

COLLETT PARK VICINITY PLAN

LIVE



PLAY



WORK



SHOP



**Bringing Together
Residents,
Institutions,
& City Leaders**

**Developed for the
Vigo County Area
Planning Department
& City of Terre Haute**

January 2009

CAMIROS

Acknowledgements

The Collett Park Vicinity Plan, adopted by City Council on January 15, 2009, represents a collaborative effort from city and county leadership, residents, stakeholders, technical professionals and the project steering committee. The plan has been developed in accordance with the standards for comprehensive planning in the State of Indiana, and should be referenced in conjunction with the city's existing Comprehensive Plan. The following individuals or groups were crucial to the development of the plan, and will continue to play an important role in implementing its recommendations:

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Collett Park Neighborhood Association

Union Hospital

Indiana State University

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Introduction

Terre Haute, a city of approximately 60,000 residents according to the 2000 U.S. census, is working to revitalize its inner-city neighborhoods by strengthening housing options and creating more direct connections to local services, institutions, and the downtown area. The Collett Park Vicinity Plan is the first such effort, aimed at establishing growth and housing policies that enhance the local residential character, provide responsible expansion parameters for uses within the medical campus, and capitalize on future investment from Indiana State University (ISU).

The planning area includes approximately 536 acres, and consists of the Collett Park historic neighborhood, the Union Hospital and related privately-operated clinics and support services, and a residential area extending south to Locust Street and ISU. Collett Park received national historic status in 1981, while the surrounding neighborhood, roughly bound by 7th Street, Maple Avenue, 11th Street and Florida Avenue, was granted historic designation in 2004. The boundaries of the planning area are roughly Florida Avenue on the north, 12th Street and Lafayette on the east, Locust Street on the south, and 3rd Street on the west.

The Collett Park Vicinity Plan represents a collaborative effort from city and county leadership, residents, stakeholders, technical professionals and the project steering committee. The plan has been developed in accordance with the standards for comprehensive planning in the State of Indiana, and should be referenced in conjunction with the county's existing Comprehensive Plan.

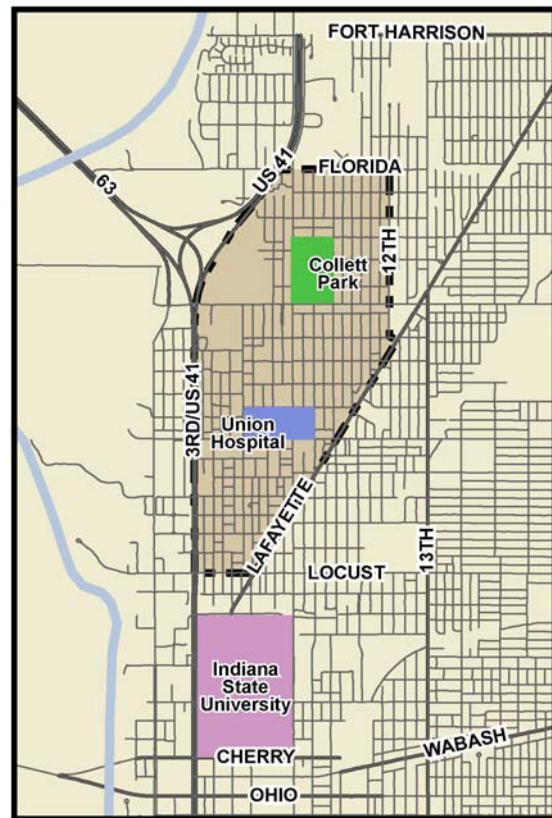


Figure 1. Context Map

Existing Conditions Summary

This section describes the demographic, functional and physical characteristics observed or documented throughout the planning area. Sources for data include the 2000 U.S. Census, as well as a parcel-by-parcel survey conducted by Camiros, Ltd. in June 2007.

Demographics

The planning area generally includes five census block groups; Census Tract 3, Block Group 2; and Census Tract 9, Block Groups 1, 2, 3 and 4. While the boundaries of these block groups do not directly match the outline of the planning area, the demographic profiles of these block groups generally reflect the characteristics of the planning area. The boundaries of the census block groups and tracts are illustrated in Figure 2.

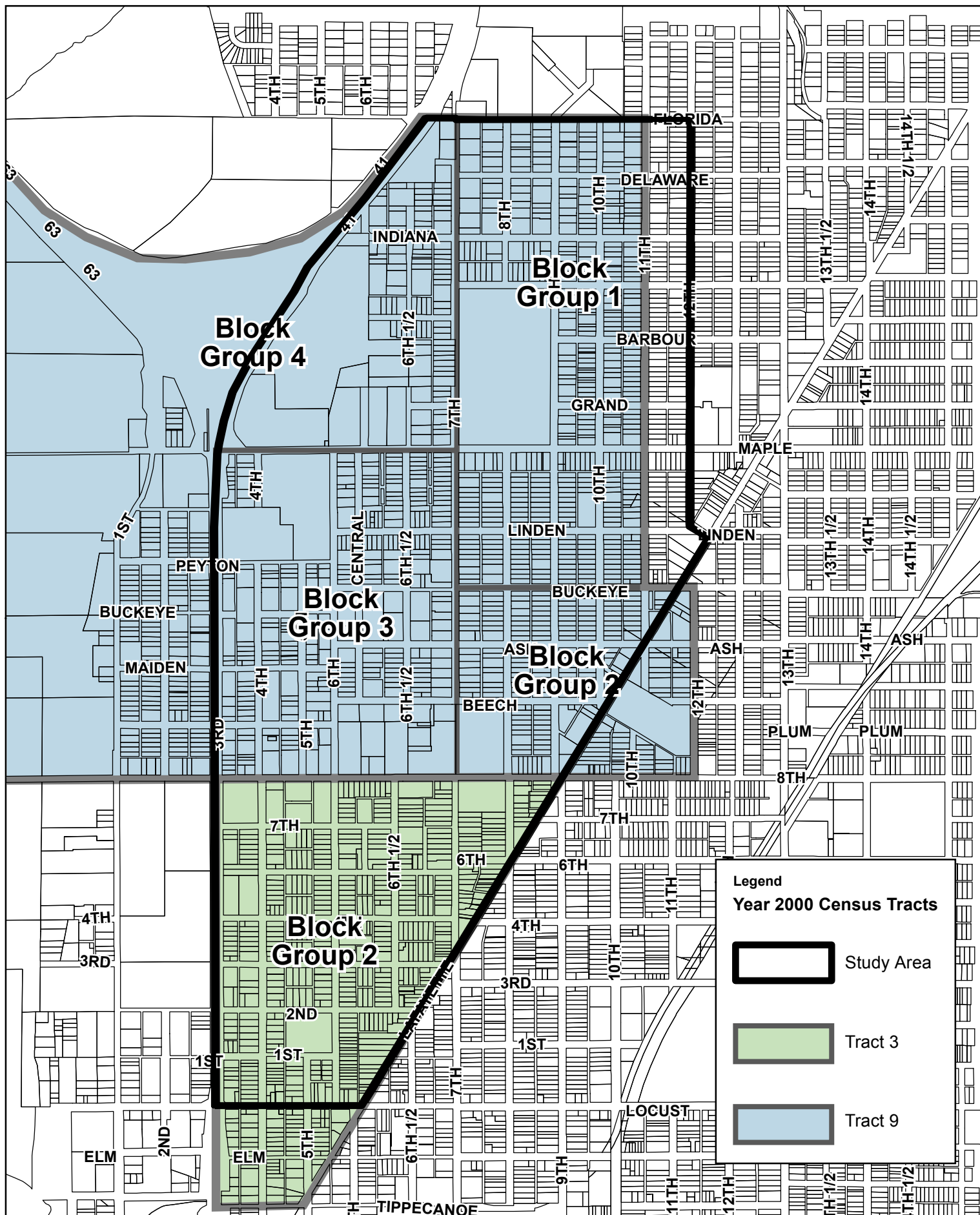


Figure 2
CENSUS TRACT AND BLOCK BOUNDARIES

Population

The planning area includes almost 2,500 residents, accounting for approximately 4.1% of the city's overall population. There are no great variations with regard to the planning area's racial composition compared to that of the city. While the planning area does contain a slightly higher percentage of White residents, and a congruently smaller percentage of African American residents, the variation from the city's proportions for these races is negligible.

Table 1. Population by Race

	Terre Haute		Planning Area	
Total:	59,614		2462	
<i>Population of one race:</i>	58,476	98.1%	2409	97.85%
White alone	51,422	86.3%	2206	89.60%
Black or African American alone	5,827	9.8%	196	7.96%
American Indian and Alaska Native alone	202	0.3%	9	0.37%
Asian alone	696	1.2%	17	0.69%
Native Hawaiian and Other Pacific Islander alone	25	0.0%	1	0.04%
Some other race alone	304	0.5%	25	1.02%
<i>Population of two or more races:</i>	1,138	1.9%	64	2.60%

Source: 2000 U.S. Census

The age distribution of the planning area's population generally correlates with that of the city as a whole. However, there are some noteworthy differences. The planning area hosts a greater share of primary and secondary school aged children, from ages 5 to 17. However, the planning area is significantly lower than the city in the college age and young professional cohorts, ranging from 18 to 24 years of age. This reflects the family character of the Collett Park neighborhood and the lack of Indiana State University students living within the study area.

Table 2. Population by Age

	Terre Haute		Planning Area	
Total:	59,614		2462	
Under 5 years	3,674	6.2%	244	6.9%
5 to 17 years	9,047	15.2%	649	18.3%
18 to 24 years	11,162	18.7%	420	11.9%
25 to 39 years	11,845	19.9%	725	20.5%
40 to 64 years	15,015	25.2%	950	26.8%
65 years and over	8,871	14.9%	553	15.6%

Source: 2000 U.S. Census

Housing

Terre Haute houses its 60,000 residents in approximately 25,600 living units. As of 2000, 1,641 units were contained in the Block Groups in or around the planning area. This represents 6.4% of the city's housing units to contain only 4.1% of its population. This can be attributed to a higher percentage of residential unit vacancies in the planning area. The 2000 Census lists 10.8% of the city's total residential units as vacant, while the planning area contained a 15.2% vacancy. This variation is primarily due to the high percentage of vacancies in Census Tract 3, Block Group 2, which includes that portion of the study area south of 8th Avenue, and Census Tract 9, Block Group 4, which includes that portion of the study area bound by Maple, 7th Street, 8th Avenue, and 3rd Street. These block groups have vacancy rates of 22.2% and 24.5%, respectively. Of the occupied housing units in all planning area block groups, approximately 55% are owner-occupied, which is consistent with the city as a whole.

Table 3. Housing Occupancy

	Terre Haute		Planning Area	
Total	25,636		1,641	
Occupied Units	22,870	89.2%	1,392	84.8%
Vacant Units	2,766	10.8%	249	15.2%

Source: 2000 U.S. Census

Income

The planning area shows a great deal of variation in median household income. The block groups in the north and east portions of the area have median household incomes that are \$2,800 to \$11,300 higher than that of the city. Census Tract 9, Block Group 1, which includes most of the area included in the Collett Park Historic District, has the highest median household income, at almost \$40,000. However, the south and west portions of the planning area are significantly below the city's median income. The two block groups that make up this segment of the planning area are between \$4,100 and \$6,000 below the city's median household income.

Table 4. Median Household Income

	Tract 3	Tract 9			
Terre Haute	Block Group 2	Block Group 1	Block Group 2	Block Group 3	Block Group 4
\$28,018	\$23,906	\$39,356	\$35,385	\$21,979	\$30,875

Source: 2000 US Census

Land Use



Figure 3a. Typical residential development (48.8% of the planning area)



Figure 3b. Union Hospital and satellite clinics (13.6% of the planning area)



Figure 3c. Neighborhood parks (7.1% of the planning area)

Of the 525 acres included in the planning area, approximately 387 acres, or 74%, include 1,779 platted lots designated for public or private use. (The remaining 26% is public right-of-way.) While much of the neighborhood area, over 1,100 lots on 177 acres, is reserved for single-family residential uses, several significant public or institutional uses are prominent in the neighborhood. (See Figure 9.)

Residential Uses

1,183 lots are designated as residential parcels. Of those, 1,115, or 94%, are single-family parcels. The remaining 68 residential lots contain primarily duplex or 3-unit structures, with a limited amount of +4-unit multi-family structures.

Institutional Uses

The most visible entity in the neighborhood aside from traditional residential fabric is Union Hospital and its peripheral clinics and services. While the hospital occupies lots located between Ash and 6th Avenue, privately-operated clinics expand the perceived area of the hospital campus as far as Peyton to the north and 4th Avenue to the south. As a result, the planning area is divided into two distinct residential areas; one north of 8th Avenue primarily centered on the historic Collett Park, and another south of 8th Avenue extending to Locust Avenue.

Few other institutional uses exist in the planning area. Ouabache Elementary School sits at the corner of Maple Avenue and 6th Street, and the McMillan Adult Daycare Center occupies 2.75 acres at 6th Street and 2nd Avenue. Three lots are designated for religious uses. ISU currently holds a few lots at the southern end of the planning area and should be considered a significant influence in the future growth of that portion of the neighborhood.

Open Space

The planning area includes two primary public open spaces. Collett Park, occupying 21.3 acres and bounded by 7th Street, Collett, 9th Street and Maple, has attained national historic designation and is surrounded by the largest housing in the planning area. The park hosts several areas of general open space as well as soccer fields, four tennis courts, a playground, and four shelters offer residents and visitors basic facilities. The historic park pavilion is the centerpiece of the park and offers additional amenities and gathering space.

Memorial Park occupies 5.7 acres and is bound by 3rd Street, 8th Avenue, 6th Street and 7th Avenue, and abuts a Union Hospital parking lot to the east. The park contains a baseball field, gazebo and playground, and serves as the gateway to the hospital from 3rd Street via 8th Avenue.

Figg Park is the final open space feature, occupying a small .6-acre triangular site at the northwest quadrant of Lafayette and 7th Street. Figg Park is a decorative green space that is not large enough to host any public facilities or activities.

Unutilized open space exists north of Ouabache Elementary School on Maple Avenue. While it is limited in terms of its potential for development, the city has plans to install a 19-acre park on a portion of the site.



Figure 3d. Peripheral commercial corridors (3.6% of the planning area)



Figure 3e. Vacant parcels (20.4% of the planning area)

Commercial Uses

While the planning area is predominantly residential or institutional, it is bounded by commercial corridors on two of its sides. 3rd Street (US 41) is a major arterial which contains several auto-related uses, including auto repair and maintenance shops, gas stations, obsolete motels, and low-grade commercial strip centers.

Lafayette Avenue includes several more traditional commercial structures. While many of them are vacant, some are still operating and providing some basic local goods and services. The Twelve Points area, a commercial district on the national historic register centered on the intersection of Maple, Lafayette and 13 Street, is the historic commercial core on the edge of the neighborhood. A few boutiques, discount shops, or light industrial operators occupy the corridor amidst the many vacant commercial or mixed-use structures.

Parking and Vacancy

The large number of vacant parcels or properties used for parking has a significant impact on the perception of the neighborhood and its residential fabric. 296 parcels occupying 80.6 acres are vacant. The majority of these are located in the portion of the planning area south of 8th Avenue or along the 3rd Street and Lafayette commercial corridors.

Union Hospital and the surrounding private medical clinics create a significant demand for parking. As a result, almost 30 acres of land is used for surface lots. These properties are spread throughout the hospital campus. Often, these parking areas abut directly against neighboring residential districts.

Table 5. Existing Land Use Summary

	<i>By # of Parcels</i>		<i>By Area (acres)</i>	
Residential	1183	66.4%	192.12	48.8%
Single-family	1115	62.7%	176.2	44.8%
Multi-family	67	3.8%	15.92	4.0%
Commercial	99	5.6%	26.51	7.2%
Retail Good and Services	39	2.2%	11.59	3.4%
Hotel/Motel	3	0.2%	0.76	0.2%
Office	57	3.2%	14.16	3.6%
Industrial	9	0.5%	2.86	0.7%
Light Industrial	8	0.4%	2.31	0.6%
Utility	1	0.1%	0.55	0.1%
Public Areas	63	3.5%	61.49	15.5%
Publicly-owned Parcels	35	2.0%	20.91	5.3%
Institutional	14	0.8%	10.63	2.7%
Religious	3	0.2%	2.02	0.5%
Open Space	11	0.6%	27.93	7.1%
Other	425	23.9%	102.82	27.7%
Vacant Lots	296	16.7%	76.64	20.4%
Parking Lot or Structure	129	7.2%	29.18	7.4%
Total	1779	100%	386.8	100%

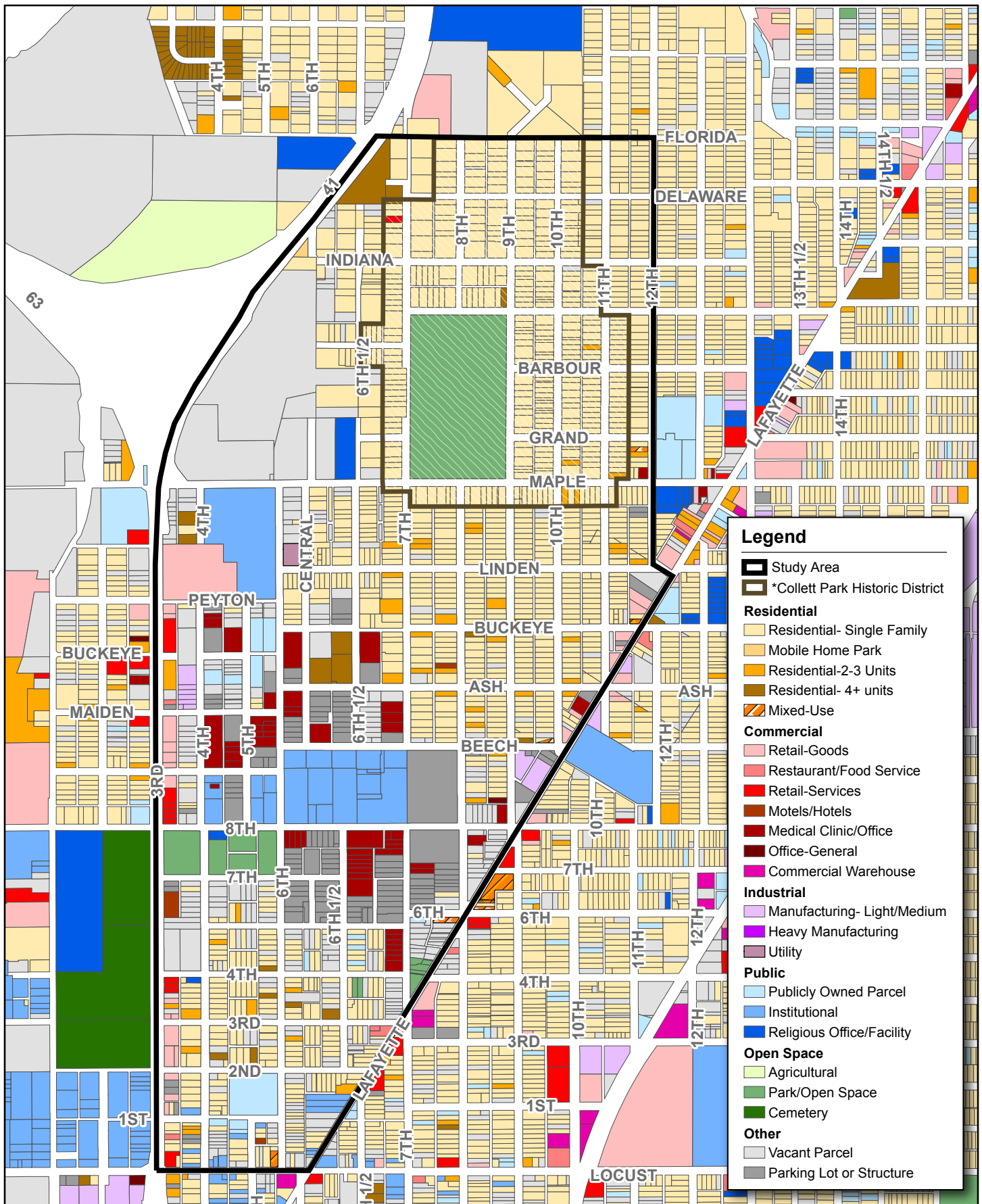


Figure 4
Existing Land Use Map

Collett Park Vicinity Plan
Terre Haute, Indiana

0 125 250 500 750 1,000 Feet

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Building Conditions

The building conditions documented throughout the neighborhood reflect, in many ways, the socioeconomic characteristics of the planning area's population. The higher income portions around Collett Park have sustained a higher level of home investment and maintenance, while portions south of the Union Hospital have experienced greater levels of deterioration and disinvestment.

