



City of Greenfield

Comprehensive Plan

EXECUTIVE SUMMARY - November 2015



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Experience our Past, Share our Future.

A Statement from Mayor Chuck Fewell

The comprehensive planning process and recent outreach programs have highlighted a sense of anticipation and a renewed spirit of community in Greenfield. It is the energy of our people, the heart and soul of the City, that gives us our drive and allows us to excel. In recent years the City has seen a heightened alliance of many organizations, bringing businesses and residents together to foster positive change. The Greenfield Comprehensive Plan seeks to support those efforts by crafting policies that will bring our goals to the forefront of decisions made within the City.

The Comprehensive Plan captures the vision of our citizens so that we may use this input to help guide future growth, development, and the vitality of our City. One of the greatest challenges for local government is discerning the interest and desires of its citizens. During the update of the Plan, we have sought the input of every member of the community through surveys and workshops, and a common story is emerging. Our objective has been to capture the emotional and personal connections residents feel for our City, to identify unifying characteristics, to understand what groups are working to accomplish, and to translate those collective messages into a guide that serves as the foundation for future community decisions.

As stewards of the community, we cannot take a neutral position on future development. We must continually ask ourselves what we are doing to move our mission forward. We must collectively answer that question in order to remain authentic and compelling. Achieving the goals in the Plan will require the combined effort and support of every person, every business, and every organization; because when we work together, we can propel our City to an even better place.



Mayor Chuck Fewell
City of Greenfield



WHO WE ARE

Greenfield prides itself on being an authentic American city with an intact downtown and prominent, historically-significant features. The City is the heart of Hancock County and enjoys rich architectural history with a landmark courthouse and beautiful houses surrounding the historic downtown.

Greenfield has been home to many notable artists including Will Vawter and Dick Black, composer Earl K. Smith who penned "Down by the Old Mill Stream", and Reverend Charles O'Donnell, who later became president of The University of Notre Dame. Most notable is the residency of James Whitcomb Riley, known as the "Hoosier Poet". Born in Greenfield on October 7, 1849, a statue of the poet stands at the county courthouse that was purchased by donations from school children all over the nation. The City hosts the Riley Festival each year to coincide with the birthday of the poet, and it is the second largest craft festival in the state. Other festivals and cultural events include the Pennsy Trail Art and Music Festival, the Will Vawter Art Show, KidsPlay (a children's theater), and Entertainment on the Plaza, to name a few.

At a regional level the City is just over 30 minutes east of Indianapolis, Indiana. Greenfield enjoys a unique position with direct access to I-70, U.S. 40, and State Road 9. State Road 9 is the only direct connection between interstates 69 and 74, making Greenfield a convenient place to live and do business and a major pass-through for traffic. This has been one factor of economic success through the years, but also creates issues for future capacity and additional future analysis.

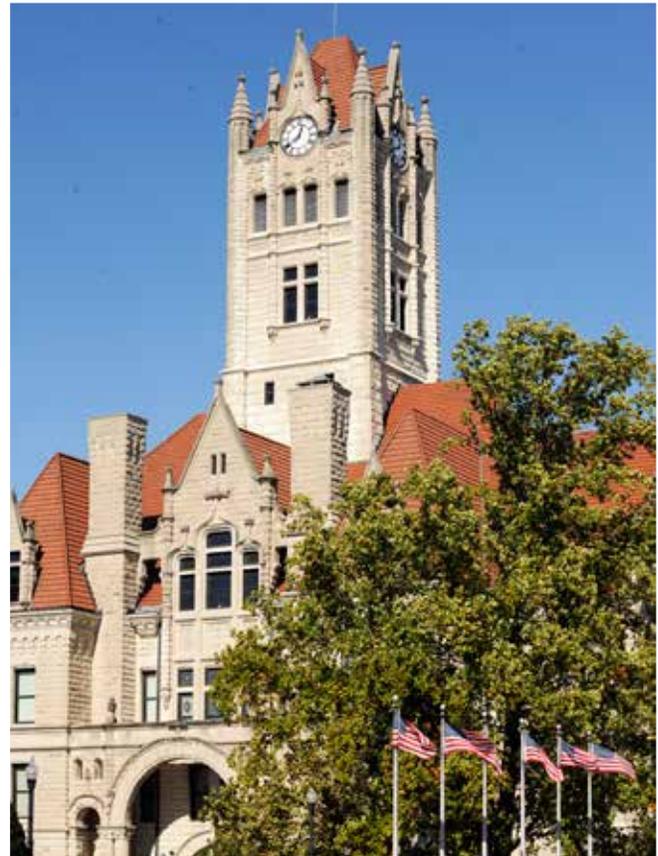
The late 1800's saw a natural gas boom that sparked regional growth in East-Central Indiana and to the north. This spurred the construction of multiple significant buildings that are still standing in Greenfield today. A four-story Masonic Temple and historic theater are a few of the buildings that have found new life as entertainment and cultural assets to the community. Regional growth continues, with some neighboring communities experiencing recent explosive growth rates in suburban areas. Greenfield has experienced steady, consistent growth averaging from 1-3% each year over the last few decades, giving the city the time to evolve and retain its historic character and charm. Normalizing spikes and stagnant periods by estimating a 50-year growth rate provides an average of 2.5% population increase per year.

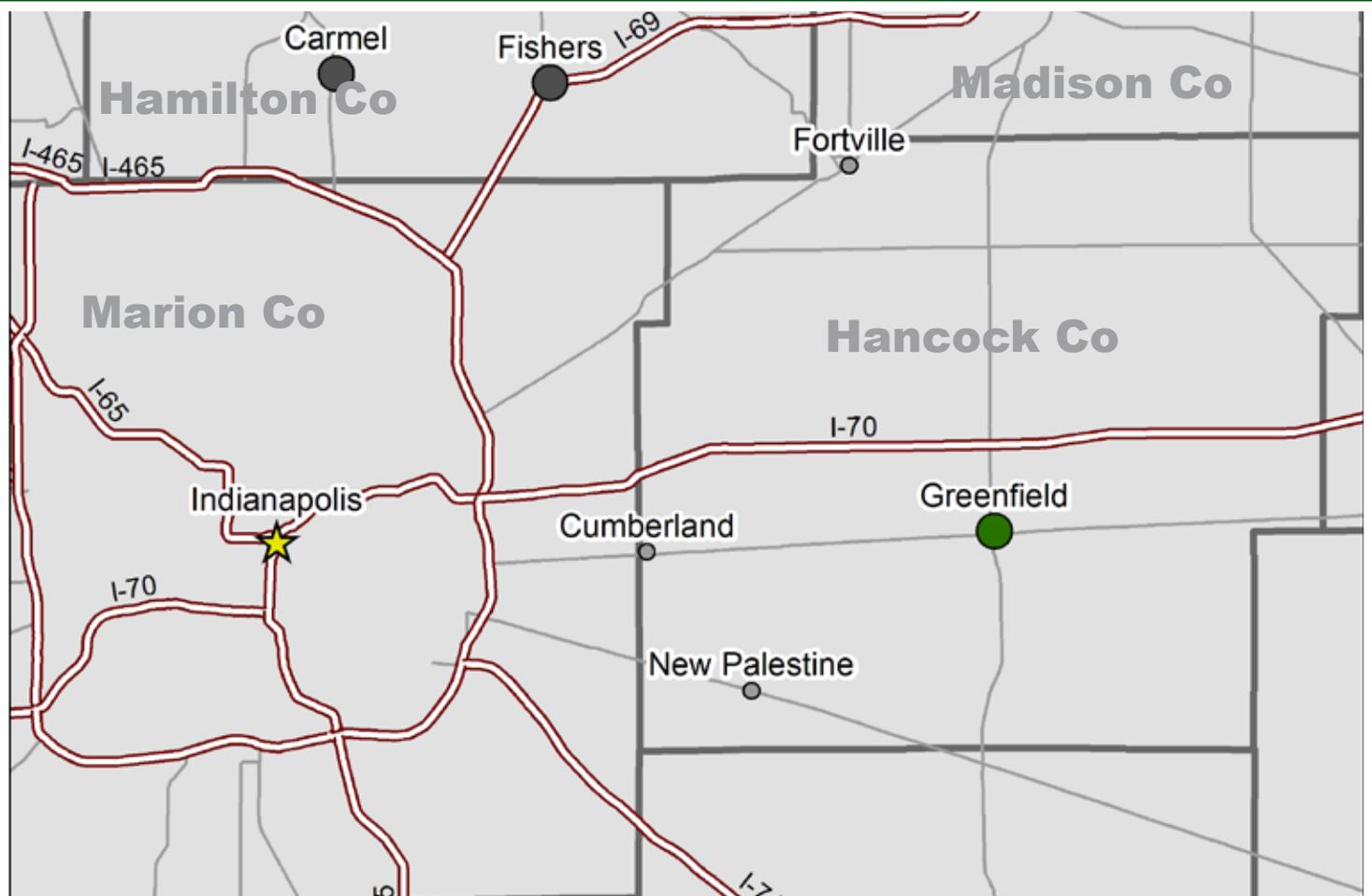
The proximity to Indianapolis is consistently cited by residents and officials as a strength of the community. Residents enjoy having affordable homes in an area

