

# 2018 STELLAR COMMUNITIES REGIONAL DEVELOPMENT PLAN



## HEALTH & HERITAGE R E G I O N

T H E H E A R T O F H A N C O C K C O U N T Y

F O R T V I L L E • G R E E N F I E L D • H A N C O C K C O U N T Y

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# **PART ONE: EXECUTIVE SUMMARY**

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H E A L T H   &   H E R I T A G E   R E G I O N

# WELCOME TO THE HEALTH & HERITAGE REGION OF HANCOCK COUNTY

Greenfield and Fortville exist in a transition zone of Hancock County, where the urban fringe of Indianapolis shifts to historic downtowns and quaint homes before turning to scenic rural farmlands. Our region is the front porch of the eastern parts of the state, welcoming the rural areas to the bustling atmosphere of the state capital and inviting the metropolitan area to enjoy the heritage and charm of our agricultural region. Both communities previously had downtowns that could be described as “ghost towns.” After a decade of dedication, our historic cores are more vibrant, but barriers still exist that stand in the way of helping our neighborhoods bounce back.

Together with Hancock County, we have formed the Health and Heritage Region and are seeking to be one of the first designated Stellar Regions in the State. Through our proposal we are focused on a holistic project set that improves the connectivity and livability of our region. We have two of the highest concentrations of historic buildings that you will find in Hancock County, and we want to welcome growth that helps protect, preserve, and promote our historic centers.

But why a region? Why bother collaborating? Our development team understands that as a region we are more competitive. Approximately 18,507 people or 37% of our working population live in Hancock County, but work in Marion County and surrounding areas. For those just locating to the area, some will seek the relaxed county atmosphere to build a home, others a small town, and others still a larger community perhaps where they work. The Health and Heritage Region offers something for everyone and every business looking for a vibrant area for their employees to call home. We supply a wide area for talent and bring thousands in to our county each day for job opportunities. When we work together, everyone wins.

Our communities and partner organizations are actively working together to build the best tomorrow for Hancock County. Our Regional Development Plan will increase trail miles, provide new recreation opportunities, and improve access to health for those suffering from addiction and substance abuse. We will create new spaces and opportunities for entrepreneurs that fit a small business up to a large industry.

Throughout this summary document you will find a sample of our plan that details what we feel are the most critical aspects of the mission that drives our region- the “Health, Heritage, and Heart” of our region. We have put forth a comprehensive package that is reflective of the talents and skills of our development team. Our core team has over 80 years of experience in the planning and management of communities. Our team includes staff familiar or certified in grant administration, city planning, trail construction, and capital improvement projects in communities of various sizes. We look forward to the future of our region.





# HEALTH

Hancock County ranks 7th in the state for overall health but 76th for physical environment. Trails and recreation opportunities ensure that residents have the option to make healthy choices. Our plan seeks to:

- increase trail miles
- install activity stations along trails
- pilot health programs that help people reclaim a stable life free from substance abuse
- facilitate connectivity through safe routes for pedestrians and bicyclists
- create recreation amenities that are accessible to people of all ages and abilities

# HERITAGE

Our region has the highest concentration of historic structures and places on the National Register for Historic Places in the County. Through our Regional Development Plan we seek to improve on our historic districts by:

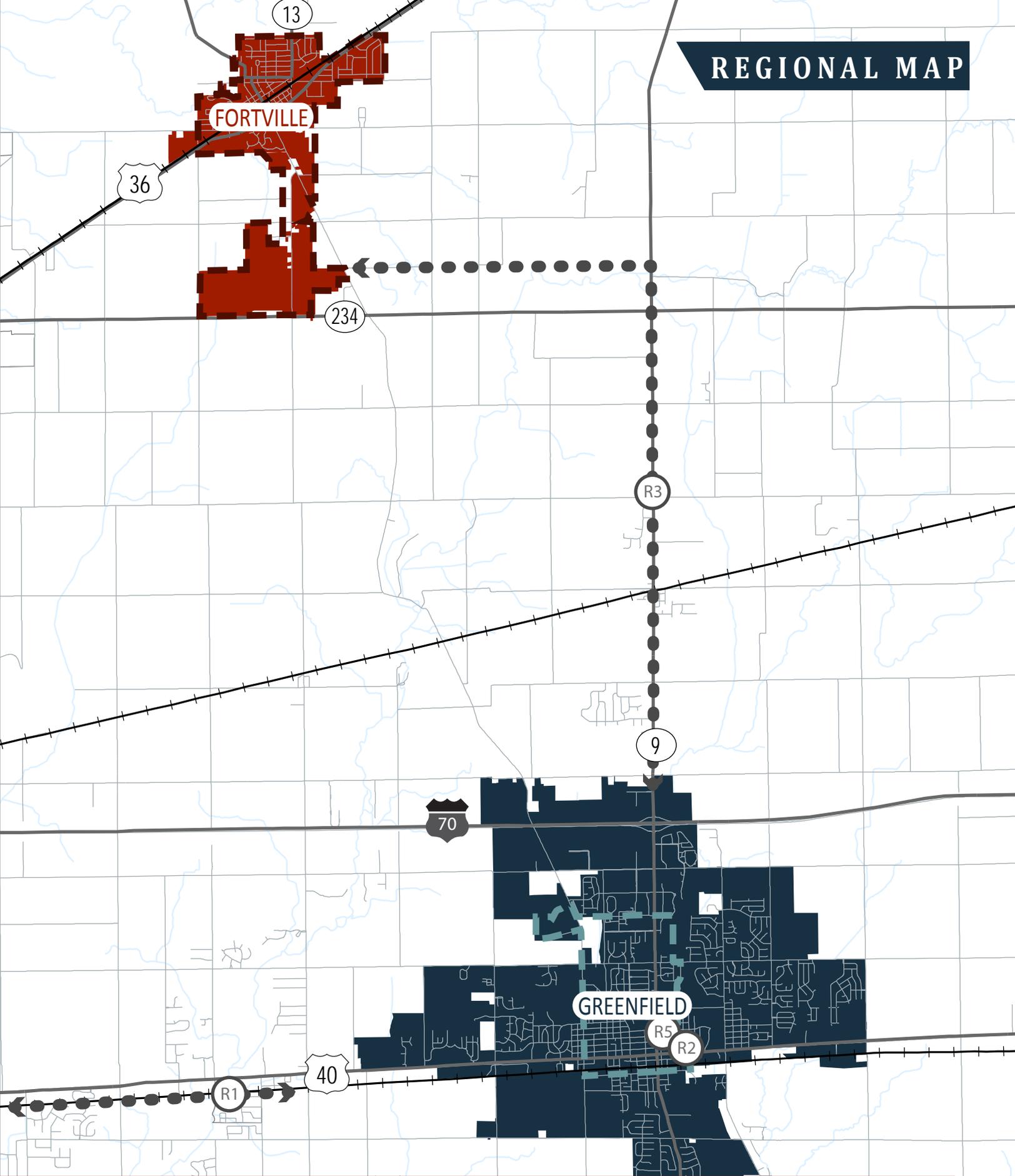
- focusing on our downtowns and increasing capacity by adding leasable square footage and upper floor housing opportunities
- redeveloping and revitalizing what already exists, adding density
- provide funding to preserve and rehabilitate historic properties
- leveraging history for projects such as the Riley Literary Trail

# HEART

Collaboration between non-profit organizations is reshaping the future of Hancock County. The System of Care established in our region, the Hancock County Community Foundation, and the collaboration between the libraries in our region has set a blueprint for success that we will build into our Main Street and other organizations. Our proposal will also facilitate the heart of the region by:

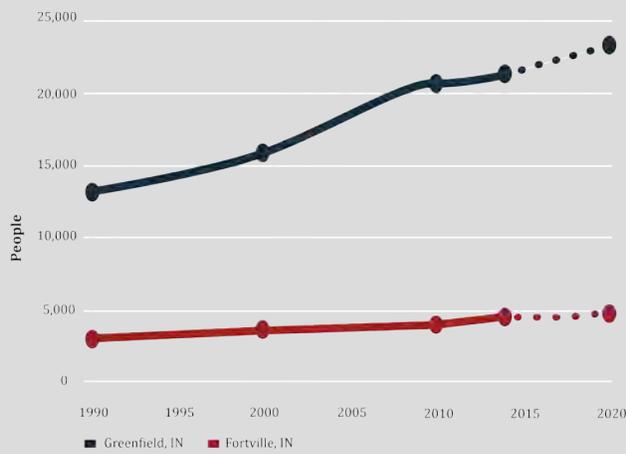
- creating and strengthening partnerships between organizations in our region
- celebrate shared passions and objectives
- encourage teamwork and pooling of resources
- sharing information and learning

# REGIONAL MAP



# KEY FEATURES OF THE REGION





Sources: DC 1990, 2000, 2010, ACS 2015

### A Great Place to Live AND Work

Our location provides job-seekers a prime location to live, work or even commute to work.

While approximately 60% of our workforce works in Hancock County, the remainder work in nearby employment centers such as Indianapolis which is an easy 30 minute drive.

In addition, approximately 6,000 workers are traveling from other counties to work in Hancock County.

## 30 Minutes to Indianapolis

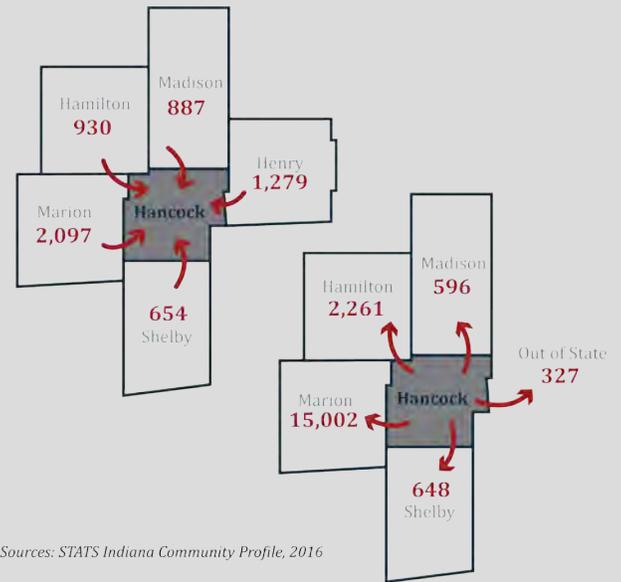


### We are Growing!

Since 1990 Greenfield has grown by 60% and Fortville has grown by 44%. Both are expected to continue to grow.

As part of our proposal we are committed to engaging our youth through planning, community initiatives, and a youth council in hopes they make the region their life-long home.

## Greenfield +60% Fortville +40%



Sources: STATS Indiana Community Profile, 2016

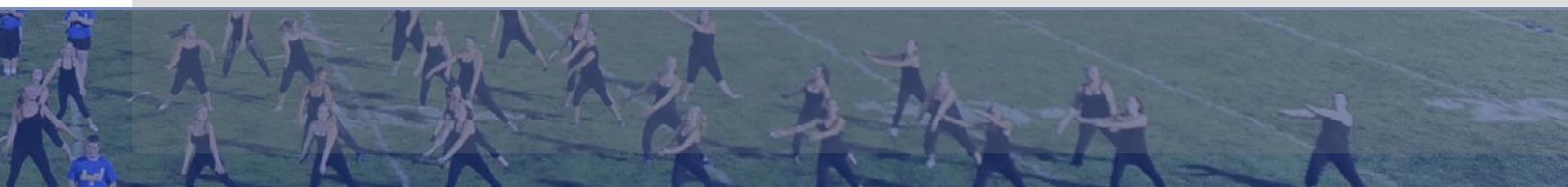
### An Affordable Place to Call Home

Last year, Fortville permitted over fifty single-family residential units as a subdivision reactivated and brought many new families to the small town.

Greenfield saw permit levels return to pre-recession numbers, permitting over 140 single-family units alone.

Our communities want to make sure we offer something for everyone, and will use the Stellar designation to diversify the housing stock in our communities through apartments, town homes, or mixed-use developments.

## Almost 200 Building Permits Last Year





# REGIONAL

When you plug into our region, you are plugging in to a wealth of amenities that provide occupational and recreational advantages. Hancock County is home to a diverse parks system, historical sites, farms, and entertainment options sure to make the new employees and residents feel right at home.

## Recreation

Enjoy a diverse range of recreational opportunities where you can connect with natural settings, get active for sports activities or water play, or visit places that are family-friendly. As we continue to expand our parks system, you will have a hard time choosing where to go!

## Trails

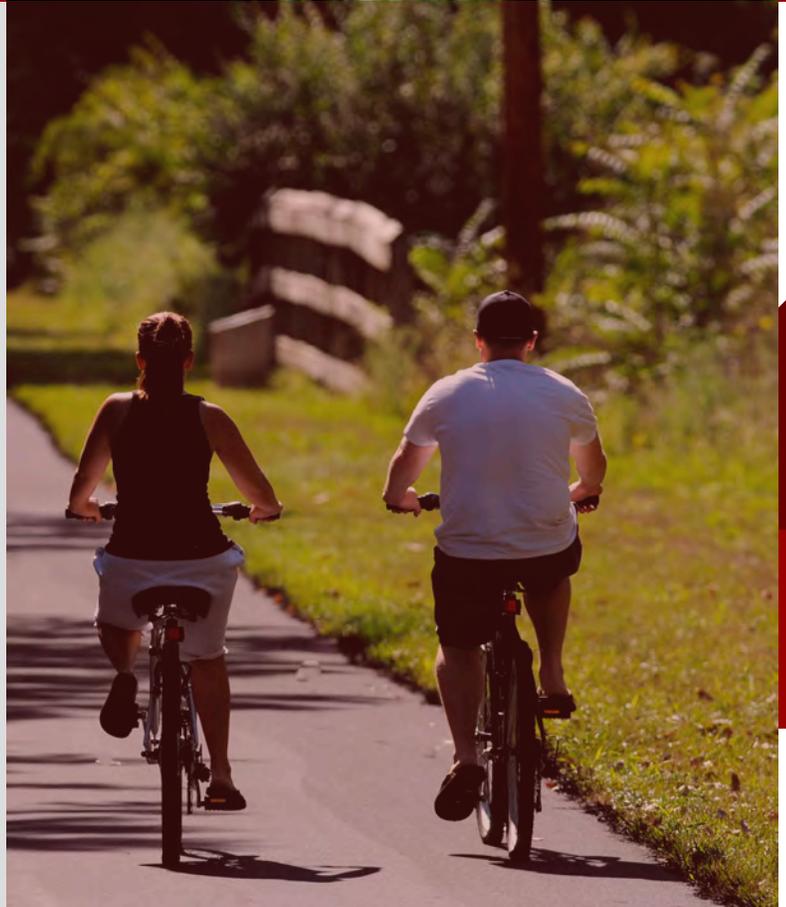
Take a walk and connect with history on our local trails such as the Pennsy Trail, a historic regional trail that occupies a portion of the Pennsylvania Railroad right-of-way or Riley Literary Trail. Hundreds of miles are planned throughout Hancock County and expected in the future.

## Cultural Amenities

Our region has the highest concentration of historic structures and places on the National Register for Historic Places in the County. Explore places like the Riley Boyhood Home & Museum and our historic downtowns.

## Riley Festival

The Riley Festival is one of the largest craft festivals in the State of Indiana, with designated areas for food, commercial and flea market booths and much more. Residents of our region join talent and resources annually to honor the memory of Greenfield's noted native son.



## Winter Fest

A local tradition in Fortville to celebrate winter. This event includes a snowflake princess, vendors, parade, tree lighting, activities for children and much more!

## Concert Series

Listen to free live music all summer at the Fortville Summer Concert Series historic in Landmark Park. All ages are welcome and enjoy food trucks and beer garden.

## Main Street Events

Our active Main Street Organizations, Fortville Action, Inc. and Greenfield Main Street both host a variety of events throughout the year. These range from festivals, arts and music events to pitch night, showcasing local entrepreneurs.

Our regional partnership embraces our unique amenities, with an active plan to connect and promote them. We want to evolve to be the best choice not only for a new business, but for employees as well.

Our regional partnership represents a variety of options for businesses of all sizes. Whether you are looking to start-up in a small space in a historic district or scale-up to a larger location in a business park, Hancock County has something that will suit your needs. With quick access to multiple travel options including interstate 70, state routes 36, 40 & 9, the Hancock Regional and Indianapolis airport, Hancock County is the starting point that can take your company or start-up to a regional, national, or global platform.

Take advantage of incentives, tools and resources offered by Fortville and Greenfield. Leasable square footage in Fortville and Greenfield downtowns are expanding through our facade restoration programs or business incubators. Grow your business through the support of our Main Street and entrepreneur organizations in the region. Build your business downtown or in areas primed for development such as the South Madison TIF District in Fortville.

Finally, join the 7th healthiest county in Indiana and not only enjoy an abundance of recreational assets, but also high-quality Hancock Regional Hospital whose goal is to make Hancock County the healthiest county in Indiana.

# AMENITIES



# REGIONAL

## R1 Pennsy Trail Connector

### Impact:

- Extends the longest segment of the Pennsy Trail in Indiana
- Leverages local and national history
- Leverages regional collaboration
- Extends regional connectivity beyond the Health & Heritage Region
- Improves the “trunk” of the Hancock County Trails System
- Improves health and wellness in the region
- Preferred route and conceptual design is complete
- 4.5 mile gap identified between 600W and 150 W
- County Federal Transportation grant to complete one (1) mile in 2020
- Identified as priority project in the Hancock County Trails Plan
- Greenfield has completed 5.6 miles of trail located in City limits from 400 E to 150 W, Cumberland has extended trail from Marion County to 600 W, and Hancock County has paved and extended the trail when possible as land has been acquired
- Project had 140 votes on the community survey

## R2 HRH Healthy 365

### Impact:

- Would extend Health 365 to include two designated beds in the new Talitha Koum Recovery House for Hancock County residents battling addiction
- Designated beds would allow residents to receive treatment before it leads to incarceration
- Healthy 365, a program sponsored by Hancock Health, has a mission to promote health, happiness, and wholeness in Hancock County. Five (5) strategies include: Healthy Choices, Mental Fitness, Workplace Wellness, Congregational Network, and System of Care
- System of Care is a collaborative support system for youth and families needing help with mental health and substance abuse
- Helps residents find healthy habits and healthy choices in Hancock County
- Improves health and wellness in the region to live longer and happier by expanding addiction treatment options
- Expands regional collaboration
- Project had 144 votes on the community survey

## R3 Hancock County Trail Segments

## R4 Hancock County Jail Road Improvements

## R5 Memorial Building Renovation

## F1 South Madison Boulevard



## F2 Main Street Corridor Improvement Project

### Impact:

- Reconstruction of Main Street that will include a critical need of wider sidewalks, on-street parking, bicycle sharrows, street trees, ornamental lighting, new crosswalks, and other ADA-accessible features
- Increases multi-modal connectivity, providing safe routes to destinations in downtown
- Contributes to alternative transportation modes for low-income earners
- Promotes health in the region
- Leverages private investment along Main Street
- The design builds upon and is consistent with the Council-approved 2014 Downtown Comprehensive Plan
- Project had 123 votes on the community survey

## F3 Mt. Vernon Trail Phases I & II

# PROJECTS



## F4 Broadway Commons (Forza Development)

### Impact:

- Provides a mixed-use urban development in downtown with 49,000 SF of residential (50 units) and retail/office along Broadway Street; A three (3)-story building
- Intended to include predominantly workforce housing; May also include market-rate and/or senior housing
- Provides affordable workforce housing within close distance of the Fortville Business Park, a light industrial employment area
- Expands the commercial footprint of the walkable area of downtown, attracting patrons to a pedestrian-oriented area
- Redevelops a vacant lot and a self-serve car wash site
- Leverages private investment and attracts new businesses and residents
- A neo-traditional/new urbanist project that promotes our heritage
- Leverages \$11.3 million in total project investment in the Town
- Increases townwide & TIF Assessed Value
- Project had 36 votes on the community survey

## F5 Infill New Urbanism & Owner-Occupied Repair

## F6 NWC Staat & Main Street



## F7 Broadway Street Pedestrian Upgrades

### Impact:

- Provides a continuous concrete sidewalk along both sides of Broadway, a major corridor in which very limited sidewalks currently exist
- Improves pedestrian safety in Fortville providing critical need for safe walkable routes in the community
- Complements recent and anticipated private investment along Broadway (Greenfield Banking Company, Elite Beverages, Broadway Commons)
- Leverage private investment along Broadway
- Leverages a previously-scheduled INDOT project to repave the roadway as part of typical maintenance cycle in 2020 by converting a four (4)-lane high speed roadway into a three (3)-lane "road diet" making the corridor more pedestrian-oriented, unique, and neo-traditional
- Project had 119 votes on the community survey

## F8 Mill Street Alley

## F9 Facade Enhancements

## F10 The Villages on Madison

*\*A full description of each project can be found in Section Six of the Regional Development Plan.*

# REGIONAL

## G1 Riley Boyhood Home & Museum Expansion



## G2 Franklin Park

### Impact:

- A 27 acre complex with tournament facilities that will host 30-50 teams at completion
- Promotes tourism and business patronage in the region by attracting 30-50 teams at a time
- Will provide 12 ballfields, restrooms, shelter, concession stand, parking, and playground in phases
- Provides recreational opportunities that increase the quality of life and health in the region
- Leveraged local match could assist with building the region's first truly inclusive playground built for all ages and abilities
- Project had 169 votes on the community survey

## G3 Pennsy Trail Housing

## G4 Historic Facade Restoration

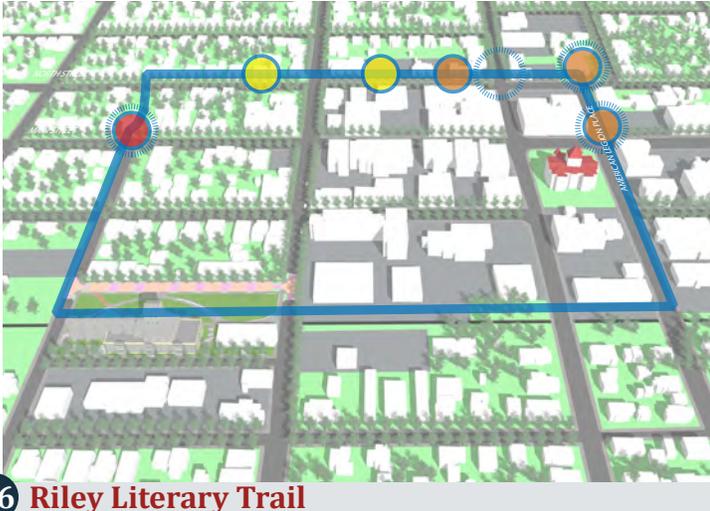


## G5 Depot Street Park

### Impact:

- Provides a park and destination amenity in downtown along the Pennsy Trail
- Combined with the redesign of Depot Street
- Celebrates the heritage of downtown and unique aspects of the Pennsylvania Railroad and region
- Includes a performance space for concerts, movies, and other events
- Leverages quality-of-life amenities that attract new residents and businesses to the region
- Provides a gathering space and point of interest along the Pennsy Trail; Often cited on resident and trail user wish lists for additional interest along the Pennsy Trail
- Promotes tourism
- Project had 274 votes on the community survey

# PROJECTS



## G6 Riley Literary Trail

### Impact:

- Provides a multipurpose route for pedestrians and bicyclists in Downtown Greenfield
- Leverages the historic art and literary heritage of Greenfield
- Attracts private investment along the trail
- Links residents and tourists to the Central Business District
- Provides interpretive opportunities for residents and tourists alike
- Promotes tourism opportunities within the region
- Project had 102 votes on the community survey

## G7 Downtown Anchor Development

## G8 Grain Elevator Redevelopment

## G9 East Street Connector

## G10 Owner-Occupied Rehab

### Vision and Impact

Our regional project collection focuses on a mix of amenities that will benefit residents, businesses, and tourists. Trail projects will improve connectivity between residents and integral community features, such as parks, schools, and amenities. In addition to physical connectivity, the projects in our plan represent critical moves forward for cultural amenities that form the backbone of heritage and community identity.

### Arts

- The Riley Literary Trail and previously established North Street Living Alley in Greenfield, and Mill Street Alley in Fortville, activate and reclaim right-of-way to bring in new art features, improved wayfinding, and landscaping that soften the hardscape of a downtown. During the Regional Development Plan process, Greenfield completed a signature mural project along the North Street Living Alley.
- Depot Street Park provides an outdoor space programmable to the performing, visual, and theatrical arts that expands on programs happening in the community.