Of the 1,782 lots in the planning area, 1,296, or approximately 73%, have a structure on them. Structures have been assessed based on four categories:

- *Sound* – the structure has been maintained and no investment is necessary
- *Minor Deterioration* – the structure has generally been maintained, but minor investment may be made in cosmetic improvements
- *Major Deterioration* – the structure has experienced significant neglect, and may require some significant investment to repair structural elements, but it can be salvaged
- *Dilapidated* – the structure has experienced overwhelming damage or neglect and is unsafe to be occupied or may be financially infeasible to renovate

The highest concentration of dilapidation exists south of 6th Avenue. Many of these structures are homes that are in block groups that have higher proportions of rental occupancy than the portions of the study area north of the medical campus. Several other structures in this area are deteriorated and require significant investment to upgrade them to a marketable level of housing.

Several deteriorated structures exist in the area east of Union Hospital bound by 7th Street, Maple Avenue, Lafayette Avenue and Beech Street. While this residential area has a median household income comparable to other parts of Terre Haute, its structures have not been maintained to the same level as homes in the Collett Park neighborhood area.

The 3rd Street and Lafayette Avenue commercial corridors have also experienced a significant level of deterioration. This has impacted many of the neighboring residential lots at the rear of the blocks, often leading to disinvestment in the structures or vacant parcels.

Table 6. Building Conditions Summary

Sound	304	23.5%
Minor Deterioration	545	42.1%
Major Deterioration	382	29.5%
Dilapidated	65	5.0%
Parcels with a structure	1,296	100.0%

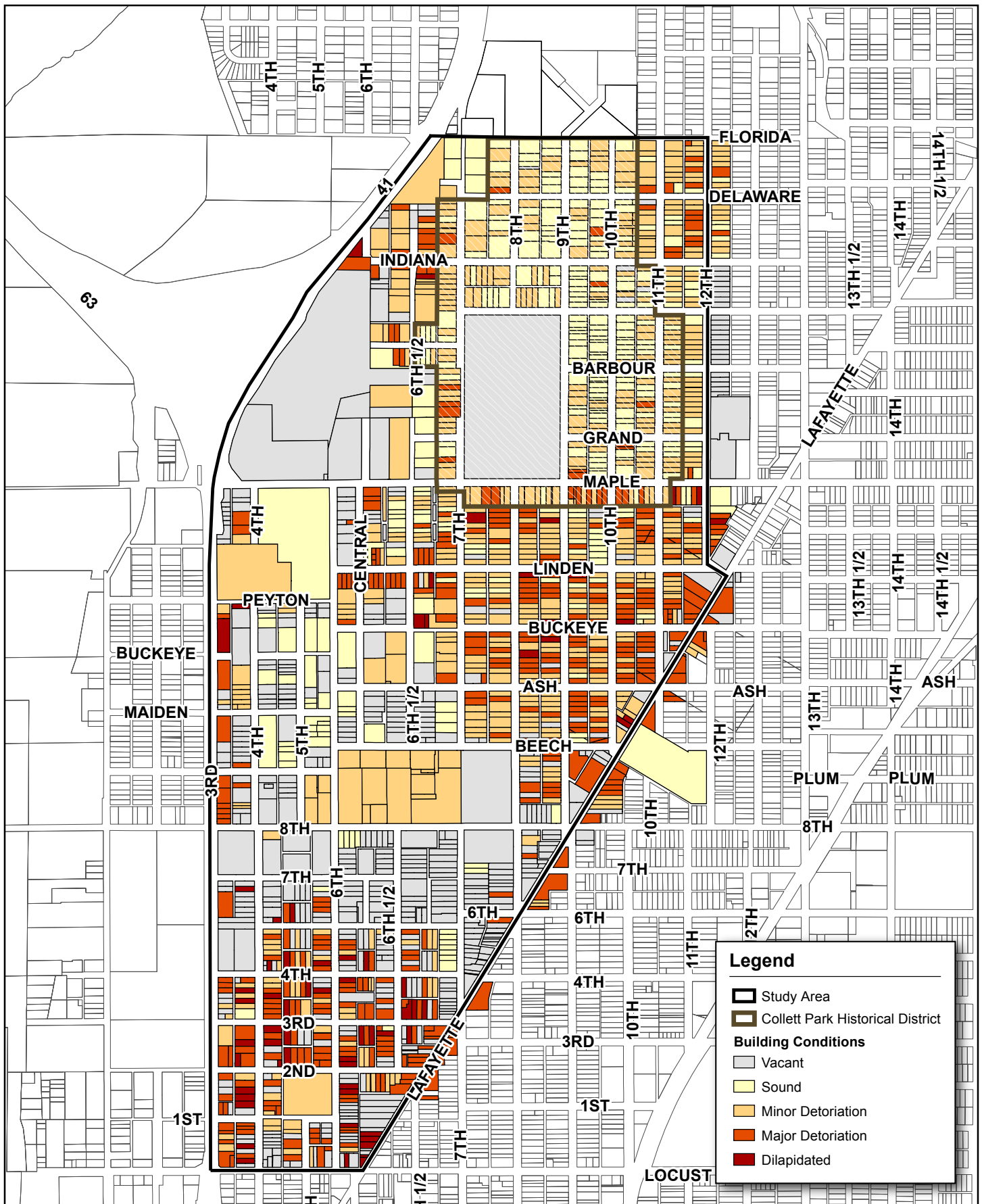


Figure 5
Existing Building Conditions Map

Collett Park Vicinity Plan
 Terre Haute, Indiana

Transportation

Regional and Local Arterials

Gaining access into, and circulating throughout the planning area is relatively easy given the intact grid of streets and hierarchical network of roadways. Third Street (US 41) is the western edge of the planning area and most directly links it to the surrounding city, including the downtown area and government uses. This six-lane regional arterial carries almost 40,000 vehicles per day and provides signalized access to neighborhood streets at Locust Street, 8th Avenue, and Maple Avenue. Non-signalized access is provided at most other blocks south of Maple Avenue, and at Florida Avenue.

Lafayette Avenue and 13th Street are the primary local arterials that provide efficient north/south movement along the eastern portion of the study area. Lafayette, however, ends just south of the planning area, limiting its potential to provide linkages to ISU and the downtown.

Neighborhood Collectors

Within the planning area, there are several streets that act as gateways from the fringe of the neighborhood and provide direct access to the community's most important assets. Maple Avenue provides direct east-west movement through the neighborhood and accesses the main entrance to Collett Park and, eventually, the heart of Twelve Points. Maple is also the northernmost signalized intersection on 3rd Street (US 41), making it the first point of entry for regional traffic from the north.

Eighth Avenue serves as the primary means of access to Union Hospital from both the east and west. The hospital currently has a gateway entry sign at 8th Avenue and 3rd Street (US 41), directing traffic to the heart of the facility.

Seventh Street had historically been the primary north-south street within the neighborhood, since it extends north beyond the planning area to Fort Harrison Road, and south to ISU. However, 7th Street was recently closed between 8th Avenue and Beech Street to accommodate Union Hospital expansion. This closure reinforces Lafayette Avenue and 13th Street as an important corridor for north-south movement.

Residential Streets

The planning area's residential streets generally maintain a continuous and predictable grid. Non-signalized access from 3rd Street is provided at virtually every block between Locust and Maple, and stop sign control is used within the grid. The expansion of Union Hospital has removed some segments of the traditional grid. This makes portions of the grid difficult to navigate. Travel from north to south in the planning area remains generally efficient however.

South of Collett Park, 8th Street is a one-way south roadway, and 9th Street acts as its one-way north pair. The use of one-way streets in this portion of the planning area is an anomaly, as there are no other public one-way streets. The result is a certain level of unpredictability for those not familiar with the neighborhood.

For the primary east-west streets (Maple Avenue, 8th Avenue and Locust Street), crossing Lafayette Avenue presents no challenges since the intersection geometries are logical and continuous. However, during hospital shift changes or rush hour periods, the intersection of 8th Avenue and Lafayette Avenue can experience traffic congestion. Additionally, the residential streets often jog at Lafayette Avenue or do not continue on the east side of the street. As a result, it can be difficult to exit the neighborhood on the local residential streets, and the neighborhood collectors have become the preferred flow.

Pedestrian and Bicycle Facilities

Due to the traditional street grid and comfortable street scale, pedestrian and bicycle travel is generally easy within the planning area. However, sidewalk infrastructure is inadequate in several areas, especially northwest of Union Hospital and around Ouabache Elementary School, creating unsafe pedestrian conditions around several uses where pedestrian activity is likely to be highest.

Bicycling can be done safely on local pedestrian streets without the need for dedicated bicycle infrastructure. The width of most residential streets is adequate for on-street parking and two lanes of vehicular traffic. However, bicycle use is less safe on Lafayette Avenue, given its higher traffic volumes and speed.

For both pedestrians and bicyclists, 3rd Street (US 41) presents a significant barrier to neighborhood entry. The width of the right-of-way and the high speed of vehicular traffic create limited opportunities to cross the street. Though there are several residential streets that link to 3rd Street (US 41), few signalized intersections provide safe crossing points.

Bus Transit

The City of Terre Haute operates the Terre Haute City Bus transit service which consists of seven fixed-route lines serving various parts of the city. Two routes, the North 19th/12 Points, and Plaza North, serve the planning area.

The North 19th/12 Points route originates at the downtown Transfer Center and operates hourly from 6:00 a.m. to 5:35 p.m. From the Transfer Center, it provides a 25-minute trip to Union Hospital and surrounding clinics, and a 10-minute return trip to downtown. It also provides access to the Twelve Points area on Lafayette Avenue.

The Plaza North route originates at the downtown Transfer Center and provides access to Lafayette Avenue and Twelve Points. Service is provided hourly from 6:30 a.m. to 6:00 p.m. The route accesses the Plaza North shopping center before returning to the planning area via 7th Street from the north. Seventh Street provides access to Collett Park, and then the bus continues south to Union Hospital. The travel time from downtown to Union Hospital is 40 minutes, and the return time to downtown is 5 minutes.

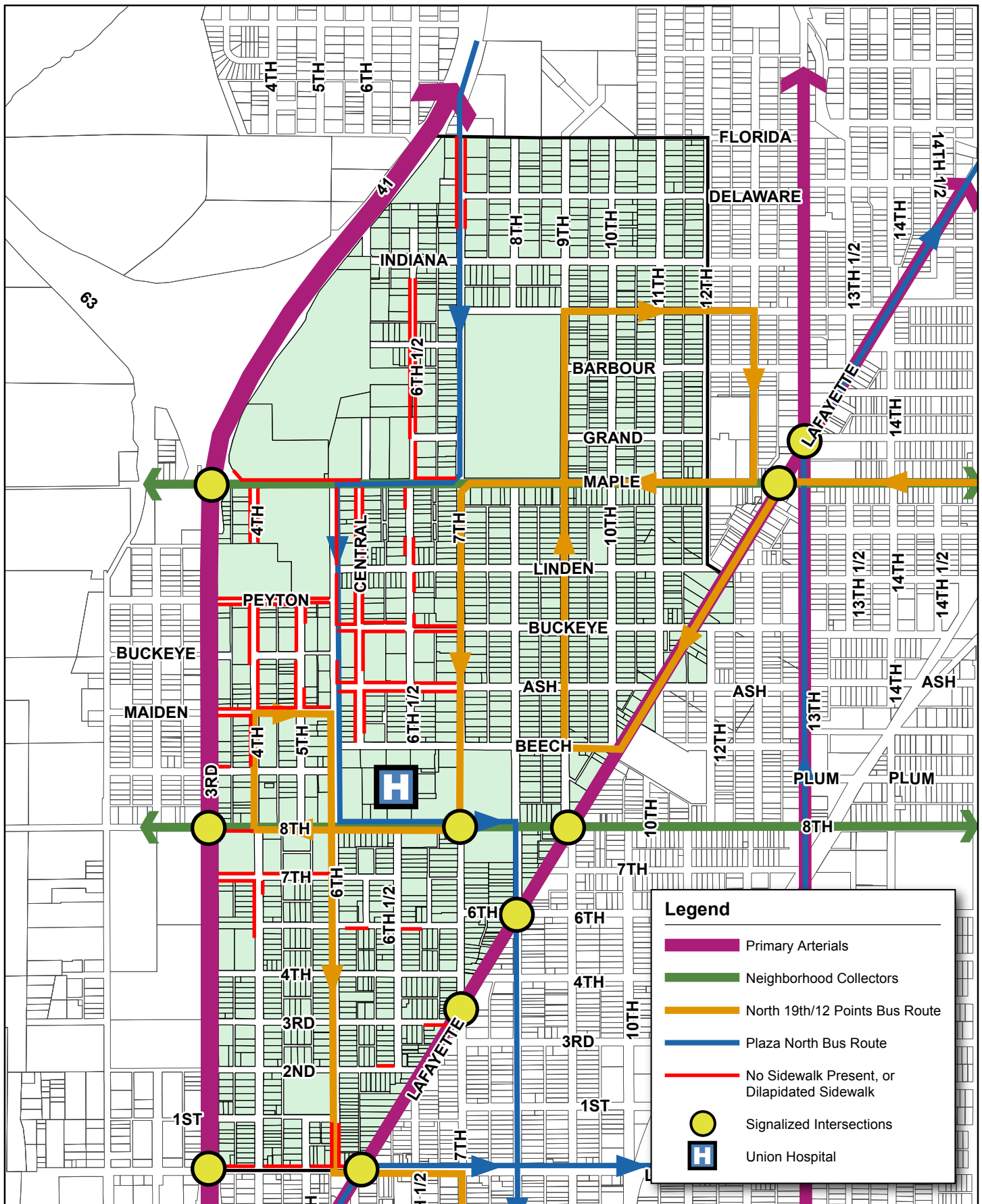


Figure 6
Existing Transportation Map

Collett Park Vicinity Plan
 Terre Haute, Indiana

0 125 250 500 750 1,000 Feet

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Neighborhood Character

The level of community character varies greatly throughout the planning area. Based on a block-by-block character assessment illustrated in Figure 13, it is apparent that the historic Collett Park and its surrounding residential blocks contain the majority of the high character assets in the planning area. This area, along with another pocket of housing north of Indiana Avenue between 7th Street and 10th Street, represents the area of highest investment in maintenance and renovation. This area also includes a wide range of architectural styles, including Arts and Crafts, Italianate, Bungalow, Ranch, and American Four-Square houses. Much of this high level of character can be attributed to the national historic district designation and strong neighborhood association around Collett Park. These characteristics build additional interest and pride in the local neighborhood and encourage investment above and beyond baseline neighborhood maintenance.

As one moves south of Maple Avenue, there are more frequent vacant lots or deteriorated structures that impact the perceived character of several blocks. Housing scale and style also tends to become more modest. Some blocks are completely overgrown and create an unattractive and unsafe environment.

However, the area with the least contributing character is south of 8th Avenue. The medical campus has isolated this area from the rest of the community, and it has fallen into disrepair. Many of the homes are not owner-occupied, resulting in a lower level of structural and grounds maintenance.

Union Hospital has its own impacts on the level of perceived character for the planning area. It is clear that the hospital strives to create a high-quality modern environment through its architectural designs for new facilities. Presently, portions of the medical campus are clean, comfortable, and establish a very professional ambiance. However, several of the satellite clinics have not attained the same level of design quality. As a result, opportunities for a cohesive campus environment have yet to be realized.

The presence of parking lots has a significant impact on the abutting residential areas. Though they are a necessary function associated with the medical campus, the expansive areas they occupy and the lack of edge treatments or landscaping create an abrupt transition from neighborhood districts. Additionally, the City of Terre Haute lacks comprehensive parking lot landscape standards that could create a softer buffer and more continuous street environment where parking must exist.

The surrounding commercial corridors tend to have a negative impact on the character of adjacent residential blocks. This is caused by the lack of buffers at the rear of commercial lots that has rendered many first-ring residential lots as undesirable and abandoned. Whether it is a neglected building or a vacant lot, the result is a disruption in the residential fabric and a negative impact on the character of the community.