with quality healthcare, education, and an easy drive to the capital city. Residents enjoy this close proximity but want the City to retain its unique character and heritage. The median home value is just over \$118,000, with many new construction homes offering affordable prices for people of all ages. Average monthly rent is slightly above \$800, which is competitive and somewhat lower than neighboring counties. The A-rated school district and diverse range of local, national, and international employers give Greenfield many attractive opportunities for individuals and families.

A variety of the historic downtown structures remain intact, providing unique history and character to the City core. In 2011, a residential historic district was adopted and added to the State and National Historic Register. The area includes over 500 properties, with the majority being north of Main Street and on either side of State Street.

Agriculture is a substantial part of the identity of Hancock County, and local food production is at the forefront of many initiatives and businesses throughout the area. Farm-to-table restaurants, farmer's markets, and produce delivery services with a regional distribution area are just a few of the ways that residents can experience and embrace a strength of the area. A grain elevator remains standing along the Pennsy Trail as a





reminder of the historic agrarian focus of the region. It is a prime focus for future redevelopment in the City's plans.

Retaining the history and identity of the city is important to community leaders and citizens. Future growth and development is planned to ensure that historic buildings and features are preserved, growth remains logical and compact in nature through infill and redevelopment, and that the community focuses on being one where people of all ages and abilities can find homes, work, education, and recreation opportunities.

The City is committed to increasing park space and recreational opportunities. Greenfield is home to over 400 acres of parkland, more than 125 programs, and 30 unique activity experiences. There is truly something for everyone with 7 unique types of parks, over 10 miles of paved trails, and activities that range from swimming to sledding. A major goal of the Comprehensive Plan is to build on this trail and park network to encourage active transportation and recreation throughout the City.

To accomplish this and other goals, the Comprehensive Plan outlines projects, catalysts, and objectives that vary in time and resources required. The Plan outlines potential partnerships, grant opportunities, and additional projects to consider. The goal is to keep the Plan as a living document that will evolve and be updated along the way.

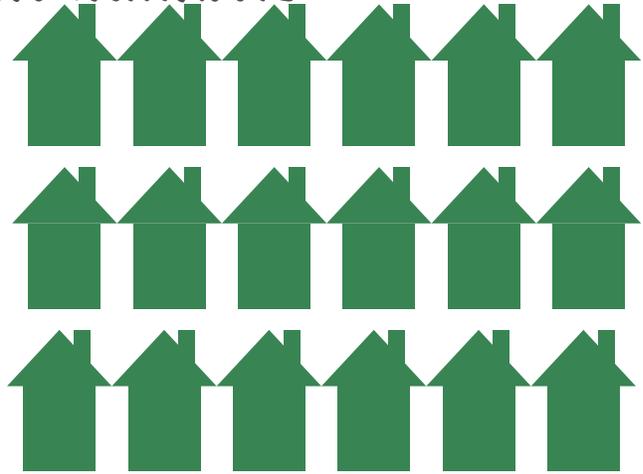
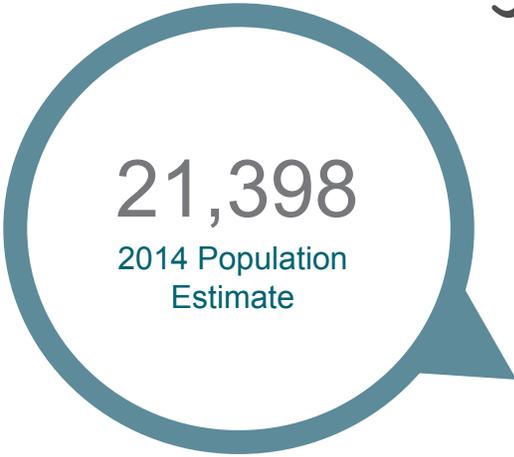
The following pages summarize parts of the November 2015 Comprehensive Plan for the City of Greenfield. The information presented is a sampling of projects, goals, and topics from the plan. For more information, or to view the full Comprehensive Plan, visit the City's website at www.greenfieldin.org or contact the Planning Department.



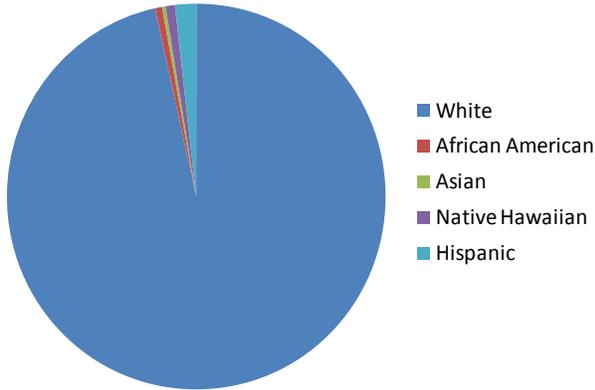
Pictured Above: Cyclists enjoying the Pennsy Trail. Formerly part of the Pennsylvania Railroad network, over 5 miles of the track's former path has been paved for cyclists and pedestrians to enjoy.

GREENFIELD

by the numbers

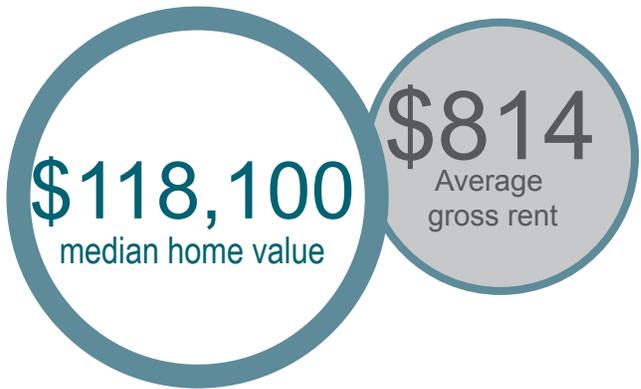
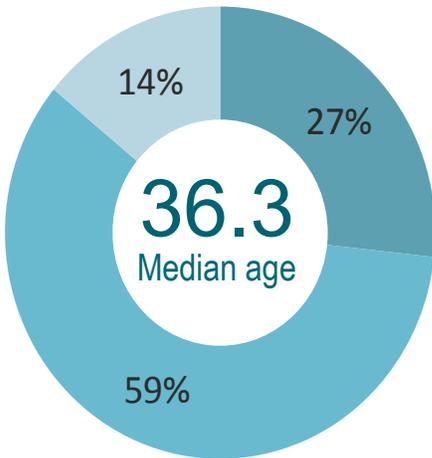


● ● ● ● ● ● ● ●
Ethnicity



● ● ● ● ● ● ● ●
AGE

■ Under 18 ■ 18-65 ■ 65+



THE VISION BEHIND THE PLAN

In Greenfield, we value our authentic feel and historic charm, and we understand the important role that it plays in attracting people to our city. At the same time, we want to be a place that has a little something for everyone, no matter in what age or stage of life they find themselves. The Vision Statement for the City focuses on the big picture of creating a City that is vibrant and compelling. The aim is to preserve the history and heritage of the City while enhancing employment opportunities, cultural opportunities, range of uses, aesthetic quality, and shopping appeal. The following captures four major themes of the vision for the community: Heritage/Legacy, Economic Development, Livable Community, and Collaboration/Education.