### Tourism

- Both downtown Fortville and Greenfield have destination dining, and Fortville's Main Street Corridor Improvement will provide additional pedestrian space for walking and visiting.
- Franklin Park baseball complex and the planned inclusive park design will be programmed with tournaments throughout the year that bring in dozens of teams and their families. The inclusive playground would be the first of its kind in the region.

### Recreation

- Increased connectivity within communities during the Stellar designation period and between communities on a longer term will benefit recreational trail use.
- Connection of the remaining portion of the Pennsy Trail to close the gap between Greenfield and Cumberland will be a welcomed success in the region, celebrating a decades long effort by local communities and organizations to see the project through.

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# PROJECT TIMELINE

- R1 **Pennsy Trail Connector**
- R2 **Healthy 365**
- R3 **Hancock County Trail Segments**
- R4 **Hancock County Jail Road Improvements**
- R5 **Memorial Building Renovation**
- F1 **South Madison Boulevard**
- F2 **Main Street Corridor Project**
- F3 **Mt. Vernon Trail Phases I&II**
- F4 **Broadway Commons**
- F5 **Infill New Urbanism & Owner-Occupied Rehab**
- F6 **NWC Staat & Main Street**
- F7 **Broadway Street Upgrades**
- F8 **Mill Street Alley**
- F9 **Facade Enhancements**
- F10 **The Villages on Madison**
- G1 **Riley Boyhood Home Expansion**
- G2 **Franklin Park**
- G3 **Pennsy Trail Housing**
- G4 **Historic Facade Restoration**
- G5 **Depot Street Park**
- G6 **Riley Literary Trail**
- G7 **Downtown Anchor Development**
- G8 **Pennsy Place Lofts**
- G9 **East Street Connector**
- G10 **Owner-Occupied Rehab.**



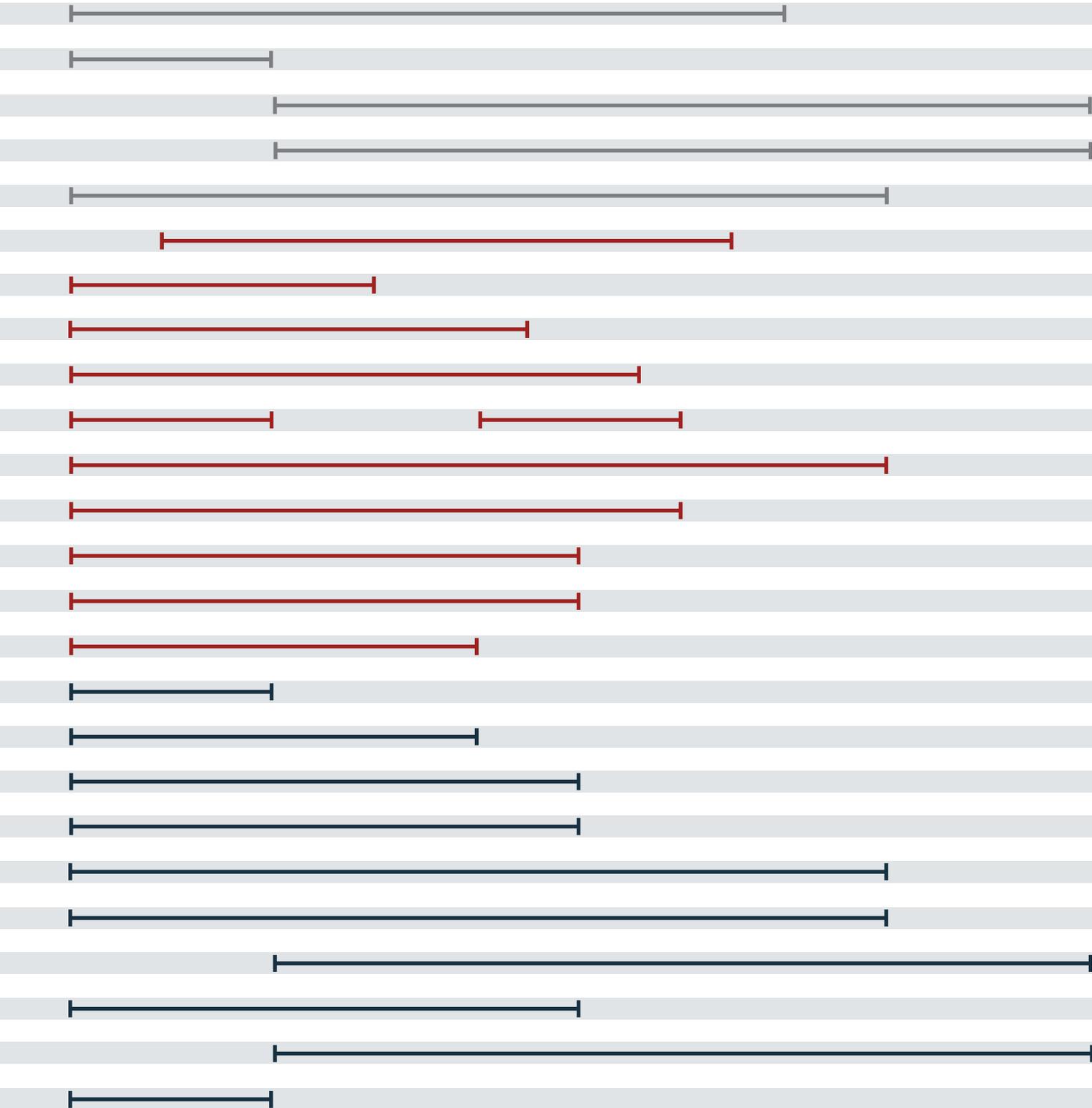
2019

2020

2021

2022

2023





**HEALTH & HERITAGE**

**R E G I O N**

*\*Photography by Tom Strickland  
and Tom Russo, Daily Reporter*

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# **PART TWO: APPLICATION SUBMITTAL**

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**H E A L T H   &   H E R I T A G E   R E G I O N**

# HEALTH & HERITAGE

THE HEART OF HANCOCK COUNTY



FORTVILLE • GREENFIELD • HANCOCK COUNTY

## SECTION ONE: CURRENT STATE OF THE REGION

### Geographic Boundaries

The Health & Heritage Region of Hancock County is developing a blueprint for revitalization, collaboration and stabilization to replicate across rural Indiana. Our team includes representatives collaborating from Hancock County, the City of Greenfield, and Town of Fortville, where the urban fringe of Indianapolis shifts to historic downtowns and quaint homes before turning to scenic rural farmlands. Our region is rich in heritage with unique buildings and districts on the National Register of Historic Places. It is the front porch of the eastern parts of the state, welcoming the rural areas to the bustling atmosphere of the state capital and inviting the metropolitan area to enjoy the heritage and charm of our agricultural region. Previously, our local downtowns could be described as “ghost towns.” Today, our historic cores are more vibrant, with Stellar Communities as an opportunity to accelerate that needed boost.

### Key Features of the Region

Our region has historically attracted international headquarters, but also nurtures entrepreneurs and small businesses. Hancock County and Greenfield have a diverse base of employment opportunities, with employment entropy indices closer to 1 (.92 and .94, respectively). Fortville’s index was lower at .77, but could be improved through the South Madison Boulevard Extension (F1). In the Ball State Review of PWR3 Rankings, production and wholesale were identified as promising areas of growth.

Greenfield has over 22,000 citizens and 8,291 households, with a median household income of \$52,513 (the lowest of the County). Fortville hosts 4,000 citizens or 1,764 households with a median household income of \$57,446. Hancock County has over 74,000 people and a median income of \$70,655. Twelve percent of households in Greenfield are below the poverty level, versus 15% in Fortville and 8% for Hancock County. One-third of workers are employed at a low-wage job. Trails and improved connectivity could benefit work and recreation-related transit, and improve our culture of health. Hancock County ranks 7th in the state for overall health but 76th for physical environment. Trails and recreation opportunities ensure that residents have the option to make healthy choices.

Greenfield has a higher rate of rental households (31%), and about 15% pay over 35% of household income toward rent. Fortville has roughly 6% of rental households in the same category. Rough market study estimates show high demand for affordable units throughout the County. Our region will ensure that entrepreneurs, small industry employees, and retail sector employees have affordable places to live. Greenfield began to address this with Broadway Flats, and Fortville’s proposed Broadway Commons (Forza Development) will provide relief from increasing rent prices. Proximity to employment centers and trail connectivity could provide additional transportation options.

*\*All data pulled from MySidewalk Program that utilizes most current US Census*

## Previous Planning Efforts

Greenfield and Fortville laid groundwork through sequential projects in the last five years building to a larger goal of a Stellar application, but felt that a partnership with Hancock County was a vital component to true success. Many people voice the desire to maintain the rural beauty of the County, and to do that our jurisdictions will have to work together to ensure responsible growth and development. Our representatives are active in the Hancock County Trails Plan, and were involved in the Hancock County Community Foundation Community Conversations that originally laid the groundwork for collaboration. All of our previous planning efforts are the driving factors behind the selection of projects. The projects have been vetted through our planning efforts and hold regional significance. We reviewed each through the lens of our current partnership to determine if efforts would overlap or compete, and determined that the proposal was well-rounded and beneficial to all participants. Previous and current planning efforts are paired with projects pulled from plans in parenthesis:

### Fortville:

- Public Facilities Study
- Envision Fortville Comprehensive Plan (Main Street Corridor Project, Infill New Urbanism, Mt. Vernon Trail Phases I&II)
- Downtown Comprehensive Plan (Mill Street Alley, NWC Staat & Main, Facade Enhancements)
- RDC Plan (Broadway Commons)
- Broadway & South Madison TIF District Plans (S. Madison Boulevard)
- 20-Year Water & Sewer Master Plans
- Broadway Sidewalk Plan (Broadway Street Upgrades)

### Greenfield:

- 2013 Downtown Revitalization Plan/State Planning Grant (Downtown Anchor Development, Riley Literary Trail, Grain Elevator Reuse, Historic renovations)
- 2017 Capital Improvements Plan (all projects)
- 2014 Park & Recreation Master Plan
- 2007 Thoroughfare Plan
- 2015 Comprehensive Plan update (Downtown Anchor development, etc.)

### Hancock County:

- 2012 Hancock County Comprehensive Plan
- Hancock County Trails Plan (Trail segments)

## SECTION TWO: KEY ACHIEVEMENTS

### Desired Achievements

Our regional vision can be summarized into three basic categories:

Health

Heritage

Heart

Our goals include:

1. Preserve our heritage while providing opportunity districts with access to cultural amenities, jobs, and housing.
2. Nurture community health through infrastructure and amenities for people of all ages and abilities.
3. Cultivate new housing options inspired by neo-traditional and new urbanist principles that diversify our housing stock.
4. Further develop the true heart of our region - our people assets.

Through the Stellar Designation and our Regional Development Plan we plan to achieve the following:

- Ability and readiness to achieve 10% or less vacancy in downtown areas
- Leverage 35-50% of grant funds with local match
- Walkable downtowns with a greater diversity of uses and housing
- Healthier and more accessible built environments throughout Hancock County
- Raised awareness and access to substance abuse and addiction recovery programs
- Infrastructure for building a culture of active living
- Reduction in vacant lots/blighted properties in neighborhoods, improved assessed value
- Stabilization of at-risk properties through homeowner repairs and remodel assistance
- Affordable neighborhoods adjacent to vibrant downtowns
- Improved social networks and connectivity to welcome new people to the region and help get them plugged in to a group
- Planning and community efforts that involve and focus on youth input

## SECTION THREE: DESIGNATION

### Implementation of Goals

The following describes how our goals will be achieved through the Stellar Designation.

1. Preserve our heritage while providing opportunity districts with access to cultural amenities, jobs, and housing.

- Designating our region would set an example to focus first on redevelopment in Hancock County. Our population is expected to grow in the next 30 years, but our region seeks to promote redevelopment and revitalization of existing areas to efficiently use our resources. The Broadway TIF District Master Plan and projects such as the anchor development in Greenfield are examples of adding density to previously developed areas.

2. Nurture community health through infrastructure and amenities for people of all ages and abilities.

- The Stellar will allow us to increase trail miles, install activity stations, and work to pilot health programs that help people reclaim a stable life free from substance abuse- all in a four-year period instead of 10+. The Designation will allow us to make rapid improvements that affect multiple facets of physical and social wellbeing.

3. Cultivate new housing options inspired by neo-traditional and new urbanist principles that diversify our housing stock.

- In the focus area for Greenfield, nearly 70% of households in one census block were low- to moderate-income families in a recent income survey, whereas a town-wide survey of Fortville returned percentages nearly 50%. The designation will facilitate revitalization efforts that avoid significant displacement of existing residents while welcoming infill and redevelopment. Owner occupied repair programs assist homeowners in these areas, and lay the groundwork for a future housing-focused organization or institute for Hancock County.

4. Further develop the true heart of our region - our people assets.

- To develop our people assets, our residents need to feel engaged. The application process has benefitted from this as we employed new ways to engage the public and reviewed what our partner communities were doing. Our team will continue to build collaboration between our Main Street organizations and facilitate capacity building in the Arts Council. Partnerships with Hancock County Economic Development Council and the Greenfield Area Chamber of Commerce will help build entrepreneurial and workforce programs in the region as well. Expanding collaboration with County officials will improve the delivery and communications of projects. Breaking down communication silos to share long-term planning and project goals will help us address growth on a county level.

## Marketing and Attraction

Approximately 18,507 or 37% of Hancock County's working population commute to another county. Hancock County serves talent for the larger area, and it is imperative that we attract a diverse range of talented individuals and families. We need to attract investors, developers, industries, and start-ups to serve the needs of our own growing population. The Stellar Designation, regional partnership, and completion of our projects will greatly increase our effectiveness in attracting talent and investment.

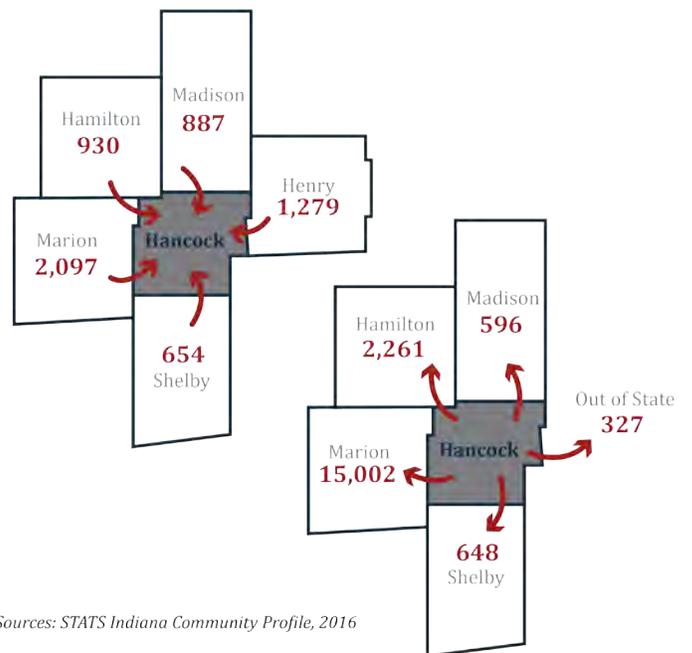
Along with a full Regional Development Plan, our team created a summary document for a more nimble marketing tool than the full text. A smaller document helps our region get the important details across quickly to pique interest in our proposal, and the full text is easily accessed via the Health & Heritage Region Facebook page and individual websites. Additionally, our proposal videos were created such that they could be broken down going forward and used as the first marketing tool for the region.

In partnership with Hancock County Economic Development and Greenfield Area Chamber of Commerce, the summary document and videos would allow us to rapidly market our collaborative efforts to new businesses and industries looking to locate in the area. We believe that showing strong collaboration across jurisdictions would be a selling point for industries and private investment looking for places that support the needs of their employees. One community alone cannot meet the needs of every employee, but a regional marketing package with a diverse range of options for living and recreation would be a significant benefit and drive interest in the area.

In the Indianapolis-Carmel-Anderson metropolitan area there are over 2 million people looking for new experiences and unique places to visit, allowing us to build on what we already do to craft and tell our story. Hancock County Tourism has recently branded itself with a new logo and tagline "Create your Story", an invitation to join us but also meant as a nod to our region's strong arts and literature heritage. Greenfield is in the process of finalizing a branding campaign, which will serve as an engine for telling our story. Multiple local businesses in our region have second establishments in Shelbyville, Fishers, Irvington, and other communities, which grows our grassroots reach.

## Marketing the Health & Heritage Region

- **Strategic Planning for Progress of the Region**
- **Implementation of Capital Improvement Projects**
- **Promoting Arts & Literature through New Hancock County Brand**
- **Business Openings of Secondary Locations in our Main Streets**
- **Promotion through Unified Facebook Page**
- **News Coverage on Various Media Outlets**
- **Promotion of RDP Executive Summary**
- **Promotion of Proposal Videos**



Sources: STATS Indiana Community Profile, 2016

# SECTION FOUR: CAPACITY

## Capacity to Administer the Funds

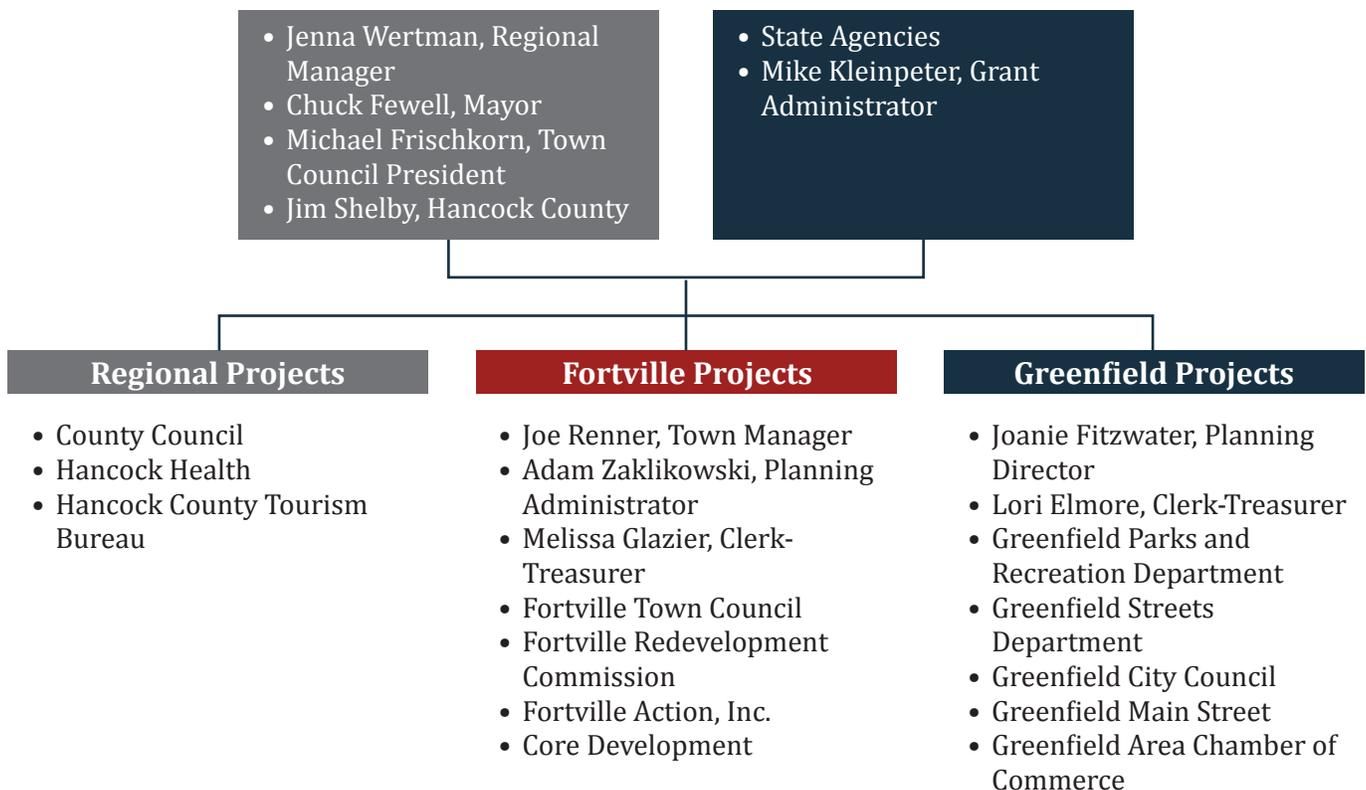
Our jurisdictions are in good standing with the partner agencies for the Stellar Communities Program. Our region has 18 proposed stellar and complementary projects that can be staggered over a four- to five-year period with 7 complementary projects expected to be completed beyond the Stellar years. Based on the track-record of 45 completed and successful projects in the last five years within Greenfield and Fortville, this is feasible for our team. The projects we have selected make an important regional impact, collectively transform the core of each community, and prepare our region for long-term, widespread collaboration efforts. Having a mix of quick-win and longer-term projects will build momentum and keep our partners and support networks engaged. We discussed the Stellar process with representatives of Huntingburg and Culver to guide our engagement strategy and prepare us for the hurdles that we know arise in any implementation process. Our team is well positioned with the experience and capacity needed to ensure a successful launch to a regional designation.

Because of our development team, our region has the capacity to administer these funds alongside the day-to-day work that we are accomplishing. Individually, our communities have worked to build capacity in our local groups, such as our Main Street organizations, which in turn gives us additional capacity to accomplish large projects such as this and maintain events or specialty programs. Hancock County Community Foundation increases our capacity to raise funds and sustain our projects by serving as the local donor facilitator, holding the funds and allowing them to be invested with over \$38 million in funding. Mary Gible, President of HCCF, is part of our Executive Committee to guide the region and ensure that the projects stay true to the intent of the Regional Development Plan. With their experience from the Community Conversations, HCCF is a valuable partner in facilitating collaboration across the county.

## Development Team

Our core team has over 80 years of experience in the planning and management of communities. Our team includes staff familiar or certified in grant administration, city planning, trail construction, and capital improvement projects in communities of various sizes. Each community is in good standing with the partner agencies, and combined we have a history of projects from many of the grants and programs offered under the majority of partner agencies.

Our Regional Project Manager, Jenna Wertman is AICP-certified through the American Planning Association, has worked in Greenfield three years, and lives in Fortville. Joan Fitzwater, Greenfield City Planning Director, is a Nationally Certified Public Manager through Ball State University, has 14 years of experience in municipal planning and 17 years



in land development. Fortville Planning Administrator, Adam Zaklikowski, also AICP-certified, brings 15 years of municipal planning with Neo-Traditional development expertise. Fortville Town Manager, Joe Renner, is a source of organizational stability in his 30-year town career with proven knowledge of road/utility infrastructure. Greenfield's Engineering Department, with two professional engineers, manages numerous infrastructure projects each year. Fortville staff has administered multiple grants and projects ranging from planning grants to overseeing millions of dollars for wastewater improvements in the past three years. An integral part of our continued success is the capacity of our local leadership.

Hancock Health's Amanda Everidge brings valuable insight to the team. As the lead Navigator for Hancock Health programs such as System of Care and the Congregational Health Network, she is responsible for building collaborative support networks across industries and neighborhoods. System of Care focuses on mental health and substance abuse. The Congregational Health Network builds a supportive atmosphere in the faith community to ensure that people experiencing hospital stays and health issues have a network behind them. Linda Ostewig, Director of The Landing, has worked extensively in the community to build recovery systems for people in substance abuse or addiction lifestyles. Her growing support programs for teens and young adults gives patrons an opportunity to recover and grow through community, art, and music. Combined, these women bolster our ability to affect meaningful change with the health funding.

### **Leadership Capacity**

Strong leadership builds strong regions, and has provided the foundation and capacity to implement our long-term vision. Both the Town Council President of Fortville and Mayor of Greenfield have extensive experience in project implementation and focused community growth. Fortville Town Council President Michael Frischkorn has experience with redevelopment strategies and implementation from positions in Anderson and Carmel. His experience provides a unique perspective of how very different communities solve intricate problems and implement projects. Mr. Frischkorn provides valuable experience for diverse funding mechanisms and public-private partnerships. Greenfield's Mayor Fewell has extensive experience in infrastructure and project construction as a former governmental affairs and business development representative at Milestone Contractors. The Mayor has overseen major infrastructure overhauls in the community such as Pott's Ditch reconstruction and consistently maintains a low amount of debt in the community. The City has kept control over its own utilities, which provides a sustainability component to the community and typically more affordable rates to residents.

Our partnership with the County also provides the expertise of officials who oversee a diverse county and the complex balancing of development and rural life. Gary Pool, County Engineer and Executive Committee member for the region, has extensive experience in securing and administering funds at the local, state, and federal level to implement large scale projects. The County offices have played a sizeable roll in extending the Pennsy Trail using local resources when grants and other options were unfeasible or not available. Jim Shelby is a County Council member and second representative for the regional team.

