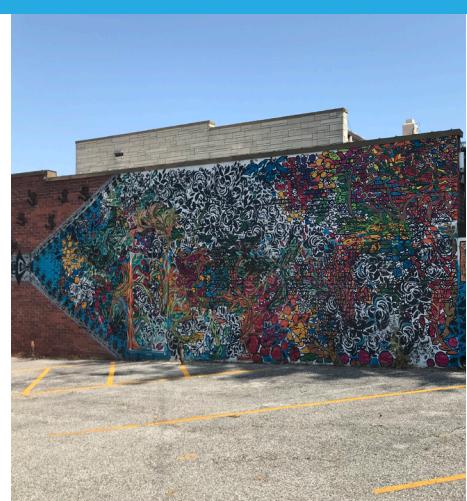
View of Patoka River along Jasper Riverwalk Trail



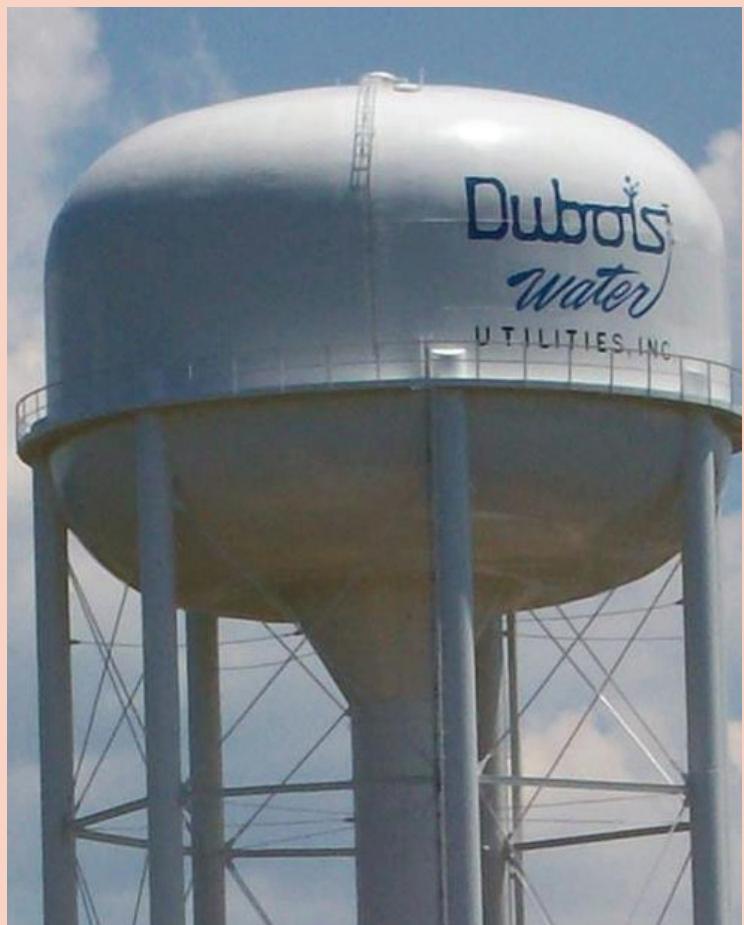
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Photo Inventory

Each community has its own character that can be shown by an inventory of the community's current conditions. The following images are just a few examples of the rich history and character of Jasper that should be considered when creating the community's needs and goals for the comprehensive plan.







Utilities Infrastructure

Introduction

The Jasper Municipal Utilities, under control of the Utility Service Board, provides Electric, Water, Natural Gas, and Wastewater services to the City of Jasper and, in some cases, the surrounding area. Each utility operates under the direction of an Operating Manager who reports to the General Manager of Utilities. The Jasper Utility Service Board, whose membership comprises appointed representatives from various segments of the community, is responsible for overseeing the general condition of the City's Electric, Water, Natural Gas, and Wastewater Utilities.

Separate from Jasper Municipal Utilities, is the Stormwater Management Board, which is coordinated by the Jasper Engineering Department. The Jasper Stormwater Department manages IDEM's Rule 5 and Rule 13 for Stormwater for the City of Jasper. This includes the 6 MCM (minimum control measures):

- Public Education & Outreach
- Public Participation
- Illicit Discharge Detection & elimination
- Construction Site Stormwater Runoff Control
- Pollution Prevention & Good Housekeeping for Municipal Operations
- Post Construction

Mapping

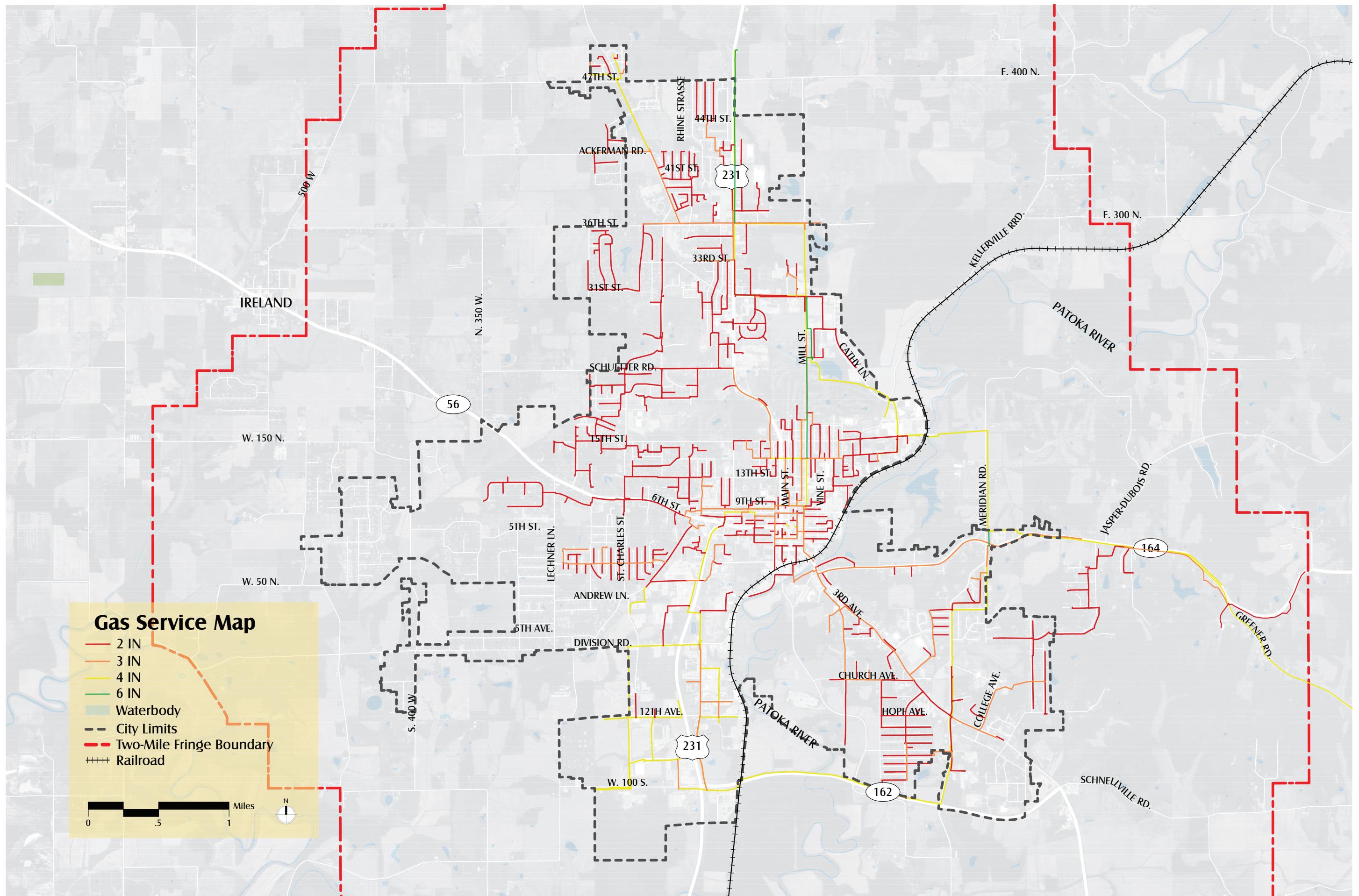
The maps on the following pages correspond with the sections previously discussed. Existing utility maps include:

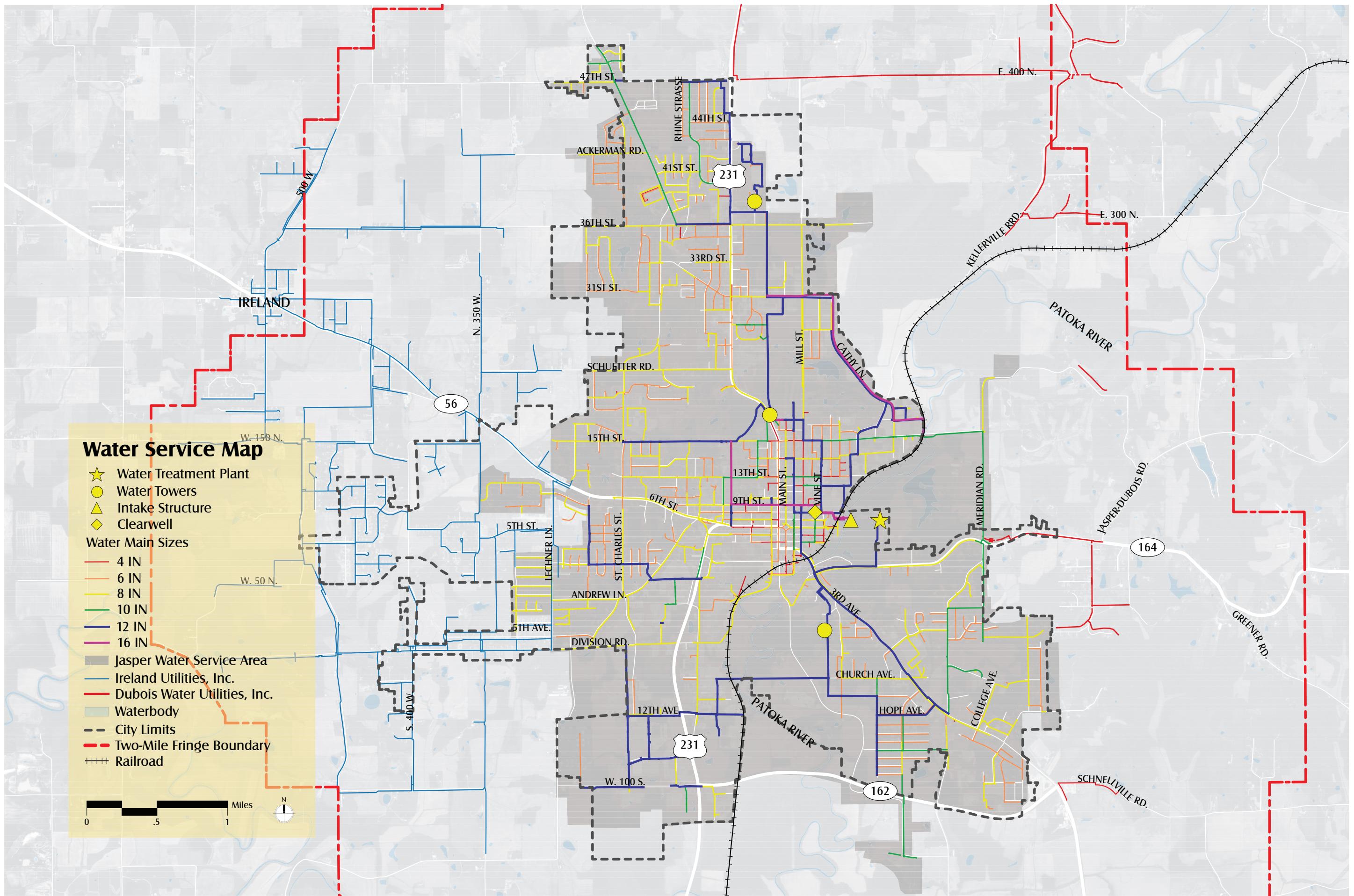
- Gas Service
- Water Service
- Waste Water
- Electric
- Stormwater

Natural Gas Utility

The Jasper Municipal Gas Utility was formed in 1954 after construction of approximately nine miles of distribution lines. Natural Gas was supplied to the City from a tap on the Texas Eastern Pipeline System north of the City. Today, the Natural Gas System has grown to approximately 109 miles of distribution lines, with supplies being provided from a tap on the Texas Eastern System north of Jasper and at the Trans Canada ANR Pipeline System located just west of Schnellville. Several distribution and regulator stations located strategically around the City maintain proper pressure throughout the system.

The Jasper Municipal Gas Utility is the second largest municipal gas utility in the State of Indiana behind Indianapolis and is a member of the Gas Utilities Alliance. Membership in the alliance consists of approximately 50 Municipal and Investor owned gas utilities with approximately 70,000 meters in Indiana, Illinois, and Missouri. The Gas Utilities Alliance was formed to provide liability insurance to its members. The gas utility is governed locally by Jasper Utility Service Board and is managed in conjunction with the city's water utility. As Jasper has grown through new development and annexations, some neighborhoods on the south and west side of the community are served by natural gas from the City of Huntingburg's gas utility.





Water Utility

The Jasper Municipal Water Utility was formed by construction of the original treatment plant in 1895. That plant served the city until 2001 when the current Water Treatment Plant was constructed. The current plant is a surface water treatment facility and has a rated capacity of 6.5 million gallons per day (MGD). It is located just north of State Road 164 and East of the 3rd Avenue corridor, in proximity to the Patoka River. Raw water is pumped from an intake structure to the water treatment plant.

The treatment process consists of rapid mixing, coagulation, flocculation, settling, rapid sand filtration, and UV disinfection for removal of bacteria. During rapid mixing and flocculation, the following chemicals are added: blended polymer flocculent, hydrated lime, chlorine, fluoride, activated carbon, and potassium permanganate. The coagulated water flows to one of three settling basins and then to rapid sand filters having a rating of 6.5 million gallons per day. The filters discharge water to a recently added ultraviolet light treatment process that was mandated by the EPA to meet the Long Term 2 Enhanced Surface Water Treatment Rule (LT2ESWTR). The LT2ESWTR was required to inactivate potential Cryptosporidium in drinking water. After UV treatment water enters a clearwell reservoir having a capacity of 1.2 million gallons. The treated water is then pumped to elevated storage facilities and into the distribution system.

A consumer confidence report is issued annually to provide full disclosure of all treatment processes and quality testing data. The Treatment Plant also has a laboratory fully equipped for the testing and sampling required by Indiana Department of Environmental Management. The laboratory is also used to test samples provided by neighboring communities and individual swimming pools on a fee basis.