GREENFIELD VISION STATEMENT

GREENFIELD WILL CONTINUE TO BE AN AUTHENTIC AMERICAN CITY BY

1. Investing in the historic downtown, surrounding neighborhoods, and corridors to preserve our heritage and provide a cultural center that inspires future innovation (**Heritage/Legacy**)
2. Promoting a targeted economic development strategy through identification of prime sectors for job growth and investment in quality business retention/expansion programs (**Economic Development**)
3. Prioritizing all aspects of community health through housing, infrastructure, and amenities designed for people of all ages and abilities (**Livable Community**)
4. Providing exemplary learning opportunities through partnerships with educational, institutional, service, and business organizations (**Collaboration/Education**)

PUBLIC INPUT PROCESS

A variety of methods for gathering public input were used for the plan update, including workshops, surveys, and feedback cards. Two public workshop sessions and a survey were launched to gather feedback on the plan. Six hundred individual responses were submitted for the survey, and 55 people attended the public workshop to participate in multiple sessions.

Workshops held to gather public input included introductory presentations to the comprehensive plan update process and several small group exercises to encourage collaboration and discussion. Guests were asked to map where they would like to see various future development, take a visual preference survey to provide feedback on different concepts and styles, and provide feedback on current projects happening in the City, like designs for the I-70 Gateway.

While the survey showed a strong consensus that Greenfield had become a better place to live in the last ten years, it also noted multiple opportunities for improvement. Increasing walkability, continuing revitalization efforts in the Downtown, and better promoting the assets and programs that currently exist in the City were major themes throughout the survey responses. When asked what the top three priorities should be for the City, over 40% of respondents mentioned increasing the amount and diversity of retail options. Walkability and connectivity were also important topics, with over 20% of respondents hoping to see additional trails and sidewalks. Other major concerns included semi-truck traffic in the downtown and congestion on S.R. 9, improving the public pool and adding a splash pad, and promoting arts and culture in programming and events. The survey results were included as an appendix to the plan.

CHAPTER GOALS

The Comprehensive Plan has goals and objectives at the end of each chapter, with all of them presented again at the end in Chapter 11 in an implementation table. There is a major theme of promoting the great things that already exist in the City and supporting the groups that make them possible.

In the survey and meetings with stakeholders, many were aware that Greenfield had some great assets and programs, but felt that advertising and awareness was somewhat lacking. Increasing communication was noted as an important component to future success. Many felt this would improve not only the awareness of existing assets, but also help facilitate networking and resource sharing.

Connectivity, health, and collaboration are the principle pillars in the Comprehensive Plan and vision for the City. Social connectivity is just as important to this plan and the goals as physical connectivity. Increasing the opportunities for neighbors and residents to come together and enjoy the City is integral to the success of goals throughout every chapter.

Greenfield can further capitalize on its regional location for business and employee relocation. Ensuring that a diverse range of housing, jobs, and education opportunities area available will help maintain the attractive draw of the City.

2 CHARACTER & IDENTITY

- 2.1** Retain, enhance, and promote the authenticity of Greenfield by preserving the historic character, heritage, and architecture of Greenfield's core.
- 2.2** Strengthen non-profits and service groups within the community by establishing partnerships for grants, facilitating programs, and increasing communication.
- 2.3** Encourage programming that strengthens social connectivity and increases awareness of the community's heritage.
- 2.4** Foster and strengthen local food systems to provide a robust local food economy and support the health of all people.

3 LAND USE

- 3.1** Ensure a sustainable balance of land uses to promote a diverse tax base.
- 3.2** Prioritize compatible developments and infill projects in line with the Future Land Use Map.
- 3.3** Encourage development and use of land that is efficient and connected to existing development and projects.
- 3.4** Avoid development in hazardous areas.
- 3.5** Update the zoning ordinance to reflect current conditions and recent legislature changes.

4 HOUSING AND NEIGHBORHOODS

- 4.1** Foster neighborhood safety and identity through design standards and removal of unsafe and blighted structures.
- 4.2** Encourage housing that is attractive to people of all ages, incomes, and abilities.

5 PARKS, TRAILS, AND OPEN SPACE

- 5.1** Provide new park facilities proportionate to population growth.
- 5.2** Encourage physical activity through the built environment by offering a variety of activities, parks, and trail areas.
- 5.3** Establish and continue high-impact, low-maintenance beautification projects throughout the parks, trails, and city.

6 TRANSPORTATION

- 6.1** Continue to provide and enhance the travel network to allow safe and efficient transportation for motorists, cyclists, and pedestrians.

7 EDUCATION, PUBLIC SERVICE, & UTILITIES

7.1 Continue efficient delivery of public services and utilities, and ensure public facilities are adequate to meet future growth demands.

7.2 Support and assist in the creation of quality education and vocational training services for all ages of life.

8 DOWNTOWN

8.1 Continue investment and revitalization efforts identified in the downtown revitalization plan.

8.2 Seek funding for removal of unsafe structures, preservation of historic buildings, and beautification projects.

8.3 Improve travel efficiency and navigation for vehicles, pedestrians, and cyclists.

8.4 Facilitate programs to assist existing small businesses, start-ups, and action-oriented groups within the downtown.

9 ECONOMIC DEVELOPMENT

9.1 Maintain a supply of properly zoned, shovel-ready sites for business and industrial uses.

9.2 Recruit higher education and vocational training establishments for workforce development programs.

9.3 Recruit and retain business and industries that fill supply gaps and diversify the tax base.

9.4 Promote the regional strengths of Greenfield as a site for business and employee relocation.

10 REDEVELOPMENT

10.1 Continue to expand revitalization efforts in the downtown.

10.2 Identify potential sites for infill and redevelopment on S.R. 9 and U.S. 40.

10.3 Identify public-private partnerships that may assist in infill and redevelopment projects.

10.4 Coordinate redevelopment efforts with infrastructure and corridor improvements, gateway creation, and/or beautification projects to maximize impact and efficiency.

Everything presented in this plan is affected by community health. The term is meant as way to inspire a comprehensive approach to improving the health of a community by looking at physical, mental, economic, environmental, and all other aspects of health on the individual and community level.

RELEVANT PLANS AND DOCUMENTS

Other plans that are available for reference and for recommendations on specific areas include:

- 2006 Greenfield Comprehensive Plan
- 2014 Parks Master Plan
- 2014-2023 Recreation Zone Improvement Plan
- 2013 Downtown Revitalization Plan
- 2004 Downtown Master Plan
- 2013 Downtown TIF Plan
- 2008 North Economic Area TIF Plan

The Comprehensive Plan previously focused on managing growth in three areas: quantity of growth, quality of growth, and location of growth. Changes in annexation laws in Indiana are making the process of adding land to City limits more involved and potentially difficult. Now, more than ever, mindful growth and infill development are critical to the success of cities. Quantity, quality, and location of growth are just as important, if not more so, to this plan as they were previous ones.