### **Grant Administration Capacity**

Our region has an exemplary track record of implementing a larger goal within a series of projects. Greenfield scaled up projects with the 2013 Downtown Revitalization Plan, the in-house design and administration of the North Street Living Alley in 2015, and culminating in facade improvements of ten buildings in 2017. Each of these projects were necessary components to the Riley Literary Trail and had a unique set of requirements. All three involved State or Federal Grant funds through the Office of Community and Rural Affairs. The Revitalization Plan and Place- Based Investment Fund Grant for the North Street Living Alley were administered in-house, while the Main Street Revitalization Program grant for historic facade restorations was administered by Kleinpeter Consulting. Both communities have agreed that if designated, we would like to move forward utilizing the same grant administration team, Kleinpeter Consulting, to make sure that there is another level of oversight and additional team members to keep our projects on track. Fortville has also administered multi-million dollar grants in-house, implemented forward-focused TIF districts to financially support large-scale projects, and continues to build a culture of events, entrepreneurs, and volunteers.

Our unique positioning across two Metropolitan Planning Organizations gives our region additional options for the oversight of programs and collaborations such as the homeowner occupied repair funds. Greenfield and Hancock County are within Habitat for Humanity's Indianapolis region, and Fortville has the added benefit of also being within the Madison County Council of Governments jurisdiction. Both entities have experience managing Owner Occupied Repair and Blight Elimination funds, with familiarity to our area.

# SECTION FIVE: ENGAGEMENT PROCESS

## Community Engagement Strategy

Before creating the Health and Heritage Region, Fortville and Greenfield underwent dozens of public meetings across various planning efforts to engage the community for future development in the past five years, which laid the groundwork for this proposal. Our previous planning efforts helped us determine our shared goals and form the basis of our region. Once the region was created, we began a robust public engagement strategy to determine priorities for the region, which is outlined later in this section. In addition to public engagement we began to seek partners for the Health and Heritage Region and reviewed their goals and missions to see how our projects and goals aligned with key partner organizations. These efforts proved successful when partnering with Hancock Health and Talitha Koum Recovery House helped us determine the best use of the Indiana State Department of Rural Health funding. By better understanding the vision of our partners we were able to see how our projects could fit into their goals. Where our project goals differed from our partners, we were able to adjust and revise our goals to form a stronger collaboration framework and facilitate better regional efforts. Examples of this can be found in the revision of specific segments in the Hancock County Trails Plan and our proposal, capacity building efforts with HCCF through facilitated sessions with Ball State University, and community-focused engagement with HCCF. Over the past several months while developing our regional proposal, we were able to leverage the transformative power of partnerships to develop better projects and initiatives. Through our collaborative efforts we can celebrate our shared passions and objectives and create a strong region. As we continue to grow as a region we will continue to collaborate and align efforts within the region as we navigate the stellar designation and beyond.

## Community Engagement Outside of Stellar

Aside from stellar-specific engagement, our region has various platforms where public input is collected. Greenfield established the Greenfield Coalition in conjunction with the 2013 Revitalization Plan, and utilizes that group in various ways to facilitate engagement and project feedback. Fortville has multiple community working groups as well that engage and provide ideas, such as the Women’s Policy Circle, the Fortville Convener’s Council (focused on non-profit collaboration), the Fortville Parks & Wellness Initiative, and the Fortville Entrepreneurship Initiative. The Talitha Koum Recovery House beds proposed by Hancock Health built on initial topics that the Women’s Policy Circle group in Fortville had examined as well as the Mayor’s Youth Council in Greenfield, connecting the efforts of our working groups. Projects like this allow us to show our communities that we hear their concerns and will continue to find ways to address them.





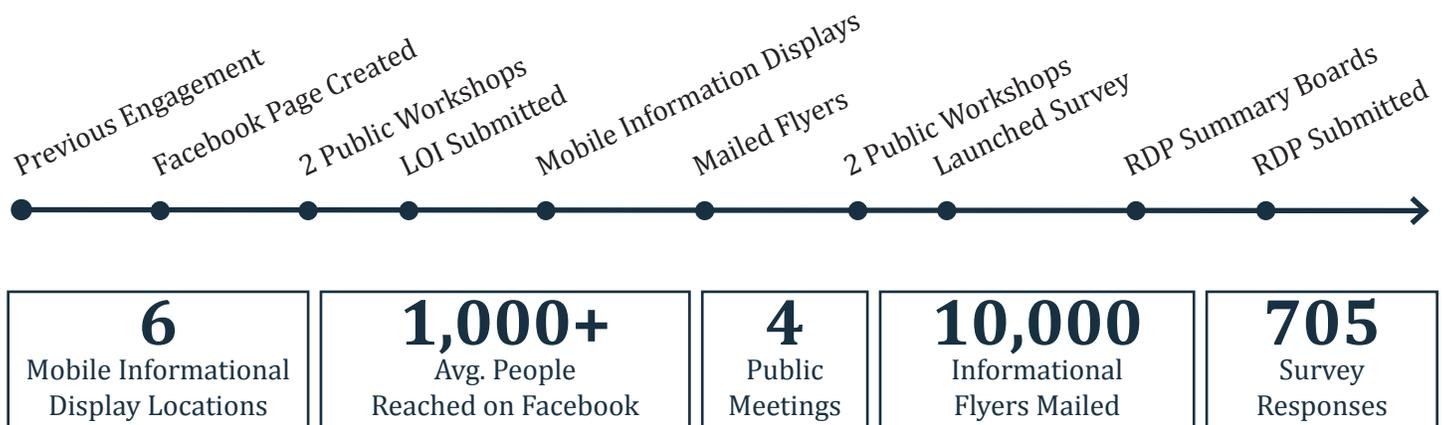
## Overall Communications Plan

Our communication plan for this past year included reaching people in a way meaningful to them, whether that was online, through event outreach, or by updates in the mail. Engagement and feedback collected during the Regional Development Planning Process helped us to shape, prioritize, and identify projects and project details in our final submission.

Prior to submitting the LOI, we created a unified Facebook page to keep the region updated on progress from the beginning ([www.facebook.com/healthandheritageregion](http://www.facebook.com/healthandheritageregion)). This Stellar-specific page provided an avenue for honest feedback and interactions. We also hosted two (2) public meetings, one (1) in each community. We learned through the Ball State hosted community meeting that 10% of survey respondents were not aware of our previous planning efforts. This motivated us to provide information in unique ways. From June through September we held two additional public meetings that engaged nearly 200 people, provided regular Facebook updates reaching 50 to 1,000+ people per post, mailed informational via utility bills to over 10,000 people, launched a survey for project prioritization that received a total of 705 responses which included surveys from the recent Capital Improvement Project Plan, set up “mobile informational displays” in various locations (Greenfield City Hall, Fortville Town Hall, the North Street Fitness Festival, and Community Night), provided regular updates at Council meetings, and held three steering committee meetings.

Moving forward we will continue our strategy of informing and obtaining feedback on projects, programs and initiatives through a variety of formats. These formats will include regular updates on our Facebook page and at Council Meetings, outreach at community events, surveys, public meetings, and steering committee meetings. Our goal is to also activate potential regional champions and volunteers that continue to grow and support our efforts through a variety of capacities.

Our County is growing, and it is important to be communicating in relevant ways that reach new residents. Each community has improved their communication strategies through the events, surveys, and methods used during the development of our Regional Plan. We are two communities that love to tell our story, and will continue to engage media and social networks to ensure that people know that they are welcomed within our plan.



## Community Vision, Goals and Strategies to Address Identified Needs

### Our Vision Elements

Health	Heritage	Heart
To increase health and wellness in our region through physical improvements, awareness and programming.	To maintain our heritage and identity with growth and development, and enhance our cultural assets.	To improve and connect the heart of our individual communities, while also increasing pride and developing our people assets.

### Our Goals

1. Preserve our heritage while providing opportunity districts with access to cultural amenities, jobs, and housing.
2. Nurture community health through infrastructure and amenities for people of all ages and abilities.
3. Cultivate new housing options inspired by neo-traditional and new urbanist principles that diversify our housing stock.
4. Further develop the true heart of our region - our people assets.

Our vision elements, goals and proposed projects address the following needs:

- Provides affordable workforce housing opportunities and transportation for low-income earners
- Facilitates connectivity through safe routes for pedestrians and bicyclists
- Promotes health through increased access to addiction prevention and treatment as well as fitness opportunities
- Allows opportunity to diversify industry in the region, strengthening the economy
- Provides quality of life amenities that attract a skilled workforce and businesses
- Revitalizes downtown by increasing leasable square footage, and increasing nearby residents
- Celebrates and leverages local heritage through projects such as the Riley Literary Trail

## Health & Heritage Region - Stellar Steering Committee

Chuck Fewell	Mayor of Greenfield		<a href="mailto:cfewell@greenfieldin.org">cfewell@greenfieldin.org</a>
Mike Frischkorn	Fortville Council President		<a href="mailto:mfrischkorn@myninestar.net">mfrischkorn@myninestar.net</a>
Jim Shelby	Hancock County Councilman	Health Sub-Committee	<a href="mailto:jselby904@aol.com">jselby904@aol.com</a>
Adam Brown	Fortville RDC Member		<a href="mailto:atabrown@gmail.com">atabrown@gmail.com</a>
Adam D'angelo	Forza Development		<a href="mailto:adangelo@forza-development.com">adangelo@forza-development.com</a>
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Amy Marks	Greenfield Coalition		<a href="mailto:marks_amy@elanco.com">marks_amy@elanco.com</a>
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John Fleming	Forza Development	Health Sub-Committee	<a href="mailto:jfleming@forzacre.com">jfleming@forzacre.com</a>
Keith White	Pride Investment Partners		<a href="mailto:keith.white@prideip.com">keith.white@prideip.com</a>
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Rick Roberts	SLA, Parks Board President/Parcs Inc.		<a href="mailto:rroberts@engeldow.com">rroberts@engeldow.com</a>
Robert Holland	Fortville Council Vice President		<a href="mailto:rholland@fortvilleindiana.org">rholland@fortvilleindiana.org</a>
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Jenna Wertman	Greenfield Associate Planner		<a href="mailto:jwertman@greenfieldin.org">jwertman@greenfieldin.org</a>

# SECTION SIX: PROJECT IDENTIFICATION & DESCRIPTION

## Our Projects

Our proposal is reasonable within the four (4) year timeframe based on our project history and accomplishments, as well as the broad experience of our development team and active partners. In the last five (5) years Greenfield and Fortville have completed 45 projects, with several projects underway and near completion. Through the formation of our region and collaboration between Fortville, Greenfield, and the County, the proposed 25 projects outlined below will become even more feasible. The following description of each project will include activities, impacts, what it will leverage, readiness, feasibility, and how it relates to the overall goals of our region. Each project ties into one or multiple outcomes such as connecting and developing our people assets, preserving our heritage, improving health, providing critical housing needs, and providing amenities that not only preserve our heritage but also improve our region's health. Projects highlighted as complementary projects are projects that are likely to be completed outside of the stellar years, but could potentially be moved up and completed within the next five years.

As a region we would use the same grant administrator (Kleinpeter Consulting) to make sure that our projects are cumulatively staying on track. Other professionals such as architects, engineers, and construction teams would likely be procured on a case-by-case basis as there are multiple firms that have worked closely with each community in the past.

### R1 **Pennsy Trail Connector**

**\*Priority Project**

#### Impact:

- Extends the longest segment of the Pennsy Trail in Indiana
- Leverages local and national history
- Leverages regional collaboration
- Extends regional connectivity beyond the Health & Heritage Region
- Improves the "trunk" of the Hancock County Trails System
- Improves health and wellness in the region
- Preferred route and conceptual design is complete
- 4.5 mile gap identified between 600W and 150 W
- County Federal Transportation grant to complete one (1) mile in 2020
- Identified as priority project in the Hancock County Trails Plan
- Greenfield has completed 5.6 miles of trail located in City limits from 400 E to 150 W, Cumberland has extended trail from Marion County to 600 W, and Hancock County has paved and extended the trail when possible as land has been acquired
- Project had 140 votes on the community survey

### R2 **HRH Healthy 365**

**\*Priority Project**

#### Impact:

- Would extend Healthy 365 to include 5-7 designated beds in the new Talitha Koum Recovery House for Hancock County residents battling addiction
- Designated beds would allow residents to receive treatment before it leads to incarceration
- Healthy 365, a program sponsored by Hancock Health, has a mission to promote health, happiness, and wholeness in Hancock County. Five (5) strategies include: Healthy Choices, Mental Fitness, Workplace Wellness, Congregational Network, and System of Care
- System of Care is a collaborative support system for youth and families needing help with mental health and substance abuse
- Helps residents find healthy habits and healthy choices in Hancock County
- Improves health and wellness in the region to live longer and happier by expanding addiction treatment options
- Expands regional collaboration
- Project had 144 votes on the community survey

### R3 **Hancock County Trail Segments**

#### Impact:

- Complementary Project that may or may not be completed as part of the designation, but is included in our regional effort
- Could include one or multiple segments of trail segments identified in the Hancock County Trail Plan developed and this year
- The plan is in the process of being adopted
- Future funding is currently being identified for individual trail segments based on the prioritization and availability of funding
- Examples of potential trail segments and projects that could be implemented include connections between Fortville and Greenfield along State Road 9 or County Road 900 which would allow future connections to Pendleton, a bridge over Sugar Creek along the Pennsy Trail, or other segments from the plan once adopted.

### R4 **Hancock County Jail Road Improvements**

#### Impact:

- Complementary Project that may or may not be completed as part of the designation, but is included in our regional effort
- Current jail is over capacity and conceptual plans have been developed
- Road/intersection improvements could utilize INDOT funding if needed
- Not included in the public survey but determined to have a regional significance

**R1** **Penny Trail Connector**



**R2** **HRH Healthy 365**



**R4** **Memorial Building Renovation**



## **R5 Memorial Building Renovation**

**\*Priority Project**

### **Impact:**

- Provides a dedicated and accessible facility for the existing and centrally located veterans affairs
- Emphasizes the history of Col. H. Weir Cook, a leader of aviation in the U.S. and veteran of WWI
- Provides secure facility for storage of rifles and ammunition for honor guard
- Provides streamlined facilities, back-end support, information and mission sharing, and a central location for 5,400 veterans in Hancock County
- Facilitates increasing membership and in training leaders in the Veterans community that help build out the missions of each organization
- Provides additional and meaningful gathering space for the community
- Project had 138 votes on the community survey

## **F1 South Madison Boulevard**

### **Impact:**

- Constructs a new roadway in Fortville connecting Broadway Street (US 36 / SR 67) and Fortville Pike; A local extension of Madison Street (SR 13); Would reduce tractor trailer traffic on Broadway, thereby enhancing neo-traditional development intended for Broadway
- Opens up approximately 186 acres of land for commercial and light industrial growth; Current Fortville Business Park is almost completely full
- Provides opportunity to increase economic diversity in Fortville and the region
- Helps to create a critical transportation link between Interstate 69 and Interstate 70, a regional priority per the Madison County Council of Governments (MCCOG) and Hancock County
- Increases multi-modal connectivity
- Leverages private investment
- Attracts high-wage jobs, new businesses and industries, and potential high-skilled residents
- Key landowners are supportive of project
- Project had 97 votes on the community survey

## **F2 Main Street Corridor Improvement Project**

### **Impact:**

**\*Priority Project**

- Reconstruction of Main Street that will include a critical need of wider sidewalks, on-street parking, bicycle sharrows, street trees, ornamental lighting, new crosswalks, and other ADA-accessible features
- Increases multi-modal connectivity, providing safe routes to destinations in downtown
- Contributes to alternative transportation modes for low-income earners
- Promotes health in the region
- Leverages private investment along Main Street
- The design builds upon and is consistent with the Council-approved 2014 Downtown Comprehensive Plan
- Project had 123 votes on the community survey

## **F3 Mt. Vernon Trail Phases I & II**

**\*Priority Project**

### **Impact:**

- Implements approximately two (2) miles of a 10' wide multi-use asphalt trail from Garden Street & Maple Street intersection along Fortville Pike and CR 200 W to Mt. Vernon School District campus near SR 234; includes two (2) signal lights for pedestrian crossings
- Increases multi-modal connectivity and alternative transportation opportunities for low-income earners
- Increases health and wellness in the region
- The route is the first phase of a potential "Health & Heritage Region Trail" ultimately linking Fortville & Greenfield, including a potential connection to the Pennsy Trail
- Leverages private development along the trail route
- Project had 98 votes on the community survey

## **F4 Broadway Commons (Forza Development)**

### **Impact:**

- Provides a mixed-use urban development in downtown with 49,000 SF of residential (50 units) and retail/office along Broadway Street; A three (3)-story building
- Intended to include predominantly workforce housing; May also include market-rate and/or senior housing
- Provides affordable workforce housing within close distance of the Fortville Business Park, a light industrial employment area
- Expands the commercial footprint of the walkable area of downtown, attracting patrons to a pedestrian-oriented area
- Redevelops a vacant lot and a self-serve car wash site
- Leverages private investment and attracts new businesses and residents
- A neo-traditional/new urbanist project that promotes our heritage
- Leverages \$11.3 million in total project investment in the Town
- Increases townwide & TIF Assessed Value
- Project had 36 votes on the community survey

## **F5 Infill New Urbanism & Owner-Occupied Repair**

### **Impact:**

- Creates opportunities for affordable residential infill throughout Fortville in a neo-traditional/new urbanist style consistent with the classic development pattern in Old Town Fortville
- Meets need for additional housing in the community while doing so in a manner consistent with the classic historic patterns of the Town
- Provide affordable housing options in the region
- Grows the tax base
- Leverages private investment to build homes
- Attracts homebuyers
- Increases townwide Assessed Value
- Fair amount of undeveloped infill lots in Fortville
- Project had 31 votes on the community survey

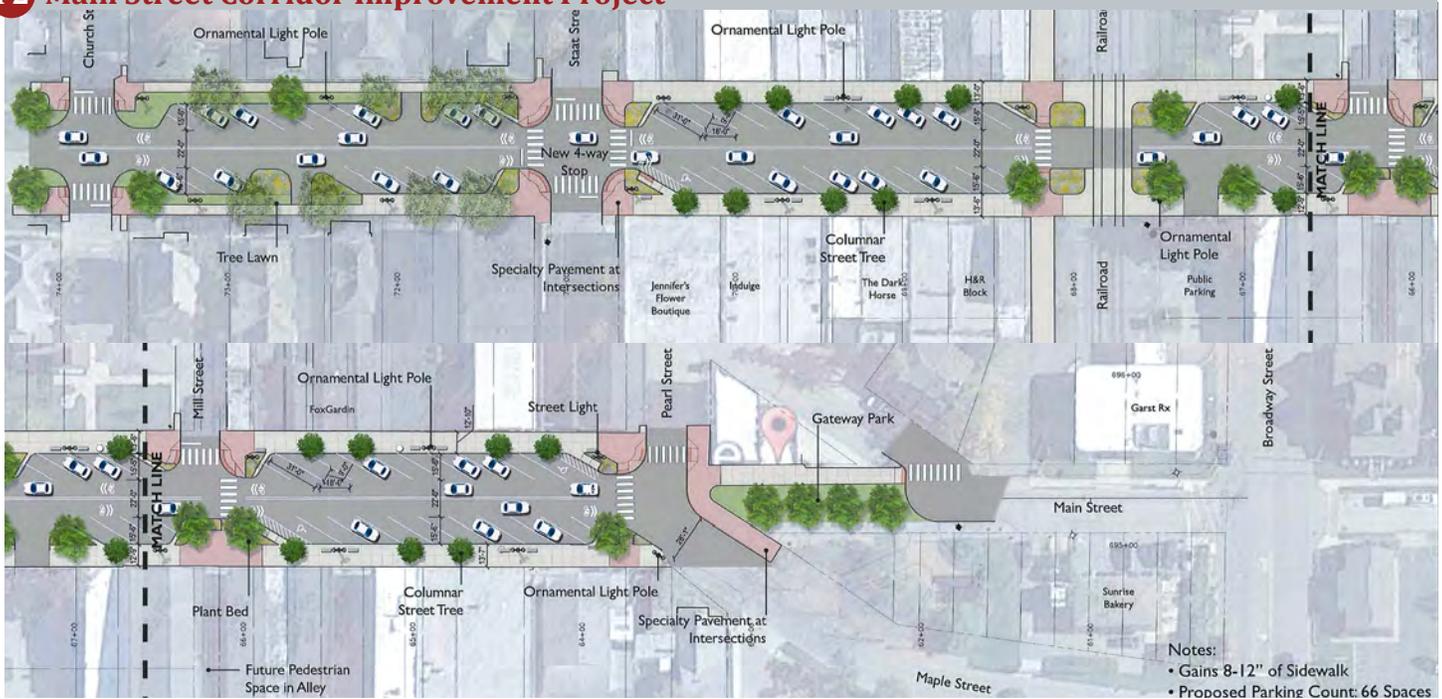
**F1 S. Madison Boulevard**



**F3 Mt. Vernon Trail Phases I & II**

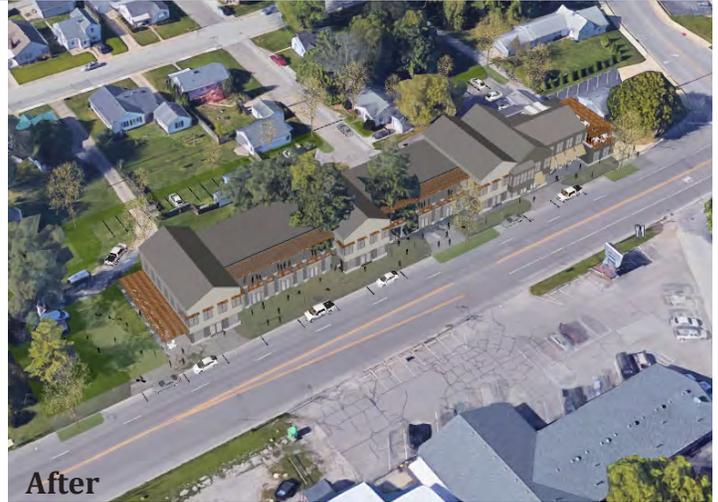


**F2 Main Street Corridor Improvement Project**



- Notes:
- Gains 8-12" of Sidewalk
  - Proposed Parking Count: 66 Spaces

**F4 Broadway Commons (Forza Development)**



**F5 Infill New Urbanism & Owner-Occupied Rehab**



**F6 NWC Staat & Main**



**F7 Broadway Street Pedestrian Upgrades**



**F8 Mill Street Alley**



**F9 Facade Enhancements**



**F10 The Villages at Madison**



## **F6 NWC Staat & Main Street**

### **Impact:**

- Complementary Project that may or may not be completed as part of the designation, but is included in our regional effort
- Rehabilitation of historically significant building in Downtown Fortville
- Provides opportunity for upper floor apartments and retail on the ground level in downtown
- Provides workforce housing need and increases activity downtown
- Leverages private investment and attracts residents
- Attracts entrepreneurs and potential businesses
- Increases Town-wide & TIF assessed value
- Prime location for such a project; One of the most recognizable buildings in Town
- Project had 5 votes on the community survey

## **F7 Broadway Street Pedestrian Upgrades**

**\*Priority Project**

### **Impact:**

- Provides a continuous concrete sidewalk along both sides of Broadway, a major corridor in which very limited sidewalks currently exist
- Improves pedestrian safety in Fortville providing critical need for safe walkable routes in the community
- Complements recent and anticipated private investment along Broadway (Greenfield Banking Company, Elite Beverages, Broadway Commons)
- Leverage private investment along Broadway
- Leverages a previously-scheduled INDOT project to repave the roadway as part of typical maintenance cycle in 2020 by converting a four (4)-lane high speed roadway into a three (3)-lane "road diet" making the corridor more pedestrian-oriented, unique, and neo-traditional
- Project had 119 votes on the community survey

## **F8 Mill Street Alley**

### **Impact:**

- Enhances a prominent downtown alley to include seating, lighting, art, and planters
- Improves the appearance of downtown and promotes the local heritage
- Increases safe pedestrian and bicycle connections
- Leverages recent/anticipated investment along Main Street
- Project had 25 votes on the community survey

## **F9 Facade Enhancements**

### **Impact:**

- Improves facade and appearance of downtown
- Attracts and promotes the start up of new small businesses in downtown Fortville by making retail space rent ready
- Leverages owner-provided match to fund large-scale renovations
- Increases sales in businesses
- Enhances community pride, heritage and civic legacy
- Facade enhancements have been identified as a priority in the adopted 2014 Downtown Plan
- Project had 60 votes on the community survey