Currently, the peak daily water demand is on the order of 2.8 million gallons per day with an average demand of 1.6 million gallons of water per day, which equates to the treatment facility being at 43% capacity on a peak day demand basis.

To supplement the supply of river water, Jasper is blessed with emergency water supplies in the form of reservoirs that can release water into the Patoka river. Patoka Lake is a large 8,800 acre reservoir, approximately 30 river miles upstream from the water treatment facility intake. The Beaver Creek Reservoir, a City owned lake, 205 acres in size, holding approximately 905 million gallons of usable storage, is located approximately seven miles east of the City. If water is needed from Beaver Creek Reservoir, it is released into Beaver Creek, which flows into Patoka River before reaching the City.

The storage facilities consist of two 1,000,000 gallon standpipes and a 500,000 gallon elevated storage tank, which all float on the same elevation, and in addition, a 350,000 gallon clearwell reserve.

The distribution system consists of approximately 136 miles of 16-inch, 12-inch, 10-inch, 8-inch, and 6-inch mains. There are approximately 1018 municipal fire hydrants connected to the system and installed throughout the City. An original Corey fire hydrant, installed in 1895, sits on the northwest corner of Main and 14th Streets.

The Jasper Municipal Water Utility also provides Ireland Utilities, Inc. and Dubois Water Utilities, Inc. with water under contractual agreements. These utilities serve areas within the current 2-mile fringe of the planning area. The utility is governed locally by the Jasper Utility Service Board and is managed in conjunction with the City's natural gas utility.

Wastewater Utility

The Jasper Municipal Wastewater Utility was formed in 1949 and the treatment facility began operation in 1950 as an activated sludge type treatment plant. Prior to 1950, the City operated an unmanned Imhoff Cone installation on the banks of the Patoka River. The current facility along South U.S. 231 was placed into operation in 1990 in response to increasing demand and requirements for wastewater treatment.

Jasper currently operates a Class III, 3.6 MGD average design flow, 6.8 MGD peak process design flow, 8.3 MGD peak headworks and surge tanks design flow activated sludge type WWTP consisting of a mechanical bar screen, grit chamber, two (2) 60 foot diameter primary clarifiers, five (5) 254,000 gallon activated sludge aeration tanks, two (2) 75 foot diameter secondary clarifiers, ultraviolet (UV) light disinfection, and diffused air post aeration. Biosolids processing include one (1) 50 foot diameter primary anaerobic digester, one (1) 50 foot diameter secondary anaerobic digester, one (1) gravity belt thickener, one (1) belt filter press, eight sludge drying beds, and covered sludge storage pad. Dewatered biosolids are land applied.

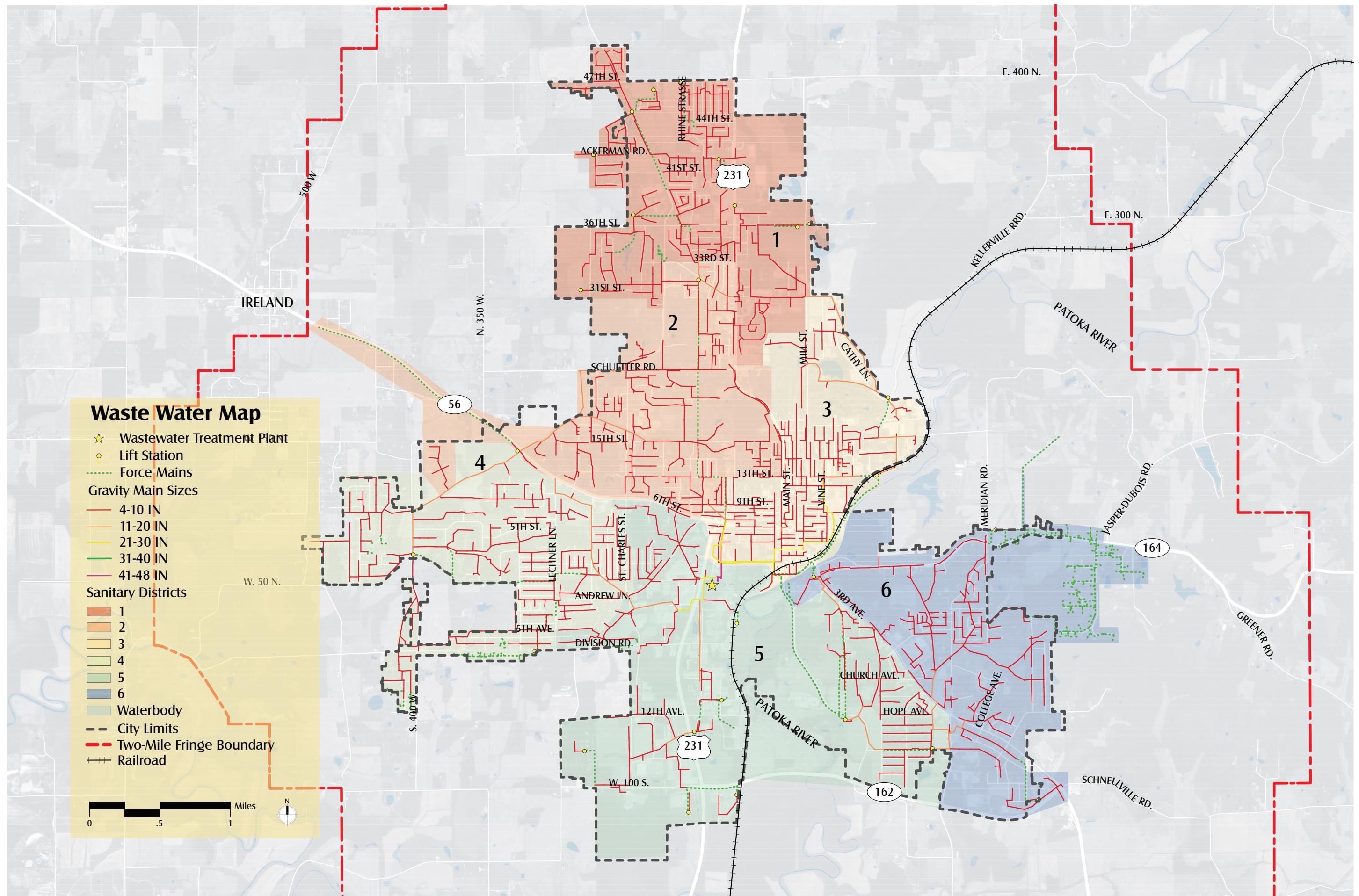
Recent plant improvements include replacement of the mechanical screen, replacement of the secondary digester roof membrane system, and rehabilitation of the primary clarifiers. Currently, the Jasper WWTP is in the process of installing a mandated phosphorus nutrient removal process, which includes a new chemical feed system and replacement of the current gas recirculation primary digester mixing system with a new jet nozzle mixing system.

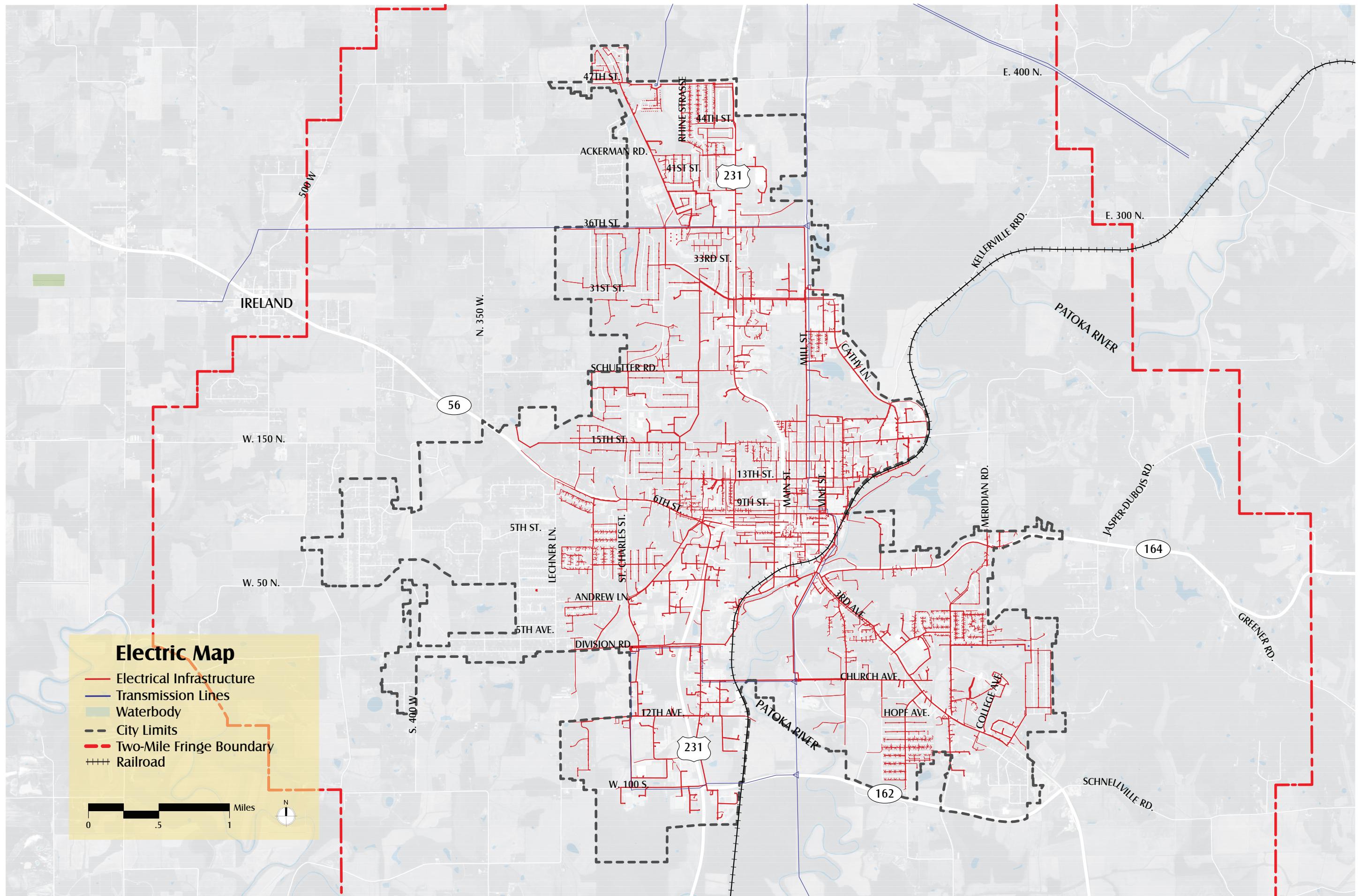
The Treatment Plant has a laboratory equipped with an atomic absorption unit in addition to the usual equipment needed to perform the testing and sampling required at a Class III facility in Indiana. An Industrial Pre-Treatment program is in place and is maintained in accordance with EPA and State of Indiana regulations. Like many other wastewater systems across the state of Indiana, the Jasper system experiences inflow and infiltration, (I/I), which is a common problem for a sanitary sewer collection system. Either one or both can be present in a collection system. I and I problems almost always become noticeable during precipitation events and exhibit their presence by increasing the flow to the treatment facility.

Wastewater treatment facilities are designed to efficiently receive and treat a specified daily flow of wastewater based on the population served. Jasper experiences peak flows in excess of the design during significant rain events. A peak flow of approx. 12.8 MGD was experienced last year and recently in 2018, but the average daily flow of approx. 2.1 MGD was well within the design of the treatment facility, which equates to the treatment facility being at 58% capacity on an average flow basis.

The collection system is comprised of 100% separate sanitary sewers by design with no overflow or bypass points. The Wastewater Utility maintains approximately 130 miles of collection lines, as well as 25 major and 110 minor lift stations. The Treatment Plant is staffed at all times and an on-call maintenance personnel system provides rapid response to problems that arise during other than normal working hours. The entire treatment facility and all collection system pumps can be powered by emergency back-up generators during power outages.

Within the planning area, the suburban/rural residential area between Jasper and Ireland is served by the Ireland- Madison Township Conservancy District. Based on an agreement with the City of Jasper, this wastewater utility district maintains its own, separate sewer collection system (including lift stations). The city does accept and treat the District's wastewater at the treatment plant. There are still several small residential areas in Jasper and in the planning area that still rely on septic systems. The wastewater department is managed as a stand-alone city utility is governed by the City's Utility Service Board.





Electric Utility

The Jasper Municipal Electric Utility was formed in 1904. Originally, the city produced its own power. Most notably, a coal-fired generation plant on East 15th Street went into operation in. In 2008, the city entered into an agreement with the Indiana Municipal Power Agency (IMPA) to supply all of Jasper's power needs. And the power plant was decommissioned. IMPA is a not-for-profit agency providing (wholesale) power to over fifty cities and towns across Indiana that own and operate the municipal electric distribution systems in their respective communities.

Jasper's electrical grid is comprised of over eighty miles of overhead and underground power lines as well as four sub-stations located at strategic points in the city. Each Sub-Station is equipped with two 12/16/20 mVA transformers. The Sub-Stations reduce the Voltage from 69,000 Volts to usable 13,200 Volts which are then distributed through 16 distribution circuits over more than 80 miles of overhead and underground wire to the City's homes and businesses. New meter installations, inspection, and periodic testing are a vital part of the Distribution Department's responsibility.

Several neighborhoods within Jasper are currently served by underground electric lines. This is likely because the wires were buried during the construction of these residential subdivisions, which happen to be located mostly on the edges of the city.

The planning area also includes homes and businesses served by the Dubois Rural Electric Cooperative. The Electric Department is a stand-alone utility and is governed by the City's Utility Service Board.

