Appendix

PRIORITY ACTION PROGRAM

The following Action Program consists of the complete list of strategies identified by the following six Focus Groups.

1. **Town Center**
2. **Land Use and Development**
3. **Transportation and Infrastructure**
4. **Parks, Trails, and Community Enhancements**
5. **Marketing and Communications**
6. **Education**

The Action Program provides the priority level, the responsible entity for implementing the strategy, the timeframe, and alignment with the core values. Prioritization was first done by community stakeholders at the second Focus Group Workshop, and a final review was done by the Steering Committee to ensure the priorities would be realistic for implementation and supportive by the Town of Middlebury. These strategies will guide the Town and the Focus Groups on implementing these strategies over the next 10 years to enhance the Town's vibrancy.

Town Center

Goals	Action Strategies	Time Frame Short term < 5 years Mid term 5-8 years Long term >8-10 years	Responsibility	Priority	Core Values
Proactively market the vision and character of the Town Center	Promote mixed-use and infill development to support a vibrant and thriving Town Center	Long term	Town Manager & Land Use & Development Focus Group	Top High Priority	Attractive & Welcoming Community, Opportunities for Community Connections, Industry, Innovation, & Education, Infrastructure & Safety, Simple, Family-Focus Lifestyle, & Nature, Parks, & Trails
	Research and provide appropriate incentives to encourage infill and redevelopment in targeted areas	Long term	Town Manager & Land Use & Development Focus Group	Top High Priority	
	Retain existing businesses while promoting a diversified market to have additional commercial and retail uses	Long term	Town & Middlebury Chamber	Top High Priority	
	Conduct a parking study to evaluate the parking needs in downtown	Short term	Town Manager, Town Center Focus Group & INDOT	Top High Priority	
	Develop a Town Center Redevelopment Plan	Long term	Town Manager & Middlebury Chamber	Top High Priority	
	Create an organization to work with all stakeholders for fundraising and to drive the vision	Long term	Town Manager & Middlebury Chamber	High Priority	
	Establish a design review board to review proposed development plans to ensure plans are reflective of the Town Center's vision	Short term	Town Manager & Land Use & Development Focus Group	Medium Priority	
	Adopt Town Center Development Standards for redevelopment and new development to implement the vision of the Town Center	Short term	Town Manager & Land Use & Development Focus Group	Low Priority	

Town Center

Goals	Action Strategies	Time Frame Short term < 5 years Mid term 5-8 years Long term >8-10 years	Responsibility	Priority	Core Values
Increase the number of local businesses and small-scale retail spaces to provide additional shopping, dining, and service opportunities	Work with property owners to encourage the reclassification of properties they own not currently being utilized for an active business (i.e. using for storage or sitting empty) into retail space	Long term	Town Council & Middlebury Chamber	Top Medium Priority	Attractive & Welcoming Community, Opportunities for Community Connections, Industry, Innovation, & Education, Infrastructure & Safety, & Nature, Parks, & Trails
	Develop and maintain a database inventorying a list of available properties for sale for redevelopment/ adaptive re-use of vacant sites and buildings for economic development and to increase retail space	Short term	Town Manager, Middlebury Chamber, Town Center Focus Group, & Elkhart County EDC	High Priority	
	As property becomes available, be intentional about marketing and redeveloping for retail space	Long term	Town Council & Middlebury Chamber	High Priority	
	Identify properties to support retail districts in the town	Long term	Town Council & Middlebury Chamber	High Priority	
	Provide additional local shopping and grocery establishments to reduce the need to travel to regional communities for daily needs	Long term	Town Manager, Land Use & Development Focus Group, & Elkhart County Planning & Zoning	High Priority	

Town Center

Goals	Action Strategies	Time Frame Short term < 5 years Mid term 5-8 years Long term >8-10 years	Responsibility	Priority	Core Values
Coordinate infrastructure improvements with future development plans to reduce fiscal impacts	Capitalize on the planned SR 13 INDOT improvements to include traffic calming measures and redesign the streetscape to support the character of the Town Center and Transitional Mixed-Use Corridors	Long term/ On-going	Town Manager	Medium Priority	Attractive & Welcoming Community, Opportunities for Community Connections, Industry, Innovation, & Education, Infrastructure & Safety, Simple, Family-Focus Lifestyle, & Nature, Parks, & Trails
Enhance the safety and efficiency of streets for all users	Support a walkable Middlebury by continuously improving existing sidewalks, eliminate gaps, and encourage the construction of 6 foot wide sidewalks, where feasible	Short term	Town	Medium Priority	Attractive & Welcoming Community, Opportunities for Community Connections, Infrastructure & Safety, Simple, Family-Focus Lifestyle, & Nature, Parks, & Trails
	Explore the feasibility to widen Main Street to improve traffic flow and accommodate for bicyclists and Amish buggies	Long term	Town & INDOT	Medium Priority	
	Add more pedestrian crossings on Main Street and use of crossing signals	Long term	Town, INDOT, & MACOG	Low Priority	