## **F10 The Villages at Madison**

### **Impact:**

- Complementary Project that may or may not be completed as part of the designation, but is included in our regional effort
- Includes 28 units of workforce housing, 28 townhomes on Madison St.
- Complements the South Madison Boulevard Project and Broadway Commons Project
- Provides additional workforce housing opportunities
- Attracts private investment and increase square footage availability for small businesses
- Increases Townwide & TIF assessed value
- Project recently added due to interest from our recent collaboration as a region

## **G1 Riley Boyhood Home & Museum Expansion**

### **Impact:**

- Expands the existing museum to provide a community gathering space
- Increases community gathering spaces available in the region
- Reinforces Riley Boyhood Home and Museum as a destination and promotes the local heritage
- Provides greater opportunities for the use and activities of the Riley Home and Museum
- Leverages history to increase the quality of life
- Project had 62 votes on the community survey

## **G2 Franklin Park**

**\*Priority Project**

### **Impact:**

- A 27 acre complex with tournament facilities that will host 30-50 teams at completion
- Promotes tourism and business patronage in the region by attracting 30-50 teams at a time
- Will provide 12 ballfields, restrooms, shelter, concession stand, parking, and playground in phases
- Provides recreational opportunities that increase the quality of life and health in the region
- Leveraged local match could assist with building the region's first truly inclusive playground built for all ages and abilities
- Project had 169 votes on the community survey

## **G3 Pennsy Trail Housing**

### **Impact:**

- Complementary Project that may or may not be completed as part of the designation, but is included in our regional effort
- Provides live/work spaces in empty lots along the Pennsy Trail
- Creates opportunities for residential infill as homeowners move to new rental facility
- Meets critical need for housing and attracts new residents
- Provides affordable housing options in the region
- Leverages private investment along the trail
- Increases city-wide Assessed Value and grows the tax base
- Project had 83 votes on the community survey

**G1 Riley Boyhood Home & Museum Expansion**



**G2 Franklin Park**



**G3 Pennsy Trail Housing**



**G7 Downtown Anchor Development**



**G8 Grain Elevator Redevelopment**



#### **G4 Historic Facade Restoration**

**\*Priority Project**

**Impact:**

- Improves facade and appearance of downtown
- Celebrate the local heritage and what makes the region unique
- Attracts new small businesses and start ups in the region
- Leverages owner-provided match to fund large-scale renovations and transform vacant space to leasable spaces for businesses or entrepreneurs
- Increases lease-ready square footage in downtown
- Enhances community pride, heritage and civic legacy
- Project had 159 votes on the community survey

#### **G5 Depot Street Park**

**\*Priority Project**

**Impact:**

- Provides a park and destination amenity in downtown along the Pennsy Trail
- Combined with the redesign of Depot Street
- Celebrates the heritage of downtown and unique aspects of the Pennsylvania Railroad and region
- Includes a performance space for concerts, movies, and other events
- Leverages quality-of-life amenities that attract new residents and businesses to the region
- Provides a gathering space and point of interest along the Pennsy Trail; Often cited on resident and trail user wish lists for additional interest along the Pennsy Trail
- Promotes tourism
- Project had 274 votes on the community survey

#### **G6 Riley Literary Trail**

**Impact:**

- Provides a multipurpose route for pedestrians and bicyclists in Downtown Greenfield
- Leverages the historic art and literary heritage of Greenfield
- Attracts private investment along the trail
- Links residents and tourists to the Central Business District
- Provides expansion of art hosted on the North Street Living Alley to include space for future murals, wayfinding and gateway art
- Promotes tourism opportunities within the region
- Will create the boundary of a future cultural district proposal
- Project had 102 votes on the community survey

#### **G7 Downtown Anchor Development**

**Impact:**

- Complementary Project that may or may not be completed as part of the designation, but is included in our regional effort
- Expands the commercial footprint of downtown and promotes development in a way that protects our local character
- Provides mixed-use infill development including retail, office, parking, and needed housing
- Retains parking while also increasing commercial abilities
- Leverages private investment and attracts new businesses and residents to the region
- Project had 69 votes on the community survey

#### **G8 Grain Elevator Redevelopment**

**Impact:**

- Provides key workforce housing downtown
- Provides redevelopment of a historically significant and blighted property
- Provides activation of grain elevator that positively impacts the skyline of Greenfield
- Promotes the local heritage
- Leverages private investment and attracts businesses and residents
- Project had 98 votes on the community survey

#### **G9 East Street Connector**

**Impact:**

- Complementary Project that may or may not be completed as part of the designation, but is included in our regional effort
- Connects Hancock Health to Downtown Greenfield
- Could also connect Greenfield Intermediate and Harris Elementary Schools
- Provides safe routes to key destinations for pedestrians and bicyclists
- Promotes safe alternative transportation routes for all
- Creates an amenity for the local neighborhood
- Provides connection and expansion of the Riley Literary Trail
- Project had 61 votes on the community survey

#### **G10 Owner-Occupied Rehab.**

**Impact:**

- Includes the repair of owner-occupied units in Greenfield that allows qualifying homeowners to receive assistance to make qualifying repairs
- Project score was originally combined with Pennsy Trail Housing, scoring 83 votes on the community survey

**G4 Historic Facade Restoration**



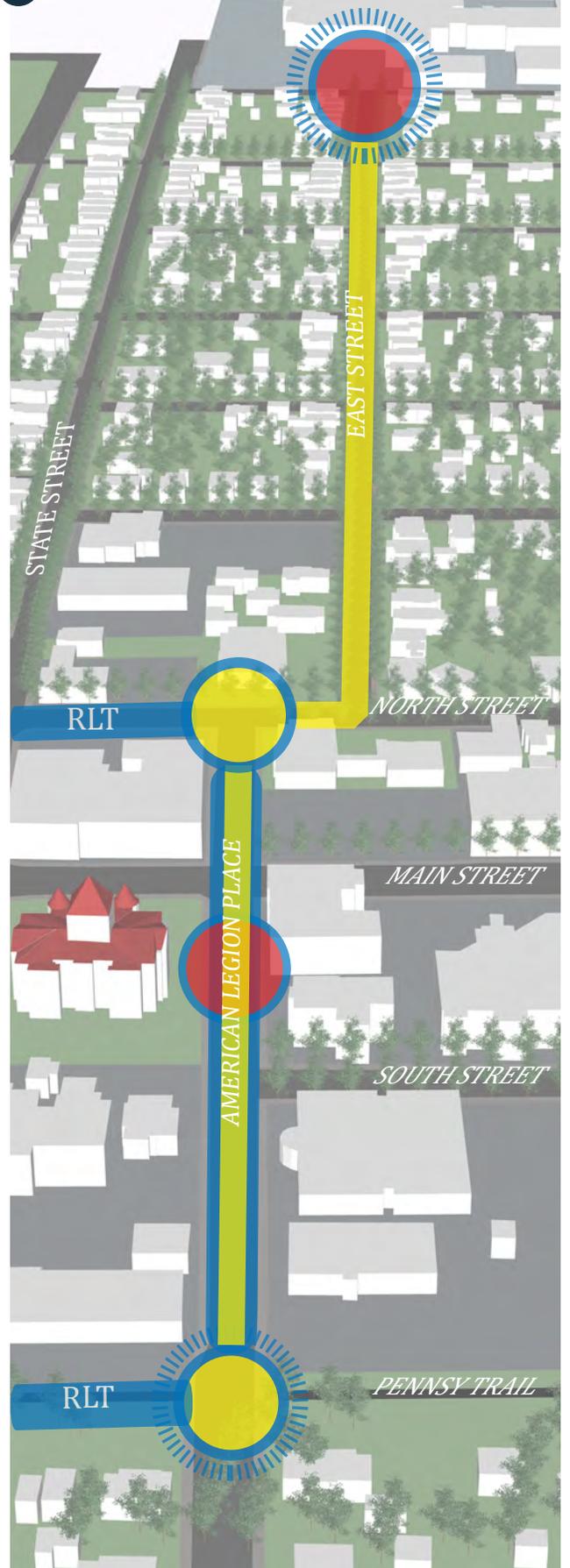
**G5 Depot Street Park**



**G6 Riley Literary Trail**



**G9 East Street Connector**



# SECTION SEVEN: IMPLEMENTATION

## Progress Measurement

Our Regional Project Manager, Jenna Wertman, will be the point of contact to report progress on projects, collaboration, and the measurable outcomes listed below. Regular progress reports throughout the year will be provided in addition to annual reports throughout the designation. The outcomes of this partnership will help us cement the importance of regional collaboration, and success stories will help other communities see how they can benefit. Baseline information of Greenfield, Fortville, Hancock County and benchmark communities in Indiana will be gathered at the end of 2018 to establish a starting point for the region and compare progress over time in comparison to nearby communities. Our measures of success are divided by our region's four goals.

### Goal One Measures

- Increased leasable square footage in our target areas
- Investment in remodel projects
- Improved employment diversity
- Increased visitation at our cultural amenities

### Goal Three Measures

- Number of housing units constructed at varied income levels in our target areas
- Increased diversity of permits (infill/remodel, attached single family, multi-unit)
- Homeowner-occupied repair program participation

### Goal Two Measures

- Increased number of fitness or recreation opportunities at low or no cost
- Number of trail miles per person
- Improved access to prevention and rehabilitation programs (number of designated recovery beds and successful rehabilitation cases)
- Improved pedestrian amenities for people of all abilities

### Goal Four Measures

- Increased perception of community engagement through surveys launched at the start and close-out of designation period
- Estimated attendance at events
- Opportunities for innovation and recreation
- New retail square footage for entrepreneurs
- New opportunities or events geared toward youth
- Improved survey responses from youth outlook on the downtown and community as a whole

## Baseline Relative

To begin to formulate a baseline, we examined county-level trends and community-specific information. Nearly all of the doughnut counties around Indianapolis are in the top ten for health outcomes and factors based on the County Health Rankings, except Shelby and Morgan. Overall, Hancock County ranks 7 for the healthiest in the state. However, our county ranks 76 in physical environment. Over 80% of residents drive alone to work, and over 30% have a long commute. Further diversifying employment options in our region may allow some people to reduce their commute and find work closer to home. Trails and recreational areas could also improve other health factors, and improve social connectedness through public spaces and interactions. Chronic diseases are a huge driver of healthcare costs, and the mission of Hancock Health and our region is to make the healthy choice the easy choice by reducing perceived and real barriers to active living.

Greenfield had the lowest household median income (\$52,513), while McCordsville had the highest at \$92,838. New Palestine (\$66,711), Fortville (\$57,446), and Cumberland (\$55,610) came in between that range. Greenfield and the County saw the sharpest growth in households below the poverty level, while the remainder of county communities declined or increased at a more stable rate. Home values ranged from \$117,500 in Fortville to \$196,000 in McCordsville, with Greenfield (\$125,600), Cumberland (\$152,100), Hancock County (\$160,900), and New Palestine (\$176,500) in between. Greenfield's homeowner-occupied unit rate is lower than 70%, Fortville and Cumberland are in the mid to upper 60% range, and McCordsville and New Palestine are in the 80% range. Fortville and Greenfield's average rent was \$767 and \$843, respectively. Average rent was the lowest in Cumberland at \$734, and the highest in McCordsville at \$1,239. Fortville, McCordsville, and Cumberland all had employment entropy (diversity) indices between .75-.77, while Greenfield, New Palestine, and the County had indices of .92-.94, with Greenfield as the highest.

We examined our region in comparison to other cities around the “doughnut” with similar development patterns. Brownsburg, Franklin, and Shelbyville were used as Greenfield comparisons and Pendleton, Ingalls, and Whiteland as comparisons for Fortville. Greenfield’s median income is similar to Franklin (\$53,207). Shelbyville is lower at \$42,283 and Brownsburg is higher at \$68,647. Ingalls has lower median income than Fortville at \$50,417, while Whiteland (\$66,250) and Pendleton (\$60,156) are higher. Home values for larger comparison cities range from \$96,900 (Shelbyville) to \$153,000 (Brownsburg), while smaller comparison cities range from \$97,500 (Ingalls) to \$137,700 (Pendleton). Shelbyville has a similar homeowner occupied rate to Greenfield, and Pendleton has a rate similar to Fortville. Shelbyville has the lowest median home rent at \$728, and Brownsburg has the highest at \$1,024. For employment diversity, Ingalls had the lowest at .47 while Franklin had the highest at .9.

### **Future of the RDP**

If our region does not get designated, we will be able to carry our experience, collaboration, and some projects forward immediately. We will also continue to work towards achieving other proposed projects, although they may be placed on a longer timeline. The continued collaboration is a key factor in our regional partnership as we hope to show our community the economic and quality of life benefits this partnership will offer. Our steering committee has highlighted potential collaboration efforts through programs like Pitch Night, the High School Entrepreneur Club, incentivizing participating in all of the region’s 5K or dog walk events, and more.

Projects that will move forward in the next two years regardless of designation status are the Riley Boyhood Home and Museum Expansion, Fortville’s Main Street Corridor Improvements, and the Mount Vernon Trail phases. The playground at Franklin Park may also be built, but the scope may have to be scaled back or timed differently depending on additional funds. Depot Street Park would be postponed for at least 3-5 years based on current park bonds and priority projects already underway. The Riley Literary Trail would still be slated for 2023. Fortville’s South Madison Boulevard project would likely be phased differently without the funding to build portions of the road concurrent with development or potentially at a reduced width until the entire segment is needed at connection.

One major outcome that we are already seeing from our efforts in Stellar Communities is excellent collaboration between our Main Street organizations. Our Main Street districts provide a level of social connectivity unmatched by our larger commercial real estate sites. The groundwork was laid by the Community Foundation to facilitate non-profit organizations working together, and our planning process has really helped us see how Greenfield Main Street, Inc. and Fortville Action, Inc. could bolster each other. Our organizations can set the example for others on how partnerships can work. Collaboration built from multiple smaller Main Streets is one outcome we would hope would serve as a model for other communities. We can and have started to test this theory with combined applications for grants such as Downtown Development Week for our scavenger hunts. Collaboration improves our region by opening access to a larger network of entrepreneurs, ideas, volunteers, and other non-profit organizations that are actively helping deliver better projects for our communities. Additionally, we believe that this collaboration will allow us to partner for future regional grants that many communities of our size would not normally feel compelled to attempt. The Community Foundation has set a great example for how an organization can inspire collaboration between communities, and we believe that a Main Street collaboration would complement those efforts. We would also start to build capacity within the Hancock County Arts Council and build connections between initiatives and events hosted throughout the county. This was noted in the steering committee as an important collaboration, and we would do this by facilitating planning, grants, and technical assistance.

We could also move forward with Owner Occupied Repair applications at the County or local levels, and continue an overall goal of having a housing organization specific to our County. Owner Occupied Repair could help build local capacity. There are various and complex needs across the County for housing, and an institute or development organization that could program repairs, new affordable units, or down-payment assistance programs would be a goal in the future. As with other complex efforts, we would break this long range goal into a series of steps to build up our local organizations.

## SECTION EIGHT: FEASIBILITY

### **Floodplain**

Currently only three proposed projects interact with the 100-year floodplain in Greenfield and Fortville. The location of the floodplain is shown in the provided project maps with the floodplain layer added. The three projects that interact with the floodplain include:

- R5- Memorial Building Renovation
- F1- South Madison Boulevard
- F3- Mt. Vernon Trail Phases I & II

Although the Memorial Building currently interacts with the floodplain, the new addition will be above the floodplain of Potts Ditch. Hancock County and Greenfield will also coordinate with DNR to ensure no floodplain issues occur with the development of this project.

A small portion of the floodplain crosses the area slated for S. Madison Boulevard and surrounding development. An appropriate bridge structure will be built over the floodplain to allow vehicular access while not disturbing the flow of water. No development will be built in the floodplain and the area will be preserved. Fortville will coordinate with DNR to ensure no floodplain issues occur with the development of this project.

Since trails have minimal impact on the floodplain, Mt. Vernon Trail Phases I & II should still be able to be completed. Fortville will coordinate with DNR to ensure that no issues to the floodplain arise in this project.

# GREENFIELD TARGET AREA MAP

## Proposed Projects

- G1. Riley Boyhood Home & Museum Expansion
- G2. Franklin Park
- G3. Pennsy Trail Housing
- G4. Historic Facade Restoration
- G5. Depot Street Park
- G6. Riley Literary Trail
- G7. Downtown Anchor Development
- G8. Grain Elevator Redevelopment
- G9. East Street Connector
- G10. Owner-Occupied Rehab.

## Current Projects

- 1. I-70 Gateway & Landscape
- 2. Main Street Revitalization Program
- 3. White Family Foundation Grant
- 4. Broadway Flats Offsite Improvements
- 5. Riley Park Splash Pad
- 6. Pennsy Trail Fit Park Expansion
- 7. Beckenholdt Park Memorial Pavilion
- 8. Zoning Code Update
- 9. Hancock County Trail Plan
- 10. Recreation Impact Fee & Parks Master Plan
- 11. Thoroughfare Plan Update
- 12. Sewer Improvements
- 13. The Barefoot Boy Mural

## Completed Projects

- 1. North Street Living Alley Phase I
- 2. Potts Ditch Realignment
- 3. City Hall Rain Garden Renovation
- 4. Downtown Parking Signs & Directionals
- 5. Playground Upgrades
- 6. Center Street Connector
- 7. Patricia Elmore Center Improvements
- 8. Parks Maintenance Garage
- 9. Thornwood Preserve
- 10. Beckenholdt Park Expansion
- 11. Pennsy Trail Fit Park
- 12. Pennsy Trail Upgrades
- 13. Reading with Riley Statue
- 14. Pennsy Trail History Panel
- 15. Disc Golf Course at Riley Park
- 16. Brandywine Park Upgrades
- 17. Broadway Sewer Project
- 18. Sewer at Apple and McKenzie
- 19. Roundabout at Franklin and New Road
- 20. Sewer Rehabilitation 2013-2016
- 21. Comprehensive Plan
- 22. Active Living Workshop
- 23. Downtown Revitalization Plan
- 24. Plant Generator
- 25. New SCADA System for Asset Monitoring
- 26. Fire Department Station 22
- 27. Facade Enhancements
- 28. Flood Response Plan





F5 AREA WIDE

# FORTVILLE TARGET AREA MAP

### Proposed Projects

- F1. S. Madison Boulevard
- F2. Main Street Corridor Improvement Project
- F3. Mt. Vernon Trail Phases I & II/CR 200 W Pedestrian Safety Project
- F4. Forza Development
- F5. Infill New Urbanism
- F6. NWC Staat & Main Street
- F7. Broadway Street Pedestrian Upgrades
- F8. Mill Street Alley
- F9. Facade Enhancements
- F10. The Villages on Madison

### Current Projects

- 1. Hancock County Trails Plan
- 2. Ball State Community Readiness Initiative
- 3. Holiday Drive Reconstruction
- 4. Michigan Street Pedestrian Safety Project
- 5. Madison Street/US 36 Signal Light
- 6. Main Street Reconstruction Design
- 7. Mt. Vernon Trail Design
- 8. Broadway Road Diet & Sidewalks Design

### Completed Projects

- 1. Public Facilities Study
- 2. Wastewater Improvements
- 3. Envision Fortville Comprehensive Plan, Downtown Comprehensive Plan, RDC Plan
- 4. Fortville Community Center Upgrades
- 5. Separation of Combined Sewer Overflow (CSO)
- 6. Broadway Design Standards
- 7. Fortville Community Center Upgrades
- 8. Broadway TIF District Master Plan & South Madison TIF District Master Plan
- 9. Hiring of Planning Administrator
- 10. 20-Year Water Master Plan
- 11. 20-Year Sewer Master Plan
- 12. Broadway Sidewalk Plan
- 13. Brooks Drive & Church Street Reconstruction
- 14. Garden Street/Vitality Drive & US 36 Signal
- 15. Thoroughfare Plan & Access Management Ordinance
- 16. Taxman Brewing Company Alley
- 17. Commerce Parkway Extension

## SECTION NINE: READINESS

### Demonstration of Readiness

Throughout this plan you will find a high-quality regional strategy representative of the hours spent working on the plans that preceded this effort. Our investment strategy will produce positive results focused on people and social connections that benefit our partners and the larger area. We have laid the groundwork to build larger connections physically and socially with nearby communities over the next decade. The projects and RDP represent a balanced partnership that can be replicated by building on common assets in a unique way. Below we have detailed the readiness of each project as well as key partners and additional stakeholders.

#### R1 Pennsy Trail Connector

There are four miles missing from the east side of Greenfield to Marion County. This segment has shifted from the original planned path due to issues with land acquisition. The Friends of the Pennsy non-profit has worked to create a new route that is feasible and multiple large entities have dedicated funds to see it completed. Fundraising and land acquisition are in progress. Sponsors include Hancock County Tourism, Hancock County Community Foundation, Hancock Health, NineStar, as well as many corporate and individual sponsors.

#### R2 HRH Healthy 365

Hancock Health has partnered with our region to enhance an existing initiative, The Talitha Koum Recovery House an addiction recovery program for Hancock County Residents. This house is set to open soon and funds through the designation will be utilized to establish filling gaps for participants who wish to participate before incarceration.

#### R3 Hancock County Trail Segments

Multiple potential trail projects in the plan are located in our Stellar region including closing the gap in the Pennsy Trail and expanding it to the east, as well as a regional connection between Fortville and Greenfield along SR 9 and CR 900 North.

#### R4 Hancock County Jail Road Improvements

The jail itself is a larger project than the scope of our proposal, but potential road and intersection improvements fit within our projects. This would be determined as the project concept is finalized.

#### R5 Memorial Building Renovation

Conceptual plans have been developed for the building. Partners include Hancock County, Hancock Health, Greenfield Parks Department and a local non-profit, Weir Cook Foundation. To date \$10,000 has been raised for redesign of the building and a ramp system was installed by local veterans in 2016.

#### F1 South Madison Boulevard

Fortville completed the South Madison Boulevard TIF District Master Plan that was adopted in 2017. The adoption of the plan and outside sources of funding have been identified for the S. Madison Boulevard Project. Key landowners for the project are supportive and the Fortville Redevelopment Commission (RDC) has designated this project as a priority.

#### F2 Main Street Corridor Improvements

Final design and engineering is nearly complete for a reconstruction of Main Street, which follows the adopted 2014 Downtown Plan. The project is funded through the Madison County Council of Governments (MCCOG) and all improvements occur within the Town right-of-way, thus requiring no acquisition. The project is slated to begin in late 2019.

### **F3 Mt. Vernon Trail Phases I & II**

This project is located in the existing Town right-of-way requiring no land acquisition. Design and engineering have been completed and the route is consistent with the Hancock County Trails Plan. The project is funded through the Metropolitan Planning Organization (MCCOG) and Fortville, and the project will begin in 2020.

### **F4 Broadway Commons (Forza Development)**

Developer has options on needed parcels and preliminary renderings and pro-forma are completed. The Fortville RDC has bond capacity to use for infrastructure, and tax abatements may be used. Outside funding has been identified and the project could move forward regardless of designation.

### **F5 Infill New Urbanism & Owner-Occupied Rehab.**

Developers have been approached to determine feasibility for infill housing and outside funding has been identified. Owners have been approached about repairs and possible funding. Flexible zoning standards allow for such development to occur on vacant lots.

### **F6 NWC Staat & Main**

Owner has been approached regarding potential renovations and reuse of building and has expressed a willingness to make repairs or potentially sell the property. Outside funding has been identified and this could also be included in the historic renovations program depending on final use. The structural analysis of this building is in good shape and suited for renovation. Tax abatement may be used on this property and bond capacity for infrastructure improvements is available.

### **F7 Broadway Street Pedestrian Upgrades**

Conceptual design is complete, and the project is within the existing right-of-way. The Town is willing to pay the cost to install sidewalks, curbs, and lighting. The RDC has the bond authority and capacity to use for infrastructure and is slated to begin in 2020. It builds upon a previously-designated INDOT project to do an HMA overlay as part of routine maintenance.

### **F8 Mill Street Alley**

Conceptual design and cost opinions have been obtained. Design is flexible and could be easily altered to fit additional needs or features. Project is within the right-of-way and the RDC has allocated \$35,000 for the project. Construction will begin in 2019. This project could fit within CreatING Places program offered by IHCD partner in the designation.

### **F9 Facade Enhancements**

Two to three building owners have been identified that are interested in participating in the program. Local match is pledged by the building owners and the RDC is willing to fund the facade improvement program. Projects could compete competitively in MSRP grant application in future rounds.