ON THE CLOCK

Projects and Timelines from the Plan

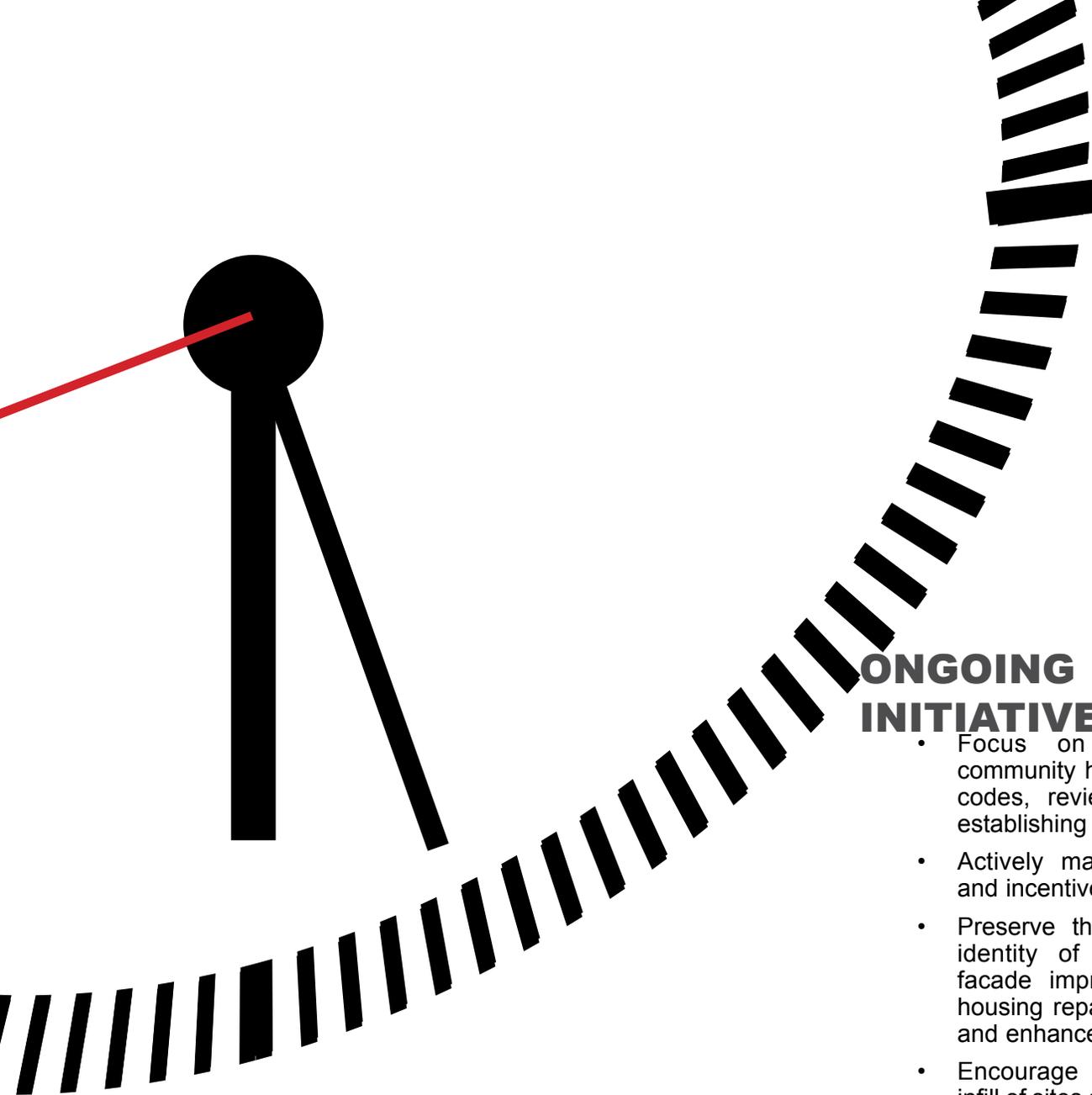
The following is a sampling of projects and objectives from the plan with estimated times to complete them. Implementation and action on the plan is a critical component to turning a vision into reality. This Plan should be a starting point for conversations, partnerships, and activity throughout the City. For further information on projects, see the full version of the Plan, specifically chapters nine through eleven for catalyst projects, redevelopment projects, and the implementation table.

SHORT TERM PROJECTS (1-3 Years)

- Improve wayfinding, signage, and gateways to direct people to points of interest in the City, parking in the downtown, and provide historic or educational information along trails
- Update the zoning code, subdivision control ordinance, and design standards to better reflect the updated plan and land use suggestions
- Strengthen partnerships with community organizations to better facilitate programs and events that are in line with this plan (e.g. community fitness festivals, mental health programs, elderly assistance programs, etc.)
- Create sub-area plans and overlays for critical corridors or development areas such as the Pennsy Trail, developable areas north of the interstate, U.S. 40, and other areas
- Expand our small business, entrepreneur, and workforce training and programs
- Engage in walkability studies and workshops to identify areas where we can improve infrastructure and safety
- Create an action plan for building the Riley Literary Trail

INTERMEDIATE TERM PROJECTS (3-5 Years)

- Establish additional trails, bike lanes, and connectors like the Riley Literary Trail (proposed in the 2013 Downtown Revitalization Plan) that build on the Pennsy Trail
- Develop a Complete Streets Policy and update the Thoroughfare Plan
- Recruit lifelong learning and workforce development programs including but not limited to licensed preschool, vocational training, small business programs, and others
- Create a redevelopment plan for the reuse of the grain elevator
- Facilitate a downtown parking and circulation study to determine the need for additional parking and/or structures for future development
- Expand our biomedical/biotechnical industrial uses, especially along I-70
- Improve existing public spaces and parks with unique structures or equipment, seating areas, shade, and other desirable features
- Update the Thoroughfare Plan by 2020 and examine ways to improve circulation throughout the city for pedestrians, cyclists, and motorists



ONGOING INITIATIVES

- Focus on the aspects of community health when updating codes, reviewing projects, and establishing plans
- Actively market available sites and incentives
- Preserve the historic core and identity of Greenfield through facade improvement programs, housing repair and rehabilitation, and enhanced code enforcement
- Encourage redevelopment and infill of sites along S.R. 9 and U.S. 40 to maintain a compact and responsible growth pattern
- Protect historic buildings through Main Street grants and loans, TIF funds, and preservation programs
- Support and expand programs that focus the production, preparation, and preservation of fresh, local foods
- Continue and expand code enforcement to ensure homes and businesses are properly maintained
- Identify funds for blight and unsafe structure removal
- Prioritize business retention and expansion along with new business attraction

LONG TERM PROJECTS (5+ Years)

- Redevelop sites along the Pennsy Trail to create areas of mixed-use, recreation, and additional public spaces
- Establish a trail along Brandywine Creek or other area that parallels S.R. 9
- Create a high-impact destination site within the downtown such as a larger park and amphitheater, a conference center with a boutique hotel, a business incubator and conference site, or similar use
- Establish an investment group to assist in catalytic redevelopment projects throughout the downtown
- Create additional public spaces that can be used for music, art, and performance
- Complete the Riley Literary Trail by 2025
- Expand the commercial footprint of the downtown through the construction of a mixed-use building and parking structure, encouraging rehabilitating houses on the periphery that can be used for businesses, and/or development along the Trail