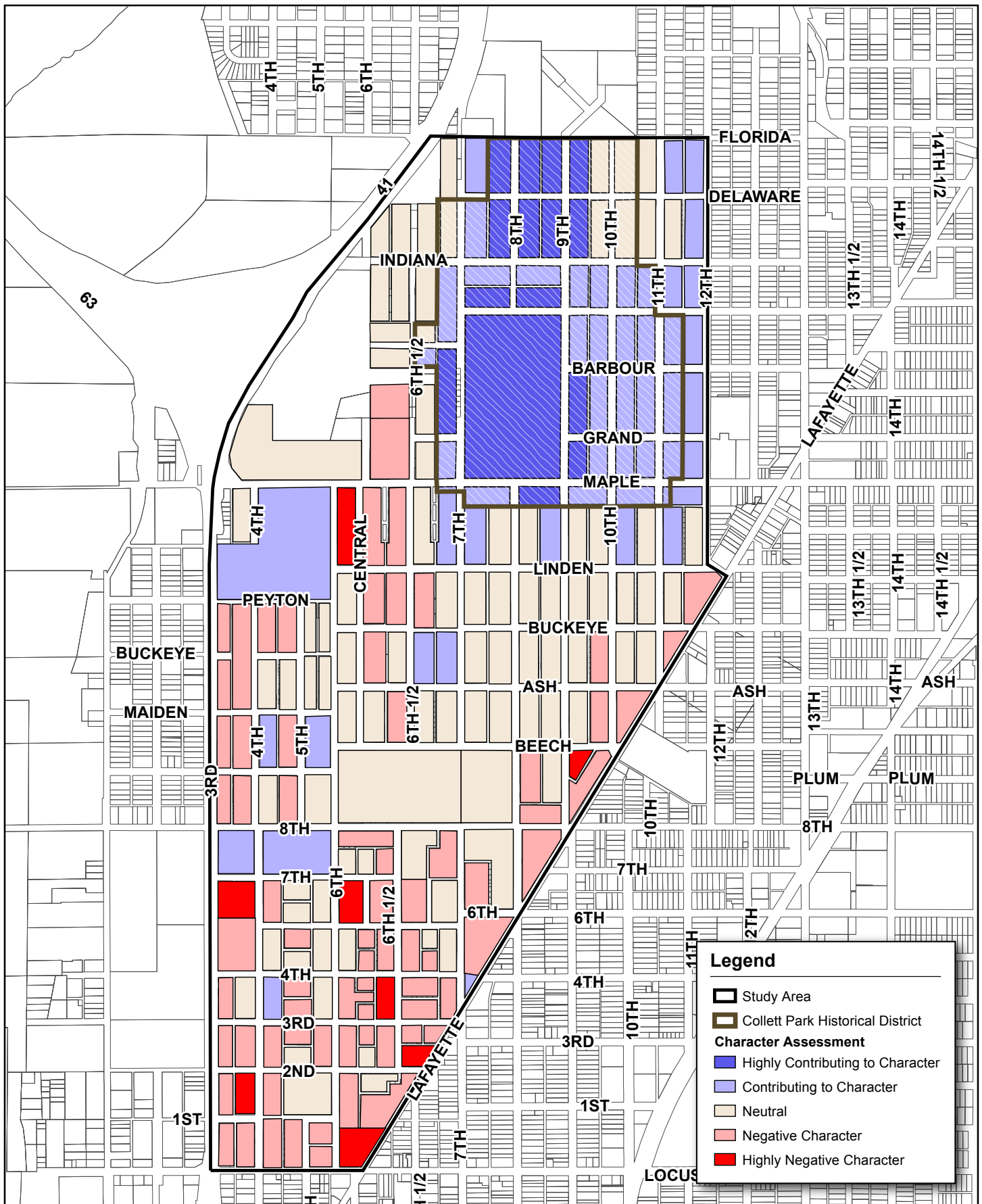


Figure 7
Character Assessment Map

Collett Park Vicinity Plan
 Terre Haute, Indiana

0 125 250 500 750 1,000 Feet

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Neighborhood Issues and Desires

Working closely with the project steering committee and city staff, a community meeting was held at Ouabache Elementary School to ask residents to identify what they felt to be the important issues facing the neighborhood, and to suggest a vision for its future. The following items represent the key themes as agreed upon by the community.

Challenges to Future Growth

1. Union Hospital expansion is squeezing the neighborhood.
2. There is a lack of trust of the hospital by neighborhood residents. The Hospital should be more transparent and informative in developing and sharing their expansion plans. Also, there is no clearly defined boundary for hospital expansion.
3. Dilapidated housing and poor property maintenance is an issues, especially for homes owned and rented by absentee landlords.
4. Vacant properties are not maintained.
5. Twelve Points is deteriorated and largely unoccupied.
6. Many areas are lacking basic infrastructure (i.e. sidewalks or storm sewers).
7. Upkeep of Collett Park is a problem.
8. It has been too easy to rezone residential properties for office or medical uses.
9. Traffic control is needed at key points in the neighborhood.
10. Crime is an issue.
11. Public housing is not considered compatible with the neighborhood.

Desires for the Future

1. Preserve a single family neighborhood throughout the area.
2. Collett Park should attract families and give the neighborhood a sense of place.
3. Enforce city property and maintenance ordinances.
4. Provide traffic calming and pedestrian improvements.
5. Connect the neighborhood to the larger city through a trail system.
6. Improve community maintenance.
7. Twelve Points and 3rd Street would be assets for goods and services.
8. Make Union Hospital a neighborhood asset by working with the community to develop future plans and employment opportunities.
9. Improve infrastructure throughout the neighborhood.
10. Provide better neighborhood policing through city services and neighborhood watch programs.
11. Capitalize on the hospital, ISU and downtown as neighborhood assets.
12. Provide tax breaks or incentives to encourage property maintenance and improvements, especially those that strengthen the historic character of the neighborhood.



Vision's guiding principles:

"...built upon its historic past..."

"...comfortable and safe home..."

"...high quality of life..."

"...close relationship with Union Hospital and ISU..."

Vision Statement

Through a public process designed to build consensus among neighborhood residents and stakeholders, the following vision statement was established to act as a compass for the development of the plan and its recommendations. This vision captures in words the sentiments of the neighborhood residents related to the future safety, stability, character and quality of life in the Collett Park area.

The neighborhood is a place built upon its historic past, where long-time residents and incoming families alike find a comfortable and safe home. The neighborhood offers a high quality of life for its residents as a result of its close relationship with Union Hospital and Indiana State University, and its proximity to goods and services around the neighborhood and in Downtown Terre Haute.

Key Plan Goals

Based on the input provided by the Steering Committee and neighborhood residents, a number of key goals were identified to specifically respond to the vision. These goals address the most important aspects of a high quality of life, from appropriate housing to access to goods, services, and employment. Within each goal, a series of objectives is provided to more specifically describe the key actions that may help attain each goal. They include:

Goal #1. Strengthen the character of the neighborhood.

Objective 1.1. Preserve the predominantly single-family and character and historic significance of the neighborhood.

Objective 1.2. Identify housing options for a broad range of residents.

Objective 1.3. Reuse vacant properties for housing or other community amenities that strengthen the neighborhood.

Objective 1.4. Develop public policy that guides the design of new housing to ensure it is compatible with existing housing.

Objective 1.5. Enforce maintenance standards for owner-occupied, rental and vacant properties.

Goal #2. Capitalize on Union Hospital as a neighborhood asset.

Objective 2.1. Establish a clear boundary for hospital growth, related medical services, and redevelopment.

Objective 2.2. Provide clear guidance for the city in terms of zoning and development controls.

Objective 2.3. Utilize the hospital as an employment resource for neighborhood residents.

Goal #3. Create a safe and well-connected transportation network.

Objective 3.1. Use traffic calming techniques at key points in the neighborhood.

Objective 3.2. Install pedestrian infrastructure where it currently does not exist.

Objective 3.3. Implement a trail system that connects the neighborhood to Union Hospital, Indiana State University and downtown.

Objective 3.4. Mitigate the impacts of the closing of 7th Street at Union Hospital.

Objective 3.5. Enhance public infrastructure where necessary.

Goal #4. Make the neighborhood a safer place for residents of all ages.

Objective 4.1. Work with the city to enhance policing strategies in key areas of the neighborhood.

Objective 4.2. Establish block groups to act as neighborhood watch advocates and community organizers.

Goal #5. Enhance the value of surrounding commercial areas.

Objective 5.1. Mitigate the impact of development on 3rd Street on neighborhood residential lots.

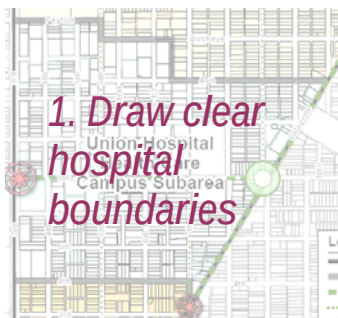
Objective 5.2. Reestablish Twelve Points as a center for neighborhood shopping and services.

Plan Recommendations

The existing conditions summary describes the study area as having a broad mix of residential, institutional, commercial and recreational uses. In order to establish a framework for how these uses should relate, this chapter provides general strategies for hospital growth and land use policy through an Overall Concept Plan. More detailed policy recommendations, infill strategies, and development guidelines are provided in sections focusing on three distinct subareas; the North Neighborhood Subarea, the Union Hospital Health Care Campus Subarea, and the South Neighborhood Subarea. These subareas have been established based on unique local characteristics and conditions observed in the planning area.

Overall Concept Plan

Overall Land Use Plan principles:



The Overall Concept Plan (Figure 8) for the neighborhood illustrates several general recommendations related to land use policy and neighborhood access, and delineates proposed boundaries for three distinct subareas; the North Neighborhood Subarea, the Union Hospital Health Care Campus Subarea, and the South Neighborhood Subarea. Overall Concept Plan recommendations can be summarized as follows:

1. *Establish land use and zoning policy to reflect the following subareas within the neighborhood:*
 - *North Neighborhood Subarea* – This area hosts strong housing stock and maintenance, including the historic Collett Park. Recommendations in this area focus on residential maintenance and rehabilitation, enhanced pedestrian infrastructure, and character preservation through form-based development controls for residential infill.
 - *Union Hospital Health Care Campus Subarea* – This area is designated as the appropriate district for Union Hospital expansion and the development of privately-owned satellite clinics. Recommendations in this area include zoning controls to ensure compatibility with surrounding neighborhood areas, site planning standards for parking and access management, and design guidelines for hospital facilities and parking lots.
 - *South Neighborhood Subarea* – This area has experienced greater stress and deterioration of its housing stock. While some blocks are healthy, others are predominantly vacant or dilapidated. Recommendations in this area include residential redevelopment and rehabilitation concepts, the creation of neighborhood green spaces, and a closer relationship with Indiana State University as a potential housing provider.
2. *Create a comprehensive transportation network throughout the neighborhood.*
 - Establish entry corridors on and gateway locations on Maple Avenue, 8th Avenue, and Lafayette Avenue
 - Enhance pedestrian safety with crosswalk improvements and traffic-calming techniques
 - Expand the bicycle network to link neighborhood amenities to surrounding areas of the city. The city recently received grant money to install several bike paths in and around the Collett Park neighborhood. Figure 9 illustrates the phasing and location of these improvements.
 - Realign truck traffic bound for the east side industrial park up US 41 to Fort Harrison Road

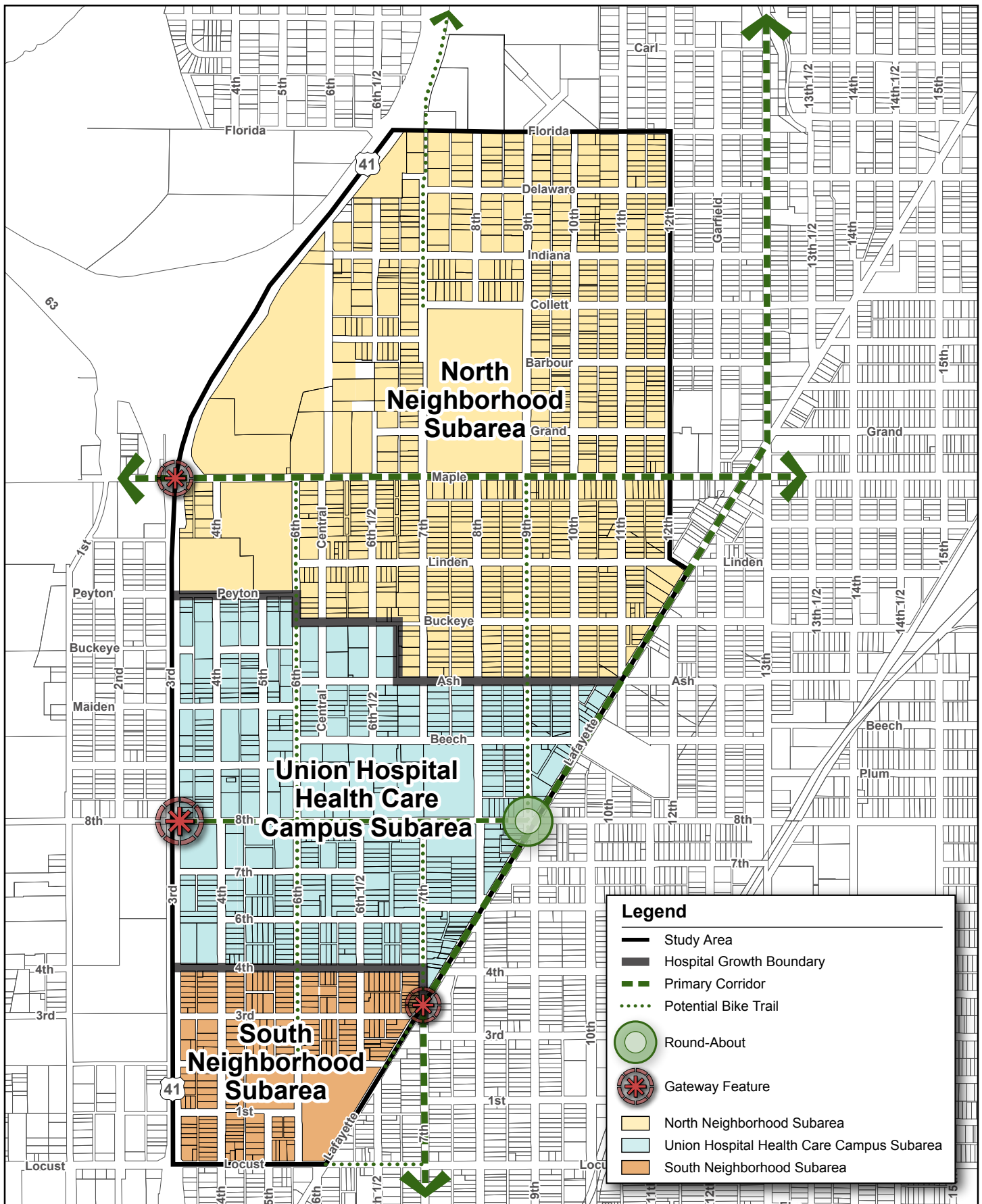
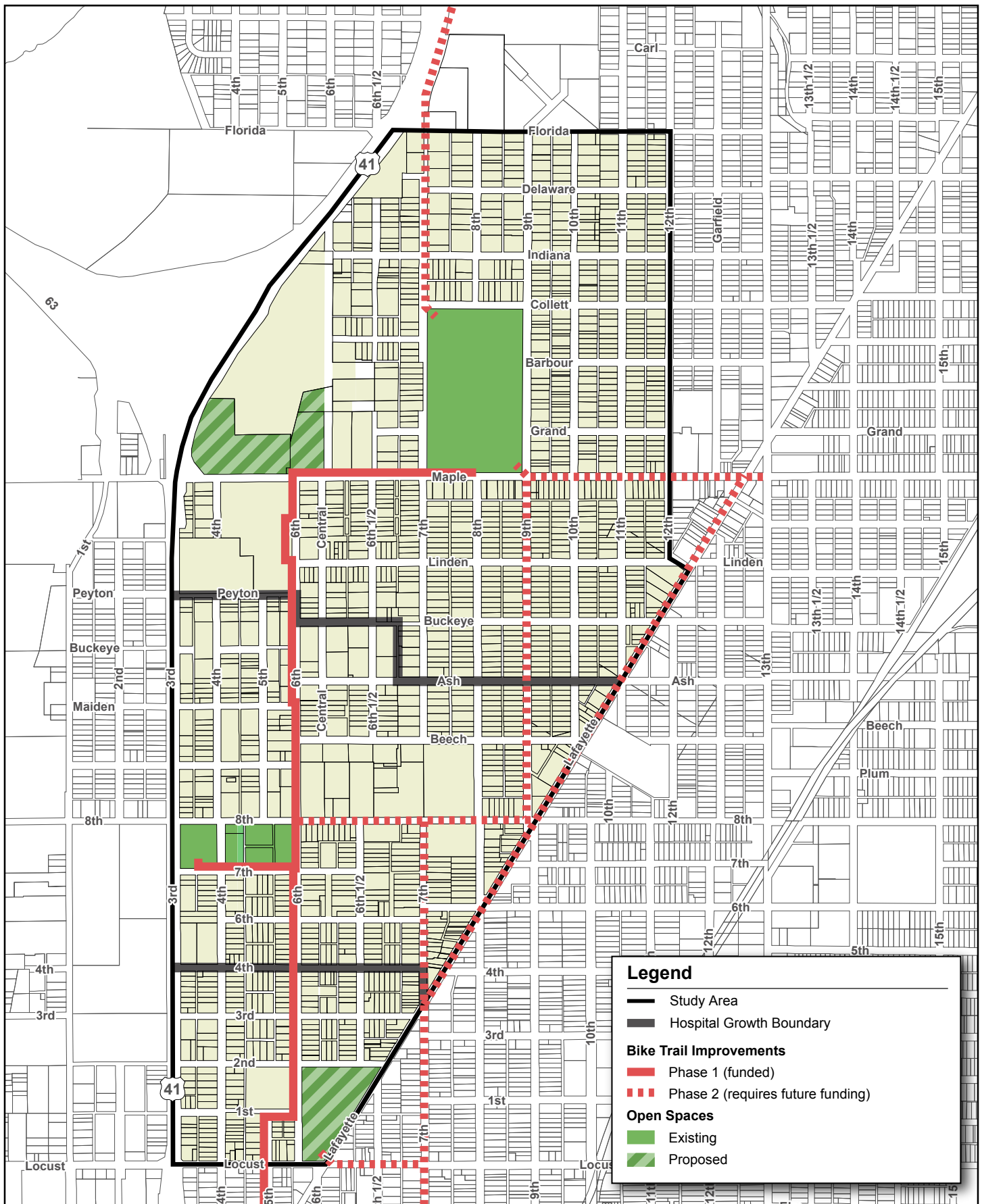


Figure 8
Overall Concept Plan

Collett Park Vicinity Plan
Terre Haute, Indiana

0 125 250 500 750 1,000 Feet

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Legend

- Study Area
- Hospital Growth Boundary

Bike Trail Improvements

- Phase 1 (funded)
- Phase 2 (requires future funding)

Open Spaces

- Existing
- Proposed

Figure 9
Bicycle Path Improvement Plan
 Collett Park Vicinity Plan
 Terre Haute, Indiana

North Neighborhood Subarea Plan

North Neighborhood Subarea principles:



Single-family
character



Local goods and
services

New open spaces

Safe bicycle and pedestrian network

The North Neighborhood Subarea consists primarily of residential blocks north of the proposed medical campus growth area, as delineated on Figure 10, the North Neighborhood Subarea Plan. Other prominent uses in this area include Collett Park, Ouabache Elementary School, and a proposed city park. To build on these assets and the historic character of the neighborhood, the following action items have been identified:

1. *Preserve a strong single-family neighborhood character.*

In order to ensure that the existing housing stock is strengthened and that new infill reflects the historic character of the neighborhood, this plan includes the following recommendations:

- Model Block Maintenance Program (Figure 11) to rehabilitate stressed homes and improve neighborhood infrastructure
- Model Block Improvement/Infill Program (Figure 12) to encourage rehabilitation while facilitating residential infill. One concept included in this recommendation is a vacant neighbor program. In this concept, the local municipality can use maintenance standards or acquisition authority to acquire vacant and unmaintained properties, then transfer them to existing neighbors who want to expand their properties.
- Residential infill design standards to provide a foundation for a residential overlay zoning district and ensure that new homes reflect the character of the existing neighborhood (Figure 14)
- Parkside Housing development that included single-family townhouses that take advantage of proposed city park and existing natural open spaces

2. *Enhance access to local goods and services.*

Traditional areas of commercial activity once thrived on the fringes of the study area. While some businesses still exist in the Twelve Points area, there are few locations where residents can enjoy close access to basic goods and services. To address this, the plan recommends the following:

- Enhance the appeal of the Lafayette Avenue Corridor and the historic Twelve Points area through development standards and improvements to the public environment
- Develop land use policy and design guidelines that facilitate the redevelopment of 3rd Street (US 41) to provide a greater mix of neighborhood-oriented uses and mitigate the negative physical impacts of development on residential areas

3. *Take advantage of new opportunities for open space.*

Collett Park is a highly-valued community asset. However, the neighborhood and city face another great opportunity with the vacant wetland located north of Ouabache Elementary School. Based on the character of the site and the needs of the community, the plan recommends the following:

- Designate the wetland area as a nature preserve with low-impact amenities, such as walking trails, eco-educational stations, and bicycle storage
- Establish green pedestrian links between the nature preserve and neighborhood using vacant properties and underutilized vehicular rights-of-way

4. *Enhance transportation safety and mobility*

Pedestrian safety, especially for school-aged children, is a primary concern around Collett Park and Ouabache Elementary School. To address this, the plan recommends the following improvements to the transportation infrastructure:

- Undertake general pedestrian infrastructure improvements, such as the installation or improvement of sidewalks, and the improvement of crosswalks and traffic controls
- Accommodate bicycle paths on specified existing roadways to establish a comprehensive bicycle network that ties into surrounding areas
- Install a Maple Avenue greenway from 3rd Street to Central Street that discourages truck thru-traffic, provides traffic calming benefits, and provides a safe crossing opportunity from Ouabache Elementary School and the proposed nature preserve.