Town Center

Goals	Action Strategies	Time Frame Short term < 5 years Mid term 5-8 years Long term >8-10 years	Responsibility	Priority	Core Values
Enhance the safety and efficiency of streets for all users	Conduct a feasibility study to re-route SR 13 outside of the Town Center to reduce heavy-truck traffic and improve the safety for all users	Long term	Town Manager, INDOT, & MACOG	Top High Priority	Attractive & Welcoming Community, & Infrastructure & Safety
	Conduct an SR 13 corridor study/traffic impact study to identify and program feasible solutions at downtown intersections	Long term	Town Manager, INDOT, & MACOG	High Priority	
Preserve Middlebury's character while enhancing the sense of place through the creation of vibrant, walkable destinations	Create sub-area standards for targeted development areas in the Town Center, Employment Centers, Transitional Mixed-Use Corridors, and Gateways	Short term	Town Manager, Elkhart County Planning & Zoning, & Land Use & Development Focus Group	Top High Priority	Attractive & Welcoming Community, Opportunities for Community Connections, Industry, Innovation, & Education, Infrastructure & Safety, Simple, Family-Focus Lifestyle, & Nature, Parks, & Trails
	Enhance the sense of connectivity and activity between the Town Center, Employment Centers, and Gateways through the creation of Transitional Mixed-Use Corridors along US 20 and SR 13	Identify Strategies - Short Term; Implement Strategies - Long term	Town Manager; Town Parks Dept., Middlebury Chamber, & Elkhart County Parks & Highway Depts.	Medium Priority	

Land Use & Development

Goals	Action Strategies	Time Frame Short term < 5 years Mid term 5-8 years Long term >8-10 years	Responsibility	Priority	Core Values
Proactively plan for sustainable and modest growth	Coordinate with Elkhart County to construct the planned dark fiber (broadband infrastructure) in Middlebury to support businesses and future economic development	Short term (In progress, 2020)	Town Manager, Middlebury Chamber, & Elkhart County	Top High Priority	Attractive & Welcoming Community, Opportunities for Community Connections, Industry, Innovation, & Education, Infrastructure & Safety, Simple, Family-Focus Lifestyle, & Nature, Parks, & Trails
	Support future development on the west side of Town with the provision of public utilities by conducting a Preliminary Engineering Study and acquire needed	Short term (In progress, 2020)	Town Manager, Town Water & Wastewater Depts., & Land Use & Development Focus Group	Top High Priority	
	Develop an annexation strategy for targeted growth areas	Short term	Town Manager, Elkhart County Planning & Zoning, & Land Use & Development Focus Group	Top High Priority	
	Create utility extension policies to support future development in targeted areas	Short term	Town Manager, Elkhart County Planning & Zoning, & Land Use & Development Focus Group	Top High Priority	
	Develop a vision for the SR 13 and I-80/I-90 interchange	Long term	Town Manager, Elkhart County Planning & Zoning, & Land Use & Development Focus Group	High Priority	

Land Use & Development

Goals	Action Strategies	Time Frame Short term < 5 years Mid term 5-8 years Long term >8-10 years	Responsibility	Priority	Core Values
Diversify the industry sectors to ensure Middlebury's job market is resilient through an economic crisis	Develop and maintain a database inventorying a list of available properties for sale for redevelopment/adaptive re-use of vacant sites and buildings for economic development opportunities	Short term	Town Manager, Middlebury Chamber, Town Center Focus Group, & Elkhart County EDC	High Priority	Attractive & Welcoming Community, Opportunities for Community Connections, & Industry, Innovation, & Education
	Leverage workforce programs and opportunities within existing stakeholders in the County, including HEA, IVY Tech, etc	Short term	Middlebury Chamber Middlebury Community Schools, & HEA	High Priority	
Increase the number of local businesses and small-scale retail spaces to provide additional shopping, dining, and service opportunities	Provide additional local shopping and grocery establishments to reduce the need to travel to regional communities for daily needs	Long term	Town Manager & Elkhart County Planning & Zoning	High Priority	Attractive & Welcoming Community, Opportunities for Community Connections, Industry, Innovation, & Education, Infrastructure & Safety, Simple, Family-Focus Lifestyle, & Nature, Parks, & Trails
	Create a comprehensive business retention program	Short term	Town Manager, Middlebury Chamber, & Town Center Focus Group	Medium Priority	
	Create a Middlebury marketing plan	Short term	Town Manager, Middlebury Chamber, & Town Center Focus Group	Medium Priority	
	Proactively support the "Maker" entrepreneur spirit by developing business incubators	Long term	Town Manager & Middlebury Chamber	Medium Priority	