FUTURE LAND USE

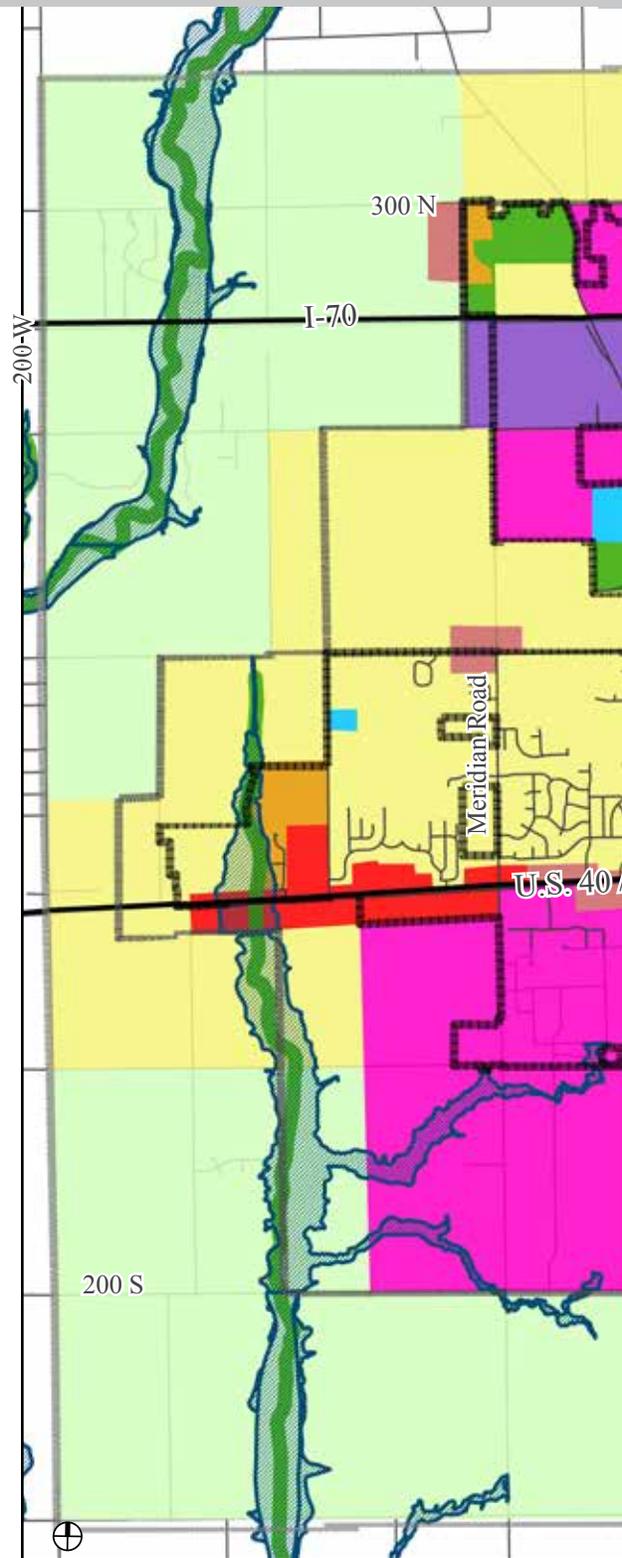
Greenfield incorporates approximately 12,000 acres of land within a 13 square mile footprint. Approximately 46% of the total corporate area is developed. The City has ample available land for future homeowners and businesses, and hopes to continue growth in a compact manner to preserve the agricultural nature of the surrounding County. The Comprehensive Plan focuses strongly on infill and redevelopment opportunities throughout the area.

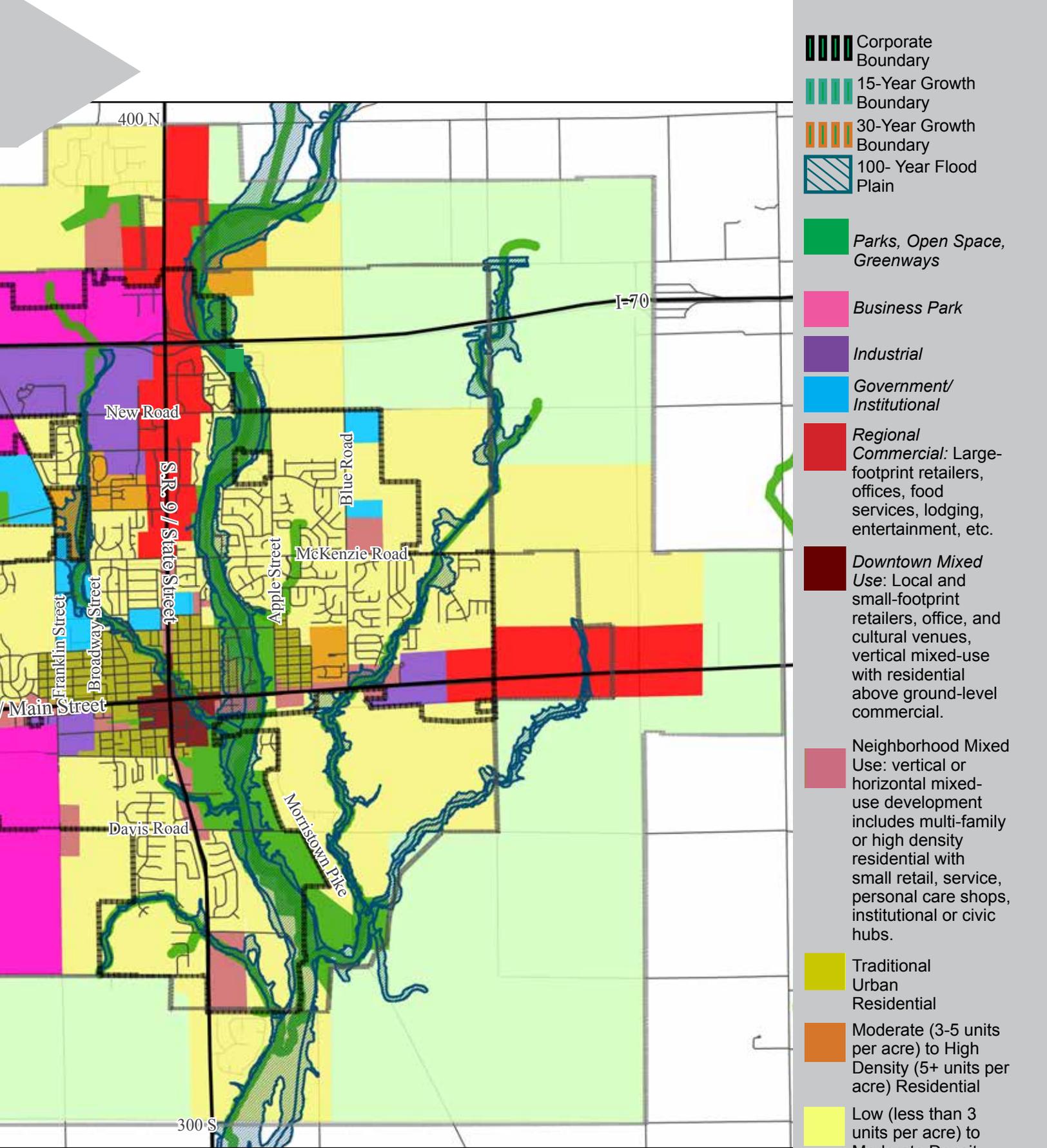
Existing and proposed subdivisions can accommodate all but the highest projected growth rates. At the current rate of homeownership, an additional 527 to 1,087 homes may be required over the next ten years, based on the low and moderate growth rate scenarios. Currently there are about 350 available residential lots, with another 1,700 zoned but not yet platted within active communities.

A Silver Shovel-Ready Site currently exists within the TIF district near I-70, with a second underway. Shovel-ready sites provide an enticing location for businesses looking to construct their businesses where utilities and infrastructure is already available. Hundreds of acres of the undeveloped land in the City are available for enclosed industrial and business park development along the interstate. The industry here offers a significant regional employment draw and provides thousands of jobs to the surrounding communities. The Comprehensive Plan hopes to target and see additional users co-locate along this corridor in biomedical and biotechnical fields.

A major goal for the Comprehensive Plan is to allow for neighborhood commercial nodes that would bring small service providers and some food and retail establishments to other intersections of town in mixed-use settings. Nearly all major goods and service providers are located along S.R. 9. Diversifying where services and small retail are located in the city could be one way to not only alleviate some congestion on State Road 9, but also would help maintain a compact growth pattern. Infill and redevelopment should be strongly encouraged, especially for smaller commercial developments, to keep the core of the City strong. Some expansion north of the interstate is expected and beneficial, but maintaining the compact footprint of the City should be continued to preserve agricultural land in the county.