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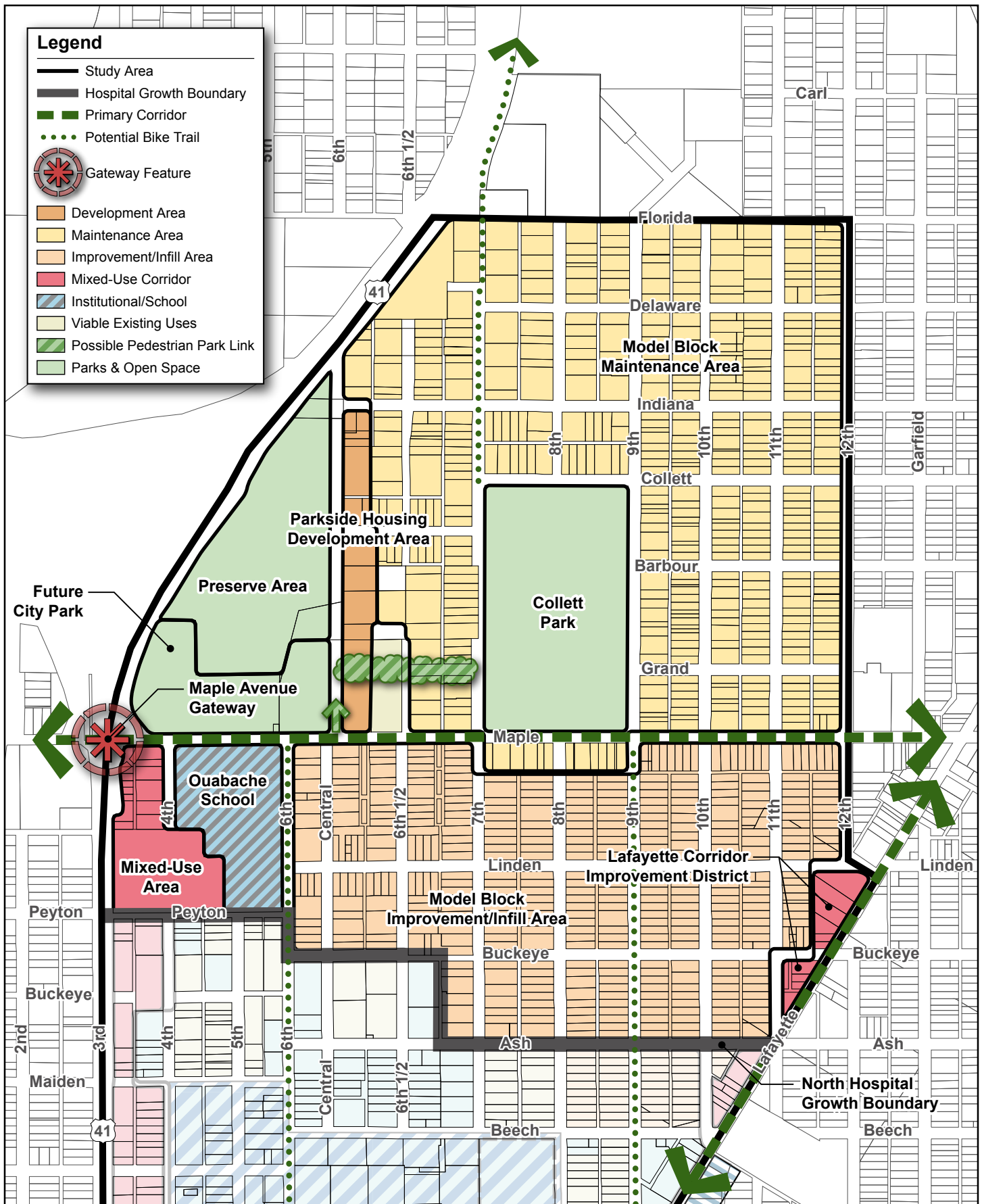
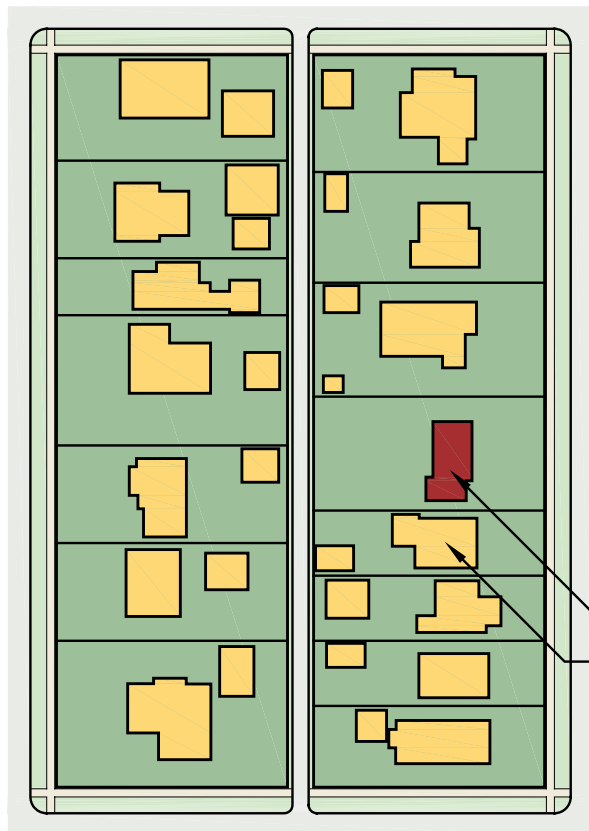


Figure 10
Concept Plan: North Neighborhood Subarea Plan

Collett Park Vicinity Plan
 Terre Haute, Indiana



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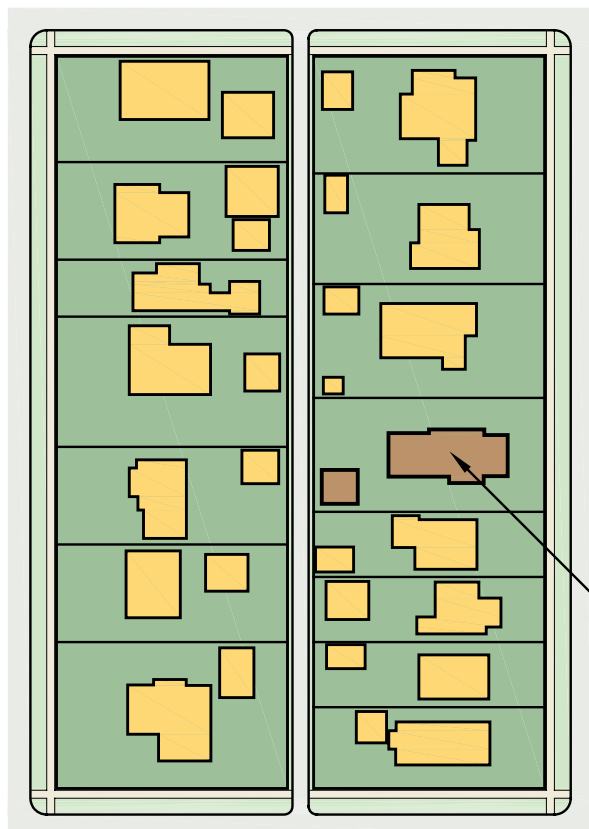


Existing Block

- Where Possible, Renovate Existing Housing Stock to Maintenance Standards
- Remove Dilapidated Housing Stock

Dilapidated Housing

Existing Housing to Remain



Proposed Block

Strengthen Housing Stock:

- Redevelop infill housing parcels
- Maintenance program for existing homes

Enhance Public Right-Of-Way:

- Comprehensive sidewalk installation or repair
- New tree plantings & pedestrian street lights

New Housing

Figure 11

Model Block Maintenance Program

Collett Park Vicinity Plan
Terre Haute, Indiana

0' 25' 50' 100'



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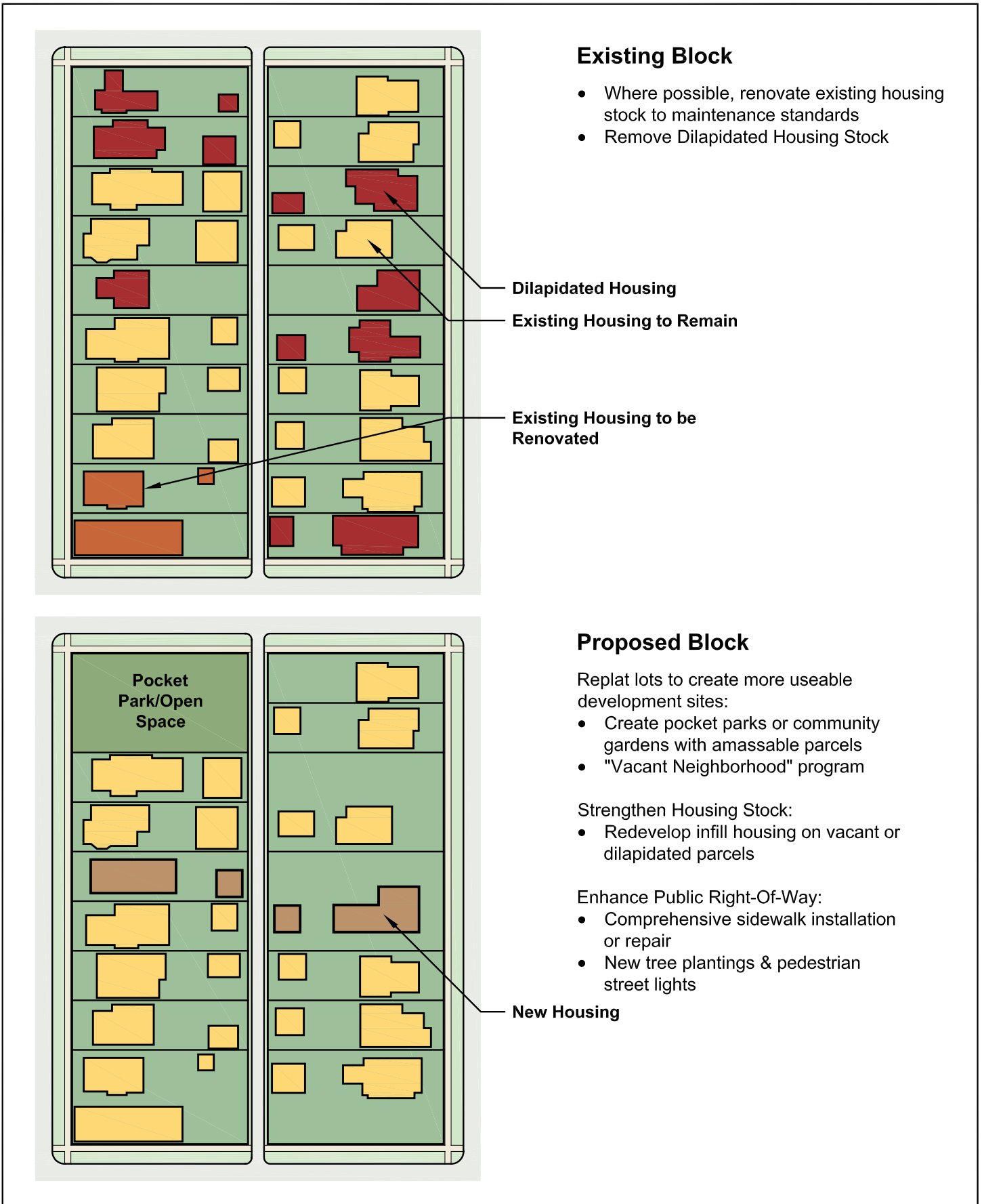


Figure 12

Model Block Improvement/Infill Diagram

Collett Park Vicinity Plan
Terre Haute, Indiana



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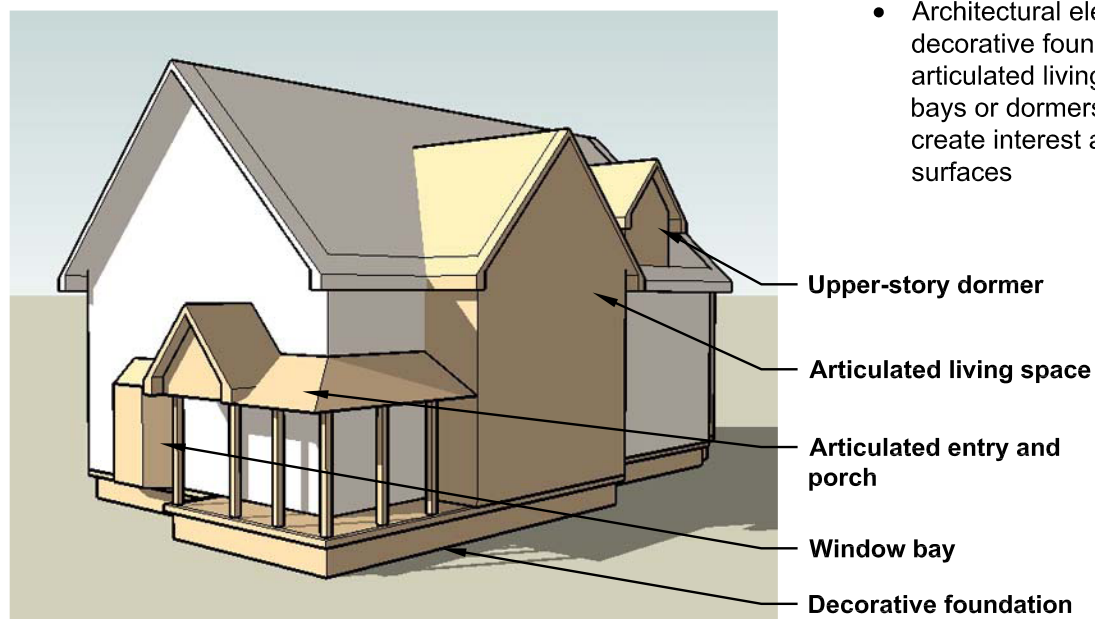
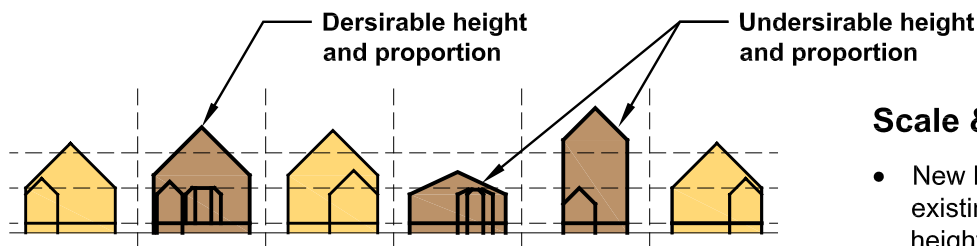
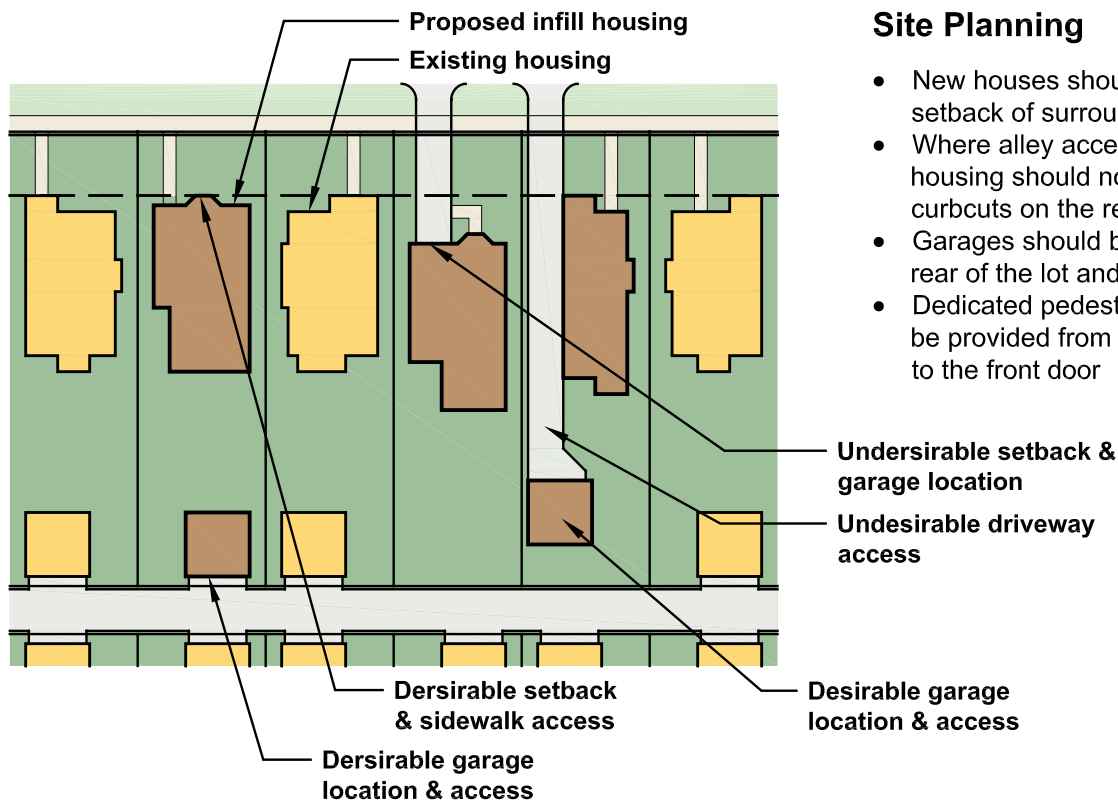


Figure 14.a

Residential Design Guidelines

Collett Park Vicinity Plan
Terre Haute, Indiana

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Arts and Crafts



Colonial



English Revival



Bungalow



American Four Square



Local Vernacular



Porch and Entry Design

- Front entries should be articulated through porches or facade details
- Entries should create an appropriate pedestrian scale on the ground floor
- Detail elements, such as columns, railings, spindles and eaves should be used to create a unified aesthetic

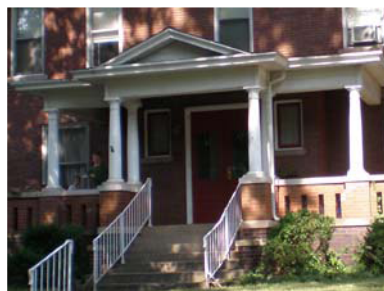


Figure 14.b

Residential Design Guidelines

Collett Park Vicinity Plan
Terre Haute, Indiana

CAMIROS



Window Design

- Windows should be vertically oriented to reflect a residential character and context of the neighborhood
- Window details, such as mullions, decorative sills and trim, can be used to break up large panes, create visual interest, and reinforce a specific style of architecture



Natural stone and slate



Finished brick



Stucco and brick



Horizontal wood siding

Building Materials

- Building materials should reflect those already used throughout the neighborhood
- Large areas of a single materials should be broken up by architectural elements, such as decorative trim, eaves, articulated living spaces, etc.
- Where possible, low-quality materials, such as aluminum siding, EIFS or faux brick, should be avoided due to difficult maintenance and compromised aesthetics

Figure 14.c

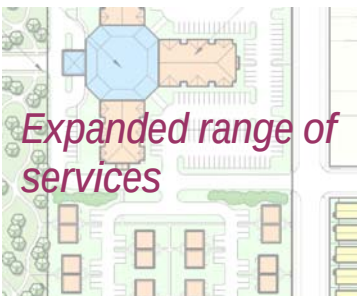
Residential Design Guidelines

Collett Park Vicinity Plan
Terre Haute, Indiana

CAMIROS

Union Hospital Health Care Campus Subarea Plan

Union Hospital Subarea principles:



As Union Hospital moves forward with the development of new facilities, land availability constraints magnify the sensitive relationship between the hospital and the surrounding residential areas. Privately-owned clinics that develop around the hospital amplify the need for comprehensive growth strategy. In order to address the needs of Union Hospital and the concerns of the community to maintain its character, the following action items have been identified:

1. *Clearly delineate areas of health care campus expansion.*

While Union Hospital defines itself as a separate entity from the surrounding private clinics, they are often perceived as one in the same by residents. In this respect, while Union Hospital has stated a growth boundary of Ash Street, private clinics have encroached beyond this limit into residential blocks. As a response to this, the plan recommends a growth boundary for hospital and clinic uses alike in order to preserve strong residential blocks. This boundary is illustrated on Figure 15, the Union Hospital Health Care Campus Subarea Plan.