Storm Water Utility

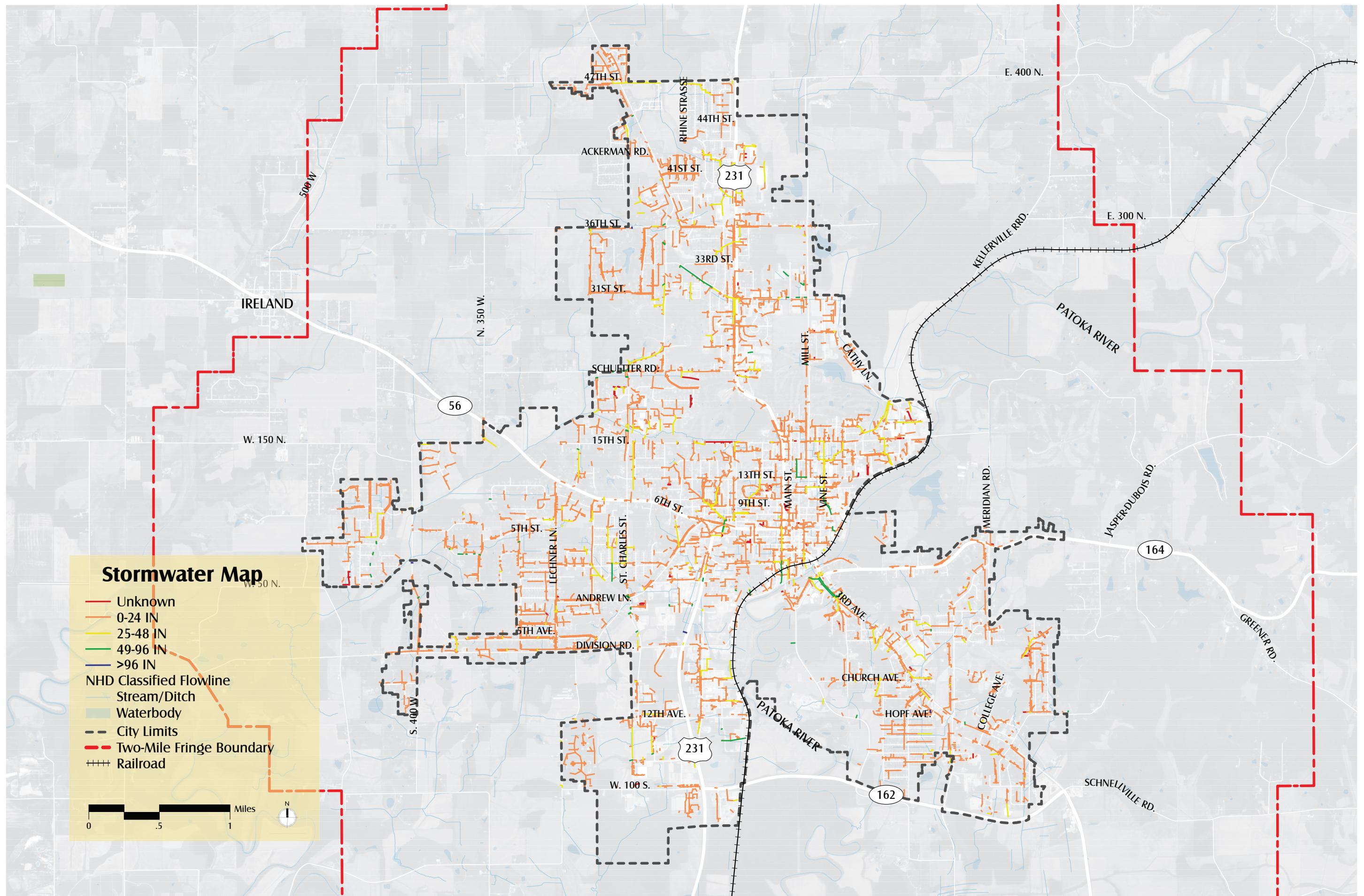
The City of Jasper maintains a storm water utility. The Department of Storm Water Management was founded by ordinance in 2003. This utility is funded through a monthly user fee which is assessed by the amount of impervious surface on a parcel. The storm water utility is managed by the Jasper Storm Water Management Board and supervised by the office of the City Engineer.

Due to the size of the city, the community is subject to regulations imposed through Municipal Separated Storm Sewer System (MS4) rules. MS4 is a federally mandated program that requiring Jasper to actively take measures to improve water quality by reducing pollutants in storm water runoff. All road drainage (open ditch, curb/gutter, and storm sewers) are part of this system. Catch basins, pipes, culverts, and associated publicly owned infrastructure can benefit from improvements funded through this fee.

The MS4 is permitted through the National Pollutant Discharge Elimination System (NPDES) program as administered in our state by the Indiana Department of Environmental Management (IDEM).

There are multiple goals of the storm water utility. Obviously reducing the impact of localized flooding during rain events is primary. Any improvements of this nature, add to the curb appeal and the overall quality of place of our community. But other goals of the process include public education related to the protection of our river, lakes, and vital landscape. The city also seeks to gain the public's participation by helping with clean up events and by reporting illegal or illicit pollution discharges.

Erosion control and construction site runoff is also controlled by this department. Specifically, local management and permitting of IDEM Rule 5 compliance is managed by the Storm Water Department. By making sure that the storm water is handled properly, it reduces the amount of storm water that may find its way into our sanitary sewer system. When the wastewater plant receives heavier flows, treatment costs are increased which must be passed on to ratepayers. The storm water utility has on the order of 150 miles of storm sewers and culverts currently in the system.



Utility Infrastructure Summary

Jasper is unique because all utility infrastructure (water, electric, natural gas, wastewater, and stormwater) are controlled by Jasper Municipal Utilities and the Stormwater Management Board. While the community does control where infrastructure is expanded and can help guide growth and development in the City and beyond, they also bear the responsibility of funding and maintaining that infrastructure. At the moment the community is in good shape financially and providing adequate capacity to its residents. Future challenges for the community will include balancing the replacement and maintenance of older infrastructure central to the City, with the expansion new infrastructure to serve new growth areas.



Community Engagement

Introduction

The City of Jasper engaged with hundreds of community members to shape the vision for Jasper's future and included everything from public workshops, surveys, focus groups, and youth engagement. Public engagement and input was essential to the planning process and the development of the Impact Jasper Comprehensive Plan. Throughout the development of the plan, various opportunities were available for community members to participate or provide feedback. This section outlines each of the forums that were held throughout each phase of the process and a summary of what was recorded during each session. Input opportunities included::

- Steering Committee Meetings (6)
- Community Outreach Event
- Public Workshops (2)
- Focus Group Meetings (11)
- Key-Person Interviews (8)
- Online & Mailed Survey
- Youth Engagement
- Interactive Mobile Display
- Website & Social Media Engagement
- Adoption Hearings

Public Engagement Timeline

Public input was encouraged during each stage of the plan's development. Much of the public engagement was concentrated in the visioning phases of the plan so that City could gather as many ideas and issues from the public as possible. While several unique ideas were formulated during this process, common themes or ideas began to emerge. These common themes were forged into an overarching vision statement and goals for the plan. From there, the plan elements and objectives were developed based on the feedback that was gathered in the visioning phase. Once drafted, the steering committee and public were given additional opportunities to review and participate in finalizing and prioritizing the objectives and strategies. As the draft plan was developed based on all prior input from the community, it became available for the public to review and provide comments until final adoption of the plan on August 21, 2019.

Emerging Themes

Population & Talent Attraction

Regional Focus

Affordable & Diverse Housing

Shopping, Dining & Grocery

Neighborhood Investment

Vacant/Underutilized Property

Higher Education & Training

Activities for Teens & Families

Interstate Access

Substance Abuse/Mental Health

Walkability & Bike-ability

Embrace Diversity, Newcomers, & Change

Public Transportation

Opportunity for Public Engagement

Kick Off

Launch of
Online
Survey

Focus Groups

Key Person
Interviews

Steering
Committee #1
Community
Outreach Event:
Strassenfest

Steering
Committee #2

Public Visioning
Workshop

Mobile Display
Steering
Committee #3

Public Engagement Snapshot

The City captured hundreds of comments and feedback from community members across a variety of platforms during the planning process. A more robust summary of public engagement can be found in Appendix A. Engagement opportunities included:

- Six steering committee meetings
- Two public workshops
- Two online surveys
- Community outreach event at Strassenfest
- One dozen focus group meetings
- Several key person interviews
- Mailed 200 surveys
- Interactive mobile display
- Youth engagement through school assignments
- Engagement through Facebook and the project website

706

Survey Participants

690

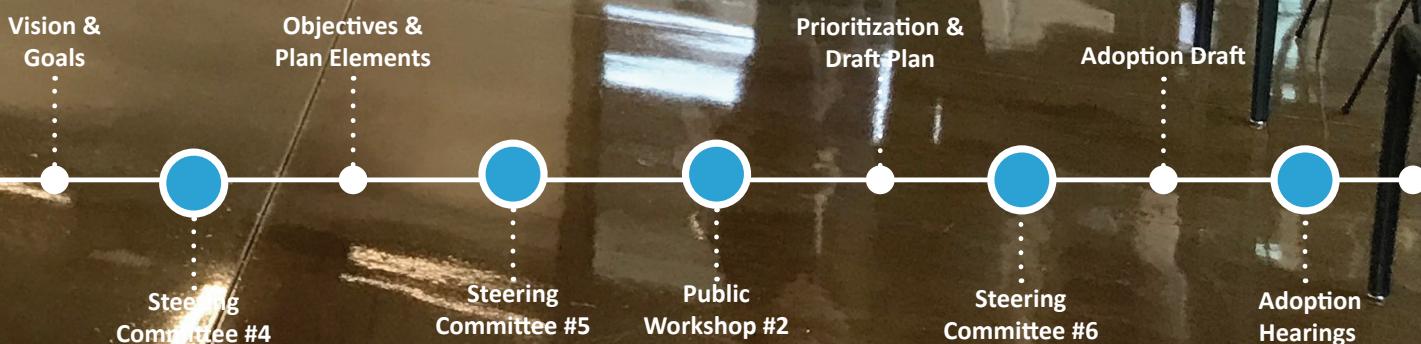
Unique Comments Collected
During Public Workshops

34

Different Ways
We Collected Input

111

Elementary Students Who
Participated



Community Engagement Event, & Public Outreach

Community Outreach Event

The Impact Jasper plan launch was held on Thursday, September 2, 2018 at Strassenfest. This was the first opportunity for community members to provide feedback and an opportunity to promote awareness about this new community planning effort. A booth was set up for the duration of the event hours and allowed festival attendees to learn about what a comprehensive plan is, what the process will be and provide some initial thoughts on the future. Although this event was mainly focused on promoting and celebrating the kick-off the plan, various exercises were displayed, where attendees could share their big ideas, and thoughts on what should be changed or preserved in Jasper. The chart to the right provides a bullet point list of the ideas collected during the Impact Jasper Strassenfest launch event.



Strassenfest - Community Outreach Event

Big Ideas:

- Large Event Center
- Trampoline Park
- Separate Hospital for Behavioral Health
- “Newcomers” Club
- English to Spanish Translation on City Documents
- March of Dimes Walkathon – Huntingburg, Ferdinand, Jasper
- Sculpture Garden
- Connect with the Latino Community
- Community Garden
- Entertainment at the River Centre
- More Restaurants
- More Events/Entertainment
- Bike Trail Connecting Huntingburg & Ferdinand
- More Parks
- Leader in Renewable Energy & Recycling
- Greenbelts, Bike Trails, Connectivity, Bike Community
- Skate Park
- Thinking regionally
- Uber

Change:

- More Workforce Housing
- Update City Pool
- Update Golf Course
- Newton Street/2nd St. Intersection Re-Thought
- Bypass Around the City

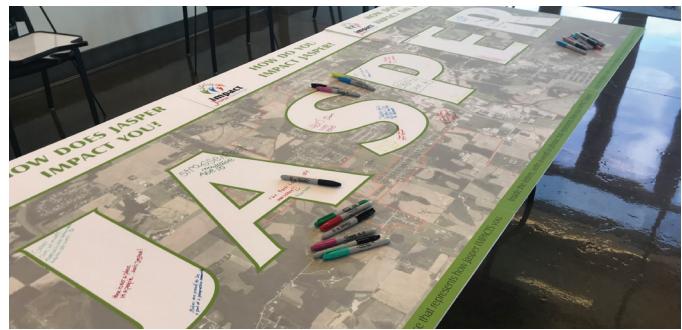
Preserve:

- Parks
- Parklands
- Strassenfest – Maypole Dance Especially
- Safety & Security



Public Visioning Workshop

The first public workshop was held on Wednesday, September 26, 2018 at the Pavilion at the newly opened Jasper Parklands. Prior to the meeting, input had been collected through the online and paper survey, Strassenfest Public Outreach Event, Steering Committee Meetings, Focus Group Meetings. During this meeting, attendees were asked to participate in a variety of visioning exercises with four different Stations.



Station One:

The first station provided information about what the Impact Jasper Comprehensive Plan is, the planning process and existing conditions analysis.

What Are the Community Assets?

- Local Stores/Businesses
- Strong Sense of Community Pride
- Entrepreneurship
- Work Ethic
- Safety (Police & Fire)
- Solid Infrastructure (Utilities & Roads)
- Employment
- Leadership
- Cleanliness
- Football Fields
- High Speed Internet
- Downtown
- Great Schools
- Strong Economy

What Do You Value About Jasper?

- Progressive Business Leaders
- Generosity of Most People
- Safety
- Proximity to Bigger Cities
- Family & Faith-Based Oriented
- Citizen Involvement
- Cleanliness
- Schools
- Community Pride
- Strong Heritage
- “Can-Do” Attitude & Work Ethic
- Property Maintenance
- The People/Neighbors
- Great Place to Raise a Family
- Job Opportunities

What Should Jasper Preserve?

- Historic Districts & Structures
- Community Engagement
- Our Identity & Connection to Heritage
- Investment in Our Community
- Sense of Community
- Entrepreneurship
- Downtown Shopping/Later Hours
- Existing Businesses
- Golf Course
- Pride
- Family Atmosphere
- Welcoming/Hospitable Attitude
- Progressive Approach
- Small Town Feeling with Big City Approach
- Safety

What Should Jasper Change?