Areas within the 15 and 30 year growth boundary on the future land use map are currently under the planning and zoning jurisdiction of Hancock County. Maintaining growth boundaries encourages infill and reinvestment within the current City limits. It is important for the County and the City to coordinate on potential development plans within the growth boundaries to ensure that agricultural land is protected and more intense developments are not located outside of the City boundaries. If development becomes more prevalent, and affects the future growth patterns of the City, Greenfield may consider the idea of requesting the County grant the City planning jurisdiction within these areas to ensure the property is not developed inappropriately or prematurely. If planning jurisdiction were granted to the City in the growth boundary areas, property owners would still remain County residents unless annexed. It is one way to ensure that development does not happen on land before utilities and services can be logically and responsibly extended to that area.





Please note, future land use classification explanations should be reviewed using the full comprehensive plan (pg 20), as some designations may contain a variety of uses (ex: parks or institutional uses in residential designations.)

REDEVELOPMENT PRIORITIES

Going big while growing small.

1 FOCUSING ON INFILL IN OUR MAIN CORRIDORS

The redevelopment sites to the left promote using what we have before we expand. There are many shopping centers and retail locations that have room for additional outlots to be developed, as well as space for infill projects along U.S. 40 and S.R. 9. Our Comprehensive Plan promotes using these spots whenever possible before extending our corporate boundaries, which we will continue to do only in cases of voluntary annexation.

We also want to make sure that we get these corridors right. This means we will need to look at creating an overlay district for U.S. 40, similar to the one existing in our zoning code for S.R. 9. The long term goal of the plan is to create a “cultural corridor” along the National Road (U.S. 40) that feeds into a “maker’s district” within the downtown. We want to celebrate our homegrown artisans from all fields and create unique areas that celebrate the diverse talents in our region.

For S.R. 9, we will look to create a new sub-area plan for potential future commercial uses north of the interstate to update ideas from previous plans.

2 PRESERVING OUR PAST AND EMBRACING OUR FUTURE

Greenfield has a world of character in our downtown. From the James Whitcomb Riley Boyhood Home and Museum to our vibrant downtown shops, there is a lot to be proud of in this City. The 2015 Comprehensive Plan hopes to expand the commercial footprint of the downtown, improve and repair housing options near the downtown, create additional public spaces, and make it easier for visitors to know where they are going. This will involve studying our existing parking, circulation, and wayfinding to identify areas where we can improve.

A big component of this and previous plans is the construction of the Riley Literary Trail. Proposed as a way to encourage pedestrian and cyclist activity from the Pennsy Trail through the downtown, the Riley Literary Trail would honor the Hoosier Poet and celebrate other aspects of the City’s history and culture.

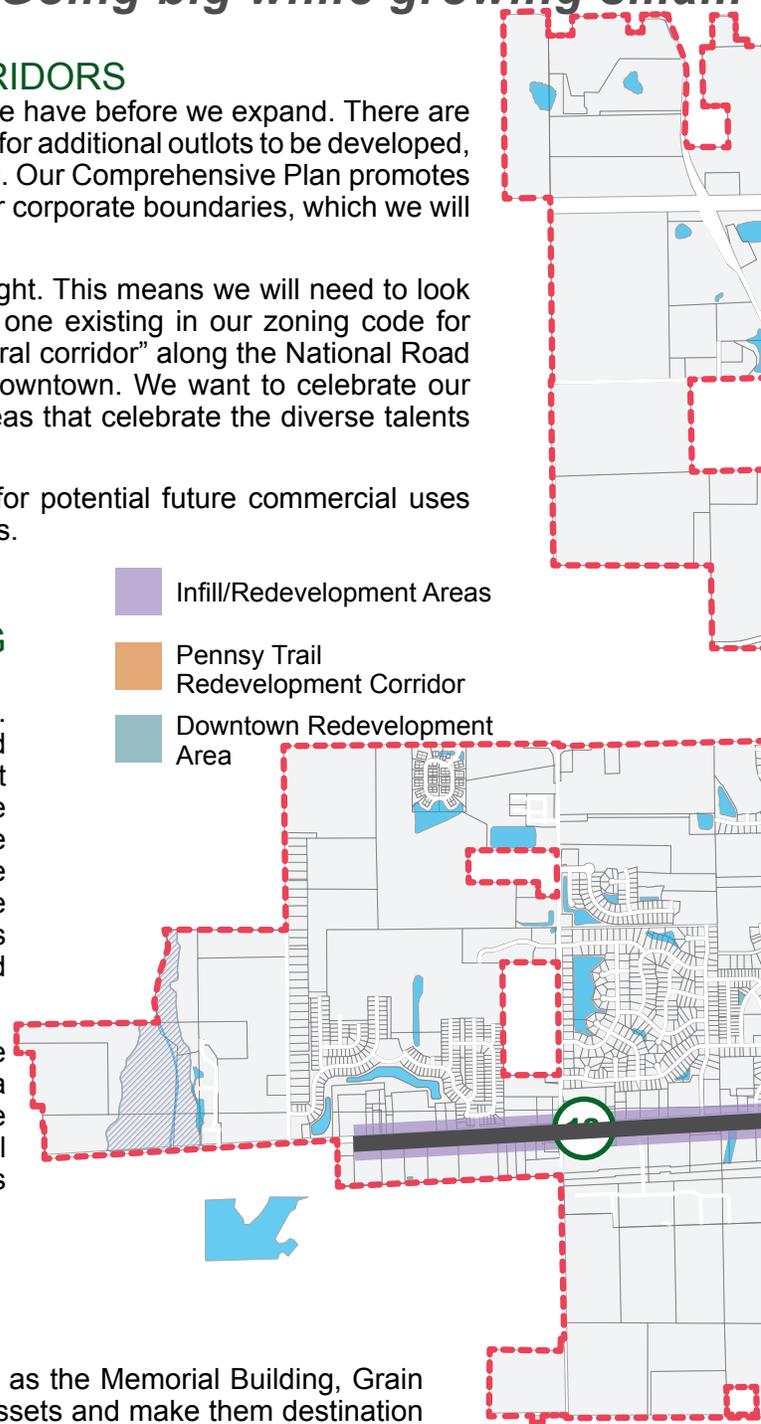
3 ENHANCING OUR EXISTING ASSETS

Our city has many great assets in the downtown, such as the Memorial Building, Grain Elevator, and Pennsy Trail. We want to invest in these assets and make them destination spots within the downtown. The grain elevator is especially unique, and could be part of a reuse plan for the building for other areas along the Pennsy Trail.