This growth concept identifies a central core hospital area in which the most intense uses and scales of development should be concentrated. Structured parking is another option that can help mitigate the impacts of hospital expansion. Since this can be costly, partnerships with the city should be considered based on maintenance and revenue agreements.

2. *Relate the hospital to the surrounding neighborhood.*

Providing an appropriate transition between medical and residential uses can mitigate impacts of hospital development and make the hospital and clinics better neighbors. To encourage this, the plan recommends the following:

- Use transitional uses, such as open space buffers, linear parks, or small-scale medical offices, to separate high-impact hospital uses from residential areas
- Establish design standards for medical facilities that address the scale of development in different areas of the medical campus, parking management, and building design (Figure 16a and b)
- Enhance circulation and access to and throughout the health care campus by creating gateway corridors, bicycle facilities and pedestrian networks

3. *Provide more attractive entry points to the health care campus.*

8th Avenue serves as the primary means of access to the Union Hospital area from both 3rd Street and Lafayette Avenue. Gateway elements can enhance the aesthetics of the area and minimize the likelihood that hospital patrons use residential streets. The plan recommends the following gateway improvements:

- Decorative gateway signage and landscaping on 8th Avenue at 3rd Street and Lafayette Avenue
- Roundabout and sculptural feature at Lafayette Avenue and 8th Avenue
- Landscaped greenway on 8th Avenue from 3rd Street to Lafayette Avenue
- Streetscape enhancements on 7th Street from Indiana State University to 8th Avenue

4. *Provide a broader range of commercial and medical services.*

While the hospital and surrounding clinics offer a broad range of medical services, complimentary uses can create synergy with the hospital and result in an area with more vitality and investment. The plan recommends the following uses to address this:

- Commercial or mixed-use redevelopment on US 41/3rd Street that could include retail, service, office or residential uses (Figure 17). In this concept, residential parcels on the west side of 4th Street are redeveloped in order to provide deeper commercial lots fronting on 3rd Street (US 41) between Locust Street and 8th Avenue. This is possible by the high rate of vacancy and dilapidation of the housing on these lots. Fourth Street would be converted into a landscaped boulevard to create an appropriate buffer from the commercial parcels on the east side of the public right-of-way.
- "Care for Life" assisted living community with semi-independent duplex units, fully dependent apartments, community facilities, and resident gardens (Figure 18)

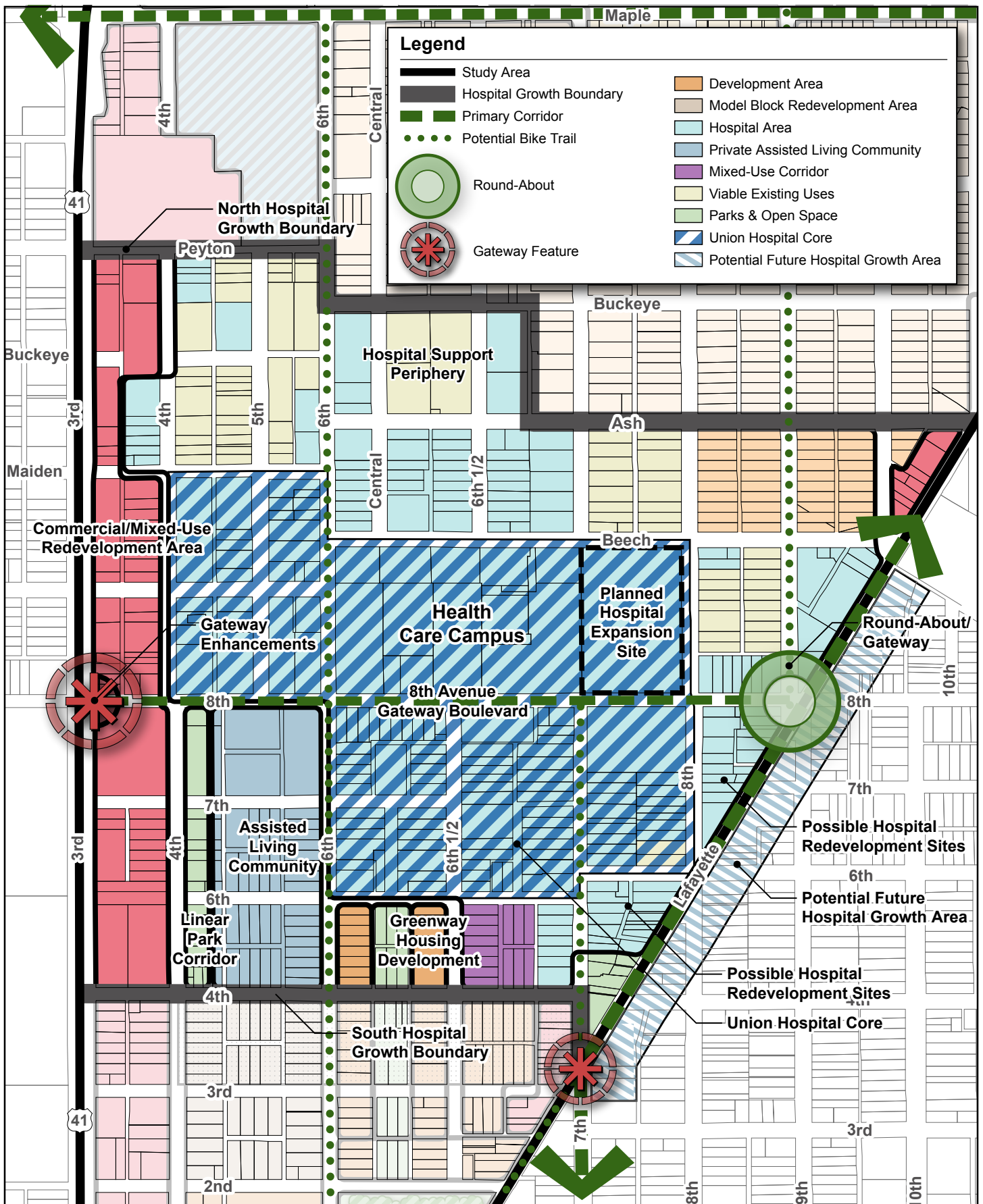


Figure 15

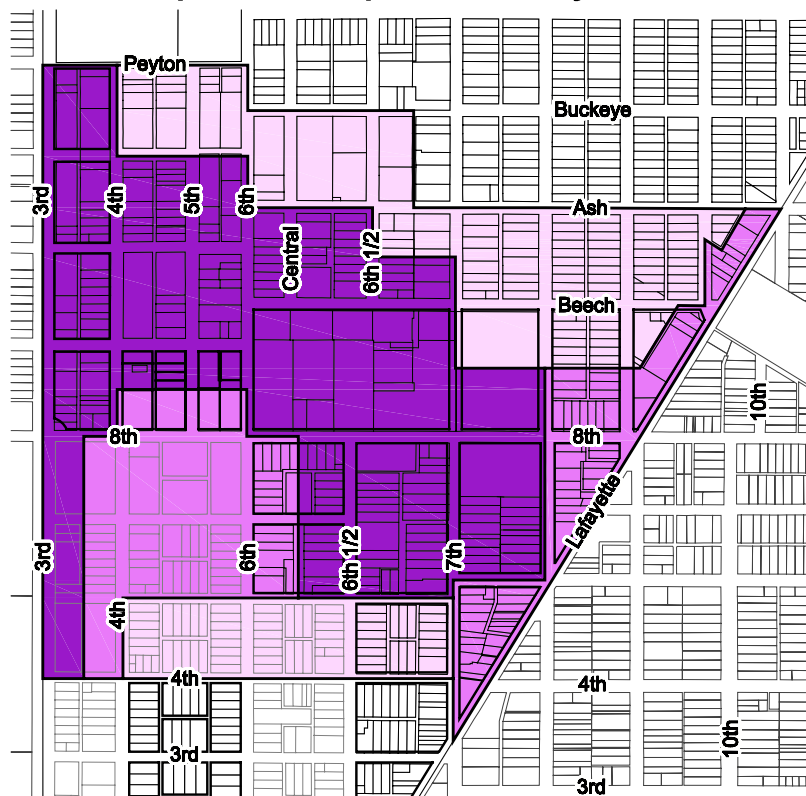
Concept Plan: Union Hospital Health Care Campus Subarea Plan

Collett Park Vicinity Plan
Terre Haute, Indiana

0 125 250 500 Feet

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Union Hospital Development Intensity Zones



Building Scale and Intesity

- Large-scale developments should be focused towards the central portion of the Union Hospital area and on 3rd Street
- Lower-scale development should be located near the edges of the Union Hospital area that are adjacent to existing or future residential areas

Legend

- Low-intensity District (1 story maximum)
- Medium-intensity District (3 stories maximum)
- High-intensity District (up to 8 stories)



Appropriate high-intensity design aesthetic



Appropriate low-intensity design aesthetic



Building Design

- All development in the Union Hospital area should:
 - Centralize parking towards block interiors
 - Provide parking edge landscaping and decorative fencing to minimize the impact of parking areas on the public street environment
- Development in the high-intensity zones should use modern architectural design to reflect existing hospital development and create a unified look for the hospital
- Development in the low-intensity zones should incorporate characteristics of the surrounding residential areas, including an appropriate scale, massing elements (such as trim, dormers or multiple roof lines), pitched rooves, window proportion, and building materials

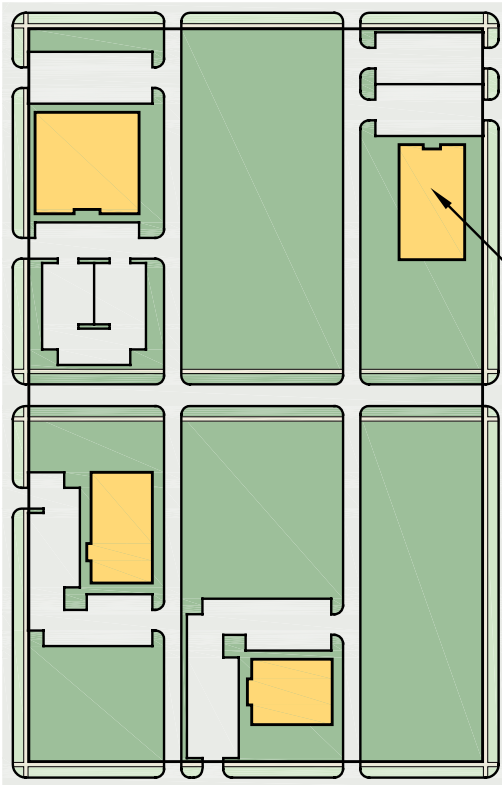
Figure 16.a

Union Hospital Campus Redevelopment Guidelines

Collett Park Vicinity Plan
Terre Haute, Indiana

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Existing Block



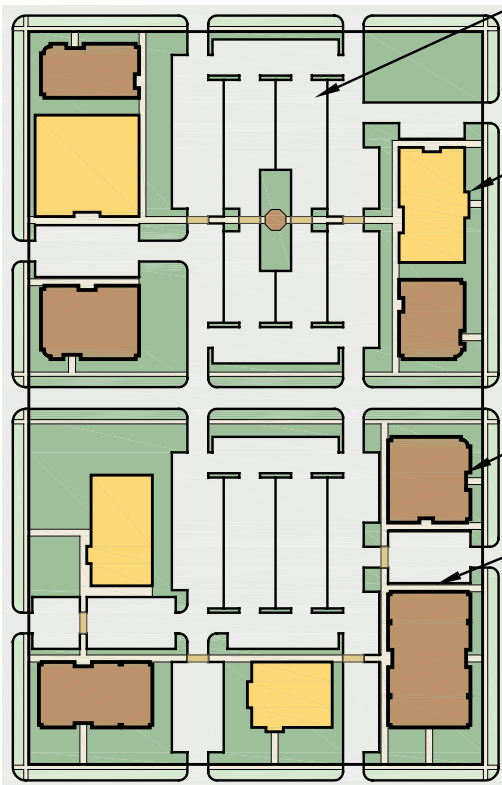
Existing Health
Care Facility

Site Planning & Design

Goals

- Utilize vacant property
- Create a unified hospital aesthetic
- Strengthen the pedestrian network
- Minimize impacts on the surrounding neighborhood

Proposed Block



Centralized
shared parking
area with
landscaped
oasis

New building
entrance
oriented
towards public
sidewalk

New health
care facility
development

Expanded
pedestrian
network
throughout
block

Recomendations

- Retrofit existing buildings with entrance from public sidewalk where possible
- Create consistent setbacks from public sidewalk
- Create internal pedestrian network between buildings
- Centralize parking towards block interiors
- Provide parking lot landscaping, oases & edge treatments