- Solar & Wind Power
- Attractiveness for Grads
- Food Trucks
- Entertainment/Night life, Shopping & Restaurant Options
- Affordable & Starter Homes
- Rental Standards
- Programs for Families, Children, Young Adults, Parks & Public Spaces
- More Venues
- Cultural Diversity
- Upkeep of Parks
- Walkability & Bike-ability
- Multi-Cultural Events
- Property Maintenance
- Owner-Occupied Rehab.
- Higher Educational Offerings
- More Retail Downtown
- Attract Tech Start-ups



Station Two:

The second station began to collect input from attendees and asked similar questions in four different ways so that responses would be varied. These questions were focused on the strengths, opportunities and weaknesses of the community. Attendees wrote their answers on post-it notes and placed it on the corresponding boards. These questions included:

Station Three:

This station was future orientated that asked participants to share their big idea for the future as well as prioritizing what Jasper should provide the most emphasis in the plan and the future. Big ideas identified helped identify opportunities for the community aspire to attain rather just issue identification. Community elements that were prioritized included:

Economic Development

- Immediate Focus: 14%
- Mid-Term Focus: 7%

Placemaking

- Immediate Focus: 12%
- Mid-Term Focus: 7%

Transportation

- Immediate Focus: 10%
- Mid-Term Focus: 7%
- Long-Term Focus: 2%

Public Services

- Immediate Focus: 7%
- Mid-Term Focus: 5%
- Long-Term Focus: 2%

Community Programming

- Immediate Focus: 5%
- Mid-Term Focus: 5%
- Long-Term Focus: 5%

Recreational

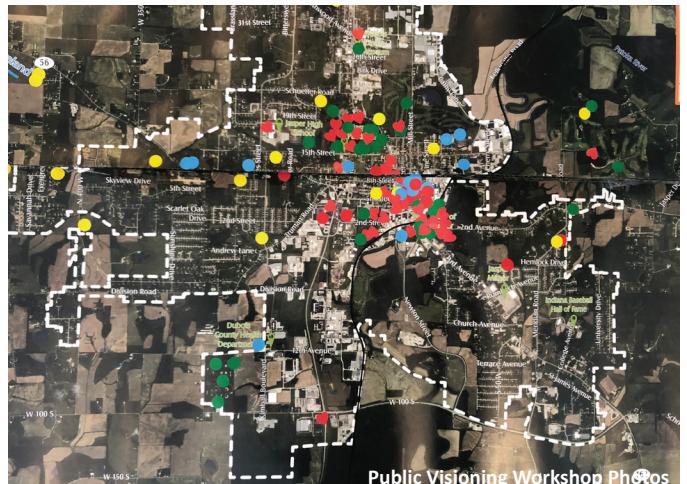
- Immediate Focus: 5%
- Mid-Term Focus: 7%



Station Four:

The final and fourth station of this visioning workshop was a 6'x9' floor map of the City of Jasper, the two-mile fringe and surrounding area. Attendees used different color sticker dots to indicate where they lived, worked, shopped and places they loved. In this exercise we were able to determine geographic locations of where the attendees typically worked, lived, shopped, and loved provided context to the input provided but also highlight areas that could be improved or leveraged.

The majority of attendees lived outside of the downtown but work throughout the city. Popular recreational areas included the Jasper Parklands, Jasper Youth Sports Complex, Schroeder Soccer Complex, and the River Walk. While many attendees identified the city square and Walmart as their primary shopping areas, a few stated that they do the majority of their shopping, other than groceries, online. Areas that were identified as being loved included the Jasper Riverwalk, Parklands, and the city square.



 **Shop:** Where do you often make purchases?

 **Live:** Where do you live?

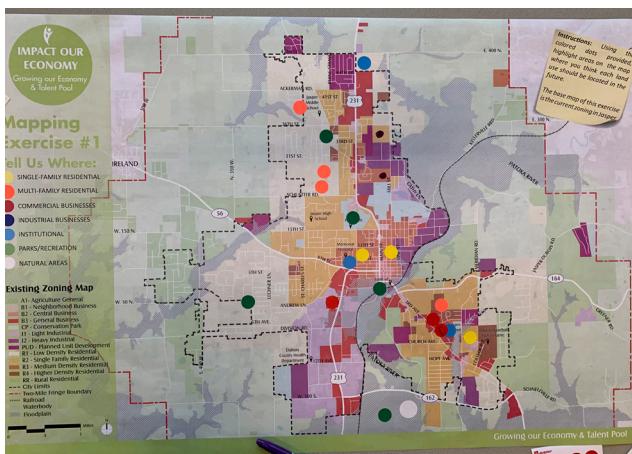
 **Work:** Where do you work or volunteer?

 **Recreate:** What parks, trails, or water areas do you visit?



Public Workshop #2

The second public workshop was held on Thursday, April 4, 2019 at the Pavilion at the newly opened Jasper Parklands. Four themes were created that are broad statements intended to express and reinforce major areas of focus for the plan. Each theme falls underneath the umbrella of the vision statement and sub topics are included within each theme. All emerging big ideas are represented within each of the themes as a strategy or several strategies. The four themes create the framework for the rest of the plan. During this meeting, attendees were asked to participant in a variety of visioning exercises with five different Stations giving feedback on each theme and the corresponding goals and strategies. Below is a summary of the feedback provided.



IMPACT OUR ECONOMY

"To develop a solid foundation for healthy economic growth and prosperity through business development, population growth & retention, education, land use, and utility infrastructure."

Place a dot next to the top two strategies you believe should be a priority for each goal.

Growing Industry:

Goal: Support employers and entrepreneurs in their efforts to expand and locate in Jasper.

Strategies

1. Convene employers, educators, and other organizations to identify needs and gaps (land, transportation, incentives, education, talent, etc.).
2. Promote Jasper as a Giga City.
3. Promote incentives and amenities to attract new and diverse businesses and industries to Jasper (cluster/beta industries, high-tech, Riverfront Development District, Airport, etc.).
4. Work with partners to expand services to create a one-stop shop for the support of local and small businesses.
5. Create a business incubator and co-working spaces to make Jasper an innovation and entrepreneurial hub.
6. Continue to prepare and advertise shovel-ready sites with sufficient infrastructure to support new businesses.
7. Attract people from the Midstates Corridor to Jasper once developed.
8. Work with Crane to develop high-tech industry opportunities in Jasper.

IMPACT OUR ECONOMY

Growing our Economy & Talent Pool

Priority

- 3
- 1
- 6
- 6
- 3
- 1
- 1
- 3

IMPACT OUR ECONOMY

"To develop a solid foundation for healthy economic growth and prosperity through business development, population growth & retention, education, land use, and utility infrastructure."

Place a dot next to the top two strategies you believe should be a priority for each goal.

IMPACT OUR ECONOMY

Growing our Economy & Talent Pool

Education:

Goal: Ensure a talented workforce that serves the needs of employers.

Strategies

1. Increase full-time enrollment for post-secondary degree and trade options.
2. Provide more English as a Second Language courses.
3. Work with employers and educators to develop career pathways, life skills, and increase educational attainment.
4. Work with educators and local organizations to offer more quality and affordable early learning options.
5. Partner with organizations that provide technical assistance for entrepreneurs.
6. Increase offerings at post-secondary educational institutions to meet the needs of local employers.
7. Expand and promote internships & work study opportunities.

Priority

- 4
- 3
- 2
- 2
- 0
- 8
- 2

Land Use:

Goal: Promote sound development through everyday planning decisions and redevelopment.

Strategies

1. Improve commerce opportunities along 3rd Avenue (including Jasper Manor Shopping Center).
2. Redevelop the old Library block.
3. Redevelop the "Y" intersection as an attractive gateway into Jasper.
4. Update inventory of vacant buildings, vacant structures, and undeveloped lots to address and encourage infill development.
5. Establish zoning to allow pop-up or temporary uses in retail/commercial areas.
6. Update the zoning map to designate additional areas for industrial land.
7. Establish design guidelines or architectural design standards for new development to fit within its surrounding context.
8. Develop or sell city-owned property for reuse (Library, Power Plant, Ruxer Golf Course, Bockelman).
9. Encourage Agri-Tourism.
10. Master Plan areas around the Midstates Corridor Alignment once finalized.

Priority

- 2
- 3
- 9
- 8
- 1
- 1
- 0
- 3
- 0
- 2

Growing our Economy & Talent Pool

Growing our Economy & Talent Pool

IMPACT OUR ECONOMY

"To develop a solid foundation for healthy economic growth and prosperity through business development, population growth & retention, education, land use, and utility infrastructure."

Place a dot next to the top two strategies you believe should be a priority for each goal.



Utilities:

Goal: Plan for growth, service level and capacity improvements to Jasper's utility infrastructure.

Strategies

1. Update and implement a replacement plan for aging water utilities.
2. Modernize and update metering devices.
3. Taking into account current law and industry standards, coordinate data collection and mapping with financial, managerial, and technical management to minimize cost of ownership, and maximize life-cycle of all utilities.
4. Use hydraulic modeling of water, wastewater, & stormwater to better plan for system growth and the impact of potential developments.
5. Utilize legal protection and territory establishment measures to secure boundaries and service areas, expanding where possible.
6. Bury utility infrastructure (electric & communications) as it is feasible.
7. Conduct a planning and feasibility study for the management of northside wastewater service, evaluating rehabilitation and investment in collection and conveyance systems vs. construction of the northside treatment facility.
8. Consider alternative policies for utility(ies) cost that is related to new development.
9. Expand stormwater infrastructure.
10. Implement utility improvements along roadways connecting to the Midstates Corridor.
11. Improve the current wastewater treatment plan and system.
12. In partnership with the Jasper Street Department, seek to improve deep, open, roadside ditches incorporating curb, gutter, and storm sewer as feasible.
13. Continue best practices related to MS4 stormwater compliance, including strategic partnerships for public outreach and education.
14. Investigate backup potable water supply.

Priority

4	0
0	7
7	1
1	2
2	4
4	2
2	4
4	1
1	2
2	0
0	0
0	0
0	0
0	0

IMPACT OUR ECONOMY

"To develop a solid foundation for healthy economic growth and prosperity through business development, population growth & retention, education, land use, and utility infrastructure."



What is MISSING?

- Jasper needs better/more sidewalks and bike paths
- More sidewalks please!
- Consolidate/coordinate hours for downtown merchants.
- Sidewalks connecting downtown to shopping on 231
- Encourage food trucks inside the City.
- Ordinance task force for new business opportunities
- Facilitate-encourage food truck industry - it attracts millennials.
- Sign ordinance restrictive - are we encouraging new businesses by being so picky?
- Incentives for re-use of existing abandoned buildings, especially industrial.
- Sell some City property and get it back to taxpaying properties.
- Retain our young/youth - making living in Jasper affordable!
- Crackdown on drug use in apartment buildings!
- Help illegals, working in factories to work towards citizenship
- Turn old library into daycare.
- For newcomers= welcome kit and committee.
- We need to take care of existing neighborhoods.
- Activities for teenagers like arcade places and lounge areas.

Growing our Economy & Talent Pool

IMPACT OUR COMMUNITY

"To promote social and physical connectivity within Jasper and our neighboring communities."

Place a dot next to the top two strategies you believe should be a priority for each goal.



Downtown and Riverfront:

Goal: Strengthen the viability and connectivity between the Courthouse Square and the Riverfront.

Strategies

1. Create a cultural and entertainment district, unifying the riverfront and downtown area.
2. Implement the Downtown Redevelopment Plan. (facade improvement, walkability, bike-ability, public spaces, etc.)
3. Reuse or redevelop vacant structures in or directly adjacent to the downtown & riverfront area to include more residential and retail uses.
4. Improve parking needs in downtown (possible parking garage).
5. Develop more regional events that attract people to Downtown.
6. Investigate zoning percentages that would support a strong retail presence.
7. Hire a part-time main street director.
8. Adopt a food truck ordinance.
9. Provide resources for building owners who want to utilize upper floors.
10. Construct a permanent outdoor marketplace.

Priority

9	9
9	5
5	6
6	0
0	1
1	0
0	8
8	3
3	3

IMPACT OUR COMMUNITY

"To promote social and physical connectivity within Jasper and our neighboring communities."

Place a dot next to the top two strategies you believe should be a priority for each goal.



Regional Collaboration:

Goal: Partner with regional municipalities and organizations to foster collaboration.

Strategies

1. Collaborate with Dubois County and other county partners to develop a regional approach to workforce, business attraction, growth, and development.
2. Support and coordinate Ireland Vision Plan and other County Partner Plans.
3. Implement a regional greenway to Huntingburg, Ireland, and other destinations.
4. Develop a needs assessment for a bus system to connect residents of the region to jobs.
5. Work with regional partners to consolidate Library Board entities.
6. Consider a Justice Center in proximity to the new jail when the site is selected.

Priority

12	2
2	2
2	2
1	9

Transportation:

Goal: Improve transportation infrastructure and expand connectivity.

Strategies

1. Initiate a comprehensive, detailed transportation plan to prioritize construction projects, MSC connectors, ID costs, and public safety benefits.
2. Actively participate in the planning process and route alignment of the Midstates Corridor.
3. Create better pedestrian connectivity in Jasper by connecting trail systems, destinations, and neighborhoods.
4. Coordinate existing Jasper roadways that will connect to the Midstates Corridor.
5. Become a more bicycle-friendly community (education, enforcement and encouragement).
6. Develop a complete streets ordinance.
7. Create a trolley service connecting visitors and residents to destinations if feasible.
8. Explore the creation of a public/private transit system.

Priority

3	5
5	8
8	11
11	5
5	0
0	1
1	2

Connecting People and Places

Connecting People and Places

IMPACT OUR COMMUNITY

"To promote social and physical connectivity within Jasper and our neighboring communities."



What is MISSING?

- Bring back Libby's Ice Cream!
- Ditto!
- Change the zoning for food truck locations.
- If we create a parking garage, keep it off the square by a few blocks.
- Use parking fees to pay for trolley services downtown and to shopping centers.
- Hold complementary events in partnership with other local events/festivals (Ferdinand's Folk Festival, Haunted Huntingburg Halloween, etc.)
- Put trees in downtown: the look of it will create the right atmosphere.
- Develop tourist/visitors (trail of sites) and memorabilia.
- Whatever it takes to keep/encourage small businesses in our downtown.

IMPACT OUR LEGACY

"To create a strong legacy in Jasper by celebrating our identity, natural and cultural assets, and ensuring healthy lives."

Place a dot next to the top two strategies you believe should be a priority for each goal.



Identity:

Goal: Celebrate Jasper's historic character and arts culture while also showcasing the community's unique identity.

Strategies	Priority
1. Implement, encourage, and promote public art.	2
2. Complete and launch a "re-branding" exercise for Jasper that identifies a new direction and focus for the community.	3
3. Support programming and community initiatives related to the new Library/Thyen-Clark Cultural Center.	8
4. Develop and strengthen community gateways through a uniform signage program, redevelopment, and other beautification efforts.	1
5. Maintain historic charm through the development of design regulations for the Historic District.	6
6. Identify and preserve key historic structures.	4
7. Expand the existing self-guided walking tour(s) to promote the historic, cultural, natural, and artistic features of Jasper.	4

Environmental Assets:

Goal: Protect and expand environmental assets in and around Jasper.

Strategies	Priority
1. Encourage the use of renewable energy such as solar power and wind power.	7
2. Encourage the use of green infrastructure to treat stormwater at its source.	3
3. Plant more trees along streets where feasible and with appropriate species.	8
4. Continue to improve and clean-up the Patoka Riverfront including establishing a buffer with appropriate green space for new development.	11
5. Support, update, and manage the old City Landfill.	0
6. Maintain best-practices regarding the national flood insurance program.	3
7. Investigate vehicle charging stations.	0

Connecting People and Places

Building a Strong & Healthy Community

IMPACT OUR LEGACY

"To create a strong legacy in Jasper by celebrating our identity, natural and cultural assets, and ensuring healthy lives."



Place a dot next to the top two strategies you believe should be a priority for each goal.

Health & Wellness:

Goal: Promote well-being for all community members and promote healthy living.