### **F10 The Villages on Madison**

Conceptual design, renderings and initial cost estimate have been developed for this project. The project developer, MVAH Partners, has participated in Stellar-related work in Huntingburg, and approached Fortville about doing a project in the town after the Health & Heritage Region was short-listed.

### **G1 Riley Boyhood Home & Museum Expansion**

The Riley Boyhood Home and Museum has raised funds through multiple grants and private donations eclipsing 50% of their fundraising goal. A Designation could support the project and accelerate construction to 2019. Design renderings have been developed based on recommendations from the Indiana Historical Society during a grant proposal. The site is controlled by the Parks Department and has dedicated a staff person to manage the museum and facility.

### **G2 Franklin Park**

Construction and fundraising on the first phase is nearly 50% complete. The Greenfield Youth Baseball Association and Indiana Bandits Baseball are active partners in the construction and fundraising. Phased construction allows the partnership to bring fields online and begin small tournaments, generating revenue to facilitate the construction of the remaining phase. An application for Destination Development through IOTD will be submitted for this project. The site is controlled by the Parks Department. We will add one of the region's first inclusive playgrounds to the park, so that children of all abilities can be active and engage in play in this complex. Additionally, we will include fitness stations and play modifications that encourage adults to be active during tournaments as well.

### **G3 Pennsy Trail Housing**

Builds on current work by the Wastewater Department to replace sewer lines in the area through an OCRA Wastewater Grant. Site control is established on some parcels, and preliminary talks with potential developers have begun. Conceptual plans in various layouts have been established.

### **G4 Historic Facade Renovations**

Habitat for Humanity and Madison County Council of Governments are potential partners for the project. The boundary is open but applicants that are in the southwest quadrant of downtown will score higher due to a recent income survey showed nearly 70% of residents were low-to-moderate income households. Five owners are interested and two others are identified. Expected to be completed in years 1 and 2 of the designation and would partner with Fortville to put together a bid package.

### **G5 Depot Street Park**

Conceptual renderings are complete and site is controlled by Greenfield. The Parks Department could dedicate Park Impact Fees toward the park during the designation period. Potential partners include Greenfield Banking Company, Hancock County Tourism, and Greenfield Main Street to program events.

### **G6 Riley Literary Trail**

Greenfield has previous experience in similar streetscape projects. Funding was awarded for 2023 through Indy MPO, and the project is occurring in City right-of-way. Formal design will begin in 2019. Prior to submission, Greenfield completed a major mural on the North Street Living Alley, anchoring the Riley Trail and supporting design planning.

### **G7 Downtown Anchor Development**

Proposed in the 2013 Revitalization Plan, new designs preserve neighborhood housing by locating development on City-owned parcels. Preliminary market feasibility study completed and suggests a feasible project with sufficient demand and is a reasonable use for the Downtown TIF district.

### **G8 Grain Elevator Redevelopment**

Financing scenarios and a preliminary concept has been identified by Core Redevelopment. Site control is feasible but not yet completed. Potential to improve project completion through Blight Clearance Funds or Development Fund Loan.

### **G9 East Street Connector**

Scenarios identified that reconfigure existing right-of-way and do not require additional acquisition. Project could be timed with street or utility repairs.

### **G10 Owner-Occupied Rehab.**

Our team is working to identify potential participants in this program and will continue to work after the submission of our RDP to have it ready to be executed in the first year. Priority area would be the southwest quadrant of Downtown Greenfield, which has over 60% low-to-moderate income families.

## SECTION TEN: IMPACT

### Local and Regional Impact

As a region we have the opportunity to leverage our combined access to two major interstates, multiple state-owned thoroughfares, and proximity to large employment centers. Through our collaboration and proposed projects such as the Broadway Commons (Forza Development), South Madison Boulevard, Facade Enhancements, Downtown Anchor Development and others, we will increase local and regional employment diversity in a way that also protects and promotes the historic downtown structures that built our region.

Greenfield and Fortville also host the largest collection of historic commercial buildings in the county, highlighting our local heritage and what makes us unique. Our plan will result in a premier revitalization efforts in both downtowns that elevates our region and celebrates our heritage. This investment strengthens our identity as a region, while also attracting tourists and potential residents.

Our projects will help our communities maintain affordable housing stock in desirable amenities near our respective downtowns, and lessen the impact that improvements have on low-income families by providing affordable options and assisted repair programs. We will also provide key improvements to walkability that connect people to places, shoppers to businesses, and employees to work centers. Improved connectivity will impact our low-income earners as well as health in our region.

Overall the Regional Development Plan seeks to improve neighborhood conditions, create new employment centers, and provide the amenity network that families are seeking today. Our combined projects will significantly improve the livability of Hancock County. By improving our collaboration and creating a focused, curated project package that provides benefits to businesses, citizens, and tourists, we can make a transformative impact.

### Future Investment

We see ourselves as the front porch to eastern Indiana, bridging the fast-growing Indianapolis metropolitan area and opening to the more rural areas of our county and beyond. Our proposal takes a comprehensive approach to attracting a mix of residents and visitors to our communities through high-quality public spaces, event and entertainment venues, and walkable downtowns that are easy to navigate. The demand-side approach to economic development (investing in people and public places) has often outperformed the supply-side approach to economic development (incentivizing businesses directly). Amenities and cultural assets in communities that are affordable to the workforce and offer a diverse range of housing will be the critical combination for community development and redevelopment moving forward. The future vision of having our downtowns connected via a regional trail will be a competitive selling point to future private investment and industries. In the meantime, two communities with high internal connectivity will be attractive to private investment.

TIF Districts are established in each community in the primary focal areas that provide flexibility in crafting development packages that attract future private investment. These districts vary focus from the redevelopment of older commercial areas at a higher density, to areas that allow smaller, light industrial uses, and flex spaces, ideal for the start-up to scale-up mentality of business incubation. The districts provide flexibility in financing to create the infrastructure and incentives that drive private investment.

Many of Fortville and Greenfield's downtown buildings have been renovated through private investment, and local efforts have been focused to accomplish placemaking and beautification projects throughout. Building renovations allow us to quickly increase the value of our respective downtowns and facilitate having businesses fill empty spaces for added value to our partners in this initiative. The inclusion of higher density developments and multifamily housing will improve underperforming parcels in our core. For every dollar we are investing in these areas today, additional value will be added in future years from increased assessed value. This allows us to continue investing in the target areas such as the reuse of Greenfield's grain elevator.

Partnership with the county will help us leverage multiple economic development engines such as our Main Street organizations, Chambers of Commerce, and Hancock County Economic Development Council to tell a regional story for those interested in the area. The collaboration and partnership at various levels of jurisdiction would enable us to strategize how the region's different business and technology parks could work together. We believe that the combined story of the public investment and effort in the region will attract additional private investment. Regional partnerships will also link various entrepreneur initiatives to incubator spaces, retaining talent and small business investment as well.

# SECTION ELEVEN: SUSTAINABILITY

## Sustaining Momentum

Sustainability and maintenance provisions are key considerations of our proposal. Tax Increment Finance Districts will allow our region to capture the positive effect our revitalization projects will have on the assessed value to reinvest in back in to those same areas. This will be a significant benefit created by the extensive project and planning history of the region. Additionally, our fundraising is dividing into two parts, project funds and a sustainable endowment. All of the funds are hosted through the Hancock County Community Foundation, and the endowment funds will be invested with over \$38 million of other funds and endowments that HCCF leverages to maximize our partner investments and project sustainability.

Another sustainable feature of our projects is that they are largely focused in areas of redevelopment or are adjacent to existing development. This adds a sustainability component to our utilities and services by not significantly stretching their existing service reach. Responsible use of land and maximizing the functionality of our already-built infrastructure system is a more sustainable approach to community revitalization. Many of our projects happen in our historic core where there is an established grid pattern, existing utilities, and ample capacity to fit the proposed projects.

In addition, local partners have funds established for future land acquisition for trails, future public art, and social connectivity events throughout the county. The Hancock County Community Foundation and each community's Main Street organization will help keep the "heart" of our proposal beating long after the designation period. Fortville Action, Inc. is an exemplary volunteer organization that programs events and beautification projects in Fortville year-round that contribute to a sense of pride. Greenfield Main Street has facilitated hundreds of thousands of dollars in historic facade renovations prior to the Stellar proposal, and will continue to help our heritage shine. The Community Foundation is the spark that started community conversations throughout the county years ago with a dream of building collaboration, while Hancock Health is the driving force behind the goal to be the healthiest county in the state. Health, Heritage, and Heart are living, breathing ideals for our partnership and continue to be the motivation of our larger team. Our partnerships round out our community capacity to implement and maintain these projects and many others.

## Keeping Momentum

- **Tax Incremental Financing Districts**
- **Fundraising**
- **Majority of Projects Do Not Require Extension of Utilities**
- **Local Partners**
- **Existing Funding Sources**
- **Improved Communication Strategy**

Our teams remained flexible throughout the process, and will continue to do so moving forward. At the time of our LOI, we did not have the County on board as an official partner. With their partnership, we have the ability to deliver better collaboration and communication on projects. This level of communication and adaptability sets the tone for our partnership moving forward and is something that we hope will give other partners an ease about coming to us if a new project should be on our radar or an existing one could benefit from an adaptation.

Improved communication strategies will also help engage new people in our projects and our partner organizations. Our County is growing, and it is important to be communicating in relevant ways between our jurisdictions and our residents. Each community feels that they have improved their communication strategies through the events, surveys, and methods used during the development of our Regional Plan, and we will carry this forward to ensure that it is widely known what our teams are doing. We are a region that will happily share our experiences and lessons learned, and will continue to engage media and social networks to ensure that people know that they are welcomed within our plan.

## SECTION TWELVE: LONG-TERM VIABILITY

### Timeline

Upon designation, in our kick-off meeting we will discuss with each funding agency which projects they are able to fund as well as discuss key deliverables throughout the designation and when those need to be met. To ensure we meet timelines and deadlines our key development team will meet twice a month to ensure progress and coordination is continually made. In addition, we have been working closely with the Hospital and director of the Talitha Koum Recovery House to have two beds designated at the start of January 1, 2019 so that we can kick off the health project at the time of designation. Our team will also continue to work after our submission of the Regional Development Plan to further prepare for an owner-occupied rehab submission to have it ready to be executed in the first year.

Our first year with a Stellar Designation will be focused on launching the Health Project, completion of owner-occupied rehabilitation, as well as conceptual development and application submittal for OCRA, IHCDA and INDOT projects. The following years of designation will be working with our designers and contractors to ensure a timely completion of state-funded projects. We will also focus on the development of priority projects and other complementary projects in our proposal. A rough timeline is presented below:

#### Year One (2019)

- R1 - Pennsy Trail Connector - Preliminary Design Begins
- R2- Talitha Koum Recovery House Beds Secured and Future Fundraising Event Planning to Begin
- F5 & G10- Owner Occupied Repair Application Submitted and Project Begins When Possible
- F2- Main Street Corridor Reconstruction Begins
- G6- Engineering on Riley Literary Trail Begins
- G8- Site Control Efforts for Grain Elevator Finalized by End of Year
- F4- Broadway Commons Submitted to IHCDA

#### Year Two (2020)

- G1- Riley Boyhood Home and Museum Expansion
- G2- Franklin Park Baseball Field Inclusive Playground Funded Through Local or State Funds
- G3 - Pennsy Trail Housing to Begin
- F3- Mt. Vernon Trail Construction Begins
- F4 - Broadway Commons Construction Begins
- G8- Financing for Grain Elevator Finalized by Late Spring, Construction Begins
- F9 & G4- Historic Renovations Kick-Off in Both Communities
- F10 - Villages on Madison to Begin

#### Year Three (2021)

- F8- Mill Street Alley Project Construction Begins
- F7- Broadway Street Pedestrian Upgrades Construction Begins
- F1- South Madison Boulevard Construction Begins

#### Year Four (2022)

- G5- Depot Street Park Begins
- R5- Memorial Building Renovations Begin
- F6- Northwest Corner of Staat and Main Renovation Begins

#### Year Five\*INDOT Funds (2023)

- G6- Riley Literary Trail Construction Begins
- G7- Downtown Anchor Development Land Acquisition
- G9- East Street Connector Begins
- R3 - Hancock County Trail Segments Construction Begin
- R4 - Hancock County Jail Construction Begins

## Current Revitalization Strategy

Fortville and Greenfield decided to establish a region based on shared goals for each individual community. By collaborating with the County, we realized we could leverage additional impact and become more successful in reaching those goals. Together we identified 25 projects from recent planning efforts that were selected because they are relevant to our regional goals and intended outcomes. These planning efforts included projects from our downtown plans, comprehensive plans, and individual studies and were vetted through those processes. To help us determine priority projects from the selected projects, we surveyed 657 community members in the midst of developing our regional development plan, and had 48 prioritization surveys from Greenfield's Capital Improvement Plan meetings which happened shortly before the RDP process that we included in the final numbers. This totals 705 responses.

We asked survey participants to select their top three priority projects and included descriptions of projects for those that might not have been as familiar. The prioritized list can be found below with top projects in bold. The top three projects for Greenfield included Depot Street Park, Franklin Park Baseball Complex Playground, and Historic Building Renovations. Top projects for Fortville include the Main Street Corridor Improvements, Mt. Vernon Trail Phases, and Broadway Street Upgrades. The County project listed in the survey, the Pennsy Trail and Talitha Koum Recovery beds, scored high as well, each receiving over 100 votes. It should be noted there is at least one project in each community's top three that could be completed early in the Stellar program. This would help build buy-in and interest in the remainder of the designation as people saw projects that they prioritized come to life.

### Top Priorities Identified by Community Survey:

#### Regional Projects

1. R2. HRH Healthy 365 Community Outreach & Wellness Program - 144 votes
2. R1. Pennsy Trail Connector - 140 votes
3. R5. Memorial Building Renovation - 138 votes
4. R3. Hancock County Trail Segments - Project Added After Survey was Completed
5. R4. Hancock County Jail Road Improvements - Project Added After Survey Was Completed

#### Fortville Projects:

1. F2. Main Street Corridor Improvement Project - 123 votes
2. F7. Broadway Street Pedestrian Upgrades - 119 votes
3. F3. Mt. Vernon Trail Phases I & II/CR 200 W Pedestrian Safety Project - 98 votes
4. F1. South Madison Boulevard - 97 votes
5. F9. Facade Enhancements - 60 votes
6. F4. Broadway Commons/Forza Development - 36 votes
7. F5. Infill New Urbanism & Owner Occupied Repair - 31 votes
8. F8. Mill Street Alley - 25 votes
9. F6. NWC Staat & Main Street - 5 votes
10. F10. Villages on Madison - Project Added After Survey Completed

#### Greenfield Projects:

1. G5. Depot Street Park - 274 votes
2. G4. Historic Facade Renovations - 159 votes
3. G2. Franklin Park - 169 votes
4. G6. Riley Literary Trail - 102 votes
5. G8. Grain Elevator Redevelopment - 98 votes
6. G3. Pennsy Trail Housing - 83 votes
7. G7. Downtown Anchor Development - 69 votes
8. G1. Riley Boyhood Home & Museum Expansion - 62 votes
9. G9. East Street Connector - 61 votes
10. G10. Owner Occupied Rehab - Project Originally Included As Part of G3

## **Financial Sustainability**

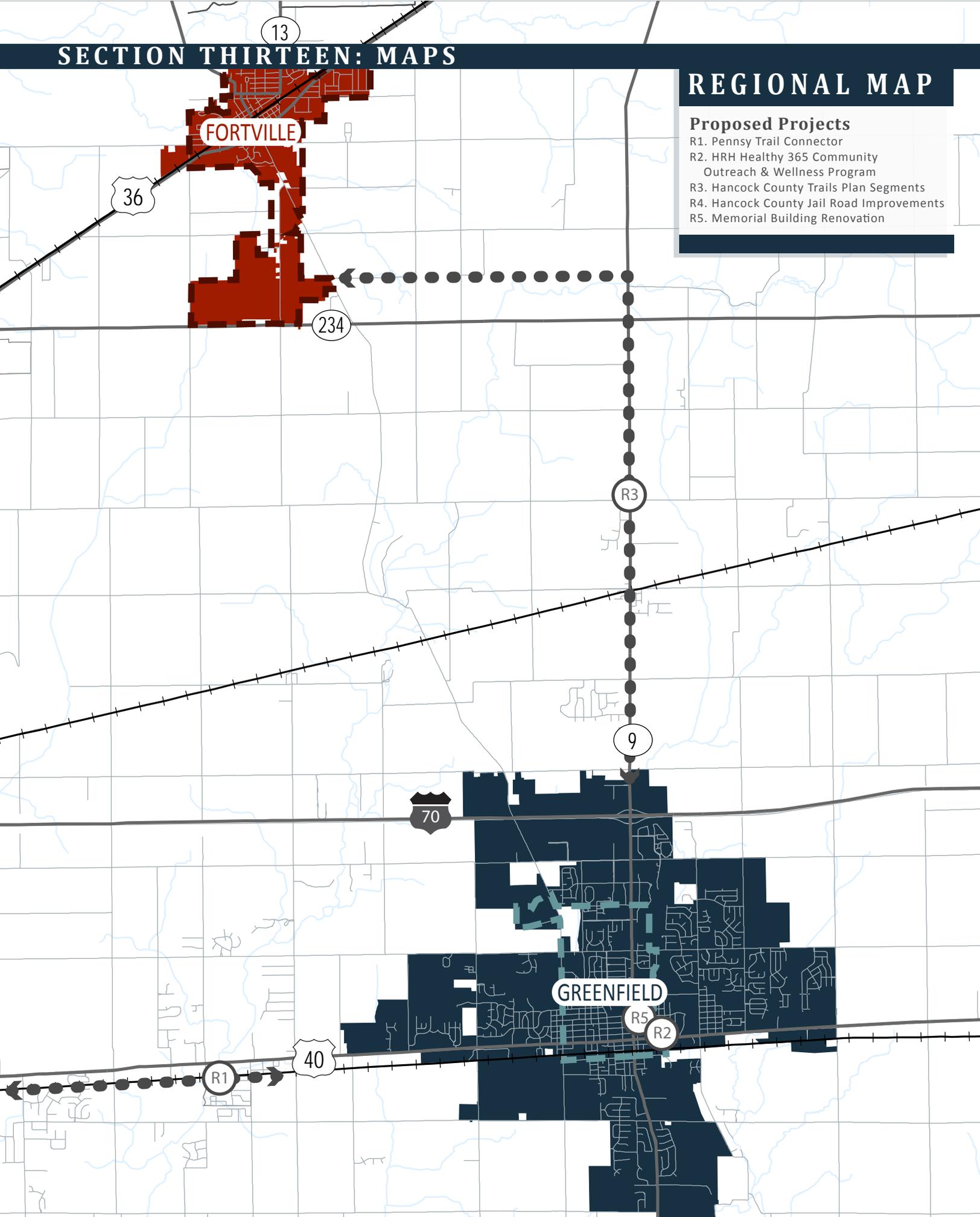
The appendices provide a PDF that details financing specifics for each project, and many have built-in sustainability funds for moving forward. Greenfield Parks and Recreation budgets a minimum of \$15,000 each year to maintain the James Whitcomb Riley Boyhood Home and Museum structure, and has a partnership with the Riley Old Home Society to maintain the exhibits within the Museum. Roughly 2,000 people visit each year, including many large school groups, and there are some funds generated in ticket sales. Franklin Park Baseball Complex maintenance will be a partnership of Greenfield Youth Baseball Association and Indiana Bandits Baseball to maintain the complex, while the Park Department will oversee maintenance on the playground structures. Franklin Park will be able to host tournaments of up to 50 teams depending on age bracket, and is expected to bring in thousands of people from various places across the State. Tournament proceeds will support the ongoing maintenance of the facility. Historic buildings in Greenfield are eligible for small maintenance matching grants through Greenfield Main Street.

Broadway Commons, the development by Forza, would add hundreds of thousands yearly to the Broadway TIF District for Fortville in the future, which would support improvements and maintenance along Broadway and increase the locality's ability to bond on future projects. Plantings and landscaping in the Mill Street Alley could be maintained during the volunteer service days that Fortville Action, Inc. hosts each spring. Hancock Health and various local groups would raise funds going forward to sustain the beds at the Talitha Koum Recovery House.

REGIONAL MAP

Proposed Projects

- R1. Pennsy Trail Connector
- R2. HRH Healthy 365 Community Outreach & Wellness Program
- R3. Hancock County Trails Plan Segments
- R4. Hancock County Jail Road Improvements
- R5. Memorial Building Renovation





F5 AREA WIDE

# FORTVILLE TARGET AREA MAP

## Proposed Projects

- F1. S. Madison Boulevard
- F2. Main Street Corridor Improvement Project
- F3. Mt. Vernon Trail Phases I & II/CR 200 W Pedestrian Safety Project
- F4. Forza Development
- F5. Infill New Urbanism
- F6. NWC Staat & Main Street
- F7. Broadway Street Pedestrian Upgrades
- F8. Mill Street Alley
- F9. Facade Enhancements
- F10. The Villages on Madison

## Current Projects

- 1. Hancock County Trails Plan
- 2. Ball State Community Readiness Initiative
- 3. Holiday Drive Reconstruction
- 4. Michigan Street Pedestrian Safety Project
- 5. Madison Street/US 36 Signal Light
- 6. Main Street Reconstruction Design
- 7. Mt. Vernon Trail Design
- 8. Broadway Road Diet & Sidewalks Design

## Completed Projects

- 1. Public Facilities Study
- 2. Wastewater Improvements
- 3. Envision Fortville Comprehensive Plan, Downtown Comprehensive Plan, RDC Plan
- 4. Fortville Community Center Upgrades
- 5. Separation of Combined Sewer Overflow (CSO)
- 6. Broadway Design Standards
- 7. Fortville Community Center Upgrades
- 8. Broadway TIF District Master Plan & South Madison TIF District Master Plan
- 9. Hiring of Planning Administrator
- 10. 20-Year Water Master Plan
- 11. 20-Year Sewer Master Plan
- 12. Broadway Sidewalk Plan
- 13. Brooks Drive & Church Street Reconstruction
- 14. Garden Street/Vitality Drive & US 36 Signal
- 15. Thoroughfare Plan & Access Management Ordinance
- 16. Taxman Brewing Company Alley
- 17. Commerce Parkway Extension

# GREENFIELD TARGET AREA MAP

## Proposed Projects

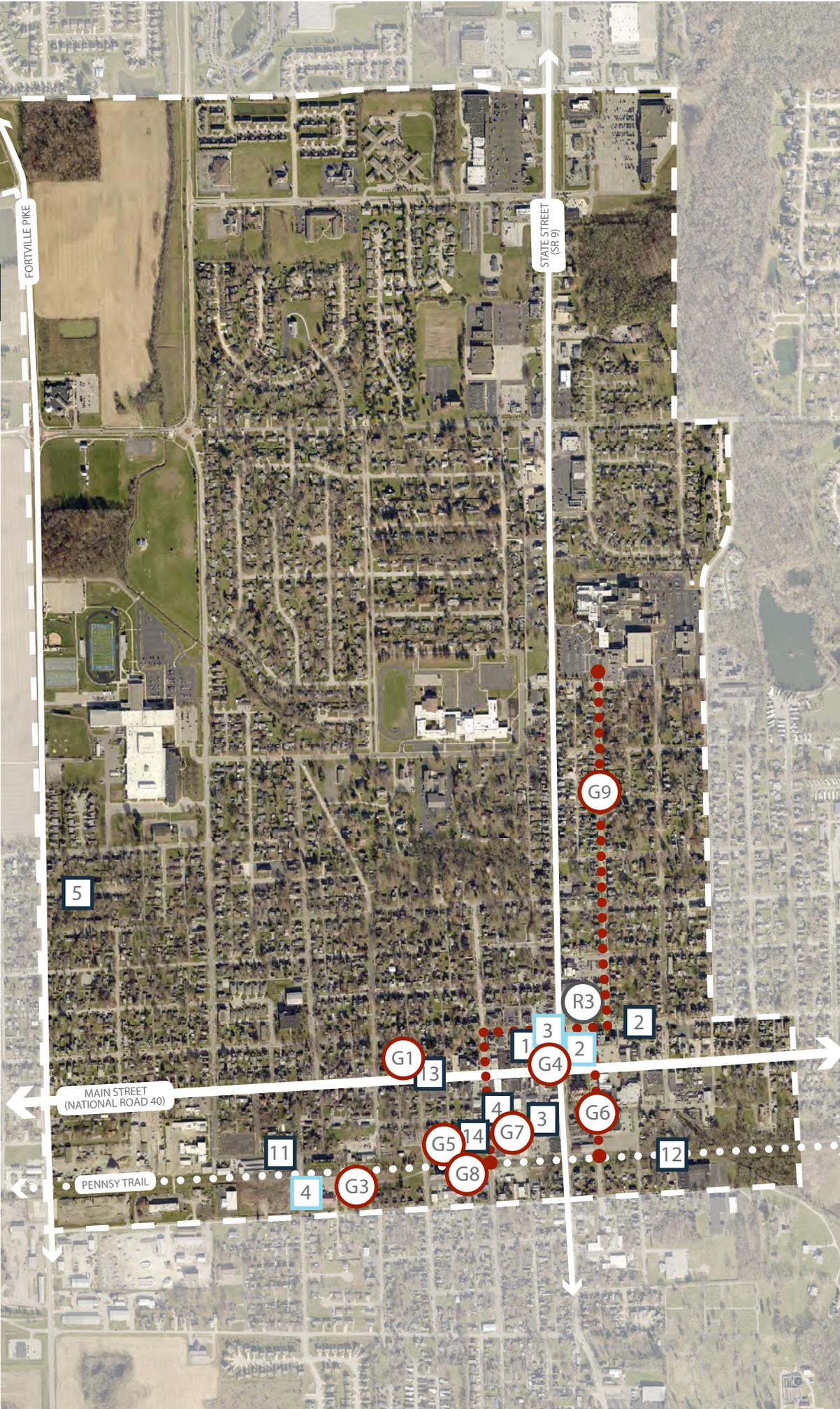
- G1. Riley Boyhood Home & Museum Expansion
- G2. Franklin Park
- G3. Pennsy Trail Housing
- G4. Historic Facade Restoration
- G5. Depot Street Park
- G6. Riley Literary Trail
- G7. Downtown Anchor Development
- G8. Grain Elevator Redevelopment
- G9. East Street Connector
- G10. Owner-Occupied Rehab.