Land Use & Development

Goals	Action Strategies	Time Frame Short term < 5 years Mid term 5-8 years Long term >8-10 years	Responsibility	Priority	Core Values
Provide diverse and affordable housing options	Support the development of a Young Family-Focused Housing Subsidy Program	Short term	Real Estate Housing Authority	Top Medium Priority	Attractive & Welcoming Community, Opportunities for Community Connections, Industry, Innovation, & Education, Infrastructure & Safety, Simple, Family-Focus Lifestyle, & Nature, Parks, & Trails
	Support the development of an "Entry-level/First-time Homebuyer Housing Subsidy Program	Short term	Real Estate Housing Authority	Top Medium Priority	
	Research and provide appropriate incentives to housing developers to construct denser residential units in targeted infill and redevelopment areas such as Town Center, Transitional Mixed-Use Corridors, and Gateways	Long term	Town Manager, Land Use & Development Focus Group, & Elkhart County Planning & Zoning	Medium Priority	
	Diversify the Town's housing choices to provide alternative housing options for all needs and incomes	Long term	Town Manager, Land Use & Development Focus Group, & Elkhart County Planning & Zoning	Medium Priority	
Preserve the existing residential character	Develop a property maintenance ordinance/neighborhood preservation ordinance	Short term	Town Manager, Town Council, & Elkhart County Planning & Zoning	Top High Priority	Attractive & Welcoming Community, Opportunities for Community Connections, Infrastructure & Safety, Simple, Family-Focus Lifestyle, & Nature, Parks, & Trails

Land Use & Development

Goals	Action Strategies	Time Frame Short term < 5 years Mid term 5-8 years Long term >8-10 years	Responsibility	Priority	Core Values
Ensure quality development for new neighborhoods	Encourage housing developers to include open spaces or pocket parks in new subdivisions	Short term	Town Manager, Elkhart County Planning & Zoning, & Land Use & Development Focus Group	Top High Priority	Attractive & Welcoming Community, Opportunities for Community Connections, Infrastructure & Safety, Simple, Family-Focus Lifestyle, & Nature, Parks, & Trails
	Revise the subdivision control ordinance to require pedestrian connectivity throughout the site design to include sidewalks or trails, and open spaces	Short term	Town Manager, Elkhart County Planning & Zoning, & Land Use & Development Focus Group	Top High Priority	
	Develop and adopt design standards that are specific for the implementation of the vision for new residential units (i.e. integrating a mixture of housing types of housing and affordability in site plans)	Short term	Town Manager, Elkhart County Planning & Zoning, & Land Use & Development Focus Group	Top High Priority	
Coordinate infrastructure improvements with future development plans to reduce fiscal impacts	Capitalize on the planned SR 13 INDOT improvements to include traffic calming measures and redesign the streetscape to support the character of the Town Center and Transitional Mixed-Use Corridors	Long term/ On-going	Town Manager & Town Center Focus Group	Medium Priority	Attractive & Welcoming Community, Opportunities for Community Connections, Industry, Innovation, & Education, Infrastructure & Safety, Simple, Family-Focus Lifestyle, & Nature, Parks, & Trails

Land Use & Development

Goals	Action Strategies	Time Frame Short term < 5 years Mid term 5-8 years Long term >8-10 years	Responsibility	Priority	Core Values
Enhance the safety and efficiency of streets for all users	Conduct an SR 13 corridor study/traffic impact study to identify and program feasible solutions at downtown intersections	Long term	Town Manager, INDOT, & MACOG	High Priority	Attractive & Welcoming Community, Infrastructure & Safety
	Conduct a feasibility study to re-route SR 13 outside of the Town Center to reduce heavy-truck traffic and improve the safety for all users	Long term	Town Manager, INDOT, & MACOG	High Priority	
	Coordinate with INDOT to program safe crossings for pedestrians from adjacent neighborhoods to Middlebury Schools across US 20 in the US 20 widening project (such as a pedestrian bridge, hawk signals, or pedestrian tunnel)	Short term	Town Manager, INDOT, & Middlebury Community Schools	Medium Priority	
Preserve Middlebury's character while enhancing the sense of place through the creation of vibrant, walkable destinations	Review existing zoning ordinances and process with Elkhart County Planning to communicate the Town's vision and ensure developers adhere to the desires of the Town	Short term	Town Manager, Elkhart County Planning & Zoning, & Land Use & Development Focus Group	High Priority	Attractive & Welcoming Community, Opportunities for Community Connections, Industry, Innovation, & Education, Infrastructure & Safety, Simple, Family-Focus Lifestyle, & Nature, Parks, & Trails
	Develop and adopt design standards specific to a Character area as identified on the Future Character Map to guide developers plans and site designs to achieve the Town's vision	Short Term/ On-going	Town Manager & Land Use & Development Focus Group	Medium Priority	