Strategies	Priority
1. Allow, encourage, and support substance abuse treatment program(s) and facility(es).	10
2. Develop a website or call center that will serve as a single-source for connecting with available healthcare and social services organizations.	0
3. Become a fitness-friendly community by increasing access to healthcare, nutrition, and physical activity options.	11
4. Support programming and initiatives related to the Healthy Community Designation.	1
5. Encourage development of neighborhood community gardens.	3
6. Develop a local or regional Continuum of Care to improve homelessness.	1

IMPACT OUR LEGACY

"To create a strong legacy in Jasper by celebrating our identity, natural and cultural assets, and ensuring healthy lives."



What is MISSING?

- I am stunned that community with this many elderly does not have a rheumatologist.
- Free yoga or other activities at the Riverwalk or Parklands, etc.
- Recycling program needs to be farther developed. Ban plastic bags/encourage recycling/make recycling simpler.
- Legacy: be THE green city: we can make it happen.
- Public transportation that is affordable and consistent.

Building a Strong & Healthy Community

Building a Strong & Healthy Community

IMPACT OUR LIVABILITY

"To improve our livability through neighborhood investment, parks and recreational activities, and community services."

Place a dot next to the top two strategies you believe should be a priority for each goal.

IMPACT OUR LIVABILITY

Investing in Our Neighborhood Amenities

Neighborhood Investment & Regional Housing Diversity:

Goal: Establish a balanced housing stock for residents of all ages, incomes and stages of life.

Strategies

1. Incentivize mixed-income housing to offer additional workforce and affordable housing.
2. Attract new diverse housing development including single family, multi-family, rental, and age-in-place housing.
3. Create an owner-occupied rehabilitation program to improve the existing housing stock and local neighborhoods.
4. Develop a neighborhood plan tool-kit that local neighborhoods can utilize for revitalization efforts.
5. Explore the feasibility of establishing a Landlord Registration Ordinance for property owners.

Priority

2
9
9
0
0

Parks & Recreation:

Goal: Expand high-quality recreational amenities.

Strategies

1. Develop an indoor sports/recreational facility and aquatic center.
2. Develop more recreational activities for families, teens, seniors, and the winter season.
3. Market existing recreational amenities to increase use and awareness.
4. Ensure adequate connections to all parks through a network of trails and sidewalks, enhanced by pedestrian and bicycle amenities.
5. Actively identify and secure land to provide additional gathering spaces and public green spaces.
6. Explore the highest and best use of the Buffalo Trace Golf Course and Ruxer Golf Course.
7. Provide more resources for park maintenance.

Priority

6
4
0
6
5
4
3

IMPACT OUR LIVABILITY

"To improve our livability through neighborhood investment, parks and recreational activities, and community services."

Place a dot next to the top two strategies you believe should be a priority for each goal.

IMPACT OUR LIVABILITY

Investing in Our Neighborhood Amenities

Community Services:

Goal: Continue to provide high-caliber community services.

Strategies

1. Work with Smithville Fiber to expand high-speed and high-capacity internet to areas beyond the corporate boundaries of Jasper.
2. Create and market a comprehensive events calendar.
3. Identify specific neighborhoods that could benefit from homework hubs or public access to wifi.
4. Explore a public-private partnership for an expanded recycling program.
5. Identify a location for a west side Fire Station.
6. Implement an alert system for better communication with Residents.

Priority

6
6
5
8
2
4

Investing in Our Neighborhood Amenities

Investing in Our Neighborhood Amenities

IMPACT OUR LIVABILITY

"To improve our livability through neighborhood investment, parks and recreational activities, and community services."

IMPACT OUR LIVABILITY

Investing in Our Neighborhood Amenities

What is MISSING?

- Network with organizations to execute home rehabilitation. Identify blighted, vacant housing and develop land banking opportunities, such as Habitat for Humanity.
- Main Street does not have trees - this would make streets look as attractive as other communities.
- Ditto Above!
- Recycling is not well development and complicated.
- City Needs to look into its carbon footprint impact/green energy usage. Work with businesses who have stringent environment-resiliency planning missing.
- Pet are becoming more important to people, especially millennials. Develop a more effective dog park in a more accessible area (larger trees, benches, etc.)
- Slow vehicles down on N. Truman Road - Top of Y.
- Sidewalk on N. Truman Road.
- Indoor sports building for teenagers.

Investing in Our Neighborhood Amenities

Public Hearing

The Jasper Plan Commission held a public hearing on August 7, 2019 to hear public comment and make a favorable recommendation for adoption of the IMPACT Jasper Comprehensive Plan. The Jasper City Council adopted the IMPACT Jasper Comprehensive Plan by resolution on August 21, 2019.

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Other Engagement Opportunities

Focus Group Meetings & Key-Person Interviews

Eleven focus group meetings were held over the course of two days in September of 2018. Focus group meetings were held for 45 minutes each and included the following groups:

- Council and Clerk-Treasurer
- Utilities
- Major Employers
- Main Street
- Education
- Transportation
- Neighborhoods/Housing, Utilities, Parks, Ireland
- Latino Community
- Social Services
- Economic Development
- Public Safety

In addition to eleven focus group meetings, eight key-person interviews were also conducted. Each interview was approximately 30 minutes each and included the following:

- Mayor Terry Seitz
- Kyle Rupert, Arts Director
- Ann Recker Kries, Chocolate Bliss
- Tammy Lampert, SICACC
- Jim Thyen, Kimball/Cultural Center
- Ken Buck, Parks Department/Older Americans
- Brad Ward, Council for Foundations
- Travis McQueen, Dubois County Airport

Each conversation highlighted specific ideas and issues for each topic and many common themes were also identified and crossed over into multiple different groups and individuals. The following list on page 73 highlights the key topics discussed during these sessions. Those bolded were common themes.



- **Population/Talent Attraction & Retention**
 - Establishing graduation pathways
 - More opportunities for Pre-K schools
 - Drug Treatment & Rehab Centers/Mental Health
 - Addressing vacant properties
 - Utility Territories
 - Upgrading outdated utility infrastructure
 - Neighborhood watch groups
 - Transportation to programs/events (tourism focus)
 - Transportation to jobs (regional/employer focus)
 - Informal Gathering Spaces Downtown
 - Paid Employee – Main Street
 - Permanent Farmer’s Market Structure
 - Rental Registration & Inspection Program
- **Acceptance of New People, Cultures & Change**
 - Use of City-Owned Properties (Library, 33 Acres)
 - Improve Entertainment Options
 - Giga City/Smithville Build-out
- **Encourage entrepreneurship**
 - Technology-Based Company Attraction
 - Expansion of VUJ & Higher Education Opportunities
 - More integration of arts in public realm
 - State cultural designation
 - Park Maintenance/Pool & Aquatic Center
 - Programs for Teens

- **Midstates Corridor and how to connect to it**
 - Remediating Problem Intersections, Traffic Congestion
 - Addressing new traffic flow with growth
 - Regional Trail Connections – Governor’s Trail Plan
 - More Pedestrian & Bike Facilities
 - Limited Spanish translation services to adults
- **Communication & Advertisements in Spanish**
 - Spanish Translator at Meetings/Translation of City Forms
 - Expansion of Shovel-Ready sites for industrial development
- **Regionalism as a theme for future development**
 - Should continue focus on quality of life amenities
 - Incentivizing sidewalks in neighborhoods
- **More workforce housing/affordable housing**
 - Neighborhood investment/development of HOA’s
 - Working with County/Other Partners for Growth
 - Implementing the Courthouse Square Plan
 - Nightlife downtown/evening boost
 - Connection between downtown & riverfront
 - Reuse of the library
 - More shopping options/decline in retail
 - Marketing Jasper
 - Expansion of airport runway/facilities

599

People Took the Survey

33%

Local Businesses & Industries

21%

Quality of Place/Character

17%

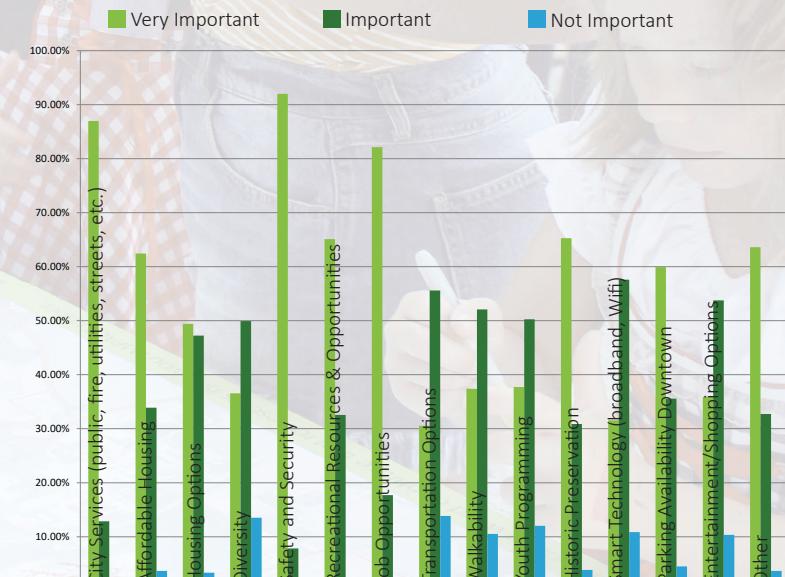
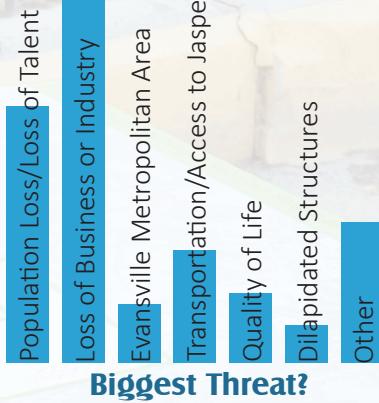
School System

Strongest Asset?

Good Schools
Family
Strengths
Community
Parks
Small Town
Heritage
Variety
No Crime
Vision
Safety
Historic
Inclusion
Parklands
Library
Clean

What Do You Value Most in Jasper?

24% 39% 5% 10% 6% 3% 13%



Quality of Life

How to Enhance Transportation?



Community Survey

A community survey was also developed and distributed during the Visioning Phase of the planning process. The survey was formatted online using the platform Survey Monkey. Hard copies of the survey were also developed and mailed to 200 random addresses in Jasper. In total 599 people took the community survey, 568 people completed the survey online, and 31 hard copies of the survey were returned. Approximately 73% of those that took the survey lived within the city of Jasper, 71% worked full-time and 50% have lived in the City for over 21 years. About 35 of the people who took the survey were under the age of 24, and 125 were over the age of 55. Of those that participated, 62% traveled 1-10 miles to work and 12% traveled 11-30 miles to work. In addition 32% of respondents reported making over \$100k per year, 19% make between \$75-\$100K per year, 17% make between 50-\$75 per year, 15% make between \$25-\$50K per year, and 4% make below \$25K per year. The following highlights compelling data from the survey.

Survey Questionnaire

Impact JASPER comprehensive plan

What is the Impact Jasper Plan Comprehensive Plan Community Survey?
A comprehensive plan is a document that describes the history, current state and future vision for the community. It is the "roadmap" that the city will use to guide future growth and development. One of the greatest resources a community has is its citizens. We invite you to participate in this survey to share with us how you see IMPACTS you and how you can IMPACT the future of Jasper. Please visit our website to learn more! www.impactjasper.com

Please take a few minutes to respond to this community survey. Residents that complete this survey will be entered into two tickets to the Sprint of Jasper. Once finished, return your survey to City Hall (610 Main St., Jasper, IN)

① Section One: What is your PERCEPTION of Jasper?

1. How would you rate the quality of life in Jasper?

	Very Important	Important	Not Important
City Services (police, fire, utilities, streets, etc.)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Affordable Housing	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Business	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Safety and Security	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Recreational Resources & Opportunities	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Job Opportunities	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Transportation Options	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Walkability	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Cultural Activities	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Youth Programming	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Historic Preservation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Smart Technology (broadband, WiFi)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Parking Availability Downtown	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Entertainment / Shopping Options	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Other - Fill in the Blank.	<input type="text"/>		

2. How important are the following items to the Quality of Life in Jasper?

	Very Important	Important	Not Important
City Services (police, fire, utilities, streets, etc.)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Affordable Housing	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Business	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Safety and Security	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Recreational Resources & Opportunities	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Job Opportunities	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Transportation Options	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Walkability	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Cultural Activities	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Youth Programming	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Historic Preservation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Smart Technology (broadband, WiFi)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Parking Availability Downtown	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Entertainment / Shopping Options	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Other - Fill in the Blank.	<input type="text"/>		

Impact Jasper Comprehensive Plan - Survey Questionnaire

□ Fill in the Blank_____

11. What is the least / most underutilized asset in Jasper?
□ Fill in the Blank_____

Impact Jasper Comprehensive Plan - Survey Questionnaire

□ No Specific Economic Development Strategies are Needed
□ Other

17. Name one BIG IDEA that you have for the future of Jasper.
□ Fill in the Blank_____

Impact Jasper Comprehensive Plan - Survey Questionnaire

□ Fill in the Blank_____

Impact Jasper Comprehensive Plan - Survey Questionnaire

- 94% said the quality of life in Jasper is good or excellent
- 86% said City Services is very important to quality of life
- 92% said Safety and Security is very important to quality of life
- 82% said Job Opportunities is very important to quality of life
- 88% said infrastructure was either well maintained or needed some maintenance
- 93% said Jasper was perceived by visitors as average or above average
- 39% said loss of Business or Industry is the biggest threat
- 24% said loss of Talent is the biggest threat
- 33% said local Businesses/Industries is the biggest asset
- 21% said Quality of Life & Character is the biggest asset
- 48% would like to see more or improved sidewalks
- 53% would like to see bike lanes or multi-use trails
- 21% would like to see vacant or neglected properties improved the most
- 53% want more housing options
- 57% want more commercial development
- 49% want more mixed use development
- 52% said building and maintaining infrastructure is an important economic development strategy
- 50% said attracting a skilled workforce is an important economic development strategy
- 42% said attracting high-tech jobs is an important economic development strategy

Interactive Mobile Display

The Interactive Mobile Display was a condensed version of the public visioning workshop, set up as a stand alone and mobile display. The mobile display was launched at the Homecoming Football Game in September and moved to City Hall and the Library for additional opportunities for those passing by to participate. The following highlights the topics that were mentioned on the interactive mobile display.