## Current Projects

- 1. I-70 Gateway & Landscape
- 2. Main Street Revitalization Program
- 3. White Family Foundation Grant
- 4. Broadway Flats Offsite Improvements
- 5. Riley Park Splash Pad
- 6. Pennsy Trail Fit Park Expansion
- 7. Beckenholdt Park Memorial Pavilion
- 8. Zoning Code Update
- 9. Hancock County Trail Plan
- 10. Recreation Impact Fee & Parks Master Plan
- 11. Thoroughfare Plan Update
- 12. Sewer Improvements
- 13. The Barefoot Boy Mural

## Completed Projects

- 1. North Street Living Alley Phase I
- 2. Potts Ditch Realignment
- 3. City Hall Rain Garden Renovation
- 4. Downtown Parking Signs & Directionals
- 5. Playground Upgrades
- 6. Center Street Connector
- 7. Patricia Elmore Center Improvements
- 8. Parks Maintenance Garage
- 9. Thornwood Preserve
- 10. Beckenholdt Park Expansion
- 11. Pennsy Trail Fit Park
- 12. Pennsy Trail Upgrades
- 13. Reading with Riley Statue
- 14. Pennsy Trail History Panel
- 15. Disc Golf Course at Riley Park
- 16. Brandywine Park Upgrades
- 17. Broadway Sewer Project
- 18. Sewer at Apple and McKenzie
- 19. Roundabout at Franklin and New Road
- 20. Sewer Rehabilitation 2013-2016
- 21. Comprehensive Plan
- 22. Active Living Workshop
- 23. Downtown Revitalization Plan
- 24. Plant Generator
- 25. New SCADA System for Asset Monitoring
- 26. Fire Department Station 22
- 27. Facade Enhancements
- 28. Flood Response Plan



## SECTION FOURTEEN: RURAL HEALTH PROJECT PROPOSAL

### Assessment

Throughout this effort we looked for projects that had a greater purpose. One that fit under this goal is opioid and substance abuse programming. In partnership with Hancock Health, we will use our health funding to establish services funding at Talitha Koum Recovery House for Hancock County Residents that are seeking help to overcome substance abuse issues. The Recovery House has had residents, organizations, and government officials working to help find funds to make the project happen. Now that it is set to open, our team believes the best use of the health funds would be to establish funding for program participants that have not been incarcerated. Modeled closely to the Recovery Works program, we would use the funds to cover the cost of recovery services. Currently, there are only funds available to those that have been through the judicial system and sent to recovery houses. Hancock Health believes that you should not have to go through the system to get help. Our original proposal was to dedicate two beds to Hancock County residents, but we feel that the funds can help more people by covering the cost of services.

Through the most recent Health Needs Assessment completed by Hancock Health, mental health and substance abuse were two of the four key themes identified in the survey responses. Nearly 2,000 people responded to the survey from various parts of the county. Survey respondents noted that heroin, methamphetamine, and prescription drugs were significant issues with adults, while marijuana, synthetic marijuana, and heroin were noted as issues with youth. For mental health and addiction services, many respondents noted that were real and perceived limitations to accessing recovery services. A significant point of response was financial and insurance barriers. These were noted as the major stumbling block for most people to receiving services. Additional barriers were lack of awareness about services that are available, which System of Care is beginning to address by bringing all of the service providers together to collaborate and raise awareness of what exists in the community. Finally, stigma was noted as something that prevents individuals from seeking treatment.

Linda Ostewig, Director at The Landing, has provided recovery and needed programming for youth for years in Greenfield, and knows the full impact of what targeted services can do to help people get back on track. In the last few years, she realized that a pressing issue for her youth participants was that they had limited access to similar programming as young adults. She started the Bridge, which continues and builds on the work at the Landing to help young adults struggling with addiction and other issues. Additionally, she and a team of committed individuals have helped establish the Talitha Koum Recovery House for Women, which will provide a recovery program and forms the basis of our health proposal.

### Project Development Plan

Locally, resources are available to those without insurance coverage through Recovery Works, but only once they have entered the criminal justice system. This was a significant motivator for our proposal, as we think those same financial benefits should be available to people without criminal backgrounds in the hopes that timely intervention will keep them out of the system. Hancock County reserved four beds in the Recovery House for those in the criminal justice system, and we are proposing to use our funds to provide the same benefits for those that have not entered the system. Locally, the Heroin Protocol method has been successful in reducing recidivism and encouraging people on the path to recovery. The Talitha Koum house is modeled after proven recovery systems and has had significant guidance from the Dove House in Indianapolis.

This also gave our team the opportunity to implement something that coincided with the work of System of Care. While funding is provided at the State Level to fund a coordinator to bring organizations together, there has not been funding established to move projects forward after needs are identified. In conversations with Amanda Everidge, this was noted as an opportunity to fund a project integral to that group. System of Care brings in collaborators from across the county, furthering the concept of regional approaches to issues.

Nationally, mental health and substance abuse have been hot topics for discussion in the past few years. The American Planning Association released multiple webinars on how community planning and development efforts can fit into that process, which focused heavily on understanding the spectrum of opioid and substance abuse addiction. This project falls into what the East Tennessee State University College of Public Health referred to as Second Order Level of Prevention. Referral to treatment and brief intervention programs are integral components to reclaiming someone's life from the grip of addiction.

## Implementation Plan

A large consideration for the Talitha Koum Recovery House is how program participants will pay for the program. The Hancock County judicial system will have four dedicated beds, where participants will be able to use funds allocated through Recovery Works to help offset the cost of services. Prior to the proposal of our health partnership, this would not be available to those that had not entered the judicial system.

This health project will be implemented in a similar manner to Recovery Works, where applicants will work with Talitha Koum staff to create an Individualized Recovery Plan that maps out the road to recovery. We will utilize the grant and matching funds to set a per person assistance cap at \$7,500 for Hancock County residents not yet in the judicial system, and anticipate raising additional funds to support following years. This will match what is provided by the Hancock County system for the recovery of incarcerated people. For the first year, with the funds from the State Department of Health and local match, we can facilitate recovery in at least five to seven people assuming that each needs the maximum amount of funding for support services. The Recovery Works program states that “it is necessary to maintain services for however long they are needed” and goes on to discuss working together to utilize free and low-cost local services is key to long term programmatic success. System of Care will help us work within this frame. While the funds could have supported a thousand or more doses of generic naloxone, we felt that our health program should reflect our aspiration to create transformative change during our proposal. To do that, we needed to provide a path to true recovery. Our proposal, though it starts out with a small group of individuals, could provide success stories that aren’t just people who never returned to the judicial system, but individuals who never had to enter it in the first place.

An implementation timeline is provided below:

- **October:** Talitha Koum Opens. Referrals during this period prior to designation will be used as guidelines for refinement to program. Individualized plans and projected costs will be examined, and other needed partnerships that may facilitate re-employment or entrepreneurial opportunities long term will also be identified. Responsible Parties-Linda Ostewig and Staff.
- **October-January 1:** Review of cases so far and finalization of program to fit the needs of the Recovery House and best address participants. Begin coordination for funding for Year 2. Responsible parties: Talitha Koum staff
- **January 1:** Any non-judiciary referrals after January 1 (date TBD based on Health Funding timing and disbursement availability) would be entered into or eligible for the local recovery program. This will be determined on the same income-based strategies of Recovery Works. Responsible parties: Hancock Health and System of Care organizations for Referrals, Talitha Koum and local organizations for resources and services.
- **30-Days After First Intake, or February 28th, whichever is first:** Partner follow-up and review of current participant (confidentiality respected and maintained) needs and scope. This will provide a projected timeline of where our funding will fall short and offer guidance on how partner organizations can play a role. Responsible Parties: Hancock Health/System of Care, Talitha Koum staff, Stellar Regional Project Manager, others based on topics and requirements.
- **30-Day Intervals Following:** Follow-up and review of services provided, progress, and programmatic changes needed. Responsible Parties: Hancock Health, Talitha Koum staff, Stellar Regional Project Manager, others as applicable.
- **Ongoing:** Team to work on additional funding sources to maintain the same or better levels of service and identify ways to expand programming after pilot year to include clients of the Hope House shelter program.

## Outcome Measures

We would determine if the program was successful by the stories of those who were served by it, formalized with measurable outcomes such as job placement and longevity (if applicable), maintenance of a stabilized housing scenario, and self-reported success of recovery from addiction. Additional potential measures would be tracking if program participants were readmitted to the emergency room locally for similar concerns.

While the success stories of individuals may not have the same tangible data and tracking that many of our other metrics do, these are the outcomes that matter the most to the next person that considers coming through the program. Celebrating these stories will give future participants the comfort of knowing that there are systems and programs available for them that do not require entry into the judicial system. The success stories that Linda Ostewig shares from her own personal experiences and those of her students in The Landing programs are moving and resonate with donors, partner organizations, and people seeking help. While our regional development team believes deeply in measurable, trackable data, we know that these stories will be critical to the ongoing success and sustainability of our program. If we truly want to keep people out of the judicial system, we need this program to last the duration of our Stellar Designation and well beyond those years.

As we navigate the pilot year of this program, we would also measure success in new partnerships that have formed between the Talitha Koum Recovery House, such as cross-collaboration between the Recovery House and the Hope House or additional partnerships with workforce staffing agencies. This would be a secondary measure of success, and the real focus on success measures would remain on the individual.

While programs like Recovery Works can track recidivism and show great success in reducing that, it will of course be more difficult to formally show that an intervention/prevention program kept someone out of jail in the first place. However, we think this is critical for our region. Our county has had success in their judiciary programming to reduce recidivism rates, and we feel that the best use of our health funds will complement those efforts.

## Budget

The funding would be used at the earliest availability from the state to assist participants entering the Talitha Koum Recovery House outside the judicial system. With the high demand for care services, we would like to be able to help recovery begin as early in the designation period as we could. On an individual basis, the budget line items would vary by person depending on their Individual Recovery Plan. In theory, some could use much less than the maximum we have set per person, but we believe that many of the first participants in the program will be in high need of services and project that the maximum funding will be utilized. For budgetary examples and for an idea on just how much impact the funding could have, we have provided a series of equivalent scenarios below. There are a variety of things that could be covered in terms of services with \$7,500. A few examples of what that could equate to for an individual would be:

- 230 days of Housing Assistance
- 262 days of buprenorphine/naxolone sublingual assisted treatment
- 50 hours of individual Mental Health Counseling
- 168 hours of Peer Recovery Support Services
- 55 hours of Skills Training and Development
- 824 round trip transportation services, cited by the Hope House as one of the biggest hurdles to finding people in unstable housing conditions the work that they need to get back on their feet

All of the above is based on the Recovery Works reimbursement rate. Every budget is going to be slightly different based on the needs of the individual, but the health funding will reduce a barrier noted in the Community Health Needs Assessment and help to address some of the issues that we have heard previously in our community, such as the barriers that those without transportation face in getting to work, and getting back on their feet. We have the local resources here such as System of Care, Hancock Area Rural Transit, and a variety of service providers that can help someone reclaim their life. What our residents need and what our health proposal will provide is the funds to get them there. We believe that this would be a critical blueprint for other communities facing similar incarceration issues to help better develop programs that keep people out of the judicial system to begin with.

For long term budgeting, and moving the program forward in the following years, we would like to utilize a mix of fundraising, local funds, and private funds. We hope to promote a program where an employer could sponsor “an employee”- by which they would sponsor the funds to cover skills and workforce training, or sponsor an entire recovery plan as a way of standing in solidarity to employees that may be fighting a silent battle.

# HEALTH & HERITAGE



THE HEART OF HANCOCK COUNTY

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## APPENDICES

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**Budget & Leverage Matrix**

**Resumes of Key Project Staff**

**Financial Feasibility & Support Letters**

# BUDGET & LEVERAGE MATRIX

## Health and Heritage Region Project Budget Matrix

2019-2022

Project Number	Stellar Project Name	Total Project Cost	Private Investment	Local Leverage	Other Sources (Foundations etc.)	Gap	% of Local Leverage
R1	Pennsy Trail Connector	\$1,098,326	\$0	\$298,326	\$0	\$800,000	27%
R2	HRH Healthy 365 Community Health & Wellness Program	\$136,000	\$0	\$0	\$100,000	\$36,000	74%
R5	Memorial Building Renovation	\$5,493,375	\$4,993,375	\$0	\$0	\$500,000	91%
F1	South Madison Boulevard	\$12,593,903	\$10,075,122	\$2,518,781	\$0	\$0	100%
F2	Main Street Corridor Improvement Project	\$2,541,725	\$0	\$508,345	\$0	\$2,033,380	20%
F3	Mt. Vernon Trail Phases 1 & 2 / CR 200 W Pedestrian Safety	\$6,001,432	\$0	\$1,200,286	\$0	\$4,801,145	20%
F4	Broadway Commons	\$10,605,290	\$4,535,290	\$70,000	\$0	\$6,000,000	43%
F5	Infill New Urbanism	\$2,676,661	\$1,646,661	\$30,000	\$0	\$1,000,000	63%
F7	Broadway Street Pedestrian Upgrades	\$4,189,843	\$0	\$1,580,000	\$100,000	\$2,509,843	40%
F8	Mill Street Alley	\$75,758	\$0	\$50,000	\$25,758	\$0	100%
F9	Façade Enhancements	\$17,632	\$2,000	\$5,632	\$0	\$10,000	43%
G1	Riley House Museum Expansion	\$239,025	\$0	\$46,035	\$142,990	\$50,000	79%
G2	Franklin Park	\$2,343,728	\$2,193,728	\$150,000	\$0	\$0	100%
G4	Historic Façade Restoration	\$712,001	\$62,001	\$50,000	\$0	\$600,000	16%
G5	Depot Street Park	\$2,578,898	\$0	\$785,898	\$193,000	\$1,600,000	38%
G6	Riley Literary Trail	\$2,660,900	\$0	\$1,064,360	\$0	\$1,596,540	40%
G8	Grain Elevator Redevelopment	\$11,517,183	\$7,091,026	\$3,426,157	\$0	\$1,000,000	91%
G10	Owner Occupied	\$300,000	\$0	\$50,000	\$0	\$250,000	17%
		\$59,053,979	\$25,605,828	\$11,535,494	\$461,748	\$21,450,909	64%
	<b>Complementary Projects</b>	<b>Total Project Cost</b>	<b>Private Investment</b>	<b>Local Leverage</b>	<b>Other Sources (foundations etc.)</b>	<b>Gap</b>	<b>% of Local Leverage</b>
R3	Hancock County Trail Plan Segments	\$8,391,041	\$0	\$1,678,208	\$0	\$6,712,833	20%
R4	Hancock County Jail Road Improvements	\$55,204,200	\$0	\$53,204,200	\$0	\$2,000,000	96%
F6	NWC Staat & Main	\$1,710,875	\$1,160,875	\$50,000	\$0	\$500,000	71%
F10	The Villages on Madison	\$12,008,930	\$5,958,930	\$50,000	\$0	\$6,000,000	50%
G3	Pennsy Trail Housing	\$3,162,697	\$1,862,697	\$300,000	\$0	\$1,000,000	68%
G7	Downtown Anchor Development	\$15,255,916	\$12,255,916	\$3,000,000	\$0	\$0	100%
G9	East Street Connector	\$1,870,589	\$0	\$870,589	\$0	\$1,000,000	47%
		\$174,427,210	\$53,997,274	\$22,860,707	\$654,748	\$43,710,282	44%



## RESUMES OF KEY PROJECT STAFF

**Name:** Jenna Wertman, AICP

**Title:** Associate Planner

**Organization:** City of Greenfield

### **Professional Summary:**

Jenna is in her third year as Associate Planner for the City of Greenfield. She is responsible for overseeing the Board of Zoning Appeals, facilitating grant writing, analyzing data and demographic trends for the community, and developing conceptual plans for parks, trail pockets, and public art spaces. In her role, she also partners with some of our integral community groups such as Greenfield Main Street and the Arts Council to build organizational capacity through marketing, grant writing assistance, and graphic design materials. She has assisted in projects that are key to our Stellar Communities groundwork including the North Street Living Alley design and continues to work on programming art in the space. She also created graphics and promotions for the Main Street Revitalization Program Grant and assisted in securing grants for the Pixy Door Scavenger Hunt for Downtown Development Week. She is currently expanding her leadership capacity through enrollment in the Certified Public Manager Program through the Bowen Center of Public Affairs at Ball State University.

### **Education:**

- Master of Urban and Regional Planning with a Certificate of Real Estate Development, Ball State University
- Bachelor of Science in Human and Environmental Systems with a minor in Geography, Indiana State University

### **Professional Development:**

- AICP - American Institute of Certified Planners, January 2017

### **Involvement:**

- Committee Volunteer, Hancock County Arts and Cultural Council (2018, Board and Organizational Development Committee)
- Volunteer, Greenfield Main Street
- Board Member, Town of Fortville Design Review Board

**Name:** Joanie Fitzwater  
**Title:** Planning Director  
**Organization:** City of Greenfield

**Professional Summary:**

Joanie Fitzwater has been Director of Planning & Building for the Greenfield Community since 2009. She provides leadership and direct oversight of an associate planner, two building inspectors, a permit technician and an administrative assistant. Together, this team delivers plan review and permitting, construction inspection and coordination; as well as city wide planning and implementation of the vision, mission and goals of the general public. Under her leadership, the Planning Department has come to be viewed as a trusted and respected resource that fosters community character, health, and prosperity.

Throughout her 35 year career, Fitzwater has developed a strong background in community planning and private sector real estate development. She blends the goals of the public and private sectors and successfully navigates various stakeholder groups to facilitate productive collaboration.

In 2012 Fitzwater received the Greenfield Chamber of Commerce “Governmental Community Service Person of the Year” award. She serves as a Board member of the Ball State University Bowen Center Public Service Advisory Board, and is a nationally Certified Public Manager. She is a member of the American Planning Association. She is also a member of Broad Ripple Kiwanis and has served as a board member and Treasurer. Fitzwater serves on the board of Greenfield Main Street, Inc. and is currently President.

**Education:**

- Bachelor of Science: Resource Development, Land Use Planning, Michigan State University, East Lansing, Michigan

**Professional Development:**

- National Certificate of Public Management, Ball State University, Bowen Center for Public Affairs, Muncie IN
- Indiana Economic Development Course, Ball State University, Muncie IN
- Indiana Licensed Real Estate Salesperson
- Indiana Licensed Notary
- Member, American Planning Association

**Involvement:**

- Board Member, Ball State University Bowen Center Public Service Advisory Board
- President, Greenfield Main Street, Inc. Board member 2009-present
- Board Member, Greenfield in Bloom 2009-present
- Committee member, Hancock Flat 50
- Charter Member, Women in Land Development, 2004-present
- Kiwanis Club member, past Board of Directors, Treasurer, Broad Ripple IN 1995-present

**Name:** Adam Zaklikowski, AICP  
**Title:** Planning Administrator  
**Organization:** Town of Fortville, Indiana

**Professional Summary:**

Adam serves as the Planning Administrator for the Town of Fortville and oversees all activity related to current land use planning and permitting, long-range planning, economic development, and code enforcement. With nearly 15 years in the field of city planning, Adam brings experience from rapidly-growing communities such as Buckeye, Ariz. and Fishers, Ind. A large portion of his experience involves project management of various development projects during the municipal approval process.

**Education:**

- Bachelor of Arts in Environmental Design (Urban & Regional Planning), State University of New York (SUNY) at Buffalo, 2004
- Summa Cum Laude

**Professional Development:**

- American Institute of Certified Planners

**Involvement:**

- American Planning Association – Indiana Chapter
- Burberry Place Homeowners Association, President

**Name:** Joe Renner

**Title:** Town Manager

**Organization:** Town of Fortville, Indiana

**Professional Summary:**

Joe serves as the Town Manager and Street & Utility Superintendent for the Town of Fortville and has been in this position since 2004. Having started his employment with the Town in 1988, he has over 30 years in the field of street and utility operations and management. Joe was instrumental in completing the town's sanitary sewer separation project that removed the town from IDEM's list of combined sewer communities. This was accomplished by utilizing State Revolving Loan Funds (SRF) along with funding from the Office of Community and Rural Affairs (OCRA). He was also able to upgrade the aging water distribution system along with adding a new 500k gallon water tower utilizing SRF and OCRA funding. Joe was involved in the INDOT project that relocated State Road 13 out of the downtown area. He also worked with property owners utilizing OCRA for two rounds of housing grants within the community. He was also instrumental in obtaining the town's Indiana Main Street designation and being named a Tree City USA. Joe brings a variety of skills to the Region. His skills include water distribution, sewer collection system management and rehabilitation, project management, budgeting, infrastructure, project cost estimation, stormwater management, scheduling, team building, street/utility standards, parks and recreation and much more.

**Education:**

- Ball State University, Indiana Economic Development, Budget & Budget Building, Tax Structure
- State of Indiana, Grade DSM Water Distribution System Certification
- ICMA, Leader's Role in Building an Ethical Culture, Change Management
- INDOT/LPA - Project Development Training (ERC)

**Professional Development:**

- Member of the Indiana Municipal Managers Association (IMMA)
- Board Member, Hancock County Economic Development Council.
- Member of the Central Indiana Drinking Water Collaborative.
- Involved in continuing education through the American Water Works and Indiana Rural Water Associations

**Name:** Jim Shelby

**Title:** District 3 Representative

**Organization:** Hancock County Council

**Professional Summary:**

Jim Shelby is a lifelong resident of Hancock County and District 3 Representative for the Hancock County Council since 2001. He has worked as an engineer at RCA, Mallory, and Fairchild Semiconductor, co-owned manufacturers representative firm for 25 years, co-owned Shelby Petroleum with father and brothers, and co-owns Shelby Farms, LLC with brothers.

**Education:**

- Bachelor of Science in Electrical Engineering, Purdue University
- Master of Business Administration, Butler University

**Involvement:**

- District 3 Representative, Hancock County Council, 2001 - Present
- Member & Executive Committee, Hancock County Economic Development Council
- Member, Hancock County Trails Committee
- Member & Arts/Literature Committee, Greenfield Coalition
- Past Member, Hancock County Pioneer Cemetery Board
- Purdue Alumni Association
- John Purdue Club
- P"—Men's Club
- Sigma Chi Fraternity
- Chair of Board of Trustees & Various Committees, Bradley United Methodist Church
- Longtime Former Member & 3 Terms as President, Board of Hancock County Boys and Girls Club
- Recipient of National Service to Youth Award from Boys and Girls Club of America
- Member, Greenfield Kiwanis
- Member, Hancock County Historical Society
- Member, Riley Old Home Society

**Name:** Amanda Everidge MSW, LSW

**Title:** Healthy Community Manager, Healthy365 Initiative

**Organization:** Hancock Health

**Professional Summary:**

Amanda Everidge is a life time resident of Hancock County. Born and raised here in Greenfield. She lives here with her fiancé Adrian and their daughter Helen. She received her Bachelor's Degree from Purdue University in 2002 in Psychology, at which time she began working in community mental health. She received her Master's Degree with the IU School of Social Work in 2009. She has been with Hancock Regional Hospital since 2010 serving many roles including: Therapist on Reflections, Social Service Coordinator for ER, Women's/Children's Unit, and Outreach, and Hospice care. In 2016, she began working for the Hospital Foundation in the Population Health Department-implementing two new programs: Hancock County System of Care and Hancock Health Congregational Network. In February 2017, she moved into the Healthy Community Manager role and has incorporated her two initial programs into the overarching healthy365 initiative. Amanda has a strong passion for health and wellness and works every day to help empower and motivate others to see that small changes in environment and behavior can have a huge impact on quality of life.