Land Use & Development

Goals	Action Strategies	Time Frame Short term < 5 years Mid term 5-8 years Long term >8-10 years	Responsibility	Priority	Core Values
Preserve Middlebury's character while enhancing the sense of place through the creation of vibrant, walkable destinations	Integrate the Future Land Use Character Map and goals in Town planning processes and communication is cohesively shared amongst Town Boards, Staff, and Committees	Short Term/ On-going	Town Manager, Elkhart County Planning & Zoning, & Land Use & Development Focus Group	Medium Priority	Attractive & Welcoming Community, Opportunities for Community Connections, Industry, Innovation, & Education, Infrastructure & Safety, Simple, Family-Focus Lifestyle, & Nature, Parks, & Trails
	Enhance the sense of connectivity and activity between the Town Center, Employment Centers, and Gateways through the creation of Transitional Mixed-Use Corridors along US 20 and SR 13	Identify Strategies - Short Term; Implement Strategies - Long term	Town Manager, Elkhart County Planning & Zoning, & Land Use & Development Focus Group	Medium Priority	
	Research and provide appropriate incentives to encourage infill and redevelopment in targeted areas	Long term	Town Manager, Elkhart County Planning & Zoning, & Land Use & Development Focus Group	Medium Priority	
	Capitalize on the presence of the major transportation corridors (US 20, SR 13, and I-80/I-90) and connections to regional markets and Middlebury's Employment Centers and Town Center	Long term/ On-going	Town Manager	Medium Priority	

Land Use & Development

Goals	Action Strategies	Time Frame Short term < 5 years Mid term 5-8 years Long term >8-10 years	Responsibility	Priority	Core Values
Expand and enhance Middlebury's marketing and tourism initiatives	Create a Merchant Association to bring collaboration, a common sense of purpose, and community involvement	Short term	Middlebury Chamber	Top High Priority	Attractive & Welcoming Community, Opportunities for Community Connections, & Industry, Innovation, & Education
	Establish a "Makers Market" and promote this as a shop-local campaign	Short term	Town Manager & Middlebury Chamber	Top High Priority	
	Support the Middlebury Chamber's efforts to continue implementing the Vibrant Communities Action Agenda Items	Short term	Middlebury Chamber; Town Manager, & Land Use & Development Focus Group	High Priority	

Transportation & Infrastructure

Goals	Action Strategies	Time Frame Short term < 5 years Mid term 5-8 years Long term >8-10 years	Responsibility	Priority	Core Values
Enhance the safety and efficiency of streets for all users	Conduct a feasibility study to re-route SR 13 outside of the Town Center to reduce heavy-truck traffic and improve the safety for all users	Long term	Town Manager, INDOT, & MACOG	Top High Priority	Attractive & Welcoming Community, Opportunities for Community Connections, Infrastructure & Safety, Simple, Family-Focus Lifestyle, & Nature, Parks, & Trails
	Conduct an SR 13 corridor study/ traffic impact study to identify and program feasible solutions at downtown intersections	Long term	Town Manager, INDOT, & MACOG	High Priority	
	Coordinate with INDOT to program safe crossings for pedestrians from adjacent neighborhoods to Middlebury Schools across US 20 in the US 20 widening project (such as a pedestrian bridge, hawk signals, or pedestrian tunnel)	Short term	Town Manager, INDOT, & Middlebury Community Schools	Medium Priority	
	Support a walkable Middlebury by continuously improving existing sidewalks, eliminate gaps, and encourage the construction of 6 foot wide sidewalks, where feasible	Short term	Town Manager	Medium Priority	
	Explore the feasibility to widen Main Street to improve traffic flow and accommodate for bicyclists and Amish buggies	Long term	Town Manager, Town Center Focus Group, & INDOT	Medium Priority	
	Add more pedestrian crossings on Main Street and use of crossing signals	Long term	Town Manager, INDOT, & MACOG	Low Priority	
	Upgrade and add signage and pavement markings for trail and pedestrian crossings	Long term	Town Public Works Dept.	Low Priority	