- Coffee Shop/Donut Shop- 19%
- Grocery- 17%
- More Retail- 18%
- Restaurants- 14%
- Teen Center- 6%
- Improved Traffic & Transportation Routes- 6%
- Multi-Age Recreational Center- 3%
- Sidewalks- 3%
- Community Garden- 3%
- Make recycling a major priority- 3%
- Indoor Community Pool/YMCA- 2%
- Foodbank- 2%
- Treatment Centers- 2%
- Animal Rescue Shelter- 2%

Youth Engagement

This engagement included a quick Elementary School assignment from the following teachers who volunteered. The assignment included a couple of questions asking students to talk about what they liked most about Jasper, what they would like to see built and if they would move away or not when they grew up.

- Ms. Ondiek – 7th Grade
- Ms. Pfau – 5th Grade
- Ms. Knies- 4th Grade
- Ms. Johnson – 2nd Grade

Youth are an important voice of the community and are often not a part of the planning process. This assignment identified that many kids prefer recreational or activity based places or events as well as having a safe and calm environment. Students as young as second grade are also starting to form opinions about what their future holds and why Jasper is or is not a part of that. Many of the options that kids listed based on why they would leave or stay in the community included their career, family, friends or idea that a bigger city was more ideal for them. The following outlines key topics that were mentioned in each question.



What do you like most?

- Parks, Parklands, Swimming Pool- 34%
- Restaurants/stores- 20%
- Safety- 9%
- It's quiet/peaceful- 8%
- Small and not so busy - 5%
- Riverwalk- 3%
- Being Able to walk places- 3%
- Strassenfest- 3%
- The Library- 3%
- Skate Palace- 1.5%
- Sports- 1.5%
- The Schools- 1.5%
- Movie Theater- 1.5%
- Always Trying to Improve- 1.5%
- Trees & woods- 1.5%
- History Museum- 1.5%

What do you like to build?

- Mall/Stores- 33%
- Sky Zone- 18
- Other Activity/Sports Based- 12%
- Restaurants- 10%
- Starbucks- 8%
- Aquarium- 5%
- Hotel/Company- 5%
- Amusement Park- 3%
- Zoo- 3%
- Museum- 3%

When you grow up, do you plan on living here or moving away?

- Stay- 66%
- Move Away- 28%
- Don't Know- 6%

Steering Committee Meetings

Steering Committee Meeting #1 - June 19, 2018

The first Steering Committee meeting served as the official kick-off to the planning process. This meeting was held on June 19, 2018 from 3:30-5:00 pm. This first meeting had approximately 26 people attend, with members of the press and public invited to observe. The meeting started with a brief introduction to the planning process, the role of the steering coming in the process, as well as the schedule and areas of focus for this plan. The final hour of the meeting consisted of four visioning exercises to gather input and start the discussion of planning in Jasper.

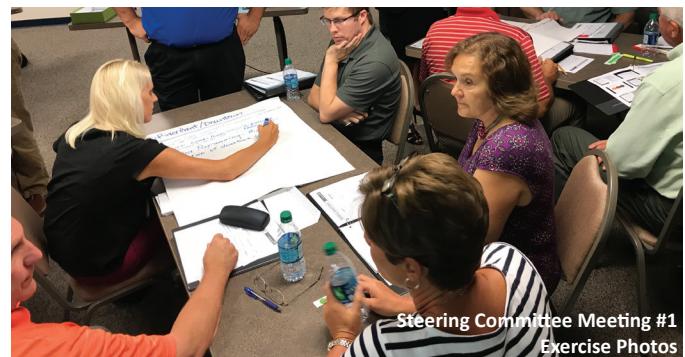
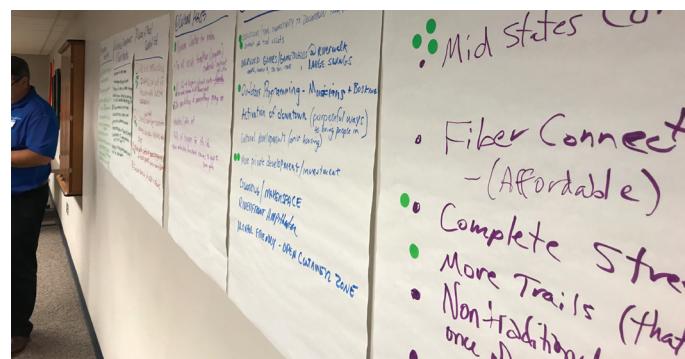
The first exercise was a three-minute individual brainstorm of assets and challenges in Jasper. In the next exercise individuals were asked to form 6 groups and to narrow down individual lists into four assets and four challenges. Each group came up had unique assets and challenges that were presented, but many overlapped and created themes. To cap out the assets and challenges discussion, the third exercise included another individual brainstorm where they were asked to identify one challenge to fix and how, or to identify one asset to leverage and how. The final exercise was called "Speed Planning" and dived deeper into the discussions had earlier regarding assets and challenges. Six themes were identified from those discussions and written on large post-it pages and given to each group. The group was tasked with identifying two big ideas for each topic in a few minutes time, then the post-it page would then be rotated to the next group to either add two additional ideas and add dots to those they agreed with. The six topics identified included Quality of Life/Quality of Place, Connectivity, Inclusiveness/Social Issues, Workforce Development & Talent Attraction, Cultural Assets, and Riverfront/Downtown. The following provides a summary of the feedback recorded during these exercises.

Assets:

- Industry/Business/Economy
- Education
- Community Pride
- Utilities & Infrastructure
- Philanthropic Giving
- Riverfront Developments
- Arts
- Quality of Place
- Regional Hub
- Hospital
- Parks
- Progressive & Visionary
- Low Unemployment
- Entrepreneurial Spirit
- Engaged Citizens
- Hardworking Workforce

Challenges:

- Employee Attraction, Retention & Training
- Embracing Diversity/Inclusiveness/Social Issues
- Transportation (Internal/External)/Connectivity
- Substance Abuse
- Walkability & Bike ability
- Affordable Single-Family Homes
- Teen Engagement



Connectivity:

- Midstates Corridor
- Complete Streets
- More Trails That Connect
- Non-Traditional Transportation Modes
- WiFi Hotspots
- Fiber Connectivity

Riverfront & Downtown:

- Streetscape/Connectivity to Downtown from Riverwalk
- More Private Development/Investment
- Outdoor Programming
- Oversized Games, Gameboards, and Large Swings
- Activation of Downtown
- Cultural Development (Artist Housing)
- Co-working/Makerspace
- Riverfront Amphitheater
- Alcohol Friendly – Open Container Zone

Cultural Assets

- Make the Old Library a Hispanic Outreach Center
- Better Marketing of Everything Going On
- Program Creation
- Tie All Assets Together
- Interactive/Public Art
- Public Art Program with City Code
- Align Partnership/Consolidate Resources

Quality of Place/Quality of Life

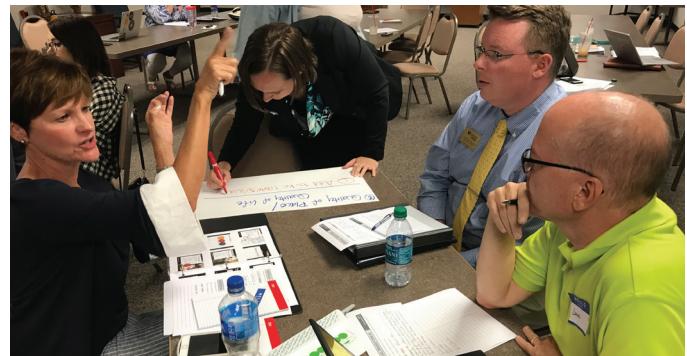
- Add Bike Lanes and Walking Paths
- Increase Advertising and Promotion of Everyday Activities
- More Public Gathering Spaces/Programming for These Spaces
- Increase Diversity of Assets & Activities

Workforce Development & Attraction

- Education/Industry Partnerships for Career Pathways
- Internship Opportunity and Apprenticeships at Work Studies
- Marketing of the Diverse Jobs Available at Existing Companies
- Rebranding “German” – High Design, Tech, Diversity, Green, Come Back to Thrive, Jobs
- Paid Sabbatical After Length of Employer
- Shared Workspace with Resources (Incubator)
- Industry Open House for Students and Parents
- Professional Development Opportunities
- Layering Credentials, Certifications, get 10% of Workforce to Engage in Education
- Marketing Education on Dow Degrees Feed into the Local Economy

Inclusiveness/Social Issues

- Education on Mental Health/Addiction
- Bilingual/Translation for training, Social programs, Employment Notices
- Online Gaming Night/Events, Gatherings
- Create Cultural Festival – All Inclusive
- Diversity Canal
- Mental Health Training
- Earlier Integration with Schools
- Create New Programming for Assets that Already Exist – Identify Common Thread to Tie Together



Steering Committee Meeting #2 - September 25, 2018

The Steering Committee met for the second time during the planning process on Tuesday, September 25, 2018 from 3:30-5:00 pm. During this meeting, the consultant team provided an overview of input collected from the launch event at Strassenfest and Steering Committee homework from the previous meeting, as well as the existing conditions report and analysis for the plan. The existing conditions analysis looked at socioeconomic and demographic trends, market conditions, economic resiliency, and physical conditions. Trends that were analyzed and presented included population growth and projections, age, diversity, housing, income, employment, and educational attainment. The physical conditions analysis included existing mapping such as land use, zoning, environmental & recreation, transportation, electric, gas, stormwater, and water service. The market conditions analysis and provided a deeper analysis of the types of housing units available, vacancy rates, ownership, age of housing stock, housing values, permits, housing demand, affordability. The economic resiliency effort analyzed local employment in the County, growth and demand of jobs, top employers and industries, top clusters, supply chain links, and benchmark communities. The meeting closed with the notification of the mobile display launch at the Homecoming Football Game, upcoming public workshop and the next steering committee date.



Steering Committee Meeting #2



Steering Committee Meeting #3

Steering Committee Meeting #3 - December 11, 2018

The third Steering Committee Meeting was held a few weeks prior to the end of 2018 and signalized the beginning of the Plan Development Phase of the comprehensive plan. The agenda of this meeting included a quick overview of the planning process, a summary of the feedback and key themes gathered during the Visioning Phase, and presentation and discussion of the proposed vision statement and goals. Steering Committee Members were given time to review the draft vision, goals and list of identified priorities and provide additional feedback following the meeting. Feedback collected during this meeting was synthesized and used to create various strategies to be further discussed and vetted in the next meeting.

Steering Committee Meeting #4 - January 29, 2019

The purpose of the fourth Steering Committee Meeting was to review the updated draft strategies by theme. The committee spent most of the meeting reviewing and prioritizing the draft strategies. Strategies were then organized by tier prioritization. Tier 1 priorities are strategies that should be addressed first while tier 4 strategies may be further down the road in implementation. A summary of the discussion for each category is included on the following pages with the updated draft strategy prioritization.



Steering Committee Meeting #4



Steering Committee Meeting #4



Economic Development

Updated Draft Strategies:

Tier 1 Priorities:

- Convene employers, educators, and other organizations to identify needs and gaps. (land, transportation, incentives, education, talent, etc.)
- Promote Jasper as a Giga City

Tier 2 Priorities:

- Implement Infrastructure to support new industry
- Attract new and diverse industries
- Attract more high-tech jobs

Tier 3 Priorities:

- Develop a business incubator and innovation/entrepreneurial hub
- Develop co-working spaces
- Attract more shopping options
- Aid existing industry expansion
- Prepare and advertise shovel-ready sites

Tier 4 Priorities:

- Draw people from Midstates Corridor to Jasper once developed
- Attract more restaurant and grocery options
- Attract tourism-related businesses
- Market the use of the airport



Downtown & Riverfront

Updated Draft Strategies:

Tier 1 Priorities:

- "Coordination with employers" was identified as appropriate, one group thought it might be more appropriate in Tier 3. Others considered it a Dubois Strong responsibility. Strategy was combined with education and population attraction "coordination" strategy. See education for details.
- "Promoting Jasper as a Giga City" was generally agreed upon, with the exception of one group who disagreed with the statement and tier. It was discussed that promotion should include a understanding of what a Giga City is to those unfamiliar with the term.
- "Attract new industries" was changed to include "new and diverse."
- Most agreed with "business incubator," although one group disagreed. All agreed it was appropriate as a Tier 3 priority. "Become an innovation/entrepreneurial hub" was considered too vague and should be combined with another strategy. This strategy was combined with the business incubator, which could house additional services for entrepreneurs other than office/maker spaces.
- Most agreed with "developing co-working spaces" and its spot as a Tier 3 priority. Concerns about focusing on existing companies first was identified.
- "Attracting high-tech jobs" was generally agreed upon as a strategy and as Tier 3. One group thought it should be moved up, while another thought it will be difficult to attract these jobs without the workforce.
- "Attracting more restaurant and grocery options" was removed due to lack of success with several establishments.
- "Attract more shopping options" was agreed upon, but should focus on filling vacant spots first.
- Three groups disagreed with "attract tourism-related businesses," however one group agreed and discussed the impact of tourism in recent years. Two groups agreed it should be moved to Tier 4.
- Most groups agreed with "marketing the use of the airport" and its location at Priority 4. One group disagreed with the priority and one thought it should be moved up.
- "Aid industry Expansion" and "Prepare more shovel-ready sites" were moved up to Tier 3 based on discussion. Advertisement for sites was also discussed.
- "Attract service-related industries" was split with agreement/disagreement.
- "Attract more local business" was removed because all business attraction was considered good.
- Attracting new people was the key to all of these efforts and economic development should be considered its own theme was also discussed.

Tier 2 Priorities:

- Improve parking needs
- Activate alleyways through placemaking
- Implement Downtown Redevelopment Plan
- Develop more access points to Patoka Riverfront
- Create an enhanced pedestrian connection between Downtown and the Train Depot/ Cultural Center area
- Implement placemaking/placed-based projects in the public realm
- Allow more multi-family residential in or nearby

Tier 3 Priorities:

- Attract entertainment uses and businesses
- Implement bike racks
- Attract retail diversity and anchor businesses downtown
- Develop opportunities to expand tourism
- Hire a part-time main street director

Tier 4 Priorities:

- Adopt a food truck ordinance
- Promote the upper floor use of buildings
- Coordinate with the arts for additional pedestrian and public art amenities
- Acquire state cultural designation



Education



Updated Draft Strategies:

Tier 1 Priorities:

- Work with employers and educators to develop apprenticeships and internships for HS students and local employers
- Increase full-time enrollment for post-secondary degree and trade options
- Provide more English as a Second Language courses

Tier 2 Priorities:

- Work with employers and educators to develop career pathways for HS students

Tier 3 Priorities:

- Create more life skills training opportunities
- Work with educators and local organizations to offer more quality and affordable early learning options

Tier 4 Priorities:

- Partner with organizations that provide technical assistance for entrepreneurs
- Work with employers to develop more employee training opportunities
- Attract organizations that will provide individual professional development opportunities

Meeting Summary:

- Many discussion points in this topic included that role that government should play in educational objectives and that the champions in these objectives should be between educators and employers. Roles for the City should be specified in each of the strategies moving forward. Wording was added to these strategies for more clarification.
- "Coordinate with employers" was generally agreed upon as a need, but was suggested to be combined with other sections due to the governments role or focus. Strategy was combined with the "Coordinate with employers" Economic Development strategy and reworded.
- "Increase post-secondary educational degree options" was combined with "Increase post-secondary enrollment." Discussion for these included the importance of trade schools and adding full-time wording. Two groups agreed to move this strategy to Tier 1.
- "Pre-K options" was reworded to "Early learning" and expanded to provide additional details.