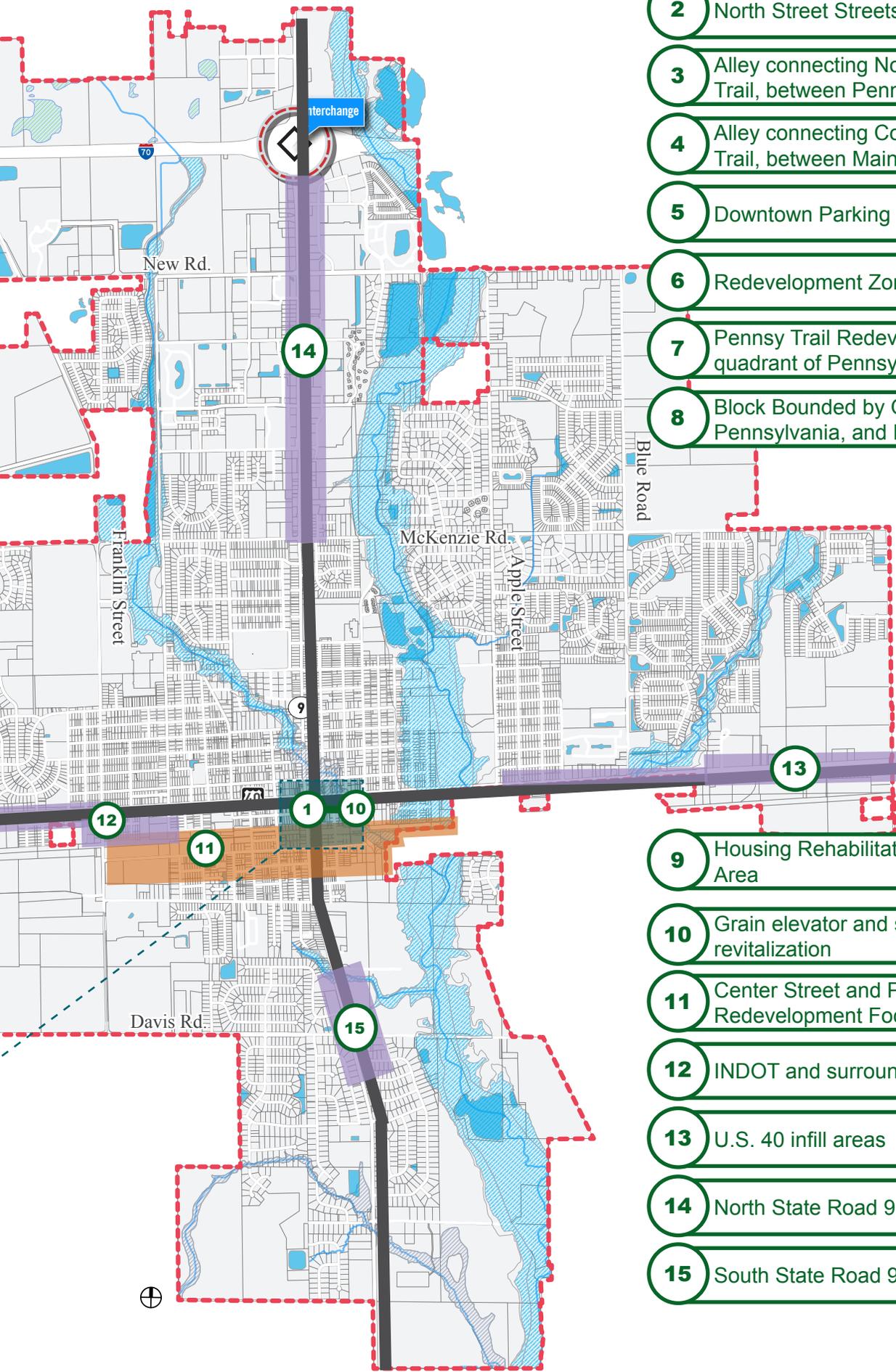
There are areas along the Pennsy Trail that would be well suited for mixed-use development, while others should be reserved as park space. A sub-area plan would help create a vision for redevelopment along the trail and identify the best uses for sites along the trail. The grain elevator could serve as a focal point and destination spot along the trail if it could be reused as a live-work space, an indoor market and artisan space, event venue, or other major use.

We also want to make sure that our Memorial Building is preserved and used for something such as a museum, civic center, health or rehabilitation building, or other suitable use.

-  Infill/Redevelopment Areas
-  Pennsy Trail Redevelopment Corridor
-  Downtown Redevelopment Area



Note:
Redevelopment Sites 1-10 are included with more detail on the map inset on page 82 of the full Comprehensive Plan.



- 1 Memorial Building Revitalization
- 2 North Street Streetscape
- 3 Alley connecting North Street to Pennsy Trail, between Pennsylvania and State Street
- 4 Alley connecting Courthouse to Riley Literary Trail, between Main Street and South
- 5 Downtown Parking and Circulation
- 6 Redevelopment Zone with Industrial Uses
- 7 Pennsy Trail Redevelopment Block: SE quadrant of Pennsylvania and South
- 8 Block Bounded by Osage, Mount, Pennsylvania, and Pennsy Trail
- 9 Housing Rehabilitation and Revitalization Area
- 10 Grain elevator and surrounding site revitalization
- 11 Center Street and Pennsy Trail Redevelopment Focus Area
- 12 INDOT and surrounding properties
- 13 U.S. 40 infill areas
- 14 North State Road 9 infill areas
- 15 South State Road 9 infill areas

ECONOMIC DEVELOPMENT

A variety large employers have located in Greenfield, with the majority of those businesses being in the northern TIF district along the I-70 Corridor. This provides a prime location with excellent transportation opportunities. One of the biggest economic drivers in Greenfield is the strategic location and access to I-70. Future INDOT improvements planned for I-70, as it relates to Greenfield, are to add an additional interchange and to widen the interstate to three lanes from Mount Comfort Road (600 W) to Greenfield.

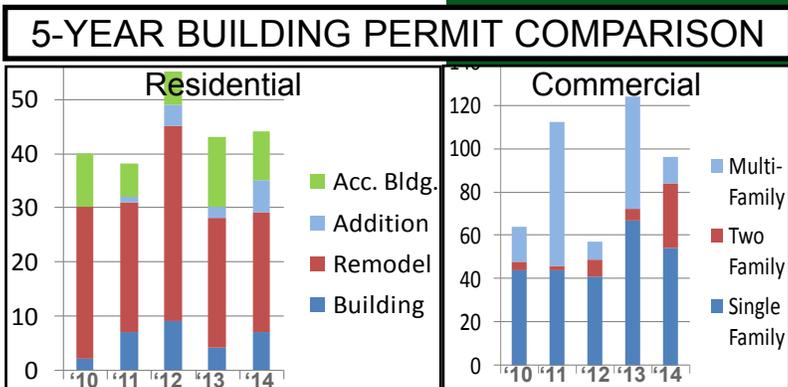
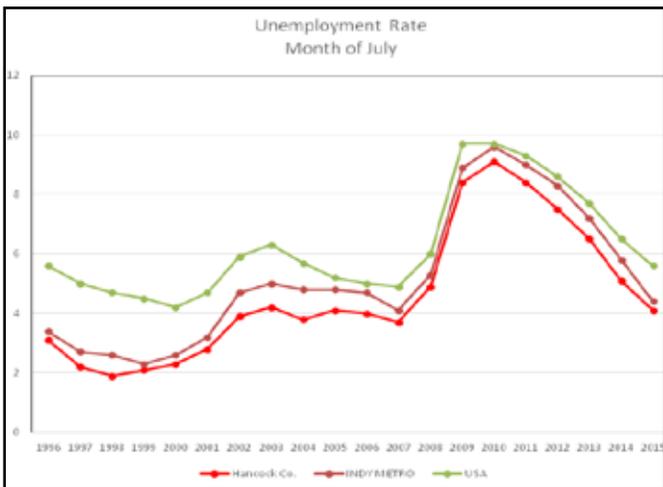
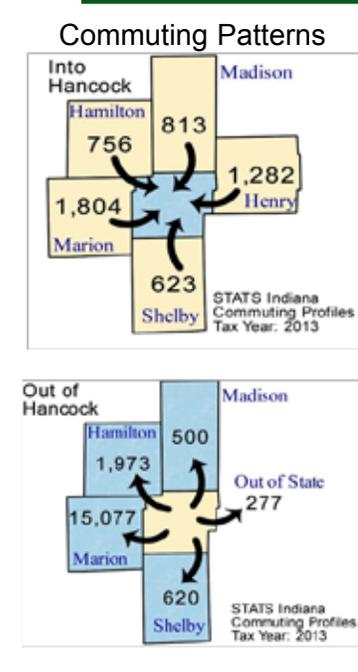
The City is also just seven miles from the Indianapolis Regional Airport located at Mt. Comfort Road. This is a strong regional asset, especially for businesses interested in the north TIF district which are just minutes from the airport. The executive airport services commercial and private planes, and includes a 5,500 foot runway and direct interstate access.