Transportation & Infrastructure

Goals	Action Strategies	Time Frame Short term < 5 years Mid term 5-8 years Long term >8-10 years	Responsibility	Priority	Core Values
Continue to construct the Trails of Middlebury - a multi-use trail system that connects to Middlebury's Employment Centers, Town Center, Parks, and neighborhoods	Continue researching different funding sources to develop the Middlebury Trails network	Long term/ Ongoing	Town, Park Board, INDOT	High Priority	Attractive & Welcoming Community, Opportunities for Community Connections, Industry, Innovation, & Education, Infrastructure & Safety, Simple, Family-Focus Lifestyle, & Nature, Parks, & Trails
Improve the Town's wastewater infrastructure system to better serve residents and businesses	Enhance the SCADA system	Short term	Town Wastewater Dept.	High Priority	Industry, Innovation, & Education, & Infrastructure & Safety
	Reconstruct the lift stations	Mid term	Town Wastewater Dept.	Medium Priority	
Improve the Town's water infrastructure system to better serve residents and businesses	Install a detention tank at the Town's water treatment plant	Short term	Town Water Dept.	Top High Priority	Industry, Innovation, & Education, & Infrastructure & Safety
	Identify the location of dead-end water mains and adequately loop	Short term	Town Water Dept.	High Priority	
	Replace the water tower near Lawrence Street	Long term	Town Water Dept.	Low Priority	
	Improve the pressure for the water tower near Meijer	Long term	Town Water Dept.	Low Priority	
	Upsize the water mains on SR 13 near Middlebury Elementary School	Long term	Town Manager, Town Water Dept., & INDOT	Low Priority	

Transportation & Infrastructure

Goals	Action Strategies	Time Frame Short term < 5 years Mid term 5-8 years Long term >8-10 years	Responsibility	Priority	Core Values
Reduce noise pollution from heavy truck traffic	Adopt a Town ordinance or install signs on SR 13 and US 20 to prohibit engine brake use, etc. to reduce noise pollution from heavy truck traffic	Short term	Town Manager	High Priority	Attractive & Welcoming Community, Opportunities for Community Connections, Infrastructure & Safety, Simple, Family-Focus Lifestyle, & Nature, Parks, & Trails
Improve the radio communications equipment for Middlebury's Police and Fire Departments to enhance the response times to emergency calls and reduce their ISO ratings	Improve emergency radio communications for first responders with the installation of the Elkhart County dark fiber infrastructure	Short term	Town Manager, Town Police Dept., & Elkhart County	High Priority	Attractive & Welcoming Community, Opportunities for Community Connections, Industry, Innovation, & Education, Infrastructure & Safety, Simple, Family-Focus Lifestyle, & Nature, Parks, & Trails
	Upgrade the monopole	Short term	Town Manager, Town Police Dept., & Elkhart County	High Priority	
	Upgrade the radio equipment to 800 Mhz	Short term	Town Manager, Town Police Dept., & Elkhart County	High Priority	
Reduce the number of "black holes" - areas with limited to no cellular service	Explore the feasibility to install required infrastructure on top of the Town's water tanks	Long term	Town Manager, Elkhart County Planning & Zoning, Town Public Works	Medium Priority	Attractive & Welcoming Community, Industry, Innovation, & Education, & Infrastructure & Safety
	Establish a rental agreement for service providers to rent the infrastructure space	Long term	Town Manager, Elkhart County Planning & Zoning, Town Public Works	Medium Priority	

Transportation & Infrastructure

Goals	Action Strategies	Time Frame Short term < 5 years Mid term 5-8 years Long term >8-10 years	Responsibility	Priority	Core Values
Enhance underutilized spaces	Explore opportunities to utilize temporary "pop-up infrastructure" to envision underutilized spaces and how to properly use these repurposed spaces (i.e. pavement markings, signage, and barrier objects)	Short term	Town Manager & Land Use & Development Focus Group	Medium Priority	Attractive & Welcoming Community, Opportunities for Community Connections, Industry, Innovation, & Education, Infrastructure & Safety, Simple, Family-Focus Lifestyle, & Nature, Parks, & Trails
Preserve Middlebury's character while enhancing the sense of place through the creation of vibrant, walkable destinations	Develop and adopt building and fire codes	Short term	Town Manager & Middlebury Fire Dept.	Medium Priority	Attractive & Welcoming Community, Opportunities for Community Connections, Industry, Innovation, & Education, Infrastructure & Safety, Simple, Family-Focus Lifestyle, & Nature, Parks, & Trails
	Integrate the Future Land Use Character Map and goals in Town planning processes and communication is cohesively shared amongst Town Boards, Staff, and Committees	Short Term/ On-going	Town Manager & Land Use & Development Focus Group	Medium Priority	
Establish a comprehensive preventative maintenance program for Middlebury's assets	Develop a Middlebury Asset Management Plan that coordinates improvements between the Town Public Works Dept., Town Parks Dept., and the Middlebury Tree Board	Short term	Town, Public Works, Parks, Tree Board	Low Priority	Attractive & Welcoming Community, Opportunities for Community Connections, Infrastructure & Safety, Simple, Family-Focus Lifestyle, & Nature, Parks, & Trails
	Proactively maintain and update street signs, street pavement markings, tree canopy, and landscaping	Short term	Town, Public Works, Parks, Tree Board	Low Priority	