Figure 16.b

Union Hospital Campus Redevelopment Guidelines

Collett Park Vicinity Plan
Terre Haute, Indiana

CAMIROS

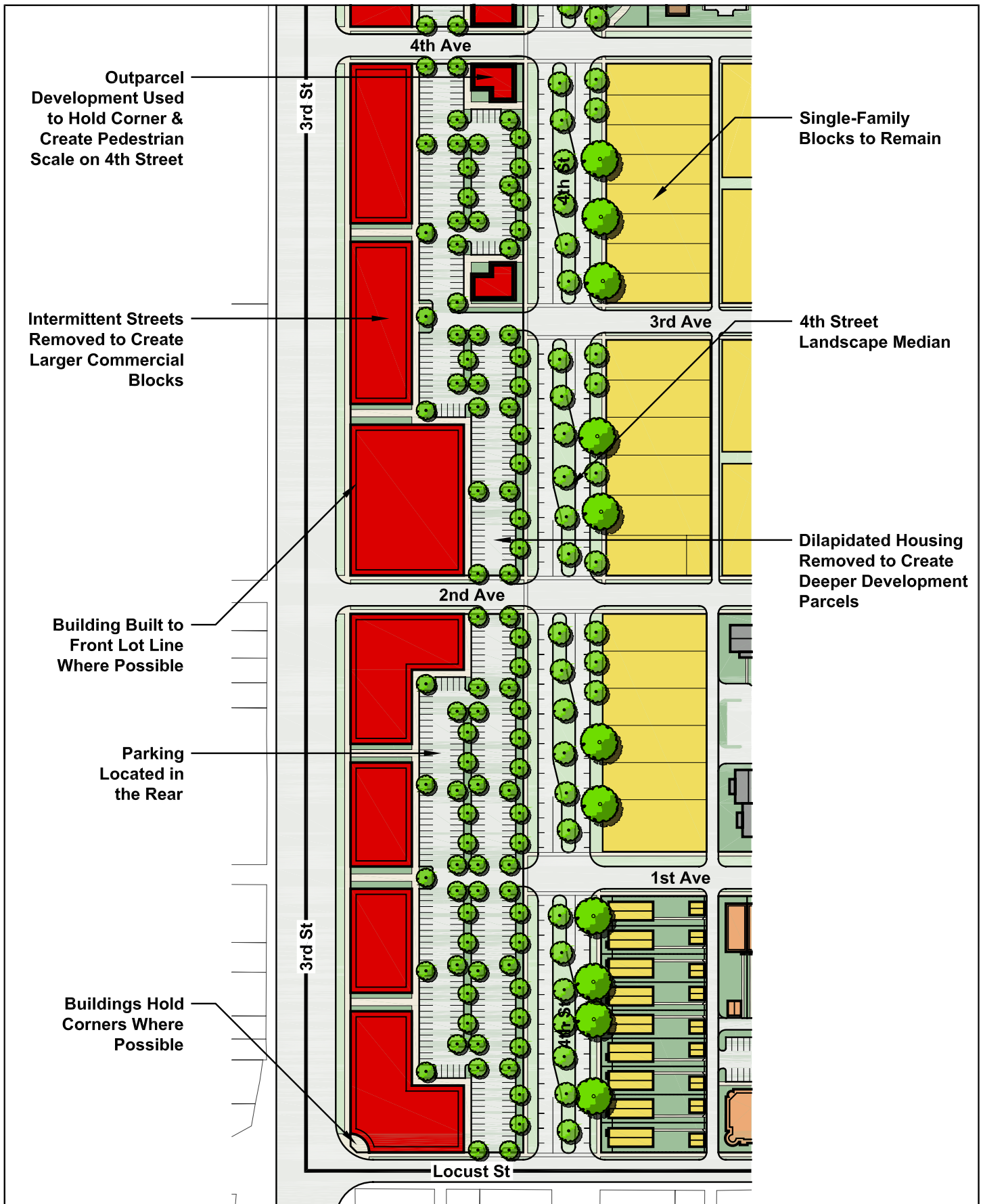


Figure 17

Typical 3rd Street Commercial Redevelopment Concept Plan

Collett Park Vicinity Plan
Terre Haute, Indiana



CAMIROS

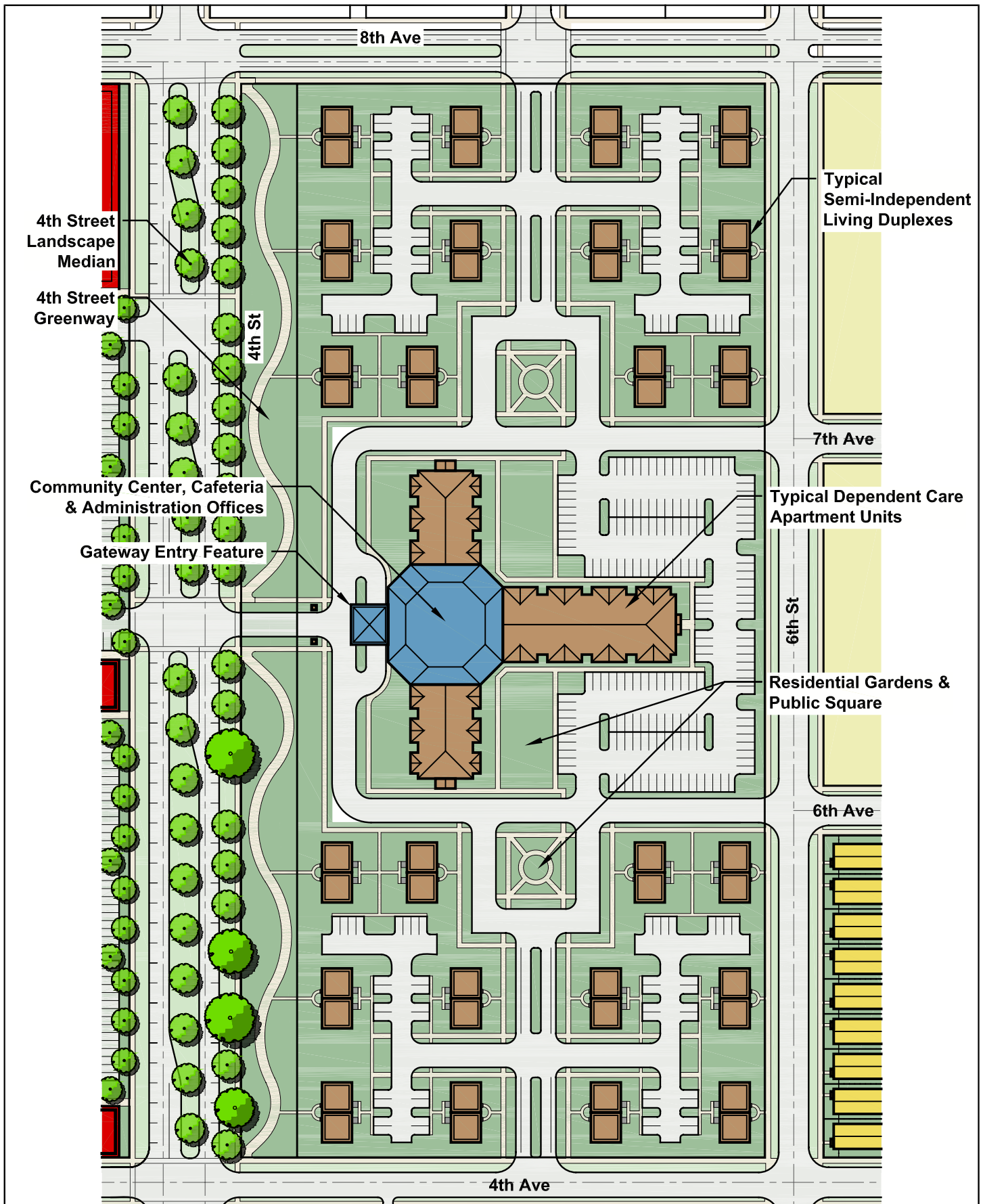


Figure 18

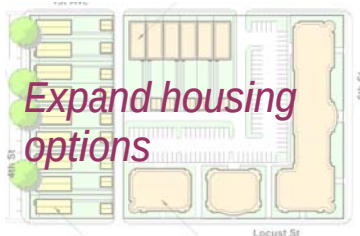
"Care for Life" Senior Assisted Living Concept Plan

Collett Park Vicinity Plan
Terre Haute, Indiana

South Neighborhood Subarea principles:



Rejuvenated
housing



Expand housing
options



New neighborhood
amenities



Relationship with
ISU



Local goods and
services

South Neighborhood Subarea Plan

The South Neighborhood Subarea faces significant challenges. Large areas of dilapidation and vacancy have resulted in disinvestment in many residential structures. Several blocks offer opportunities for housing redevelopment and new amenities. The locations of such improvements are illustrated in Figure 19, the South Neighborhood Subarea Plan. The plan recommends the following action items:

1. Remove dilapidated housing stock.

A Model Block Redevelopment Program should be established that provides techniques for the removal of dilapidated or obsolete housing in order to minimize the barriers for new housing development. This concept is illustrated in Figure 20.

2. Revitalize the subarea with attractive housing options.

An aging population and adjacency to Indiana State University present an opportunity to stabilize the subarea by offering a variety of housing types that currently do not exist in the neighborhood. Single-family homes, townhouses or multi-family apartments can be provided in the following redevelopment concepts:

- Parkside Housing development that provides single-family and multi-family alternatives and capitalizes on proposed open space enhancements (Figure 21)
- Greenway Housing development that redevelops dilapidated blocks with new single-family homes around an interior green space (Figure 22)
- The residential transition area between 3rd Avenue and 4th Avenue may host typical residential infill, or short-term residential units for hospital visitors (i.e. Ronald McDonald House). Should hospital-related housing be developed in this area, it is crucial that the units resemble single-family or duplex homes that are compatible with the surrounding neighborhood.

3. Provide neighborhood amenities that to attract home buyers.

Neighborhoods are about more than simply housing. Residents look for amenities within and around the neighborhood that make it a unique place to live. This, coupled with the opportunity to amass areas of vacant or dilapidated properties, may allow for the following recommended neighborhood amenities:

- Lafayette Park, built at the southeast corner of the planning area, creating a gateway to the neighborhood and a focal element around which the neighborhood and ISU can develop
- Greenway Garden, a communal linear park lined by housing and providing a natural link between Lafayette Park and the Union Hospital health care campus

4. Link the subarea to the university population and activities.

The presence of Indiana State University offers a unique opportunity to work with a local institution in developing housing or community services in an underserved neighborhood. The plan recommends the following physical and service improvements:

- Streetscape enhancements on 7th Street from Indiana State University to Lafayette Avenue that reflect the aesthetic already in place on the Indiana State University campus
- Allow appropriate university development, such as professional housing, community activities or open space, between Locust Street and 1st Avenue to create a transition from the Indiana State University campus to the neighborhood

5. Provide better local goods and services

3rd Street (US 41) caters to regional services accessed by car, and many of the traditional commercial structures along Lafayette Avenue are vacant. The plan recommends the following actions to transform these areas so that they may better serve the neighborhood:

- Encourage redevelopment of the 3rd Street (US 41) corridor through land use and zoning policies that allow mixed-use development with site planning standards that minimize the impacts of automobile access. (See Union Hospital Subarea Action Item #4.)
- Focus traditional commercial redevelopment at Lafayette Avenue and 7th Street that provides local goods and services, and capitalizes on both the neighborhood population and the student population at Indiana State University

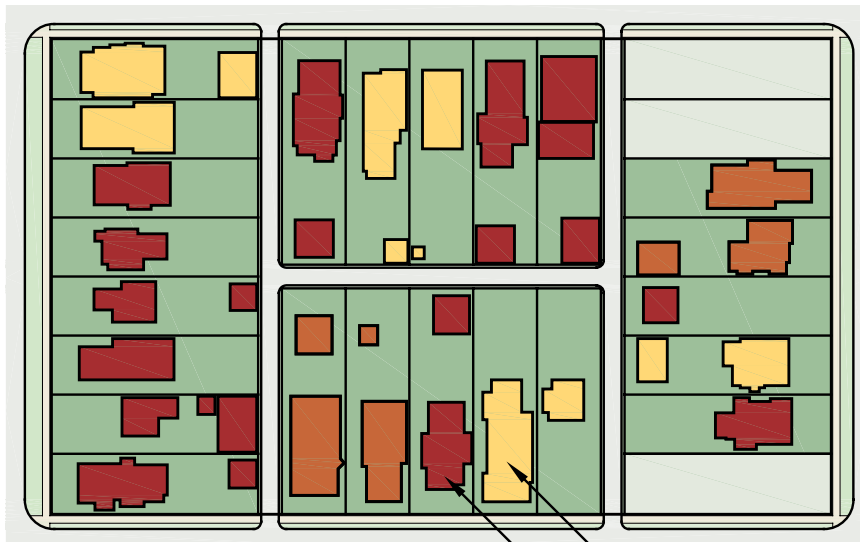


Figure 19
Concept Plan: South Neighborhood Subarea Plan

Collett Park Vicinity Plan
 Terre Haute, Indiana



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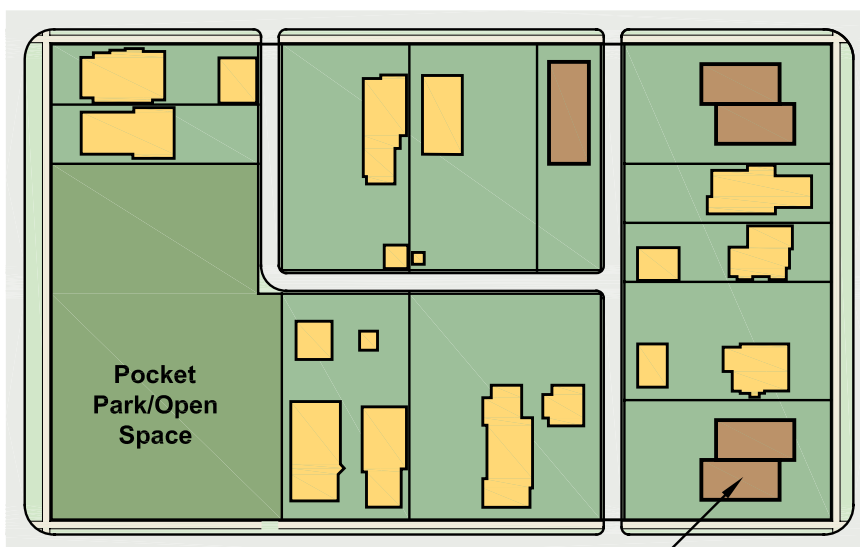


Existing Block

- Remove dilapidated housing stock
- Institute maintenance program for good housing stock

Existing Housing to Remain

Dilapidated Housing



Proposed Block

- Vacate alleys where no longer needed
- Replat lots into contemporary sized parcels for housing infill or vacant neighbor program
- Strengthen housing stock through single-family or duplex development
- Amass vacant parcels to create larger neighborhood amenities, such as pocket parks, block gardens or playgrounds
- Enhance public infrastructure, such as sidewalks, curbs & gutters, street trees & lighting

New Housing

Figure 20

Model Block Redevelopment Diagram

Collett Park Vicinity Plan
Terre Haute, Indiana

July 2008

0' 50' 100' 200'



CAMIROS

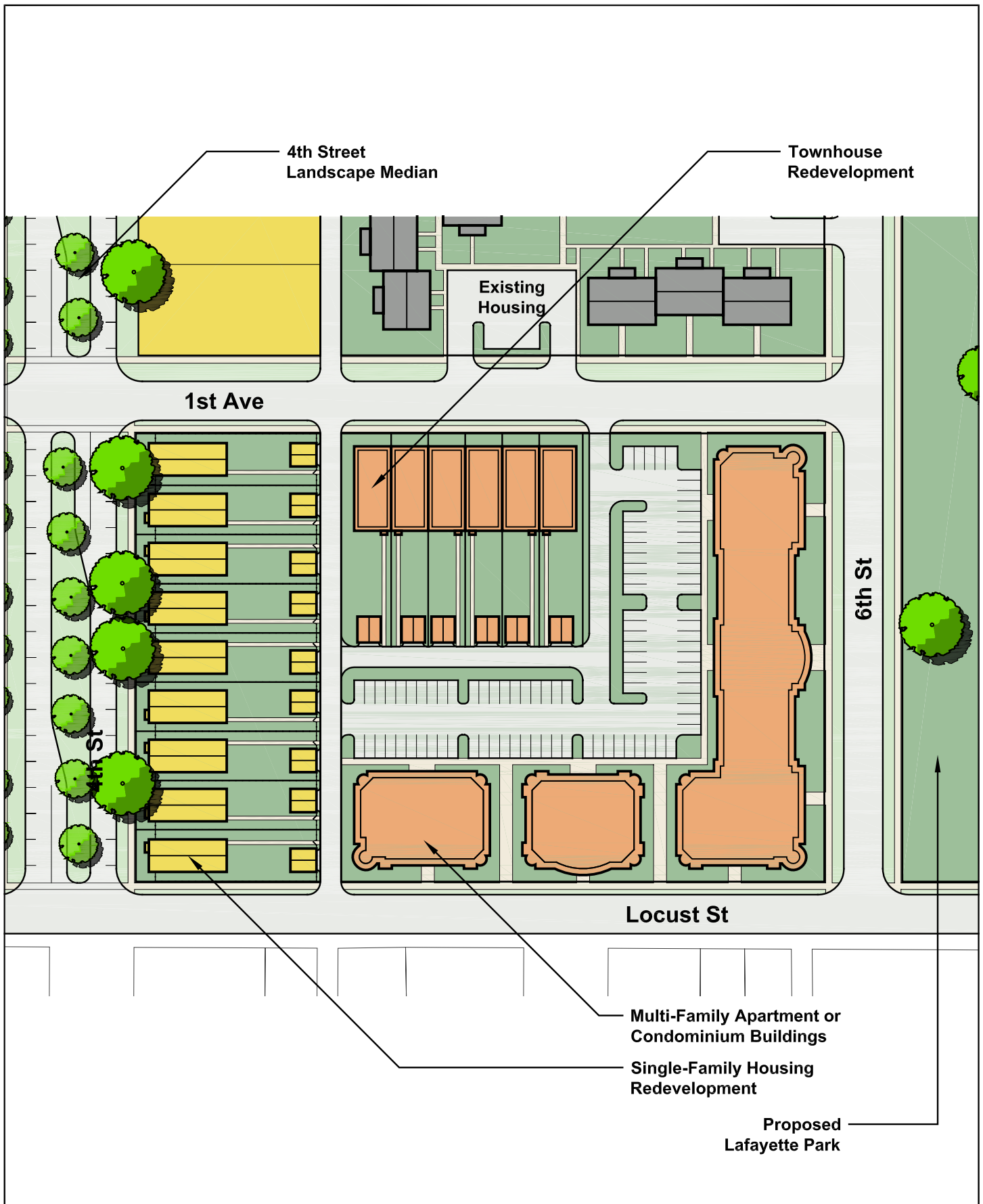


Figure 21

Parkside Housing Concept Plan

Collett Park Vicinity Plan
Terre Haute, Indiana



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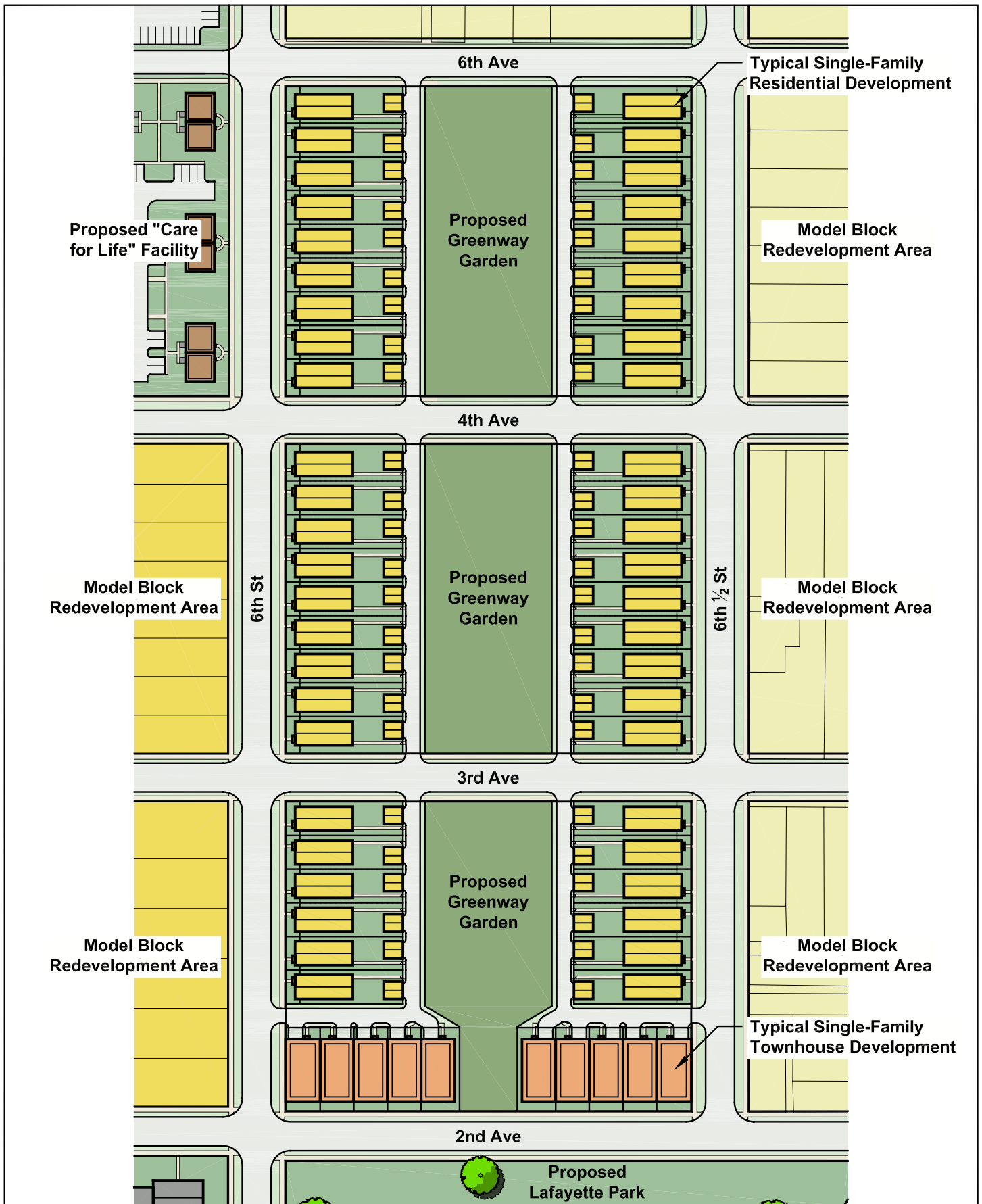


Figure 22

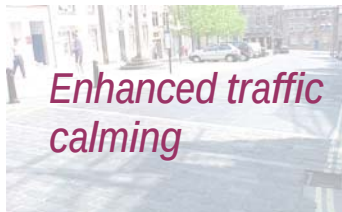
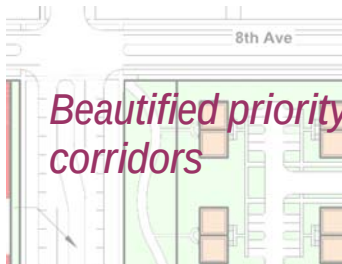
Greenway Gardens Housing Concept Plan

Collett Park Vicinity Plan
Terre Haute, Indiana



CAMIROS

Transportation principles:



Transportation Improvements

Throughout the planning process, several specific concerns were expressed by residents regarding the transportation network in and around the study area. They include:

- The closing of 7th Street north of 8th Avenue to allow for Union Hospital expansion
- The effects of truck traffic on Maple Avenue heading east from US 41 for the industrial park on the eastern edge of the city
- The general safety of pedestrians, especially children, along Maple Avenue and near Ouabache Elementary School

The following recommendations have been developed to address these concerns, as well as other potential improvements, such as a comprehensive bicycle plan, infrastructure improvements, and gateway opportunities.