**Education:**

- Bachelor's Degree from Purdue University in 2002 in Psychology
- Master's Degree, IU School of Social Work, December 2009

**Professional Development:**

- Licensed Social Worker, License # 33005944A
- Notary Public, License #NP0648123
- Certified QPR Instructor
- SHIP Certified, State Health Insurance Assistance Programs

**Involvement:**

- Board Director, Hancock County Senior Services, June 2012 - present
- Healthcare Committee Chair Member, Hancock County Coalition Against Domestic and Sexual Violence, Aug 2015 - present
- Council Member, Prevent Child Abuse Hancock County, June 2015 - present
- Advisory Board Member, Health Families Hancock County, December 2014 - present
- Grant Committee, Hancock County Community Foundation, Jan 2016-Jan 2017
- SHIP Counselor, Indiana State Health Assurance Assistance Program, Mar 2014 - present
- Hancock County Tourism Commission, January 2018 - present
- Talitha Koum Advisory Council, July 2018 - present

**Name:** Linda Ostewig

**Title:** Director, Biblical Counselor

**Organization:** The Landing & Women's Recovery Ministry Globally and World Renewal International

**Professional Summary:**

Linda Ostewig is the Director of the Landing, a teenage Life Choices Care Center, celebrating it's' 5th year anniversary in 2018. The Landing impacts the entire Hancock County community through involvement with youth ages 13-19 years old and provide them with a place to be real and to gather after school and on weekends. Linda is very conscientious of her work with people in need. She has an amazing gift of preaching and praying. She has a heart for people who are hurting and makes them feel important and loved. Linda worked at World Renewal International for 6 years. This organization bridges cultures and grows church organizations in the community by walking alongside national leaders to win the lost, plant churches, serve the poor, and make disciples. Linda considers herself a servant of the Lord to encourage, inspire, support and teach. Most recently, Linda spearheaded a Women's Recovery House in Greenfield IN, known as Talitha Koum which means "Little girl, rise up".

**Education:**

- Faith Baptist, Association of Certified Biblical Counselors
- Living Waters Ministry, Identity and Sexual Addictions Training
- Open Heart Ministry, Leader Training
- ICAADA, Peer Recovery Coach

**Involvement:**

- The Landing, Director (2013 - Present)
- Life Choices Care Center/The Landing, Biblical Counselor (2012- Present)
- Brandywine Community Church, Counselor (2008-2012)
- The Landing, Trained teams in Fort Wayne & Anderson to start the Landing programs
- Served as Training Coach/Leader training and teaching those in recovery how to effectively work the program, along with leading the addictions & co-dependency small group
- Member, Women's Renewal International, Aug 2012-present
- Program Director, Women's Recovery Ministry Globally, Aug 2012-present

**Name:** Mike Kleinpeter

**Title:** Certified Grant Administrator / Owner

**Organization:** Kleinpeter Consulting Group LLC

**Professional Summary:**

Having a genuine passion for helping rural communities determine their greatest needs to improve the quality of life for their citizens, Mike developed Kleinpeter Consulting Group, LLC in 2015. This company works diligently to advise and assist units of local government in development of proposed improvement projects and helps them locate financial assistance available through federal and state grant funding.

In 2017, Mike helped ten communities receive \$1,870,000 in grant funds and to date in 2018, nine communities have been awarded \$3,594,000. After grant award, Kleinpeter Consulting Group administers the federal and state grants through approximately a two-year period until the funds are expended and the project is completed. Handling a tremendous amount of paper work to ensure the grantee meets all federal and state regulations, Mike is pleased to report that no findings of program deficiency have been charged to the communities Mike has represented.

**Education:**

- Master of Business Administration, Indiana University, 2013
- Master of Finance Degree, Indiana University, 2013
- Bachelor of Arts in Criminal Justice, Indiana University, 2005
- Bachelor of Science in Psychology, Indiana University, 2005

**Professional Development:**

- OCRA certified grant administrator, 2015

**Name:** Mary Gibble

**Title:** President

**Organization:** Hancock County Community Foundation

**Professional Summary:**

Mary's experience in the community foundation sector began in 2003 when asked to serve as a Hancock County Community Foundation (HCCF) Board Member. In 2005, she was hired as HCCF's Program Officer and managed the administration of both grants and scholarships. These early experiences provided her the understanding of the sector's important work and the inspiration to connect others to the unique tools that community foundations provide in support of nonprofits and community enrichment. In 2006, Mary was named President. Her role at HCCF includes executive oversight for the stewardship, management, and operational functions of the organization with a heavy emphasis in donor development and community leadership. During her tenure, HCCF has added 202 new funds and \$21,022,475 in contributions. 3,980 new donors have contributed to a variety of charitable causes. Assets have grown in value from \$11 million to \$38 million, including those of Legacy Properties of HCCF. During this same period, \$7,786,598 has been granted. In 2017, HCCF granted over \$1.2 million.

**Education:**

- Indiana Wesleyan University – May, 1988
- Bachelor of Science Degree in Business Administration

**Involvement:**

- Board Member: Hancock Economic Development Council
- Board Member: Greenfield Main Street
- Board Chair Emeritus: Leaders in Navigating Knowledge (LINK)
- Committee Chair: Hancock County Community Calendar
- Committee Member: Murals of Hancock County
- Committee Member: Cumberland Hometown Collaborative Initiative
- Committee Member: Fortville Convener's Council
- Committee Member: Hancock County Trails Executive Team
- Committee Member: Greenfield Branding
- Committee Member: Health and Heritage Region Stellar Communities Executive Team
- Committee Member: Mt. Comfort Corridor Region Stellar Communities Project
- Member: Greater Greenfield Chamber of Commerce
- Member: Fortville-McCordsville Chamber of Commerce
- Member: New Palestine Chamber of Commerce
- Member: Greenfield Kiwanis
- Member: Greenfield Rotary

**Name:** Rick P. Edwards

**Title:** Vice President & CFO

**Organization:** Hancock Regional Hospital

**Professional Summary:**

Rick has been with Hancock Regional Hospital since 1991. He is accountable for the leadership and administration of the \$500 million budget and over 1200 employees. He is responsible for the direct oversight of one assistant vice president and five departmental directors in the areas of accounting, Hancock Wellness Centers in Greenfield and McCordsville, materials management, information services, patient financial services, property management, nutritional services and building services. In addition, Rick serves a treasurer on the Board of Trustees; Hancock Regional PHO Secretary/Treasurer and Hancock Physician Network Board Member

**Education:**

- Master's in Business Administration, University of Indianapolis, 1990
- Bachelor of Science, Purdue University, 1984
- Dean's List; Phi Eta Sigma Honorary Fraternity

**Professional Development:**

- Fellow, American College of Healthcare Executives (FACHE)
- Fellow, Healthcare Financial Management Association (HFMA)

**Involvement:**

- Hancock County Community Foundation
- Emeritus Board (current)
- Chairman (05-06)
- Board of Directors (98-07)
- Facilities & Scholarship Committee, Finance Committee
- American Red Cross of Greater Indianapolis
- Board of Directors (93-00)
- HFMA – Healthcare Financial Management Association (91-current)
- Mohawk United Methodist Church – Treasurer (2016-current)

**Name:** Retta Livengood

**Title:** President

**Organization:** Greenfield Area Chamber of Commerce

**Professional Summary:**

Retta is in her 10th year of leading the Greenfield Area Chamber of Commerce, Hancock County's largest business membership organization. Retta is responsible for the day to day operations of the Chamber as well as the historic building where the Chamber offices are located. Leading efforts for the Chamber to participate in a \$500,000 OCRA Main Street Revitalization Grant, the Chamber building is one of ten in downtown Greenfield involved in the façade improvement efforts which are going on now. The Downtown Greenfield Revitalization Plan; creation of a Work Ethic Certification at Greenfield-Central High School; Career Exploration Day for high school freshmen; a Youth Workforce video & the I-70 Interstate Exchange projects are a few examples of initiatives where Retta has participated. Under Retta's direction, Chamber membership engagement has grown steadily including monthly membership luncheons with attendance exceeding seventy-five people. Membership in the Greenfield Area Chamber of Commerce had grown each year and the Chamber now represents 9,700+ employees in Central Indiana. Retta is a life-long resident of Greenfield and her family has resided in Hancock County since the mid-1800's.

**Education:**

- Bachelor of Arts in Public Relations, Purdue University, 1978

**Professional Development:**

- Graduate, Leadership Hancock County, 2011
- Member, Indiana Chamber Executives Association, 2008 – Present

**Involvement:**

- Greenfield – Central Community Board of School Trustees, 2006 – Present
- Board Member, Hancock Economic Development Council (2008-Present)
- Board Member, Hancock LINK (Leaders in Navigating Knowledge) (2008-Present)
- Board Member, Hancock County Character Council (2018 – Present)
- Board Member, Greenfield Main Street (2008 – 2016)
- Steering Committee Member, Work Ethic Certification (2017 – Present)
- Steering Committee Member, Career & College Coalition (2012 – 2016)
- Steering Committee Member, Greenfield Branding Initiative (2017 – Present)
- Steering Committee Member, Hancock County Community Calendar Initiative (2017 – Present)
- Parish Council Member, St. Michael Catholic Church (2016 – Present)

**Name:** Renee Oldham, CMSM

**Title:** Executive Director

**Organization:** Mt. Vernon Education Foundation

### **Professional Summary:**

Renee is a creative passionate entrepreneurial -minded leader that craves a challenge as demonstrated with over twenty years of experience in business development in working with public and private sectors, non- profit and small business. She is currently the Executive Director for the Mt. Vernon Education Foundation and has previous Main Street experience working with Noblesville Main Street and Richmond-Wayne County and their Executive Director. She also has other economic development experience with her work as an Executive Director for Uptown Innovation Center and Executive Director for the Urban Enterprise Zone.

### **Education:**

- Bowling Green State University, 2012
- Indiana University, 2017
- Ball State University, Indiana Economic Development Academy
- Contemporary Consulting, Certified Facilitator for Advanced Facilitation
- Kauffman Foundation, Certified Administrator for Entrepreneurial Development
- Kauffman Foundation, Certified Fast-Trac Administrator
- National Business Incubation Association, Certified Developer
- National Trust Main Street Center, Certified Main Street Manager

### **Involvement:**

- Awarded the “Sagamore of the Wabash” by Governor Joe Kernan
- YMCA, “Woman of the Year”
- State of Indiana, 1st Main Street “Manager of the Year”
- Small Business Development Center, “Advocate of the Year”
- Semi- Finalist for National Main Street Center “Program of the Year”
- Federal Home Loan Bank of Indianapolis, Affordable Housing Advisory Council, Chair and Co-Chair
- City of Noblesville Facade Grant Program, Committee Member
- Housing and Neighbourhood Development, Hamilton County, Strategic Plan, Member
- Richmond Wayne County Chamber of Commerce, Director, Executive Committee
- Achieva, Board Member
- Indiana Business Incubation Society, Secretary
- Indiana New Market Tax Credits Advisory Board, Vice President
- Association of Indiana Enterprise Zones, Vice President, Secretary
- Small Business Development Center Advisory Board, Committee Member
- United Way, Account Officer
- Richmond Presidential Debate Commission Bid, Beautification Chair

# FINANCIAL FEASIBILITY & SUPPORT LETTERS



Otto W. Krohn, CPA, CGMA, MA  
 James W. Treat, CPA, CGMA, MA  
 Jarrod S. Hall, CPA, CGMA, MA

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September 18, 2018

Mr. Joe Renner, Town Manager  
 And Members of the Town Council  
 Town of Fortville  
 714 E. Broadway  
 Fortville, IN 46040-1557

Re: Financial Capability Assessment – Proposed Stellar Community Regional Plan Projects

Pursuant to your request, our Firm has participated in various meetings, conferences and consultations with the Town's Planning Administrator, Clerk Treasurer, Town Manager and Project Consultant relative to Fortville's ability to provide its anticipated local matching fund requirement for the proposed Stellar Community Regional Plan Projects. Fortville and the City of Greenfield have partnered in their effort to secure the Stellar Community designation and related Stellar funding resources. Our financial capability assessment included evaluation of the City's overall financial condition, including current fund balances available, as well as potential revenue streams that could support the City's local matching fund requirements for the proposed Regional Plan.

The table (below) identifies the primary projects to be included in the Town of Fortville's portion of the Stellar Community Regional Plan:

Projects	GAP		Funding Amount - Town					Total	Town Funding Total	TIF or Tax Abatement	Community Fundraising	Private Funding	Total Funding 2019-2023	
	2019	2020	2021	2022	2023									
F1 South Madison Boulevard							\$0	\$2,916,791	\$2,916,791		\$68,075,122	\$12,563,903		
F2 Main Street Corridor Improvement Project	\$2,815,000		\$250,000	\$258,345			\$508,345	\$508,345	\$508,345			\$2,811,725		
F3 Mt. Vernon Trail Phases 1 & 2 / CR 208 W Pedestrian Safety	\$4,000,000		\$300,000	\$300,000	\$300,000	\$300,200	\$1,200,200	\$1,200,200				\$6,001,432		
F4 Roadway Curbs		\$6,000,000		\$70,000			\$70,000	\$70,000	\$70,000		\$4,536,200	\$9,606,200		
F5 Infill New Urbanism		\$1,000,000	\$7,500	\$7,500	\$7,500	\$7,500	\$30,000	\$30,000	\$30,000		\$1,040,661	\$2,876,861		
F6 RWC Star & Main		\$500,000			\$50,000		\$50,000	\$50,000	\$50,000		\$1,100,875	\$1,710,875		
F7 Roadway Street Pedestrian Upgrades	\$2,500,843		\$750,000	\$750,000	\$80,000		\$1,580,000	\$1,580,000	\$1,580,000	\$100,000		\$4,980,843		
F8 Mill Street Alley				\$25,000.00	\$25,000.00		\$50,000	\$50,000	\$50,000	\$25,750		\$75,750		
F9 Facade Enhancements		\$10,000	\$2,500	\$3,132			\$5,632	\$5,632	\$5,632		\$2,800	\$17,032		
F10 The Millers on Madison		\$6,000,000			\$50,000		\$50,000	\$50,000	\$50,000			\$12,000,000		
<b>Total</b>	<b>\$9,344,369</b>	<b>\$810,000</b>	<b>\$12,000,000</b>	<b>\$1,310,000</b>	<b>\$1,318,977</b>	<b>\$482,500</b>	<b>\$432,786</b>	<b>\$0</b>	<b>\$2,544,263</b>	<b>\$8,062,044</b>	<b>\$4,862,788</b>	<b>\$126,768</b>	<b>\$17,419,949</b>	<b>\$62,422,049</b>

The Town's portion of the Regional Plan amounts to approximately \$3.5M over a 4 to 5 year period commencing during 2019 and completion anticipated in 2023. The annual Town funding commitment falls within a range of \$380,000 to slightly over \$1.3M. The Town has already secured its \$1.8M local matching funds to complete the proposed Broadway Street Pedestrian Upgrades and the Mt Vernon Trail (Phases 1 & 2). These projects are scheduled to commence in 2019: Fortville has already issued \$1.3M of Fortville General Revenue Bonds and a \$.5M appropriation of Storm Water Management funds on hand. The Town has also secured pledges of revenue streams from a combination of annual PILOT payments (payments in lieu of taxes) from its Water & Wastewater utilities, as well as a pledge of up to \$.5M of TIF (Tax Increment Funds), payable over 10 years. TIF pledge has already been secured from the Fortville Redevelopment Commission (RDC).



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 SEC Registered MA

September 11, 2018

Honorable Chuck Fewell, Mayor  
 And Members of the City Council  
 City of Greenfield  
 10 S. State Street  
 Greenfield, Indiana 46140

Re: Financial Capability Assessment – Proposed Stellar Community Regional Plan Projects

Pursuant to your request, our Firm has participated in various meetings, conferences and consultations with the City Planner, Clerk Treasurer and Project Consultant relative to the City of Greenfield's ability to fund its anticipated local matching fund requirements for the proposed Stellar Community Regional Plan Projects. Our financial capability assessment included evaluation of the City's overall financial condition, including current fund balances available, as well as potential revenue streams that could support the City's local matching fund requirements for the proposed Regional Plan. In addition, the City recently reaffirmed its bond rating with S&P ("AA-") when it issued \$3.3M in Park District Bonds payable from ad valorem property taxes on September 6th.

The table (below) identifies the primary projects to be included in the City of Greenfield's portion of the Stellar Community Regional Plan:

City of Greenfield, Indiana Funding Projections 2019-2022													
Projects	GAP			Funding Amount - City				Total	City Funding Total	TIF or Tax Abatement	Community Fundraising	Private Funding	Total Funding 2019-2023
	2019	2020	2021	2022	2023								
G1 Riley House Museum Expansion	\$50,000		\$46,025				\$46,025	\$46,025		\$142,980			\$79,025
G2 Franklin Park	\$0		\$150,000				\$150,000	\$150,000				\$2,493,728	\$2,343,728
G3 Emmev Trail Housing		\$1,000,000		\$300,000			\$300,000	\$300,000				\$1,882,699	\$1,182,699
G4 Historic Facade Restoration	\$60,000		\$25,000	\$25,000			\$50,000	\$50,000				\$62,881	\$72,881
G5 Depot Street Park	\$1,000,000		\$250,000	\$250,000	\$262,898		\$762,898	\$762,898		\$593,000			\$2,590,898
G6 Riley Library Trail	\$1,506,540		\$80,000	\$100,000	\$100,000	\$20,000	\$604,300	\$1,004,300					\$2,600,800
G7 Downtown Anchor Development							\$0		\$3,000,000			\$12,255,916	\$15,255,916
G8 Grade Elevation Redesignment		\$1,000,000					\$0		\$3,426,157			\$7,891,828	\$11,517,143
G9 East Street Connector	\$1,000,000			\$250,000	\$250,000	\$370,989	\$870,989	\$870,989					\$1,870,989
G10 Owner Occupied		\$750,000	\$50,000										\$800,000
<b>Total</b>	\$2,596,540	\$2,250,000	\$2,250,000	\$351,025	\$475,000	\$900,000	\$832,898	\$1,034,949	\$3,243,882	\$6,426,157	\$335,980	\$23,465,768	\$40,640,928

The City's portion of the Regional Plan amounts to approximately \$3.3M over a 4 to 5 year period commencing during 2019 and completion in 2023. The annual City funding commitment falls within a range of \$350,000 in 2019 to slightly over \$1M in 2023.

RESOLUTION NO. 2018-9

**RESOLUTION OF THE CITY OF GREENFIELD ALLOCATION OF FUNDS  
CONTINGENT UPON THE CITY OF GREENFIELD BEING DESIGNATED  
AS A STELLAR COMMUNITY**

WHEREAS, the area identified as the Health and Heritage Region is in need of revitalization; and

WHEREAS, a Stellar Community Regional Development Plan (“Plan”) has been developed for the Health and Heritage Region; and

WHEREAS, the Plan supports the goals of the City of Greenfield Comprehensive Plan, including, but not limited to: revitalization of the downtown area, preservation of historic resources, production of affordable housing, promotion of economic development, expansion of transportation choices, and promotion of mixed land uses; and

WHEREAS, the Plan includes implementation measures; and

WHEREAS, includes an assessment of the existing physical structures and infrastructure; and

WHEREAS, community input was utilized during the development of the Plan.

**NOW, THEREFORE, BE IT RESOLVED**, that the City of Greenfield hereby adopts the Stellar Community Regional Development Plan for Greenfield, Indiana; and

**NOW, THEREFORE, BE IT FURTHER RESOLVED**, that the City is hereby authorized to apply for the Stellar Community Designation and receive funding subsequent to this designation from the Indiana State Health Department (ISHD), Indiana Department of Transportation (“INDOT”), the Indiana Housing and Community Development Authority (“IHCDA”), and the Indiana Office of Community and Rural Affairs (“OCRA”) published policies, procedures and regulations, as amended from time to time; and

**NOW, THEREFORE, BE IT FURTHER RESOLVED**, that Mayor Chuck Fewell is hereby authorized, empowered, and directed to execute, acknowledge, and deliver in the City’s name and on its behalf and all applications, award agreements, documents, instruments, or writings, as are necessary and/or appropriate to consummate the Stellar Community application and receipt of any subsequent funding; and

**NOW, THEREFORE, BE IT FURTHER RESOLVED**, the City of Greenfield is committing up to \$3.5 Million towards the final list of Designated Stellar Projects, contingent upon funding from the Stellar Community Program, to be utilized as an investment match. Such funds will come from a combination of the City’s general revenues including, but not limited to, CEDIT, Riverboat Funds, Park Impact Fees and potential Development Incentives; and

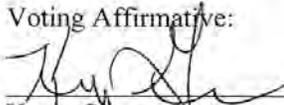
**NOW, THEREFORE, BE IT FURTHER RESOLVED**, the City of Greenfield is willing to commit up to \$6.5 Million in tax abatement or other incentives (i.e. TIF) for the proposed private development projects, providing that project meets all criteria required by the City of Greenfield and/or the State of Indiana and providing the City of Greenfield is a Stellar Designee in the year 2018.

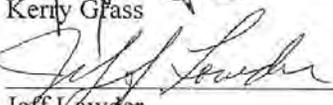
**NOW, THEREFORE, BE IT RESOLVED**, by the Common Council, having met as a duly called meeting at which a quorum of members was present, hereby adopts the Stellar Community Regional Development Plan for Greenfield, Indiana.

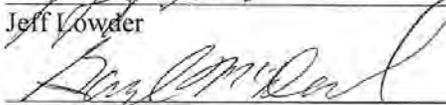
Adopted this 12th day of September, 2018.

**COMMON COUNCIL OF THE CITY OF GREENFIELD, INDIANA**

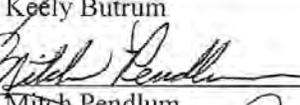
Voting Affirmative:

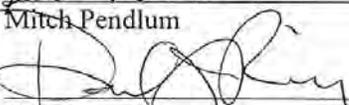
  
Kerry Grass

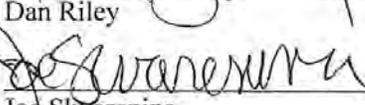
  
Jeff Lowder

  
Gary McDaniel

  
Keely Butrum

  
Mitch Pendlum

  
Dan Riley

  
Joe Skvarenina

Voting Opposed:

\_\_\_\_\_  
Kerry Grass

\_\_\_\_\_  
Jeff Lowder

\_\_\_\_\_  
Gary McDaniel

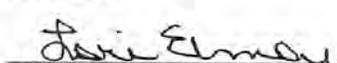
\_\_\_\_\_  
Keely Butrum

\_\_\_\_\_  
Mitch Pendlum

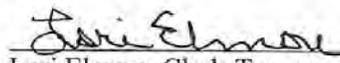
\_\_\_\_\_  
Dan Riley

\_\_\_\_\_  
Joe Skvarenina

ATTEST:

  
Lori Elmore, Clerk-Treasurer

Presented by me to the Mayor this 12th day of September, 2018.

  
Lori Elmore, Clerk-Treasurer

Approved by me this 12th day of \_\_\_\_\_, 2018.