Transportation & Infrastructure

Goals	Action Strategies	Time Frame Short term < 5 years Mid term 5-8 years Long term >8-10 years	Responsibility	Priority	Core Value
Proactively plan for sustainable and modest growth	Coordinate with Elkhart County to construct the planned dark fiber (broadband infrastructure) in Middlebury to support businesses and future economic development	Short term (In progress, 2020)	Town Manager, Middlebury Chamber, & Elkhart County	Top High Priority	Attractive & Welcoming Community, Opportunities for Community Connections, Industry, Innovation, & Education, Infrastructure & Safety, Simple, Family-Focus Lifestyle, & Nature, Parks, & Trails
	Support future development on the west side of Town with the provision of public utilities by conducting a Preliminary Engineering Study and acquire needed	Short term (In progress, 2020)	Town Manager, Town Water & Wastewater Depts., & Land Use & Development Focus Group	Top High Priority	
	Develop an annexation strategy for targeted growth areas	Short term	Town Manager, Elkhart County Planning & Zoning, & Land Use Development Focus Group	Top High Priority	
	Create utility extension policies to support future development in targeted areas	Short term	Town Manager, Elkhart County Planning & Zoning, & Land Use & Development Focus Group	Top High Priority	
	Develop a vision for the SR 13 and I-80/I-90 interchange	Long term	Town Manager, Elkhart County Planning & Zoning, & Land Use & Development Focus Group	High Priority	

Parks, Trails, & Community Enhancements

Goals	Action Strategies	Time Frame Short term < 5 years Mid term 5-8 years Long term >8-10 years	Responsibility	Priority	Core Values
Continue to construct the Trails of Middlebury - a multi-use trail system that connects to Middlebury's Employment Centers, Town Center, Parks, and neighborhoods	Complete the River Mill Trail that connects Riverbend and Olde Mill Parks to the Pumpkinvine Nature Trail	Short term	Town Manager, Town Parks Dept., & Park Board	Top High Priority	Attractive & Welcoming Community, Opportunities for Community Connections, Infrastructure & Safety, Simple, Family-Focus Lifestyle, & Nature, Parks, & Trails
	Form a Trails Committee to help guide the development of trail amenities, new trails, and ongoing improvements	Mid term	Town Manager, Town Parks Dept., & Park Board	High Priority	
	Improve and expand the walking trails/boardwalks in Riverbend Park	Mid term	Town Manager, Town Parks Dept., & Park Board	Medium Priority	
	Complete the boardwalk/trail planned for Olde Mill Park	Long term	Town Parks Dept., & Park Board	Medium Priority	
	Develop a multi-use trail connecting Corson Park to the Pumpkinvine Nature Trail	Long term	Town Manager, Town Parks Dept., & Park Board	Low Priority	
	Partner with regional entities to assist in the construction of the Quaker Trace Trail	Long term	Town Manager, Town Parks Dept., & Park Board	Low Priority	