Neighborhood-wide Transportation Improvements

In order to ensure an adequate level of maintenance and infrastructure throughout the neighborhood, the roadways should be classified as one of three types; Typical Residential, Lafayette Avenue Corridor, and Image Corridor; and that typical cross-section designs should be applied to each type in order to adequately accommodate pedestrian infrastructure, bicycle paths, on-street parking, anticipated traffic volumes, and appropriate gateway features. Figure 23, the Transportation Improvement Plan, illustrates the locations of these corridors, as well as key entry points and traffic calming zones. The following summarizes the proposed roadway classification system:

Typical Residential Streets (Figure 24)

- Typical residential – standard residential street with on-street parking on both sides and two travel lanes
- Typical residential with bike lane – standards residential street with on-street parking on one side and one on-street dedicated bike lane on each side of the street

Lafayette Avenue Corridor (Figure 25)

- Residential – primary corridor serving residential land uses, and containing on-street bicycle lanes in each direction and decorative streetscaping elements
- Commercial – primary corridor serving local commercial land uses, and containing on-street parking on each side, shared bicycle/vehicular travel lanes, and decorative streetscaping elements

Image Corridors (Figure 26)

- 7th Street – extension of ISU streetscaping from the ISU campus to 8th Avenue, including on-street parking on both sides and decorative streetscaping elements
- 8th Avenue & Maple Avenue Gateway Corridors – primary entry corridors including expanded rights-of-way to accommodate a landscaped median, dedicated on-street bicycle lanes, and decorative streetscaping elements

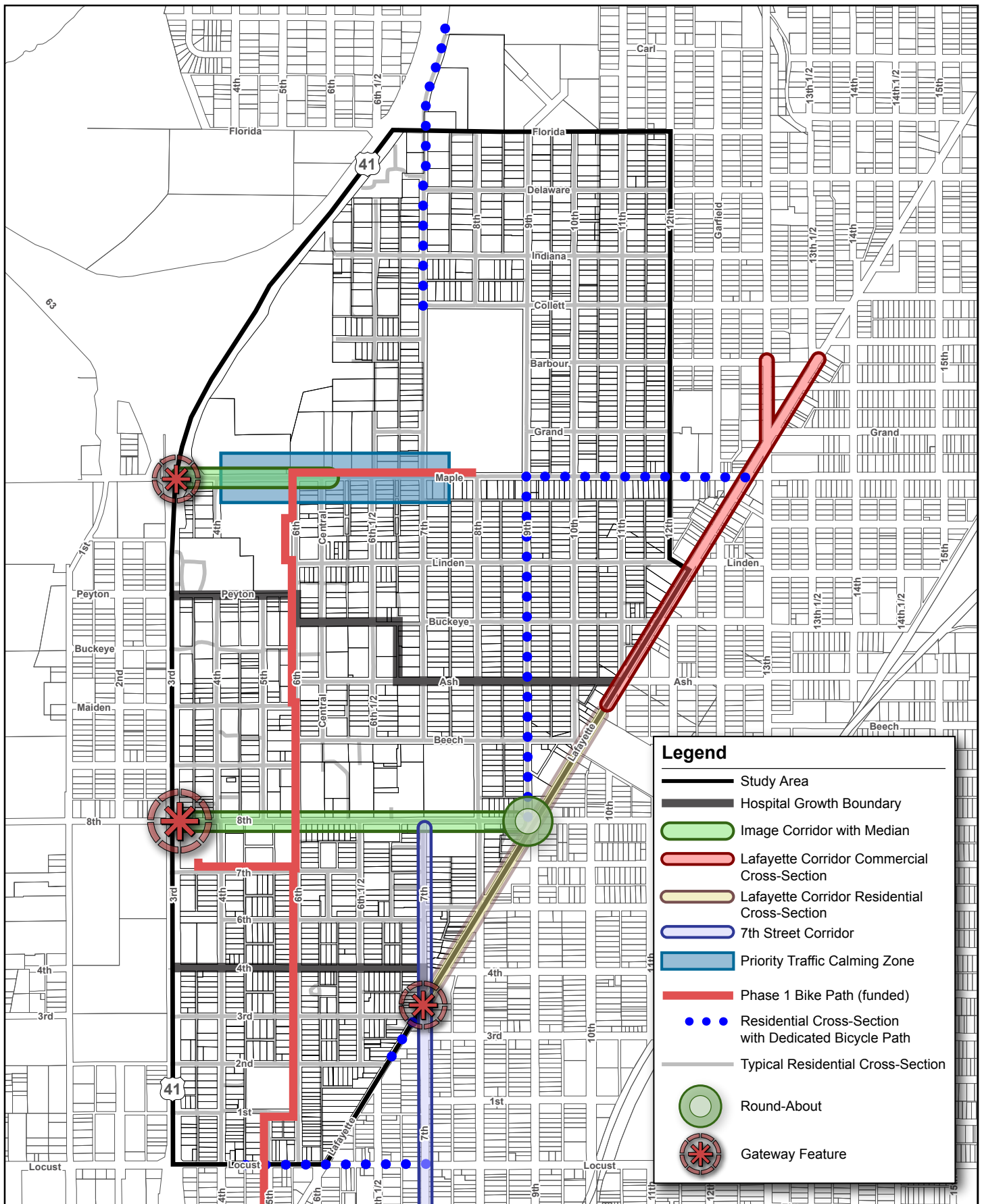
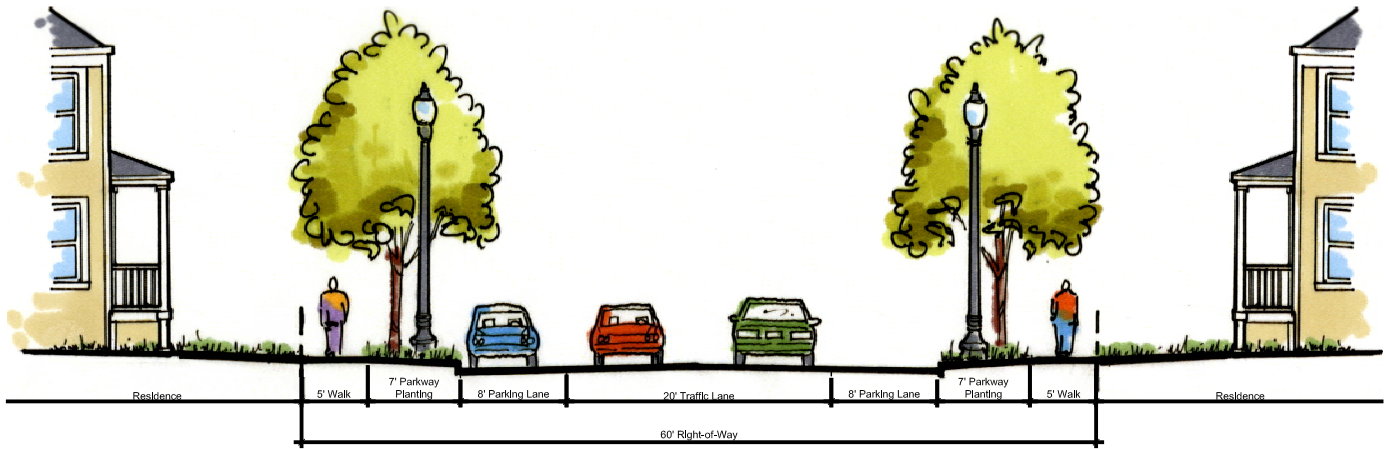


Figure 23
Transportation Improvement Plan

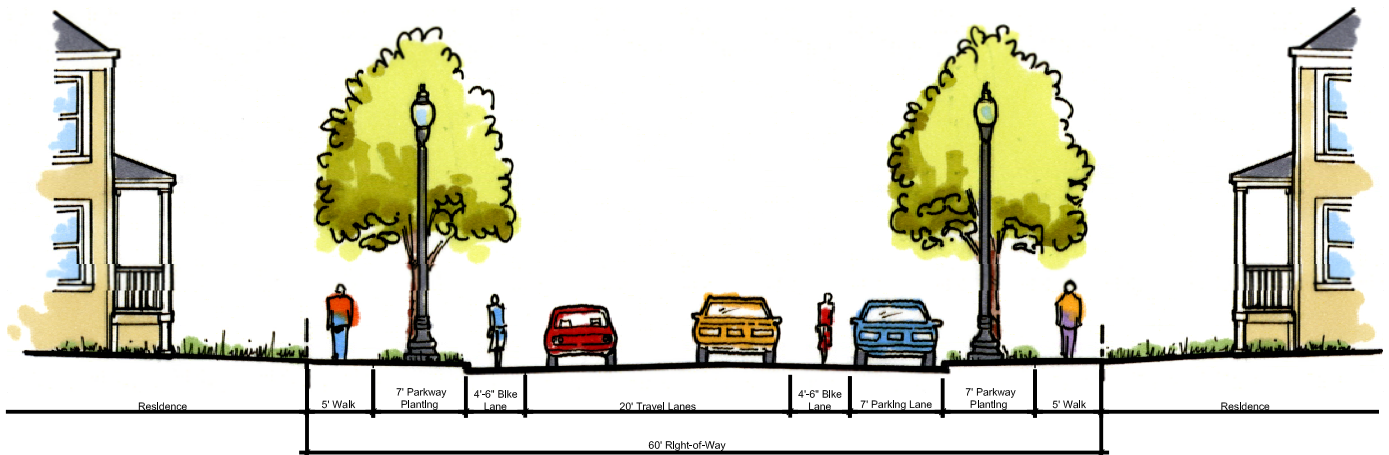
Collett Park Vicinity Plan
 Terre Haute, Indiana

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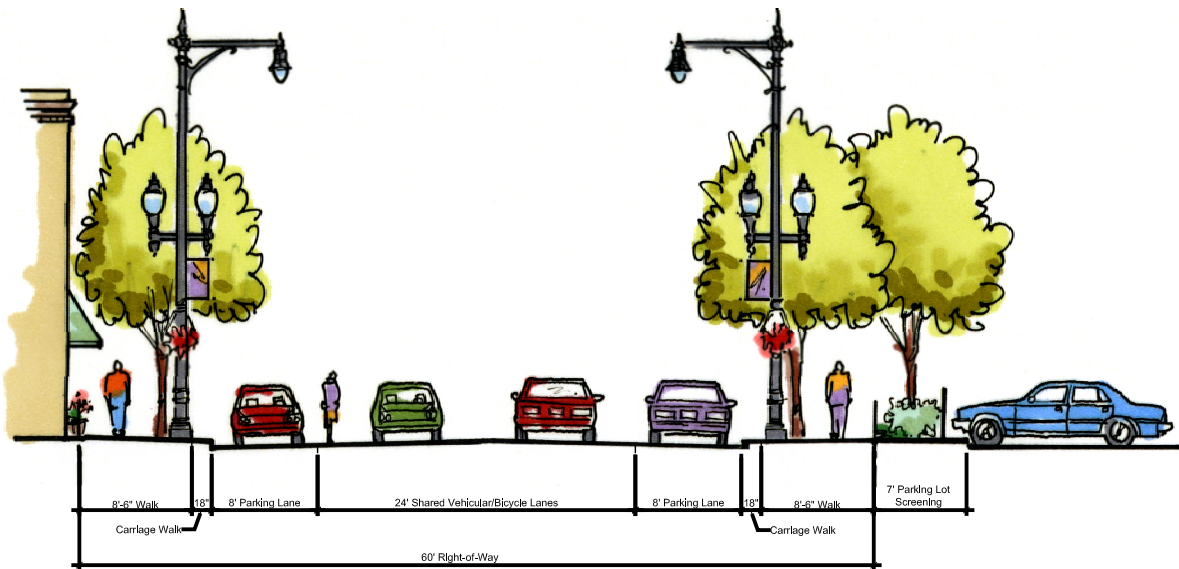


Typical Residential Street

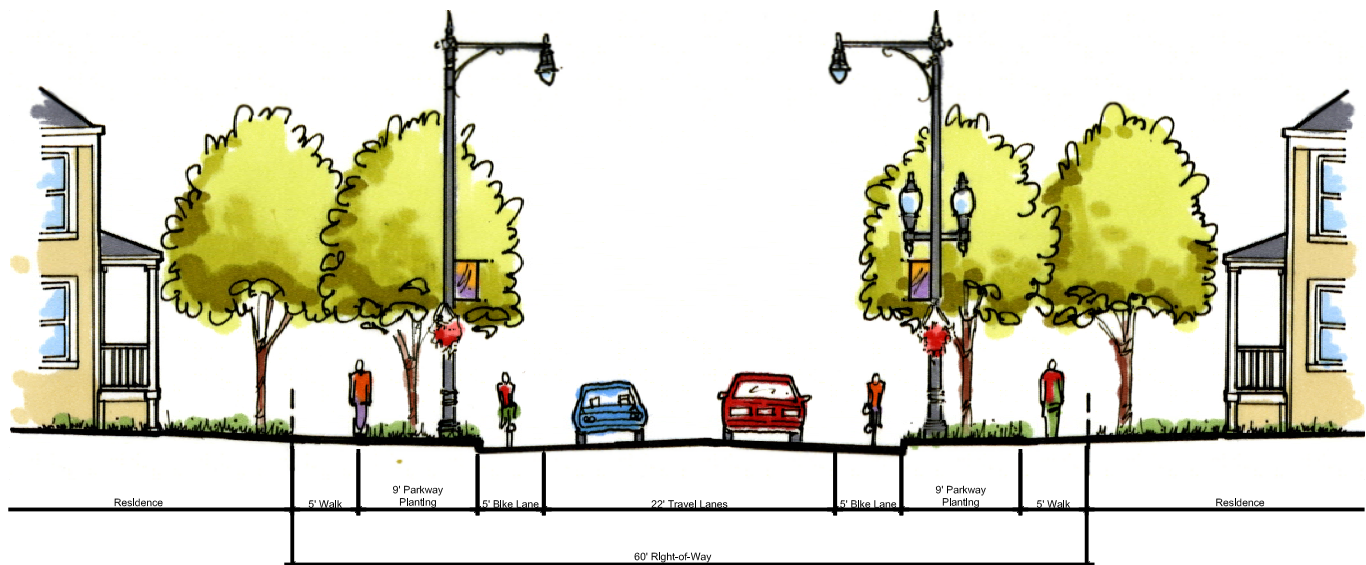


Typical Residential Street with Bike Lane

Figure 24
 Residential Streets Cross-Sections
 Collett Park Vicinlty Plan
 Terre Haute, Indiana



Commercial Cross-Section

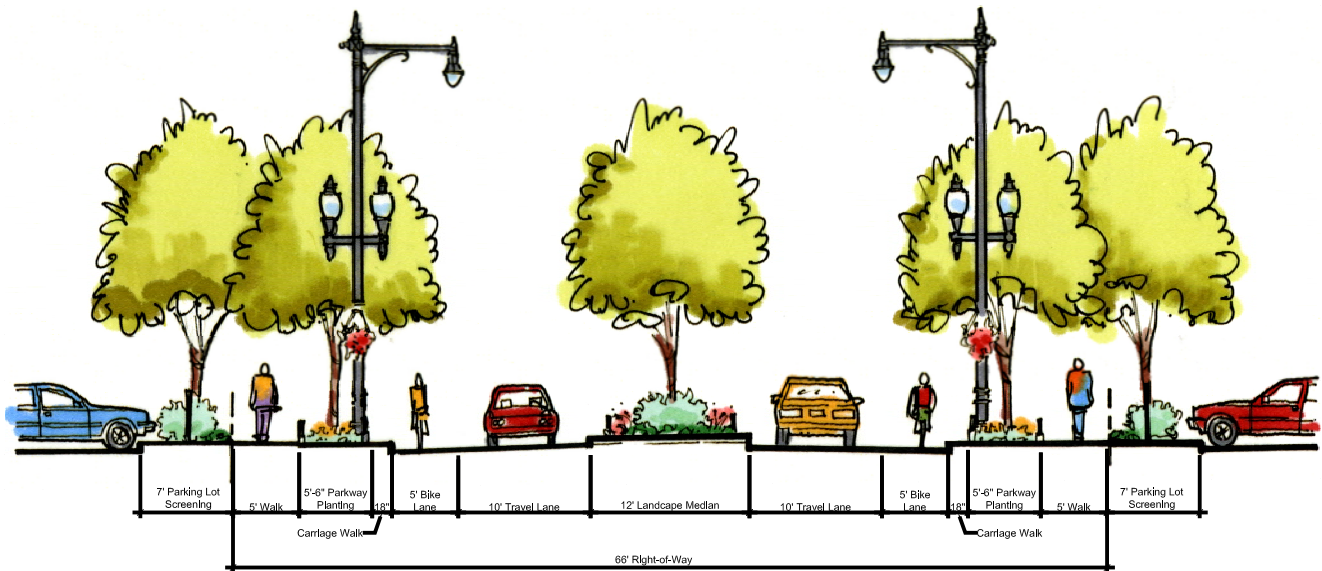


Residential Cross-Section

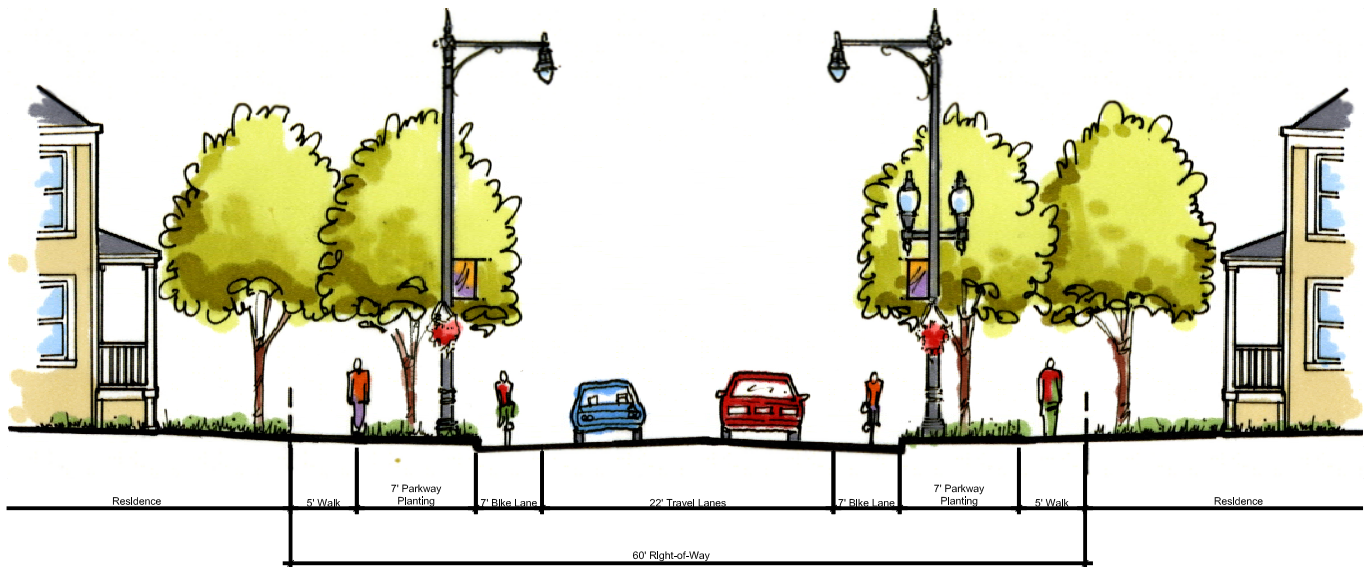
Figure 25

Lafayette Avenue Corridor Cross-Sections

Collett Park Vicinity Plan
Terre Haute, Indiana



8th Avenue & Maple Avenue Landscaped Boulevards



7th Street Cross-Section

Figure 26

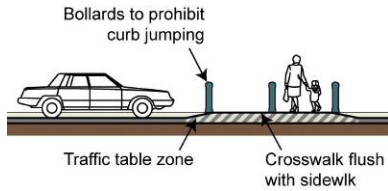
Image Corridors Cross-Sections

Collett Park Vicinity Plan
Terre Haute, Indiana

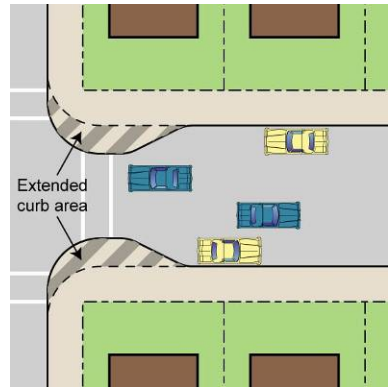
CAMIROS

Site-specific Transportation Improvements

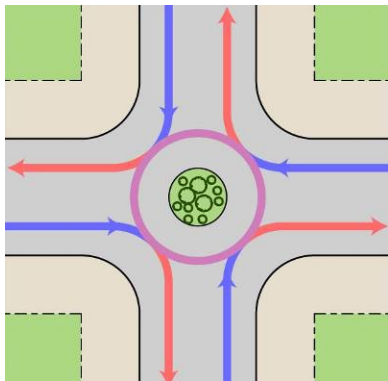
Figures 27a-c. Traffic calming techniques



a. Traffic table



b. Curb extension



c. Traffic circle

Within the context of the neighborhood-wide improvements, several site-specific enhancements are recommended to satisfy the goals of this plan in terms of community character, safety and access. They include:

1. Re-alignment of truck traffic around the neighborhood

Currently, trucks traveling from the 3rd Street (US 41) corridor to the eastside industrial park often use Maple Avenue. However, through truck route designations and signage, trucks should be encouraged to use US 41 north to Fort Harrison Road.