Population Growth & Retention



Updated Draft Strategies:

Tier 1 Priorities:

- Work with Dubois Strong to expand campaign geographically to attract population/talent
- Develop a strong emphasis on marketing Jasper as a great place to live
- Create a focus or stance to "Embrace Diversity" through social organizations, government entities, institutions and events
- Develop more multi-cultural events
- Offer translation services for public meetings when needed

Tier 2 Priorities:

- Coordinate with employers to continue to identify needs/gaps (job opportunities/talent needs)
- Develop a "welcome packet" or similar service for new residents
- Develop a young professionals group
- Focus on employee and talent retention through quality of place
- Work with employers to advertise job opportunities

Tier 3 Priorities:

- Develop Sponsorship Program to attract young professionals
- Translate public forms and advertisements in different languages
- Include youth in the decision-making process

Tier 4 Priorities:

- N/A

Meeting Summary:

- Diversity was combined with "Population Growth & Retention"
- "through government" was added to the "Embracing diversity" strategy and moved to Tier 1.
- "Reflect diversity and heritage in the public realm" was combined with "Develop more multi-cultural events." This strategy was moved to Tier 1.
- "Hire a public translator" was specified to allow the service or develop capacity for this service when needed.
- "Translate public forms and advertisement in different languages" should also include the online calendar.
- "Create more opportunities for the community to engage and participate in the decision-making process" was removed and considered already done to a high degree.
- "Include youth in the decision-making process" was considered a higher priority and moved up.
- "Develop regional training forums in Spanish" was removed.
- "Coordinate with employers" was combined with the Economic Development Strategy "Coordinate with employers."
- "Create a Newcomers Club" was revised to "Develop a new resident packet" and moved to Tier 2.
- "Expand campaign to attract population/talent" was reworded to include a larger geographic focus and further explain the City's role.
- "Develop a strong emphasis on marketing Jasper" was moved to Tier 1.
- "Focus on employee retention" was expanded to include "through quality of place" and combined with the "talent retention" strategy.
- "Develop a sponsorship program" was kept as is.
- "Develop a young professionals group" was moved to Tier 2.
- "Increase wages through talent attraction" was removed.
- "Work with employers to advertise job opportunities" was added as a Tier 2 priority.



Transportation



Updated Draft Strategies:

Tier 1 Priorities:

- Complete road improvements near the new elementary school
- Connect all trail systems
- Identify and prioritize areas underserved by sidewalks
- Coordinate transportation routes from Jasper to Midstates Corridor
- Develop stronger pedestrian routes connecting the Square and Riverfront
- Develop a complete streets ordinance
- Initiate a comprehensive, detailed transportation plan to prioritize construction projects, MSC connectors, ID costs, and public safety benefits

Tier 2 Priorities:

- Improve the "Y" intersection
- Improve the intersection of Newton & 3rd Street
- Improve crossing and safety features for pedestrians at major intersections
- Extend West 15th St. to SR 56

Tier 3 Priorities:

- Improve sidewalks along 231
- Connect local educational institutions via trail
- Implement bike lanes connecting neighborhoods, jobs and destinations
- Improve Mill Street between 15th and 36th Street

Tier 4 Priorities:

- Improve traffic along 231 (traffic light management, encouraging other routes, widen roadway as ROW allows, etc.)
- Create a trolley service connecting visitors and residents to destinations
- Supporting improvements to the regional airport
- Replace deep ditches with curb and gutter and growth and annexed areas
- Improve drainage/flooding on 400 W.

Meeting Summary:

- "Complete road improvements" was kept as is.
- "Connect the Parklands, Riverwalk and St. Charles Trail System" was reworded to "Connect all trail systems"
- "Expand sidewalk system" was reworded to "Identify and prioritize areas underserved by sidewalks"
- "Coordinate transportation routes from Jasper to Midstates" was kept as is.
- "Stronger vehicular routes" was replaced with "pedestrian" in the "Develop strong vehicular routes connecting the square and riverfront" strategy.
- "Improve the Y intersection" was kept as is.
- "Improve the intersection of Newton and 3rd Street" was kept as is. Discussion on this strategy included specific treatments that would improve this intersection.
- "Improve crossing and safety features for pedestrians" was kept as is, although two groups suggested it as a Tier 1. A crosswalk from Cultural Center to the River Center was specifically mentioned.
- "Improve sidewalks along 231" was kept as is. Add a walkway to Walmart was discussed as part of this strategy.
- "Connect VUU and the local schools via trail" was reworded to "Connect local educational institutions via trail"
- "Implement bike lanes connecting neighborhoods, jobs and destinations" was kept as is.
- Strategy added to Tier 1 "Initiate a comprehensive, detailed transportation plan to prioritize construction projects, MSC connectors, ID costs, and public safety benefits." Bike and complete streets projects should be a part of this strategy.
- Strategy added "Improve Mill Street between 15th and 36th Street" as a Tier 3 priority.
- "Improve traffic along 231" was kept as is.
- Some groups did not see a need for a "trolley service," while others did based on the French Lick Train attraction. This strategy and priority was kept as is.
- "Supporting improvements to the regional airport" was kept as is.
- "Extend 15th St. to SR 56" was moved to Tier 2.
- "Replace deep ditches" was kept as is.
- "Create an alternative exit for Brescher Addition" was kept as is.
- "Improve drainage/flooding on 400 W." and "Realign the intersection of SR 56" was kept combined with "Extend West 15th and SR 56."
- "Continue road maintenance" was removed.
- "Develop a complete streets ordinance" was moved to Tier 1.
- "Incentive Uber/demand transportation" was removed.

Parks & Recreation



Updated Draft Strategies:

Tier 1 Priorities:

- Develop an indoor sports/recreational facility
- Market existing amenities

Tier 2 Priorities:

- Improve the pool and aquatic center
- Improve pedestrian access to all existing and future parks
- Construct a permanent structure for the farmer's market

Tier 3 Priorities:

- Create more connections and amenities along the Riverwalk and riverfront

Tier 4 Priorities:

- Provide more gathering spaces/public green spaces
- Update Buffalo Trace Golf Course and find a better use for Ruxer Golf Course
- Provide more resources for park maintenance
- Design parks to increase social interaction/connectivity

Meeting Summary:

- "Develop and indoor sports/recreational facility" was kept as is.
- "Improve the pool and aquatic center" was kept as is.
- "Improve pedestrian access to all existing and future parks" was kept as is.
- "Construct a permanent farmer's market structure" was moved to Tier 2.
- "Continue to preserve areas along Patoka River" was removed and considered to be a best practice.
- "Create more connections to the Riverwalk" was combined with "Create more connections/access points to Patoka Riverfront" and "Provide more benches, signage, rest areas and amenities along the Riverwalk."
- "Provide more gathering spaces/public green spaces" was kept as is.
- "Provide at least on park or open space within a half mile radius of all residents" was removed.
- "Market existing amenities" was moved to Tier 1.
- "Develop a skate park" was removed.
- "Update the golf course" was reworded to "Update Buffalo Trace Golf Course and find a better use for Ruxer Golf Course."
- "Provide more resources for park maintenance" was kept as is.
- "Design parks to increase social interaction/connectivity" was kept as is.
- "Design parks that reduce crime" was removed.



Programming



Updated Draft Strategies:

Tier 1 Priorities:

- Create and market a comprehensive events calendar

Tier 2 Priorities:

- Develop more recreational activities for various user groups and seasons
- Become a more bicycle-friendly community (education, enforcement and encouragement)

Tier 3 Priorities:

- Develop more regional events (downtown)
- Identify and designate areas appropriate for alcohol friendly/open container zone(s)

Tier 4 Priorities:

- Expand the existing self-guided walking tour
- Increase activities for existing recreational assets

Meeting Summary:

- "Create an events calendar" was kept as is. One group did not see the need and thought marketing of an existing version was more appropriate.
- "Develop more recreational activities for teens" was combined with "plan more winter activities. Develop more recreational activities for families, create more places and activities/events for teens, develop more programs for families, and create more weekend activities"
- "Develop more regional events" was kept as is.
- "Create an alcohol friendly/open container zones" was reworded to "Identify and designate areas appropriate for alcohol friendly/open container zones"
- "Expand the existing self-guided walking tour, and increase activities for existing recreational assets" were kept as is.

Regional Collaboration



Updated Draft Strategies:

Tier 1 Priorities:

- Work with nearby counties/communities to develop a regional approach to workforce/business attraction
- "Coordinate" was changed to "Collaborate" in the "Coordinate with County & County Partners" regarding growth and development."
- Collaborate with County & County partners regarding growth and development

Tier 2 Priorities:

- Support/coordinate Ireland Vision Plan and other County Partner Plans

Tier 3 Priorities:

- Implement a regional greenway to Huntingburg, Ireland and Others

Tier 4 Priorities:

- Develop a needs assessment for a bus system to connect residents of the region to jobs
- Work with regional partners to consolidate Library Board entities.
- Consider a Court Complex in proximity to the new Jail when is site is selected.

Utilities & Infrastructure



Updated Draft Strategies:

Tier 1 Priorities:

- Develop a structure of organization for dedicated crew for water, gas, wastewater builds and repairs.
- Update and implement a replacement plan for aging water utilities
- Planning for capacity in rural sewer and water districts
- Modernize and update metering devices
- Continue to minimize cost & maximize total cost of ownership of utility assets

Tier 2 Priorities:

- Use hydraulic modeling of water and wastewater & stormwater for planning purposes
- Continue to coordinate utility & transportation improvements
- Establish utility territory

Tier 3 Priorities:

- Bury utility infrastructure (electric & communications) as it is feasible
- Develop planning and feasibility for the management of northside wastewater service
- Continue the gas utility pipe maintenance program
- Develop a policy for infrastructure cost that is related to new development

Tier 4 Priorities:

- Expand stormwater infrastructure
- Implement utility improvements along roadways connecting to the Midstates Corridor
- Improve current wastewater treatment plan and system
- Improve deep ditches along roadways – curb and gutter system
- Develop MS4 stormwater compliance public outreach and education

Meeting Summary:

- Groups agreed that the overall strategies and priority tier were appropriate – mainly because they acknowledged that they were least familiar with these needs/services or didn't feel like they were the appropriate group to comment on them. It was stated that the Utility Service Board had participated in this similar exercise, and that their input had organized some of the initial priorities.
- The following priorities were recommended to be combined: Planning for capacity in rural sewer districts and planning for capacity of rural water districts.
- The following strategies were recommended to be a lower/less priority:
 - Bury utility infrastructure as it is feasible
 - The following strategies were recommended to be a higher priority:
 - Planning for capacity in rural sewer districts
 - Modernize and update metering devices
 - Continue to minimize cost and maximize life cycle of utility assets
 - Planning for capacity of rural water districts
 - Coordinate utility & transportation improvements
 - It was recommended that several strategies could be considered as more appropriate as a "best practice or guidance" strategy – meaning they are given or not in question.
- The following strategies were removed:
 - None
- The following strategies were new:
 - Encourage shared services between departments (transportation * parks and recreation as an example)

Environmental



Updated Draft Strategies:

Tier 1 Priorities:

- Encourage renewable energy
- Encourage green infrastructure

Tier 2 Priorities:

- Preserve large wooded areas from development
- Promote recycling programming, communication and awareness program

Tier 3 Priorities:

- Plant more trees along streets where feasible and with appropriate species
- Protect environmental assets from pollution/ degradation
- Continue to improve / clean-up the Patoka Riverfront

Tier 4 Priorities:

- Preserve natural areas for public green spaces
- Buffer new development along the Patoka River, leaving appropriate green space
- Support update/management of the City Landfill
- Establish potential resource recovery site/ new site for mulching and debris handling

Meeting Summary:

- There was also some discussion regarding if encouragement of renewable energy was the government's role or responsibility for supporting or encouraging.
- Street tree plantings were updated to include "appropriate species" identification and moved to a lower tier priority level.
- The following strategies were removed:
 - None
- The following strategies were new:
 - Added strategy for recycling programming, communication and awareness
 - Add strategy to support update/management of the City Landfill
 - Add potential resource recovery site/ new site for mulching and debris handling

History, Arts & Character/Identity



Updated Draft Strategies:

Tier 1 Priorities:

- Implement, encourage and promote public art
- Complete and launch a “Re-branding” exercise for Jasper that identifies a new direction and focus for the community.
- Support programming and community initiatives related to the new Library/Cultural Center

Tier 2 Priorities:

- Create an artist district or cultural district(s)
- Promote existing cultural, historical and tourism facilities

Tier 3 Priorities:

- Maintain the big city in a small town “feel”
- Develop a uniform signage program that coordinates with the existing wayfinding signage
- Maintain historic charm through design (standards/guidelines as appropriate)
- Identify and preserve intrinsic historic structures
- Use placemaking to guide design of the public realm

Tier 4 Priorities:

- Market Jasper as a strong and identifiable brand
- Develop a sculptural trail
- Develop historic preservation guidelines
- Encourage gallery spaces

Meeting Summary:

- Groups had broad consensus that the strategies were appropriate.
- Broadening the implement public art strategy to include encourage and promotion of art, as well as moving it to a Tier 1 priority since it could be “low hanging fruit” and accomplished potentially quicker to show momentum/progress on plan recommendations
- All groups agreed that the “Re-Brand” statement appropriate and needed, but should not include what the “brand” is and it should be an immediate priority
- Artist district was broadened to include potential “Cultural Districts”
- The following strategies were removed:
 - None
- The following strategies were new:
 - New strategy was added / suggested to support the mission of the new Cultural Center
 - New strategy was added / suggested to promote existing cultural, historical and tourism facilities

Health & Wellness



Updated Draft Strategies:

Tier 1 Priorities:

- Allow, encourage and support substance abuse treatment program(s).
- Allow, encourage and support substance abuse treatment facility(ies).