Parks, Trails, & Community Enhancements

Goals	Action Strategies	Time Frame Short term < 5 years Mid term 5-8 years Long term >8-10 years	Responsibility	Priority	Core Values
Preserve and enhance Middlebury's high-quality parks, trails, and outdoor recreational amenities	Implement the strategies identified in the 2020-2024 Parks Master Plan	Long term	Town Parks Dept. & Park Board	Top High Priority	Attractive & Welcoming Community, Opportunities for Community Connections, Simple, Family-Focus Lifestyle, & Nature, Parks, & Trails
	Continue to develop the Riverbend and Olde Mill Parks Master Plan, & the Trestle Terrace Development Plan	Long term	Town Parks Dept. & Park Board	Top High Priority	
	Develop neighborhood parks in currently underserved areas	Long term	Town Parks Dept. & Park Board	Top High Priority	
	Develop an asset management and maintenance plan for parks, trails, and town trees	Short term	Town Parks Dept. & Park Board	High Priority	
	Explore the feasibility for a new dog park	Mid term	Town Parks Dept. & Park Board	High Priority	
	Explore the feasibility to construct new trailheads with public parking lots	Short term (In progress)	Town Manager, Town Parks Dept., & Park Board	High Priority	
	Incorporate public art in parks and along the trails	Short term/ Mid term	Town Parks Dept. & Park Board	High Priority	
	Expand the museum and historical identification of designated properties	Long term	Park Board	High Priority	
	Continue to leverage financial resources through grants and donations	Short term	Town Manager, Town Parks Dept., & Park Board	High Priority	
	Install drinking fountains and public restrooms at Riverbend Park and Krider World's Fair Garden	Mid term	Town Parks Dept. & Park Board	Medium Priority	
	Provide a blue-way connector from Riverbend Park to Corson Park	Long term	Town Manager, Town Parks Dept., & Park Board	Low Priority	

Parks, Trails, & Community Enhancements

Goals	Action Strategies	Time Frame Short term < 5 years Mid term 5-8 years Long term >8-10 years	Responsibility	Priority	Core Values
Enhance communication and public education on the Park Department's sustainability and environmental initiatives	Encourage Park and Recreation Department, Boards, and Staff to maintain ongoing communications regarding the progress of the 2020 Parks Master Plan	Long term	Town Manager, Town Parks Dept., & Town Council	Top High Priority	Attractive & Welcoming Community, Opportunities for Community Connections, Industry, Innovation, & Education, Infrastructure & Safety, Simple, Family-Focus Lifestyle, & Nature, Parks, & Trails
	Enhance public communications through the funding of a Parks page in the inMiddlebury Magazine, news releases, and feature articles	Short term	Park Board	High Priority	
Build attractive Gateway - "welcome" entrances at targeted areas on US 20 and SR 13 that are intriguing and inviting destination places	Adopt land use policies at Middlebury's gateway entrances to implement the vision and attract the desirable businesses for these areas	Long term	Town Council, Elkhart County Planning & Zoning, & Land Use & Development Focus Group	Low Priority	Attractive & Welcoming Community, Industry, Innovation, & Education, & Nature, Parks, & Trails
	Use landscaping, small parking lots, benches, public art, and informational kiosks to serve as a small-scale welcome center	Long term	Town Council & Town Parks Dept.	Low Priority	

Marketing & Communications

Goals	Action Strategies	Time Frame Short term < 5 years Mid term 5-8 years Long term >8-10 years	Responsibility	Priority	Core Values
Expand and enhance Middlebury's marketing and tourism initiatives	Create a Merchant Association to bring collaboration, a common sense of purpose, and community involvement	Short term	Middlebury Chamber	Top High Priority	Attractive & Welcoming Community, Industry, Innovation, & Education, & Simple, Family-Focus Lifestyle
	Establish a "Makers Market" and promote this as a shop-local campaign	Short term	Town Manager & Middlebury Chamber	Top High Priority	
	Develop a "Makers Map" to highlight local artisans	Short term	Middlebury Chamber, Elkhart County CVB, & Vibrant Communities	Top High Priority	
	Educate business owners, chamber staff, and other organizations on using social media and share best practices	Short term	Middlebury Chamber & Elkhart County CVB	Top High Priority	
	Utilize existing organizations to partner with local businesses to create experiential events to bring in customers (i.e. knitting circle, workshops, book swaps, etc.)	Short term	Middlebury Chamber	High Priority	
	Support the Middlebury Chamber's efforts to continue implementing the Vibrant Communities Action Agenda Items	Short term	Middlebury Chamber & Land Use & Development Focus Group	High Priority	
	Continue the development and promotion of the Middlebury Chamber/Art Council's Public Art Program	Short term	Middlebury Chamber, Middlebury Arts Council, & Vibrant Communities	High Priority	