  
Chuck Fewell, Mayor  
City of Greenfield, Indiana

**Resolution of the Town Council  
Of the Town of Fortville, Indiana  
RESOLUTION NO. 2018-9A**

**ALLOCATION OF FUNDS CONTINGENT UPON THE TOWN OF FORTVILLE  
BEING DESIGNATED A STELLAR COMMUNITY**

WHEREAS, the Town of Fortville has partnered with the City of Greenfield to form the “Health & Heritage Region” in order to apply for funding through the State of Indiana’s Stellar Communities program; and

WHEREAS, a Stellar Community Regional Development Plan (“Plan”) has been developed for the region; and

WHEREAS, the Plan supports the goals the Town of Fortville Comprehensive Plan, including but not limited to: revitalization of the downtown area, preservation of historic resources, production of affordable housing, promotion of economic development, and promotion of mixed land uses; and

WHEREAS, the Plan includes implementation measures; and

WHEREAS, community input was utilized during the development of the Plan; and

RESOLVED that the Town of Fortville hereby allows the submittal of the Regional Development Plan by the September deadline; and

FURTHER RESOLVED, that the Town is hereby authorized to apply for the Stellar Community Designation and receive funding subsequent to this designation from the Indiana Department of Transportation (“INDOT”), the Indiana Housing and Community Development Authority (“IHCDA”), the Indiana Office of Community and Rural Affairs (“OCRA”), and the Indiana State Department of Health (“ISDH”); and

FURTHER RESOLVED, that the Council President is hereby authorized, empowered, and directed to execute, acknowledge, and deliver in the Town’s name and on its behalf, all applications, award agreements, documents, instruments, or writings, as are necessary and/or appropriate to consummate the Stellar Community application and receipt of any subsequent funding; and

FURTHER RESOLVED, the Town of Fortville has already committed over \$1.7 million for its local match for the Main Street Reconstruction Project and the Mt. Vernon Trail, to be utilized as an investment match for the Stellar program, and has already expressed a willingness to fund \$1.5 million for Broadway Reconstruction improvements, and is willing to dedicate additional funding subject to a diligent review of the needs of each project as each project moves forward; and

NOW, THEREFORE, BE IT RESOLVED by the Town Council, having met at a duly called meeting at which a quorum of members was present, hereby adopts Resolution No. 2018-9A.

Adopted this 18<sup>th</sup> day of September, 2018.

TOWN OF FORTVILLE, INDIANA, BY ITS TOWN COUNCIL

Voting Affirmative:

Voting Opposed:



\_\_\_\_\_  
Michael Frischkorn, President

\_\_\_\_\_  
Michael Frischkorn, President

  
\_\_\_\_\_  
Robert Holland, Vice President

\_\_\_\_\_  
Robert Holland, Vice President

  
\_\_\_\_\_  
Tim Hexamer

\_\_\_\_\_  
Tim Hexamer

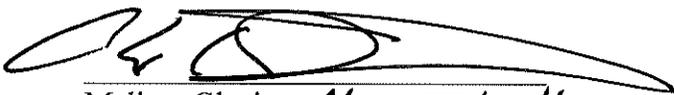
\_\_\_\_\_  
Lenzy Hendrix

\_\_\_\_\_  
Lenzy Hendrix

\_\_\_\_\_  
Robert Sterrett

\_\_\_\_\_  
Robert Sterrett

ATTEST:



~~Melissa Glazier~~ Alex Invernizzi

~~Clerk-Treasurer~~ Tom Attorney



September 15, 2018

Office of Community and Rural Affairs  
Stellar Communities Program  
One North Capitol, Suite 600  
Indianapolis, IN 46204

Re: Letter of Support for the Health and Heritage Region

Dear Review Committee,

Hancock Health is honored to show our support for the Health and Heritage Region. Hancock Health is undergoing a transformation which seeks to build on its own rich history and current status as a provider of exceptional primary and specialty medical services to residents of greater Hancock County. While continued enhancement of clinical service offerings and creation of a truly integrated and coordinated approach to managing the care of patients will remain a key imperative, the organization realizes that the future of healthcare lies in the area of chronic disease prevention. To address these public health concerns, and as one of the largest employers in Hancock County, Hancock Hospital seeks to be the origin of fostering a healthy, active community.

The leading causes of death in Hancock County (and across America) are chronic illnesses such as heart disease, respiratory diseases, diabetes, and some cancers. Research does tell us socioeconomic circumstances, the physical environment, health behaviors, and genetics lead to many of these conditions. To combat chronic disease, we need coordination and collaboration between local governments, institutions, and private corporations to develop robust solutions. We feel that the projects and initiatives pursued by the Health and Heritage Region complement our efforts and will provide needed health and recreation connectivity.

Hancock Health values the overarching goal of Stellar Communities to build regional collaborations. Hancock Health has established multiple regional and collaborative working groups including Healthy 365, System of Care, and a Congregational Network to address local issues such as the local health environment, mental health and substance abuse, and post-medical support networks. We are happy to support the Health and Heritage Region as they provide meaningful projects such as services at the Talitha Koum Recovery House, among others.

We believe that we will see a day when Hancock County is vying for the top ranking for health among Indiana counties. We thank you for your time and consideration for the projects proposed that will help build the networks and infrastructure that we need to make this a reality. Please do not hesitate to contact me with questions or to further elaborate on the details of our community health transformation.

Sincerely,

Robert Matt  
SVP, Chief Strategy and Innovation

#### OUR MISSION

To be a Caring Community Partner by healing, improving health and wellness, alleviating suffering, and delivering acts of kindness one patient at a time.

#### OUR VISION

To be nationally recognized for kindness in the delivery of excellent quality patient care, efficient and effective operations, the adoption of proven technologies, the creation of a positive workplace environment, and excellence in community service.

#### OUR VALUES

Compassion  
Respect  
Integrity  
Excellence  
Commitment

#### Visit us online

[HancockRegional.org](http://HancockRegional.org)  
[HancockWellness.org](http://HancockWellness.org)  
[HancockPhysicians.com](http://HancockPhysicians.com)



Expect the **Extra**ordinary



312 East Main Street  
Greenfield, Indiana 46140  
Phone: 317.462.8870  
Fax: 317.467.3330  
giveHCgrowHC.org

August 28, 2018

Office of Community and Rural Affairs  
Stellar Communities Program, Review Committee  
One North Capitol  
Suite 600  
Indianapolis, IN 46204

RE: Letter of Support

Dear Review Committee:

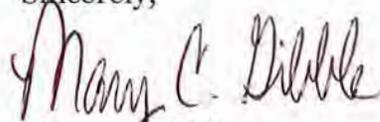
Please accept this letter as our commitment of support for the Health and Heritage Stellar Application.

It is the desire of the Hancock County Community Foundation (HCCF) to provide the resources that encourages a county in which each person has the opportunity to pursue dreams, enjoy daily life, and invest in meaningful causes. HCCF recognizes that a Stellar Community designation has the potential to move us towards that vision and, in partnership with the leadership of Greenfield and Fortville, is ready to dedicate the energy that will be required for a successful plan execution.

HCCF is proud to partner with the City of Greenfield and the Town of Fortville in support of their efforts to raise the matching funds required of the Stellar Communities Program. As such, HCCF will serve as the administrator of charitable gifts for both immediate needs and to ensure a sustainability plan through the stewardship of an established endowment fund, contingent upon the Health and Heritage Region being designated as a Stellar Community. In addition, I have personally committed to serving on the Executive and Steering Committees of this effort.

Should you have any questions or concerns, please contact me at 317.462.8870 or email me at [mgibble@giveHCgrowHC.org](mailto:mgibble@giveHCgrowHC.org).

Sincerely,

  
Mary C. Gibble  
President



## Fortville Action Inc.

*Dedicated to a Vibrant Fortville*

Dear Stellar Review Committee,

Fortville, Indiana is an amazing community that I'm so proud to call home. While it is a quaint little town with a very small Main Street, Fortville has shown so much potential in the last few years. We have new retail shops and destination restaurants that are a welcomed addition for our community, bringing the many visitors that repeatedly return. We are an extremely walkable town with the downtown business district, Memorial Park, Vernon Township Public Library and Landmark Park all within close proximity. However, we greatly need trails and walkways that are safer.

We are also in need of a comfort station as the public has very limited access to public restrooms in and around the business district. Landmark Park, located one block from our Main Street, is considered a passive park and has no restroom facilities in the area. As more and more residents are walking I feel that these are just a few areas in our town that could certainly benefit from funds from the Stellar Project.

Our town council and other community groups have many great ideas and proposed projects but available funding prevents many from becoming reality. The Stellar Grant would be a remarkable and greatly appreciated boost for Fortville, as well as our wonderful partner of Greenfield. I believe Fortville to be an ideal place to raise a family, as I did, or to spend your retirement years, which I am now enjoying. We have a fantastic small town but could definitely use updating or adding these amenities, not just for our community but for our many visitors we have.

Sincerely,

Milda Sterrett

Fortville Action Inc. President



July 2, 2018

Dear Stellar Review Team,

I've been asked to share my thoughts on the spirit of collaboration that exists among city and community leaders in the City of Greenfield and in the Town of Fortville, our Stellar community partner.

Luckily I have plenty of great things to say on this topic...

I moved to Greenfield shortly after starting my job as Executive Director of Greenfield Main Street in December 2013. My family moved here from Indianapolis to open a business. I didn't know a soul in town, and was completely unfamiliar with Greenfield, but it quickly became evident to me there were a number of community leaders here working hard to make this city the best it can be.

Joanie, our city planner, gave me a short list of folks to stop in and get to know -- the mayor, the Community Foundation president, the parks superintendent, the Chamber of Commerce president, etc. It was immediately evident that every person I met seemed to have a passion for their job and a vested, personal interest in making this community something special.

While downtown Greenfield has always been graced with historic charm, the commercial district at the heart of our city has really taken on a rebirth in the past five years. What was once a sleepy little neighborhood that shuttered its doors each afternoon is now a burgeoning commercial district with plenty of shops, restaurants and nightlife. That resurgence can be traced back to the hard-working individuals who take a vested interest in making downtown Greenfield a wonderful place to be.

The fact we have such devoted community leaders is not taken for granted among that circle. It's such a joy to work in an environment where your colleagues all share the same passion for community enhancement, even those whose job descriptions might not necessarily call for it. Although this job is my first foray into community enhancement (I previously worked as a newspaper reporter and freelancer writer), I get the feeling other communities might have city planners, parks superintendents, chamber leaders, even mayors who simply stick to the status quo and focus on their typical job duties.

In Greenfield, however, the love of community is evident in pretty much every community leader you meet.

Thankfully, we get the same impression from our new friends in Fortville. As we work together toward winning the coveted regional Stellar Designation, it has been a pleasure to see that same level of passion and pride in community that exists in our neighbors to the north.

It is indeed a great time to be working in these two fine communities. Hopefully your team will be able to pick up on that passion and pride that makes these two groups of community leaders a perfect fit.

Sincerely,

***Shelley Swift***

Shelley Swift, Executive Director  
Greenfield Main Street



September 17, 2018

Office of Community and Rural Affairs  
Stellar Communities Program  
One North Capitol, Suite 600  
Indianapolis, IN 46204  
Re: Letter of Support for the Health and Heritage Region

Dear Review Committee,

The board of directors of Greenfield Main Street, Inc., (GMSI) would first like to thank you for your leadership in our community and for supporting our group since 2009. With your support we have accomplished so much! We are submitting this letter as a commitment of our support for the Health and Heritage Region.

We are committed to partnering with Fortville Main Street to collaborate on best practices and to create a strong Health and Heritage Region for the Stellar Designation. We shared the Bikes in Bloom project with Fortville, monetarily support the Hancock Flat 50 that rides from Greenfield to Fortville and plan to meet with the Fortville Entrepreneur Club on business development and recruitment. These grass roots efforts are essential to a successful Regional Stellar bid.

Our mission is to foster enthusiasm and prosperity in our historic downtown, by making it a destination for food, friends and fun. We follow the proven Main Street four point approach of Organization, Design, Promotion and Economic Vitality.

We are continuing to add festivals and events to our calendar and can't imagine the downtown without the Fitness Festival, Chalk fest, Hometown Heroes Salute, and Very Merry Christmas. The local merchants and community benefit from our many events and shop local programs.

We believe that historic preservation equals economic growth and have invested \$114,000 to date in historic façade renovations, generating over \$725,000 in private investment. We have been steady partners in the Main Street Revitalization efforts.

We are gaining momentum and improving our economic vitality efforts with the help of the Indiana Small Business Development Center. We have gained a lot of regional attention with our collaborative "Pitch Night" contest to be held July 10, 2018 giving away space and services worth over \$18,000 to some lucky entrepreneur. This has been made possible from an in-kind match in the MSRP Historic Façade Grant Program and donations from local businesses. Seventeen entrepreneurs applied and we will work hard to find them all a home here in Greenfield. The Main Street economic vitality committee has spent a lot of time putting this together over the last year.

Finally, we are focusing on strengthening our board and establishing a sound strategic operating system. We recently improved our accounting abilities by adopting QuickBooks. Improving our Executive Director skills and arming her with the necessary tools to create and maintain a sustainable not for profit is our next goal. We were recently awarded a grant from Hancock Community Foundation (HCCF) to add 5 hours a week to the Executive Director contract so we can continue with the types of programs mentioned above. In addition, the Director is enrolled in a "Fundraising for small not for profits" class at the Lilly



**2018 Chamber  
Board of  
Directors**

**Officers:**

**Joseph Skvarenina**  
Hancock County  
Historical Society  
CHAIRMAN  
**Jamie Bell**  
NineStar Connect  
VICE CHAIRMAN  
**Dr. Harold Olin**  
Greenfield-Central  
Community School  
Corporation  
SECRETARY  
**Mary Scrivner**  
Greenfield Area Soccer  
Club  
TREASURER

**Board Members:**

**Dede Allender**  
CGS Services  
**Brad Arthur**  
Bradford Builders  
**Betsy Bowman**  
Elanco Animal Health  
**Michael Cooley**  
Allen Wellman McNew  
Harvey  
**Dave Gray**  
Hancock County Public  
Library  
**Jim Greig**  
Rotary Club of  
Greenfield  
**Jake Hughes**  
Keihin IPT Mfg.  
**Greg Knecht**  
Edward Jones  
**Sharon Kramer**  
Hancock Regional  
Hospital  
**Katie Ottinger**  
Hancock County  
Community  
Foundation  
**Margaret Platter**  
Elanco Animal Health  
**Michelle Webb**  
Greenfield Banking  
Company

**Chamber Staff**  
**Retta Livengood**  
President  
**Melissa Ewald**  
Marketing  
**Sherri Varrone**  
Administrative

September 17, 2018

To Whom It May Concern:

I am providing this letter in support of the cities of Greenfield and Fortville towards their endeavors to become a Stellar Region grant designee supporting our "**Health** and **Heritage**" efforts.

With forward thinking goals, our communities recognize the importance of "**Health**" as a crucial element in the design of our undertakings. The foundation of sustainable communities is the health of its citizens including both physical and mental health. The grant envelops the need for continued wellness through education and participation of all ages.

Embracing our rich "**Heritage**", both Greenfield and Fortville recognize how vital is it to keep our communities engaged in building and preserving our unique history yet maintaining our own identity.

The mission of our Greenfield Area Chamber of Commerce is *Partnering for Prosperity*. Our mission aligns with the creation of the "**Health and Heritage**" vision by nurturing partnerships among our communities. As the largest business organization in Hancock County, our Chamber of Commerce membership represents over 9,500 people in Hancock County. We take pride in leading positive and impactful outcomes for the betterment of our communities since our organization was created in 1951. Our Chamber of Commerce has participated in several of the community outreach meetings that have been presented. The collaboration among the communities, leaders and residents in the process of constructing these plans has been amazing and I feel certain will continue.

It goes without saying that the "**Heart**" of our two communities is 100% in working together for this common goal of strengthening our "**Heath & Heritage**".

Warm Regards,

Retta Livengood,

President, Greenfield Area Chamber of Commerce

One Courthouse Plaza - Greenfield - Indiana - 46140      317-477-4188      371-477-4189 fax  
[www.greenfielddcc.org](http://www.greenfielddcc.org)



September 18, 2018

Office of Community and Rural Affairs  
Stellar Communities Program  
One North Capitol, Suite 600  
Indianapolis, IN 46204

Re: Letter of Support for the Health and Heritage Region

Dear Review Committee,

Please accept this letter as our commitment of support from the Hancock Economic Development Council (HEDC) for the Health and Heritage Stellar application.

Since 1985, the HEDC has worked with the City of Greenfield, and the Town of Fortville to bring about positive development. These two communities are representative of Hancock County—all our communities are experiencing growth and revitalization. These two municipalities approach to economic vitality includes focusing on improving the health of our region, preserving our traditional architecture and social environment, and opening lines of communication so that we can work better together.

Hancock County is attracting new industry, many of our existing businesses are expanding, and we are working to serve the needs of our growing population. At the same time, a good part of our population provides employees for the larger Indianapolis Metropolitan Area so it is imperative that we attract a diverse range of workers and their families to serve the greater region. We believe that working together with our communities we can increase our effectiveness creating a desirable place to live, providing many opportunities to work, and also plenty of recreational and service opportunities to improve the overall health of our citizens.

A successful Stellar plan will require the dedication and energy of many different people and the HEDC is proud to be a part of these efforts and happy to provide this letter of support to the Health and Heritage Region.

Sincerely,

A handwritten signature in black ink that reads 'Nolan E. Kuker'.

Nolan “Skip” Kuker, CEcD  
Executive Director  
Hancock Economic Development Council

*“Connecting Opportunities to Economic Success.”*

Hancock Economic Development Council / One Courthouse Plaza, Greenfield, IN 46140 / 317.477.7241

Elanco Animal Health

PO Box 708  
2001 W. Main Street  
Greenfield, IN 46140  
317.276.2000



9/16/2018

Office of Community and Rural Affairs  
Stellar Communities Program  
One North Capitol, Suite 600  
Indianapolis, IN 46204  
Re: Letter of Support for the Health and Heritage Region

Dear Stellar Review Committee,

Elanco Animal Health is honored to be a long-standing part of the Greenfield community and enthusiastically supports the Health and Heritage Region Stellar application. The State of Indiana should know that we believe our employees, visitors and guests would all benefit from the continued improvements here in Greenfield and the surrounding areas. With Greenfield as the home of our Global Headquarters, we have a stake in the economic vitality of the community and in the ever-growing social and civic connections made here in Hancock County.

Elanco has a vision of Food and Companionship Enriching Life and in doing so are committed to offering innovative solutions to those who raise and care for animals. We applaud the Health and Heritage Region for specifically targeting the Health of our region through improved trail and active living opportunities, and supporting programs that improve human health. We are happy to see the County areas included in this program to address needs of our local agricultural and urban communities.

Elanco averages about 7,000 guests and visitors to our Global Headquarters in Greenfield annually in addition to the roughly 800 individuals who currently work at this site. We enjoy holding recruitment events and leadership training programs in the downtown historic district, but we have a critical need for additional meeting spaces for groups larger than 30 individuals. A downtown building investment project or anchor development may be able to fill that gap and allow us to hold some of these larger gatherings in our hometown and help the local economy.

We look forward to collaborating with Greenfield, Fortville and Hancock County on this important work.

Respectfully,

A handwritten signature in black ink that reads "Pam Booher". The signature is fluid and cursive, with a long horizontal stroke at the end.

Pam Booher  
Global Headquarters Manager  
Elanco Animal Health

**Thomas H. Strickland  
202 W Fifth Street  
Greenfield IN 46140**

Dear Stellar Review Committee;

I'm pleased to submit a letter of support for the "Health and Heritage Region" Stellar Grant application.

My family's commitment to Greenfield is itself a rich heritage.

My great-great-grandfather, R. L. Strickland, moved to Greenfield from Centerville in the 1860's and was a newspaper publisher. My great-grandfather, Harry Strickland, opened Strickland's Grocery at 12 East Main Street in 1893 and was an early president of the Greenfield Banking Company and a State Representative. He, my grandfather Richard Strickland, a volunteer fireman, and my father Robert Strickland, a multi-term City Councilman, worked at either the bank or the grocery store next door for exactly 100 years when my father retired as the bank's 11th president in 1993.

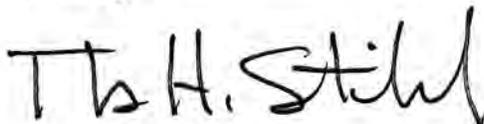
My banking experience was limited to two summers as a replacement teller, but after a career working as a newspaper writer or photographer in other Indiana cities and the San Francisco Bay Area, my wife and I returned to our hometown where I have become involved as a board member or officer in Greenfield Historic Landmarks, the City of Greenfield's Historic Board of Review and Greenfield Main Street Inc. We practice historic preservation as care-takers of our 1856 Greek Revival home in the city's National Register of Historic Places district.

I'm proud that my children and grand-children represent the sixth and seventh generations of my family who call Greenfield home.

It's very important to me to help develop and preserve Greenfield and Fortville, where my brother Matt and his wife Nancy have lived for years.

Proposed projects such as the Riley Literary Trail, design and preservation of Depot Street, South Street redesign and additional downtown revitalization, including the Memorial Building, will only enhance and continue to make Greenfield, and Fortville, wonderful places for our family to live and work but many others as well.

Sincerely,



Dear Stellar Review Committee:

I am thrilled to submit my letter of support for the Health and Heritage Region Stellar application. I am fortunate enough to have become familiar with the Stellar designation when I was serving as a Governor's Fellow. The honor was also bestowed upon my parent's new hometown Rushville. The evolution of the Stellar to from a single city or town to a region is incredibly unique and will encourage community collaboration like never before.

I have had the unique opportunity to live in both Greenfield and Fortville. I have a love of both places and when I was purchasing a house it was difficult to choose between the two communities. I was set on finding a house in Greenfield I liked the small town feel it provided without losing out on any city amenities. My husband wanted to move to Fortville. We saw homes in both communities and ultimately it wasn't one community or another that won us over. We were won over by the home itself, a 100-year-old colonial with a rich history at the heart of downtown Fortville.

Fortville and Greenfield are two communities that complement one another in a variety of ways. Both are historic communities working to restore the heritage to their communities. Both have dedicated involved residents, a plethora of small businesses. Greenfield offers larger amenities such as healthcare facilities and large grocery stores and Fortville offers unique restaurants, local summer concerts every week, and is the gateway to Hancock County. These are two great communities and being so close to one another gives the communities the unique ability to work together towards the coveted Stellar designation.

The definition of community changed for me when I moved. A community isn't the one place where your home is. It's the area around you, around your friends. I don't have to choose between Fortville and Greenfield, I spend time in both, I love both. I am happy to call the Health and Heritage Region home. I am proud to submit my letter of support for their Stellar application.

Thank you,

*Olivia M. Walker Rivera*

Olivia M. Walker Rivera



September 19, 2018

Office of Community and Rural Affairs  
Stellar Communities Program  
One North Capitol, Suite 600  
Indianapolis, IN 46204

Re: Letter of Support for the Health and Heritage Region

Dear Review Committee,

As part owner of downtown Greenfield's only, Wooden Bear Brewing Company, we can't say enough about how far the downtown area has come since we first came to town in 2014. It is clear that community leaders are fully invested in making the downtown as vibrant and beautiful as it can be. We love the fact that our customers have so many great things to see and do, like the local restaurants, shops, art installations and Pennsy Trail - when they come in town to see us.

The Main Street Revitalization Plan Grant has been an amazing transformation to our leased building and has changed the atmosphere dramatically. We are grateful for this important historic renovation of our building and plan to renovate the interior soon to accompany the beautiful new storefront. Our customers love the light that streams in the new windows and the overhead glass garage door that makes our brewery a unique place to enjoy the company of friends.

We can't wait to see what more great things could happen if the Greenfield in Fortville region were awarded a Stellar Grant. Thank you.

Sincerely,

Wooden Bear Brewery



**James Whitcomb Riley Boyhood Home and Museum**  
250 W. Main St  
Greenfield, Indiana 46140  
Phone: 317-462-8539  
Website: [www.jwrileyhome.org](http://www.jwrileyhome.org) Email: [jwriley@greenfieldin.org](mailto:jwriley@greenfieldin.org)

**Mayor**

Chuck Fewell

**Administration**

Stacey Poe  
Coordinator

**Hostesses**

Phyllis Arthur  
Gwen Betor  
Mary Greenan  
Misty Garrity

September 20, 2018

To Whom It May Concern,

The James Whitcomb Riley Boyhood Home and Museum, located in Greenfield, IN, is excited and pleased to be a part of the Health and Heritage Region in their bid as a Stellar Community.

The Riley Boyhood Home is on the National Registry and has been a prominent part of the City of Greenfield's heritage since it opened in 1937. The birthplace and childhood home of James Whitcomb Riley welcomes visitors from all over the world and gives them a unique look into pioneer era life with guided tours.

The building of our new 'Lizabuth Ann's Kitchen is one of many worthy projects included in the Stellar application.

It is an honor to give my support to the Health and Heritage Region of Central Indiana and the cities of Greenfield and Fortville.

Sincerely,

Stacey Poe, Coordinator





# HEALTH & HERITAGE REGION

THE HEART OF HANCOCK COUNTY

FORTVILLE • GREENFIELD • HANCOCK COUNTY