2. Gateway features

There are several intersections which serve as primary access points for the neighborhood. In order to strengthen community identity and character, gateway elements, such as decorative signage, landscaping, or sculpture, may be provided as follows:

- Neighborhood gateways at 3rd Street (US 41) and Maple Avenue, and at 7th Street and Lafayette Avenue
- Union Hospital Gateways at 3rd Street (US 41) and 8th Avenue, and at Lafayette Avenue and 8th Avenue

3. Union Hospital Round-about

Roundabouts are effective for maintaining traffic flow, cleaning up complex intersection geometries, and providing central points of interest. The city has begun exploring the feasibility of a round-about at 8th Avenue and Lafayette Avenue. Based on the goals of this plan, this is a logical location for a round-about, and would provide an opportunity for a central landscaping or sculptural elements, as well as a gateway feature to Union Hospital from Lafayette Avenue.

4. Site-specific traffic-calming techniques

Pedestrian safety is a key issue that has been identified by residents of the study area. There are several techniques that can be used to provide a safer and more comfortable pedestrian environment. The following techniques, illustrated in Figure 27, should be considered for installation in priority areas, such as Maple Avenue between US 41/3rd Street and Collett Park, depending on their feasibility in providing a safe pedestrian environment without compromising the functionality of Maple Avenue as a significant neighborhood entry corridor:

- *On-street parking* forces traffic to slow due to parking activities and the perceived narrowing of lanes
- *Traffic tables* can provide safe pedestrian crossing points while encouraging slower traffic flow
- *Curb extensions* reduce the distance of roadway a pedestrian must cross
- *Traffic circles* provide a visual barrier, encouraging slower traffic movements and neighborhood landscaping
- *Roadway pavement textures* add character to the roadway and alert the driver to special pedestrian activities
- *Lane narrowing* results in slower traffic speeds and can discourage certain types of vehicles from using a roadway segment

Implementation Program

The recommendations included in this plan generally fall into five categories; strategic/organizational, public policy, public investment, private development, and/or public/private partnership. While some recommendations are clearly one of these types, others entail several relationships to attain implementation. For example, a significant residential redevelopment project may require an amendment to the zoning ordinance to accommodate a planned development, public investment to assist in infrastructure or property acquisition, and private development to build and market the housing. Figure 33, the proposed Action Program, identifies all of the recommendations included in this plan, and provides a framework for implementation based on what portion of the planning area is impacted, the appropriate time frame for action, and the persons or parties responsible.

For the purposes of this implementation program, there are several groups that have been identified as key players. They include:

- Vigo County Area Planning Department (VCAP) – responsible for coordinating local and regional planning efforts, assessing development proposals within the context of the neighborhood and city-wide comprehensive plans, providing recommendations to City Council regarding the feasibility and legality of proposed developments, and referring development entities to appropriate city departments for detailed project assessment regarding financing, infrastructure, and engineering
- Terre Haute city departments
 - Engineering Department – responsible for assessing the needs of development proposals in terms of surface and below-grade infrastructure, environmental impacts, and design standards
 - Parks Department – responsible for developing, or assisting in the development of, public open spaces, as well as the maintenance of open space facilities and programs
 - Department of Redevelopment – responsible for implementing a coordinated redevelopment program including affordable housing, neighborhood services, and site acquisition and preparation, and coordinating private/public partnerships that entail shared financial or staff resources in approving and constructing redevelopment projects
- Terre Haute Neighborhood Partnership – responsible for city-wide neighborhood advocacy for fair and affordable housing, adequate local services, home ownership, and sustainable communities, specifically in underserved or disenfranchised residential areas
- Collett Park Neighborhood Association – responsible for advocating on behalf of the residents of the Collett Park neighborhood within its boundary, including the Collett Park historic district
- Indiana State University – responsible for private or public/private redevelopment efforts related to housing, commercial facilities, university-related activities, and integrated open space in areas adjoining the university area or areas designated as potential future campus expansion districts

Table 7. Action Plan

Plan Goals	Improvement Area				Time Frame			Responsible Parties
	North Neighborhood Subarea	Union Hospital Health Care Campus Subarea	South Neighborhood Subarea	Transportation Improvements	0-2 years	2-5 years	5-10 years	
Projects								<u>Key:</u> VCAP – Vigo County Area Planning THED – Terre Haute Engineering Department THPD – Terre Haute Parks Department THDOR – Terre Haute Department of Redevelopment THNP – Terre Haute Neighborhood Partnership CPNA – Collett Park Neighborhood Association ISU – Indiana State University
1. Strengthen the character of the neighborhood.								
Establish land use and zoning policy to reflect the three subareas within the neighborhood	•	•	•					VCAP
Establish Model Block Maintenance Program	•							THED, CPNA
Establish Model Block Infill/Improvement Program	•							THDOR, Building Inspection Office
Establish a Model Block Redevelopment Program			•					THDOR, Building Inspection Office, THNP
Adopt residential design guidelines	•							VCAP
Adopt medical campus design guidelines		•						VCAP
Install neighborhood gateway features	•		•	•				THED
Install Union Hospital gateway features		•		•				Union Hospital
2. Capitalize on Union Hospital and ISU as potential a neighborhood asset.								
Provide a broader range of commercial and medical services		•						VCAP, private developer
Develop "Care for Life" senior housing facility		•						Private developer
Establish and implement a redevelopment strategy in conjunction with Indiana State University			•					THDOR, ISU
3. Create a safe and well-connected transportation network.								
Create green links between nature preserve and neighborhood	•			•				THPD, THDOR
Utilize state grant money to install phase 1 of city-wide bicycle path network								
Create gateway, bike facilities and pedestrian networks in and around community assets, and expand/renovate existing park facilities	•	•	•	•				THED
Implement residential streets cross-section improvements	•	•	•	•				THED
Implement Lafayette Avenue corridor cross-section improvements		•	•	•				THED
Implement image corridors cross-section improvements	•	•		•				THED, VCAP
Re-align truck traffic	•			•				THED
Install Union Hospital round-about		•		•				THED
Install site-specific traffic calming mechanisms	•	•	•	•				THED

Table 7. Action Plan (continued)

Plan Goals	Improvement Area				Time Frame			Responsible Parties
	North Neighborhood Subarea	Union Hospital Health Care Campus Subarea	South Neighborhood Subarea	Transportation Improvements	0-2 years	2-5 years	5-10 years	
Projects								<u>Key:</u> VCAP – Vigo County Area Planning THED – Terre Haute Engineering Department THPD – Terre Haute Parks Department THDOR – Terre Haute Department of Redevelopment THNP – Terre Haute Neighborhood Partnership CPNA – Collett Park Neighborhood Association ISU – Indiana State University
4. Make the neighborhood more livable for residents of all ages.								
Redevelop Parkside Housing area			•					VCAP, private developer
Redevelop Greenway Housing area			•					VCAP, private developer
Create Lafayette Park			•					THPD
Create Greenway Garden			•					VCAP, private developer
Develop nature preserve	•							THPD
Support existing neighborhood associations and establish new ones where possible	•		•					VCAP, THNP, CPNA
5. Enhance the value of surrounding commercial areas.								
Establish a redevelopment program for 3rd Street (US 41)	•	•	•					THDOR
Improve the Lafayette Avenue corridor and Twelve Points area	•							VCAP
Create local commercial node at Lafayette Avenue and 7th Street			•					VCAP

As described above, there are five general categories of actions into which the plan recommendations may fall. The following is a summary of each type and how they play a role in meeting the goals and objectives of the plan.

Structural/organizational actions require local activists, city staff, or institutional leaders to individually or collectively spearhead the effort to address a specific topic through community awareness, social outreach and volunteered time and resources. A good example of this is a Neighborhood Watch program or system of block groups. In each case, residents are encouraged by a local activist to work with city departments to make the neighborhood a safer and more attractive place through social networking, communication, community programs, and local hospitality efforts. Such actions are dependent upon the ability of the local community to identify coordinators on behalf of both the residents and city, to volunteer their time, and work together. One example of a structural/organizational action recommendation included in this plan is the establishing block groups throughout the neighborhood.

Examples of this concept are the existing Collett Park Neighborhood Association and Terre Haute Neighborhood Partnership. Both groups strive to enhance the collective quality of life in the community through grass roots involvement in neighborhood organization. However, with limited capital resources to implement development projects, these groups rely on community organization to encourage local leadership to reflect their vision for the community. However, while effective in preserving the character of the neighborhood and creating a unified voice of the residents, this use of influence may sometimes conflict with overall goals for the city and the rights of other property owners. Such tension can make the city vulnerable to stalemates of progress or litigation pertaining to proposed developments. More importantly, it may prevent projects that are beneficial to the entire community. As implementation of this plan moves forward, it will be critical to assess the needs and rights of the local residents with those of the city, development community, and region as a whole. Ultimately, grounds for consensus should be sought for each action so that all groups involved recognize the positive benefits of neighborhood growth.

Public policy actions include enforcement of or amendments to city ordinances as they pertain to land use, zoning, maintenance, infrastructure, and development. Such regulations can impact the way the neighborhood is used as well as its appearance, image and identity. Public policy actions are dependent upon the political willingness to amend existing policy or create new policies, and can be facilitated by organized community groups who represent a unified voice. Examples of public policy action recommendations included in this plan are:

- Modifying the zoning ordinance to delineate hospital growth and intensity of use areas
- Adopting design guidelines to preserve the character of the neighborhood areas
- Establishing residential maintenance standards and a vacant neighbor program to facilitate a higher level of investment in the neighborhood

Public investment actions include the use of government resources to install amenities or encourage new growth within the neighborhood. For example, removing condemned structures, building new parks, or offering incentives for home maintenance and rehabilitation remove significant barriers in preserving the character of a neighborhood. Such actions are dependent upon the available resources within the city and the capacity to set aside future programming for completion and maintenance of new projects. Examples of public investment action recommendations included in this plan are:

- Developing the nature preserve north of Ouabache Elementary School
- Installing bicycle and pedestrian infrastructure throughout the neighborhood
- Enhancing the streetscape of certain priority corridors that serve the larger community

Private development actions are those undertaken by the private development community. Whether it is residential development, institutional facilities, or commercial services, private development entities come in all shapes and sizes. However, private development actions are dependent upon a viable market. This is affected by a number of factors, including the ability to rent or sell new developments, the availability of properties based on use and project scale, the ability to work with the local municipalities during plan review and permitting, and the long-term benefits to the developer. In this way, it is often difficult to dramatically alter the

private development market without the establishment of policy actions described above. Examples of private development action recommendations included in this plan are:

- Developing new residences north of Florida Avenue
- Redeveloping 3rd Street/US 41 as a mixed-use corridor
- Developing the Greenway Gardens housing and open space plan

Public/private partnership actions occur when municipalities, developers, institutions or residents work together to spur development that may not otherwise occur due to a single entity. Each of these groups offers some set of skills or resources that may remove some of the significant barriers to redevelopment. Whether it is land acquisition, development incentives for sustainable design or historic preservation, or the development of community activities or programs, public/private partnerships can result in the most effective “win-win” scenarios for those involved. However, such projects can often be difficult to implement because they require additional coordination time, commitment of resources, and consensus as to what is the best project for those involved. Examples of public/private partnership action recommendations included in this plan are:

- Building structured parking on the Union Hospital medical campus
- Installing a round-about at Lafayette and 8th Avenue

Existing Implementation Resources

Several recommendations included in this plan will require significant investment on behalf of either the private development community or public entities. The Terre Haute Department of Redevelopment (THDOR) is the public agency most directly linked to neighborhood development and revitalization. The THDOR is the administrative body for several state or locally funded grant programs aimed at improving infrastructure, encouraging residential development, and preserving community character. The following ongoing programs should be utilized by residents and developers in the study area.

Site Recovery Program

This program allows for the private acquisition of publicly held properties at a reduced price for residential development. Most often, properties are made available to developers for \$1 and include a building requirement. This requirement states that a residential structure must be constructed on the property within one year, and the structure must comply with the zoning requirements associated with the property. In other instances, publicly held properties may be made available to adjoining property owners for the purpose of increasing the yard size. In these cases, the property is sold for \$50 per foot of front lot width.

This program lays the foundation for private residential infill development and a vacant neighbor program inherent in the Model Block Maintenance, Infill/Enhancement, and Redevelopment programs outlined in this plan. For more detailed information, refer to the following website: http://www.thredevelopment.org/properties_sr_pr_desc.html.

Residential Development Program

This program provides targeted incentives to developers who follow established guidelines to construct new residences. The intent of the program is to facilitate residential infill development in targeted neighborhood areas. The geographic area in which funding is available through this program includes the portion of the study area south of Maple Avenue, as well as several surrounding neighborhood areas. Funding can be used for selected improvements, such as sewer taps and sidewalks, among others, in order to mitigate some costs of private residential development for projects that enhance the residential character of the neighborhood and meet a series of developer requirements related to zoning policy, building and site design, and development timeline. The requirements related to building and site design reflect the guidelines for residential development included in this plan. The program also allows for the transfer of publicly held properties at a reduced price.

The Residential Development Program is currently structured to provide a maximum amount of funding per application. However, depending on the amount of funding available, the market demand for various types of housing, and the vision of the community, it may be appropriate to consider allocating funds based on a maximum amount per unit. This approach would provide the opportunity for greater savings for developers who acquire several adjoining properties and propose a townhouse or multi-family development project. For more detailed information, refer to the following website:

http://www.thredevelopment.org/properties_res_dev_desc.html

Housing Counseling

THDOR works with the Terre Haute Housing Authority and local corporations to host seminars related to home financing and maintenance. This program includes a broad range of related topics, including finance management for renters or owners, structural and property maintenance and upkeep, and lending options for potential investors.

Other Implementation Resources

The programs described above focus on the transfer of publicly held properties for development or yard expansion, and the facilitation of new infill housing in underinvested portions of the community. However, little emphasis is given to the maintenance and preservation of the existing housing stock. This is partially addressed through funding available to homes in the Collett Park Historic District. But the historic district incentives are restricted to certain types of renovations on properties within its boundary. To address a broader geographic area, the city may consider a tax abatement program to encourage structural maintenance and rehabilitation of existing homes in the study area and in other stressed neighborhoods throughout Terre Haute. In doing so, the city can reinforce the efforts of its other ongoing programs and ensure that the existing housing stock does not become obsolete in light of new residential development.

One tool that many communities use for neighborhood development and revitalization is Community Development Block Grants (CDBG). Terre Haute currently uses this program as a funding source for infrastructure improvements and redevelopment projects in four designated areas throughout the city. It should be noted the Collett Park Vicinity Plan study area is not eligible for funding through the CDBG program because it does not meet requirements pertaining to community income. Furthermore, from a city-wide perspective, the areas of the city that are designated for CDBG funding are in greater need of infrastructure improvements and housing investment.

Plan Priorities

Given the number of recommendations and projects included in this plan, it is imperative to focus resources on those that provide the greatest impact in facilitating the implementation of subsequent initiatives. Typically, the greatest immediate power a plan has is to enable policy makers to point to the document and adjust land use and zoning ordinances accordingly. This should be the first step, acted upon immediately, to ensure that future development reflects the vision of the neighborhood.

Significant projects, such as housing development, commercial expansion, or new parks, typically take more time. These are subject to the private market, public resources available, and the priorities of the city. There are, however, actions local stakeholders can take to be prepared for the time when such factors allow for redevelopment activity. The city and its departments can have programs in place that identify the necessary action to facilitate change. Included in these plans are yearly funding resources that can be set aside for incremental improvements to infrastructure and key properties. These departments should also keep a pulse on larger one-time funding sources, such as local grants and state

redevelopment program funding, so that, when an opportunity exists, capital can be assembled to spur priority projects.

The following priority actions represent cornerstone steps that set the stage for future policies and projects, and are based on the input provided throughout the process by residents, the steering committee, stakeholders and city staff.

Priority action #1. Amend the zoning ordinance to delineate the growth boundaries, uses and intensities of the Union Hospital campus. Much of the impetus for this plan is the relationship between Union Hospital and the surrounding neighborhood. In that respect, the most immediate actions should address this, and the most appropriate tool to do so is zoning policy. Clearly drawing lines as to where and how the available land can accommodate hospital facilities and related uses will provide insurance to both Union Hospital and the neighborhood that their expectations will be met. Also, it will give City Council and the Planning Commission a guiding document when considering the impacts of requested zoning changes or variances.

Priority action #2. Adopt design guidelines or form-based zoning regulations for the residential portions of the planning area. The Collett Park neighborhood sets a good example for how future residential development may look in order to fit in with, or extend, viable and attractive residential areas. The residential design guidelines included in this plan may serve as a foundation for form-based zoning policy that seeks to preserve the character through infill housing and larger-scale redevelopment projects.

Priority action #3. Create a redevelopment program for the South Neighborhood Subarea. The South Neighborhood Subarea holds the potential for several commercial, residential or open space redevelopment projects. However, it is unrealistic to believe that the city can set aside the resources to tackle all of them at once. Instead, a redevelopment program should be established that identifies key steps related to implementing each project, and the resources or relationships necessary to do so. Through this tool, city staff can monitor the variables that determine the feasibility of different projects, such as the private redevelopment market, available city resources to offer incentives or acquire land, or public policy to guide private investment so that it meets the overall goals of the plan within the context of future projects.