Marketing & Communications

Goals	Action Strategies	Time Frame Short term < 5 years Mid term 5-8 years Long term >8-10 years	Responsibility	Priority	Core Values
Increase the Town's visual presence with acquiring and using high-quality images and color themes	Source local photography talent	Short term	Middlebury Chamber, Arts Council	Top High Priority	Attractive & Welcoming Community, & Opportunities for Community Connections
	Create a method of assigning and receiving media	Short term	Middlebury Chamber, Arts Council	Top High Priority	
	Work with the Arts Council on creative ways to use their stock	Short term	Middlebury Chamber, Arts Council	Top High Priority	
Enhance the utilization of social media platforms	Create a strategic branding plan with a vision and a clear and consistent message for use on social media outlets (i.e. hashtags, targeting audiences, advertising, etc.)	Short term	Middlebury Chamber	Top High Priority	Attractive & Welcoming Community, Opportunities for Community Connections, & Industry, Innovation, & Education
	Utilize social media, signage, email communications, etc. to promote local businesses and showcase what they have to offer	Short term	Middlebury Chamber; ECCVB	Medium Priority	
Enhance volunteerism and community involvement	Partner with Middlebury Community Schools to create opportunities for youth involvement	Short term	Middlebury Chamber, Middlebury Community Schools, Town Manager	High Priority	Attractive & Welcoming Community, Opportunities for Community Connections, & Simple, Family-Focus Lifestyle
	Identify areas where students can be involved in marketing the Town by working with the Middlebury Chamber, Town Parks Department, Arts Council, Middlebury Community Library, Middlebury Community Historical Museum, Friends of Middlebury Parks, apprenticeships, social media, class credit, etc.	Short term	Middlebury Chamber, Middlebury Community Schools, Town Manager	High Priority	

Marketing & Communications

Goals	Action Strategies	Time Frame Short term < 5 years Mid term 5-8 years Long term >8-10 years	Responsibility	Priority	Core Values
Enhance volunteerism and community involvement	Develop a volunteer database to encourage participation from the community to instill community pride and ownership	Short term	Town Manager & Middlebury Chamber	Medium Priority	Attractive & Welcoming Community, Opportunities for Community Connections, & Simple, Family-Focus Lifestyle
Enhance the Middlebury Farmers Market	Relocate and expand the Farmers Market to one of the downtown parks	Short term	Middlebury Chamber & Town Parks Dept.	High Priority	Attractive & Welcoming Community, Industry, Innovation, & Education, & Opportunities for Community Connections
	Increase promotional efforts	Short term	Middlebury Chamber & Town Parks Dept.	High Priority	
	Invite local crafters and artisans to showcase trades	Short term	Middlebury Chamber & Town Parks Dept.	High Priority	
	Add local events and entertainment	Short term	Middlebury Chamber & Town Parks Dept.	High Priority	
	Increase the offering of locally grown produce	Short term	Middlebury Chamber & Town Parks Dept.	High Priority	

Education

Goals	Action Strategies	Time Frame Short term < 5 years Mid term 5-8 years Long term >8-10 years	Responsibility	Priority	Core Values
Provide affordable housing options	Support the development of a Young Family-Focused Housing Subsidy Program	Short term	Real Estate Housing Authority	Top Medium Priority	Attractive & Welcoming Community, & Simple, Family-Focus Lifestyle
	Support the development of an "Entry-level/First-time Homebuyer Housing Subsidy Program	Short term	Real Estate Housing Authority	Top Medium Priority	
Establish "lasting" partnerships with community entities and organizations	Establish a regular joint School District and Town meeting to ensure both entities share the same vision	Short term	Town Manager & Middlebury Community Schools	High Priority	Opportunities for Community Connections, & Industry, Innovation, & Education
	Encourage high school senior student(s) to serve as a Town Council Representative	Short term	Town Manager & Middlebury Community Schools	High Priority	
	Expand network opportunities and establish partnerships with local churches, service clubs, community organizations, the Town of Middlebury, and local businesses	Short term	Middlebury Community Schools, Businesses, Students, & Organization Leaders	High Priority	

Education

Goals	Action Strategies	Time Frame Short term < 5 years Mid term 5-8 years Long term >8-10 years	Responsibility	Priority	Core Values
Establish the ARMS mentorship program to assist the needs of all students in Middlebury Community Schools	Assess the students' various needs per school and grade-level who need mentorship	Short term	Teachers, Counselors, Nurses, & Principal	High Priority	Opportunities for Community Connections, Industry, Innovation, & Education, & Simple, Family-Focus Lifestyle
	Make it easier to support children who need the extra one-on-one time with an adult	Short term	Middlebury Community Schools, Teachers, & Parents	High Priority	
	Establish mentors at each school and for the school district	Short term	Middlebury Community Schools, Teachers, & Parents	High Priority	
	Create a list of mentor activities	Short term	Middlebury Community Schools, Teachers, & Parents	High Priority	
	Create a promotional video of the mentors describing what they do with students	Short term	Middlebury Community Schools, Businesses, & Students	High Priority	
	Conduct outreach efforts of the program through "Lunch and Learn" trainings, being a guest speaker at the Annual Middlebury Chamber of Commerce Dinner, and utilizing social media	Short term	Middlebury Community Schools, Businesses, & Students	High Priority	