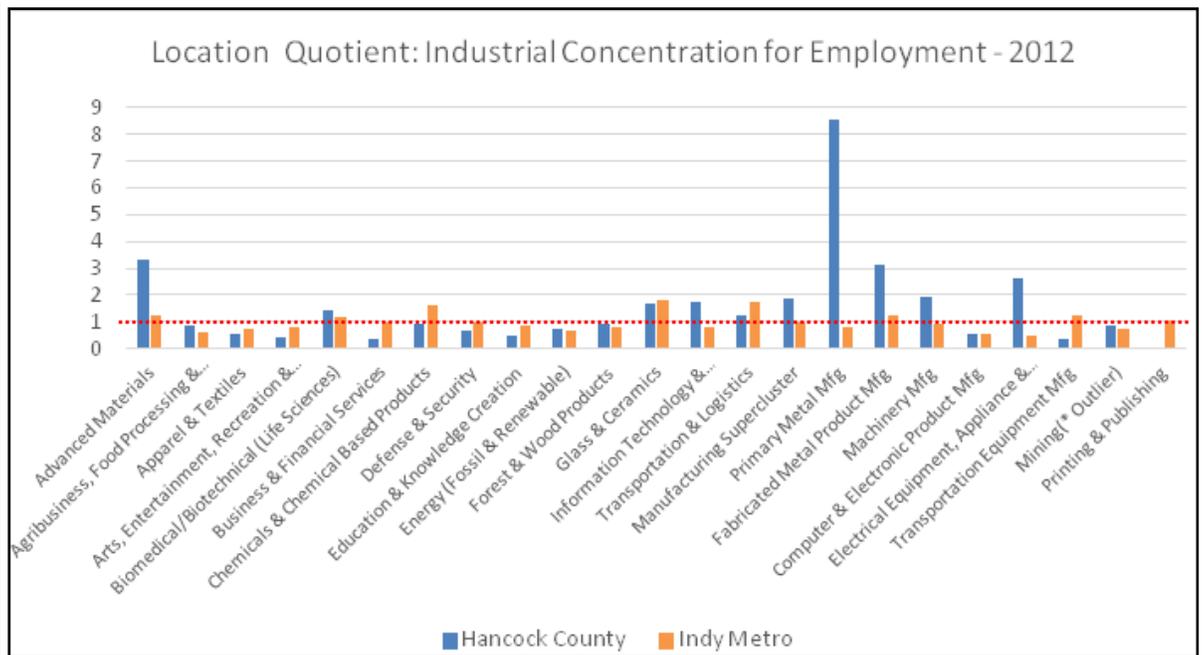
Important retail, educational and health-related employment centers and industries include Hancock Regional Hospital, Greenfield Central School Corporation, Walmart, Home Depot, Sam's Club Distribution, Gander Mountain, Kindred Health Care – Regency, and Springhurst Healthcare Campus. There are several major industrial employers within the community including Keihin IPT, Elanco Animal Health, Indiana Automotive Fasteners, Covance, Stanley Black & Decker, Fasson-Avery Dennison, Precoat Metals, and Indiana Box. Each employ anywhere from 60 to over 1,000 employees as noted in the table below.

The City has strong local amenities to attract not only businesses, but their employees as well. These include safe neighborhoods, a vibrant downtown, strong schools, and a regional hospital. As part of the Indianapolis Metropolitan Statistical Area (MSA), the community is able to draw from a large labor shed, making the location even more attractive to businesses because they can find a wide variety of employees to meet business needs.

The City has accomplished a variety of capital improvement projects over the last few decades and has gained momentum in the last fifteen years. To continue these efforts, this comprehensive notes a variety of projects throughout that will build on existing momentum. Additionally, four major catalyst projects are proposed in the Economic Development Chapter (Chapter 9) that are meant to be high-impact projects for the community.

| Major Employers and Number of Employees | |
|---|-------|
| Keihin IPT | 1,100 |
| Elanco Animal Health | 1,000 |
| Indiana Automotive Fasteners | 618 |
| Covance | 516 |
| Stanley Black & Decker | 350 |
| Fasson-Avery Dennison | 300 |
| Precoat Metals | 78 |
| Indiana Box | 65 |





CATALYST PROJECTS

GREENWAY AND TRAIL CONNECTORS

1

Major trail projects have spurred catalytic investment in communities around Indiana. Our plan proposes creating trails that parallel State Road 9, circulate through the downtown, and connect residential areas to major employment centers. Parts of the trail could go along Brandywine Creek to provide scenic trail riding, or could be placed along S.R. 9 where there was space for buffering.

BIOMEDICAL/BIOTECHNICAL CORRIDOR

2

Greenfield could be branded as a great place to locate biomedical/biotechnical businesses. The North Economic TIF District and existing businesses would be well suited to expanding on this market. The chart above shows the location quotient for various industries, with Hancock County being above the Indy Metro and nation. Location quotients show the concentration of an industry in an area and provide insight on competitive advantages and what makes an area unique.

CO-LOCATED BUSINESS TRAINING CENTER

3

A third potential catalyst project would be a business training center that is co-located with a licensed preschool near the Hancock County Public Library. This proposal envisions an area with learning opportunities for people of all ages. We envision a shared, multi-purpose workspace that could be used for seminars, training, as office space for workforce development agencies, and a preschool.

HOUSING DIVERSITY AND REHABILITATION

4

We want to make sure we have a diverse range of housing prices and styles. To do this, we will analyze the existing housing stock and find areas where we can concentrate our efforts in owner-occupied repair and housing rehabilitation. We want to make sure that we are proactive in identifying and removing unsafe structures, but that we have a plan for how the land can be used on a long-term basis.

MOVING FORWARD

What the City of Greenfield will Champion

COMMUNITY HEALTH

The comprehensive plan update focuses on community health from a variety of perspectives. The term “community health” in this plan is an umbrella term for the economic, physical, environmental, spiritual, and mental health of a community. Future projects should reflect on the goal of improving community health through economic, physical, environmental, and mental health aspects. Investing in the health of citizens and the workforce is a direct investment in current and future businesses. It is one step in establishing a competitive regional and national draw for business relocation. A few of the areas that this plan hopes to impact community health is through:

- Creating a complete streets policy so that cars, bicycles, and pedestrians can access all parts of the city
- Promoting the use of local foods and food production and education learning programs
- Continuing health-focused events and programs
- Supporting organizations and partners working on health initiatives
- Providing a high-quality, diverse park and recreation system
- Preserving our historic, walkable downtown and increasing the opportunities to learn about and enjoy our heritage and assets

A LIFELONG, LIVABLE COMMUNITY

The City of Greenfield wants to ensure that we are a community where people can live, work, play, and learn for a lifetime. Along with many of the community health focus areas mentioned above, this plan hopes to have an impact on the livability of the community by:

- Encouraging the development of mixed-use neighborhood commercial nodes that pair low-impact commercial and daily services with high-quality housing, townhomes, and other residential uses
- Expanding educational opportunities to include additional vocational, workforce, and entrepreneurial programs
- Encouraging a diverse range of high-quality housing that is desirable, accessible, and affordable to people of all ages
- Supporting organizations and partners working on lifelong community initiatives such as transportation, food access, healthcare, and social support
- Providing infrastructure and amenities in our City and parks that is accessible to people of all abilities

COMPACT GROWTH & DEVELOPMENT

Retaining a compact footprint is an important part of maintaining our rich agricultural history within the county. The City of Greenfield is going to grow, but will strive to grow in a managed and responsible way. To accomplish this we will encourage:

- Further development of outlots within existing shopping centers that can share parking and drives
- Promoting the available sites that exist within the city
- Annexing through voluntary channels to ensure that land is annexed when it is ready to be developed
- Providing utilities and services only when land is within our boundaries or soon to be developed and annexed
- Working with the County whenever possible on potential future developments within the growth boundaries



"Greenfield
is my home and your home and your parent's
home
and the best home outside of
heaven."

- James Whitcomb Riley



*For more information regarding the Comprehensive Plan, contact
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