Tier 2 Priorities:

- Attract more healthcare providers / options
- Evaluate and strengthen awareness of healthcare and treatment programs that exist through user friendly (less stigmatized and available) communication

Tier 3 Priorities:

- Become a fitness-friendly community
- Provide facility for recreation (e.g. activity center, recreation center, fitness/wellness center, pool)
- Support programming and initiatives related to the Healthy Community Designation

Tier 4 Priorities:

- Encourage / support nutrition and physical activity programs
- Develop a community garden

Meeting Summary:

- Groups identified the need to add a strategy that evaluated and strengthened awareness of programs that already exist. Many commented that several of the strategies were already happening – but apparently there wasn’t a general awareness that these were already being offered. Suggested changing the action verb on several (“Allow” and “Raise”) to “Encourage” and “Support” to acknowledge that they already are occurring. However, it was acknowledged that in several, “Allow” should stay as part of the strategy to not prohibit such a use or facility within the community.
- There was also some discussion regarding if several of these were the government’s role or responsibility for supporting, providing or developing.
- Groups also acknowledged that resources are a challenge for many of these initiatives.
- Since there were no strategies that were ranked as a Tier 1 from the first prioritization, several were identified by the groups to be elevated to a higher focus or priority. Those are noted in the updated priority list below.
- The following strategies were removed:
 - None
- The following strategies were new:
 - There was also suggestions related to the support of the recent Healthy Communities Designation and opportunities that may be available as part of that designation which could be included as a new strategy.
 - Additional strategy was added to support the creation of a recreation activity center/pool/fitness-wellness facility.

Land Use



Updated Draft Strategies:

Tier 1 Priorities:

- Actively participate in the planning process and route alignment of the Midstates Corridor
- Improve commerce opportunities along 3rd Avenue (including Jasper Manor Shopping Center)
- Redevelop the old Library block

Tier 2 Priorities:

- Redevelop the “Y” intersection as an attractive gateway into Jasper
- Update inventory of vacant buildings and structures and undeveloped lots to address vacant or blighted properties and encourage infill development

Tier 3 Priorities:

- Establish zoning to allow pop-up or temporary uses in retail/commercial areas

Tier 4 Priorities:

- Designate areas for industrial land
- Establish design guidelines or architectural design standards for new development to fit within its surrounding context (Historic Districts, etc.)
- Develop or sell city-owned property
- Encourage Agri-Tourism
- Master Plan areas around the Midstates Corridor Alignment once finalized

Meeting Summary:

- Most groups agreed that areas around the Midstates Corridor should be master-planned, however they decided the City should take more of an active role in the route planning and consider the infrastructure, economic development, transportation, annexation/and use impacts on Jasper to influence the route alignment. This was considered a key priority and the master-planning can take place when the route is finalized and should be moved to a lower priority.
- All groups agreed on the strategy of “improving commerce along 3rd street” (Jasper Manor Shopping Center/Kmart) should remain in tier 1.
- All groups agreed that the “reuse of the Library” is a top priority, but should be worded in a way that is more assertive/stronger and should consider the entire Library block as well.
- All groups agreed with the strategy of “redevelopment near the “Y” intersection,” because it is the gateway to the community. Some groups thought it might be more appropriate in Tier 2.
- All groups agreed with the “inventory and address vacant structures” strategy and suggested adding “update the inventory” at the beginning of the sentence. This strategy was combined with “encouraging infill development.” Some groups agreed it should be considered a tier 1 priority, while others considered it a tier 2 priority. Also consider adding it under economic development.
- All groups agreed with the strategy and tier priority “allow pop-up or temporary uses in retail/commercial,” and suggested adding “Establish zoning to allow” at the beginning of the sentence.
- The strategy “allow new development/redevelopment to be diverse in design, orientation and use” and “encourage the use of quality materials and design of private property” were combined as one strategy. It was suggested to reword this combined strategy with the intent of establishing design guidelines so that new development in the Downtown Historic District would fit aesthetically into the context of surrounding built environment. Guidelines for overall future development were also identified as a potential for design guidelines.
- “Develop city-owned land adjacent to the Golf Course” was reworded to include “or sell” and remove “adjacent to the Golf Course” to include all property. All groups agreed with this approach.
- The following strategies were considered more appropriate as a “best practice or guidance”
 - Coordinate infrastructure improvements with new development
 - Encourage proper transition between uses
 - Preventing sprawl through land use decisions
- The following strategies were removed
 - Encouraging flexible interior building design
 - Preserve agricultural areas

Housing Diversity & Neighborhood Investment



Updated Draft Strategies:

Tier 1 Priorities:

- Incentivize mixed-income housing to offer additional workforce and affordable housing
- Attract new diverse housing development including single-family, multi-family, rental, and age-in-place housing
- Create an owner-occupied rehabilitation program to improve the existing housing stock and local neighborhoods

Tier 2 Priorities:

- Develop a neighborhood plan tool-kit that local neighborhoods can utilize for revitalization efforts

Tier 3 Priorities:

- N/A

Tier 4 Priorities:

- Explore the feasibility of establishing a Rental Registration Program for property owners

Meeting Summary:

- The categories Housing Diversity and Neighborhood Investment were combined together as one category.
- “Incentivize workforce/affordable housing” was combined with “encourage mixed-income housing. The intent was to incentivize affordable housing with the preferred method of mixed-income development. If a developer wanted to build housing solely for workforce or affordable housing it would also be accepted. As part of this strategy, the group decided workforce housing and affordable housing should be appropriately defined in the final plan.
- The strategy “Develop more starter homes” was combined with “attract new single-family development, attract new multi-family housing development, attract more rental options, and encourage age-in-place-housing.” All groups agreed with this approach and moved this to a tier 1 priority. Modular homes were also mentioned as part of this strategy as way to attract more housing options.
- “Attract housing with diverse price ranges” was considered redundant and removed.
- “Attract low-maintenance housing options” was removed and considered to be something the market should decide.
- The strategy “rehabilitate older neighborhoods” was combined with “addressing blighted structures” and “create an owner-occupied rehabilitation program.” All groups agreed with this approach and agreed it should be in tier 1.
- The strategy “develop individual neighborhood plans” was combined with “develop neighborhood HOAs/Leadership for each, focus on neighborhoods in the northeast quadrant of the City including Vine Street, and strengthen the identity of local neighborhoods.” Most groups agreed this should be a tier 2 priority and that plans should focus first on neighborhoods that would benefit from improvements. Concerns about neighborhood exclusivity were mentioned and should be considered when further developing this strategy.
- The strategy “Develop neighborhood watch groups” was considered to either be a safety strategy or could be combined as part of the neighborhood plan strategy.
- “Strictly enforce property maintenance” was removed as a strategy.
- “Develop a Rental Registration Program” and “Be more restrictive on rentals” was combined and reworded to explore the potential or possibility of a rental registration program.



Community Services



Updated Draft Strategies:

Tier 1 Priorities:

- Work with Smithville Fiber to expand high-speed and high-capacity internet to areas beyond the corporate boundaries of Jasper.
- Identify specific neighborhoods that could benefit from homework hubs or public access to wifi.

Tier 2 Priorities:

- Encourage recycling through the expansion of the existing recycling program

Tier 3 Priorities:

- N/A

Tier 4 Priorities:

- Work with nearby municipalities to improve regional services such as EMS, Fire & Police

Meeting Summary:

- The strategies "Maintain the feeling of safety in Jasper" and "Maintain the cleanliness of Jasper" were removed and considered to be more of a goal statement overall.
- Expanding the Giga City (Smithville Fiber) was added as a tier 1 priority and combined with the strategies "Develop amenities or technologies that leverage the existing fiber internet" and "Create free wifi areas."
- All groups agreed with enhancing the recycling program to incentivize its use. Most also agreed that it should be taken care of by a third party or subcontracted. Most agreed it was a tier 2 priority. This strategy could also be considered as part of the environmental category.
- "Develop" a fire station on the west side of Jasper was reworded to a broader context to look at emergency services from a regional perspective to reduce redundancy and be more efficient.
- "Create an entertainment venue/convention center" was removed as a strategy. Many groups thought there was enough entertainment space already available locally and regionally.

Transportation



Big Idea/Goal Statement:

- to be drafted following January's meeting and discussions

Draft Strategies:

Tier 1 Priorities:

- Complete road improvements near the new elementary school
- Connect the Parklands, Riverwalk and St. Charles Trail System
- Expand the sidewalk system to connect neighborhoods and jobs
- Coordinate transportation routes from Jasper to Midstates Corridor
- Develop stronger ~~vehicular routes~~ connecting the Square and Riverfront. ~~PEDESTRIAN~~

Tier 2 Priorities:

- Improve the "YY" intersection
- Improve the intersection of Newton & 3rd Ave.
- Improve crossing and safety features for pedestrians at major intersections

Tier 3 Priorities:

- Improve sidewalks along 231
- Connect VUU and the local schools via trail
- Implement bike lanes connecting neighborhoods, jobs and destinations

Other Potential/Additional Strategies:

Further explain 3rd Street and Newton Improvements. Explain that this would be either a roundabout or signalling.

Add Crosswalk at River Center to Cultural Center. (One group suggested pedestrian bridge. Later group said this might be a tunnel).

Initiate a comprehensive, detailed transportation plan to prioritize construction projects, identify MSC connectors, ID costs, and public safety benefits. Including Bike and Complete Streets projects...this plan should be a #1 priority.

Improve Mill Street between 15th and 36th Streets

Transportation



Draft Strategies:

Tier 4 Priorities:

- Improve traffic along 231 (traffic light management, encouraging other routes, widen roadway as ROW allows, etc.)
- Create a trolley service connecting visitors and residents to destinations
- Supporting improvements to the regional airport.
- Extend West 15th St. to SR 56
- Replace deep ditches with curb and gutter in growth and annexed areas
- Create an alternate Exit for the Brescher Addition
- Realign the intersection at SR 56 near County Roads 180N & 350 W
- Continue road maintenance
- Develop a complete streets ordinance
- Incentivize Uber/demand transportation
- Improve drainage/flooding on 400 W.

Strategy Statement		Priority Tier		Comments
Agree	Disagree	Agree	Disagree	
4				Group agreeing is basing the need on the French Lick Train attraction.
1	2	1	2	
2		2		
3		1		Move to #2
1				
NOT NECESSARY TO BE IN THE PLAN		Move to #2		Consider grouping 15th Street project with 180N/350W Project
3		2		
	3			Let market forces dictate - Does not need to be in the plan.

Other Potential/Additional Strategies:

Big Idea/Goal Statement:

- to be drafted following January's meeting and discussions

Draft Strategies:

Tier 1 Priorities:

- Develop an indoor sports/recreational facility

Tier 2 Priorities:

- Improve the pool and aquatic center
- Improve pedestrian access to all existing and future parks

Tier 3 Priorities:

- Construct a permanent structure for the farmer's market
- Continue to preserve areas along Patoka River for recreation and preservation
- Create more connections to the Riverwalk
- Create more connections/access points to Patoka Riverfront
- Provide more benches, signage, rest areas and amenities along Riverwalk

Tier 4 Priorities:

- Provide more gathering spaces/public green spaces
- Provide at least one park or open space within a half mile radius of all residents
- Market existing amenities
- Develop a skate Park
- Update the golf course
- Provide more resources for park maintenance
- Design parks to increase social interaction/connectivity
- Design parks that reduce crime

Other Potential/Additional Strategies:

Consensus existed to improve golf facilities at the Buffalo Trace Golf Course, and to consider finding a better use for the River course. The River course was closed 14 times last year due to flooding. Buffalo Trace needs pro-shop improvements, a driving range, a short game practice area, and improvement to the back nine. River course is already adjacent to riverwalk, and could serve as mitigation area for future development projects. Also has the opportunity to extend riverwalk through a constructed wetlands.

Consider seasonal / portable ice-skating rink under the farmers market pavilion.

Programming



Big Idea/Goal Statement:

- to be drafted following January's meeting and discussions

Draft Strategies:

Tier 1 Priorities:

- Create an events calendar

Tier 2 Priorities:

- Develop more recreational activities for teens
- Become a more bicycle-friendly community (education, enforcement and encouragement)

Tier 3 Priorities:

- Plan more winter activities
- Develop more recreational activities for families
- Create more places & activities/events for teens
- Develop more regional events (downtown)
- Create alcohol friendly/open container zone(s)

Tier 4 Priorities:

- Expand the existing self-guided walking tour
- Create more weekend activities
- Develop more programs for families
- Increase activities for existing/recreational assets

Strategy Statement		Priority Tier		Comments
Agree	Disagree	Agree	Disagree	
3	1	3		One group did not see the need. Says that calendars exist now, just need a better marketing effort.
1	1		2	Disagressing group did not think it needed to be in the plan
2				one group thought this should be elevated to #2
1	1			Groups wanted to define this area before supporting

Other Potential/Additional Strategies:

Discussion on [Huntingburg Teen Outback](#) above and working towards a recreation or expansion of Huntingburg Teen Outback

Regional Collaboration



Big Idea/Goal Statement:

- to be drafted following January's meeting and discussions

Draft Strategies:

Tier 1 Priorities:

- Work with nearby counties/communities to develop a regional approach to workforce/business attraction
- Coordinate with County & County partners regarding growth and development

Tier 2 Priorities:

- N/A

Tier 3 Priorities:

- Support/coordinate Ireland Vision Plan and other County Partner Plans
- Implement a regional greenway to Huntingburg, Ireland and Others

Tier 4 Priorities:

- Create a bus system to connect residents of the region to jobs

Strategy Statement		Priority Tier		Comments
Agree	Disagree	Agree	Disagree	
x				Suggest changing Coordinate to Collaborate
x				
x				
1/4	1/4	1	1/3 #2 1/3 #4	2/4 groups want elevated to #2 Group in disagreement questioned the logistics and engineering of a path through the floodplain to Huntingburg, Ireland. Idea had more support.
1/3	2/3			2/3 groups felt that there needs to be a rider study / needs assessment on a bus system before it gets put into the plan

Other Potential/Additional Strategies:

Bussing needs a study, including a full understanding of ride solutions current service (and plans for future services)

Consider a court complex (Justice Center) in proximity to the new jail, when site is selected

Mayor: With cultural center construction, need to consolidate the 2 separate Dubois County Library Board entities. 1: Dubois County Contractual Library and 2: Jasper Public Library

Steering Committee Meeting #5 - March 5, 2019

The purpose of the fifth Steering Committee Meeting was to review and finalize the vision statement and overarching goals, as well as review potential industrial sites and plan mapping elements. Future mapping included future land use, environmental and parks, downtown and riverfront, and transportation maps.

Steering Committee Meeting #6 - June 11

The Steering Committee met for the final time to review the implementation timeline and action steps in detail. Changes and edits that were discussed were incorporated appropriately into the Plan before presentation to the Jasper Plan Commission.



impact
JASPER comprehensive plan

