

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.

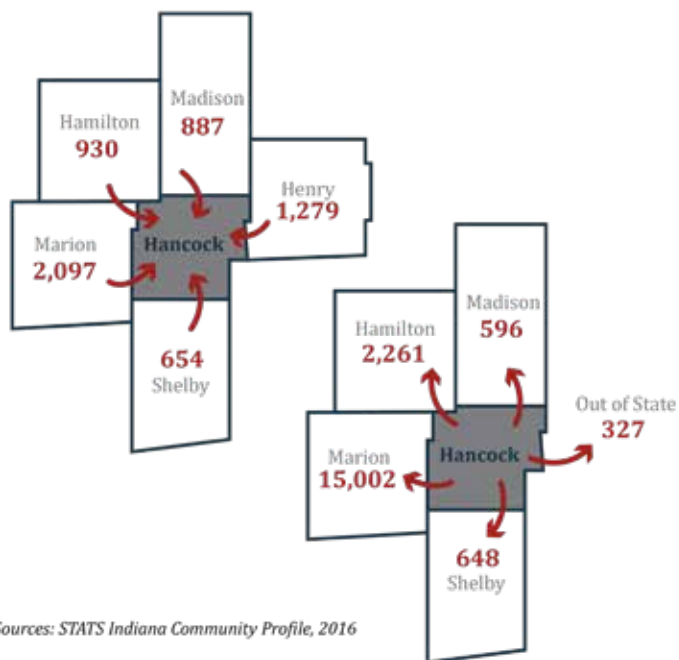
Along with a full Regional Development Plan, our team created a summary document for a more nimble marketing tool than the full text. A smaller document helps our region get the important details across quickly to pique interest in our proposal, and the full text is easily accessed via the Health & Heritage 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

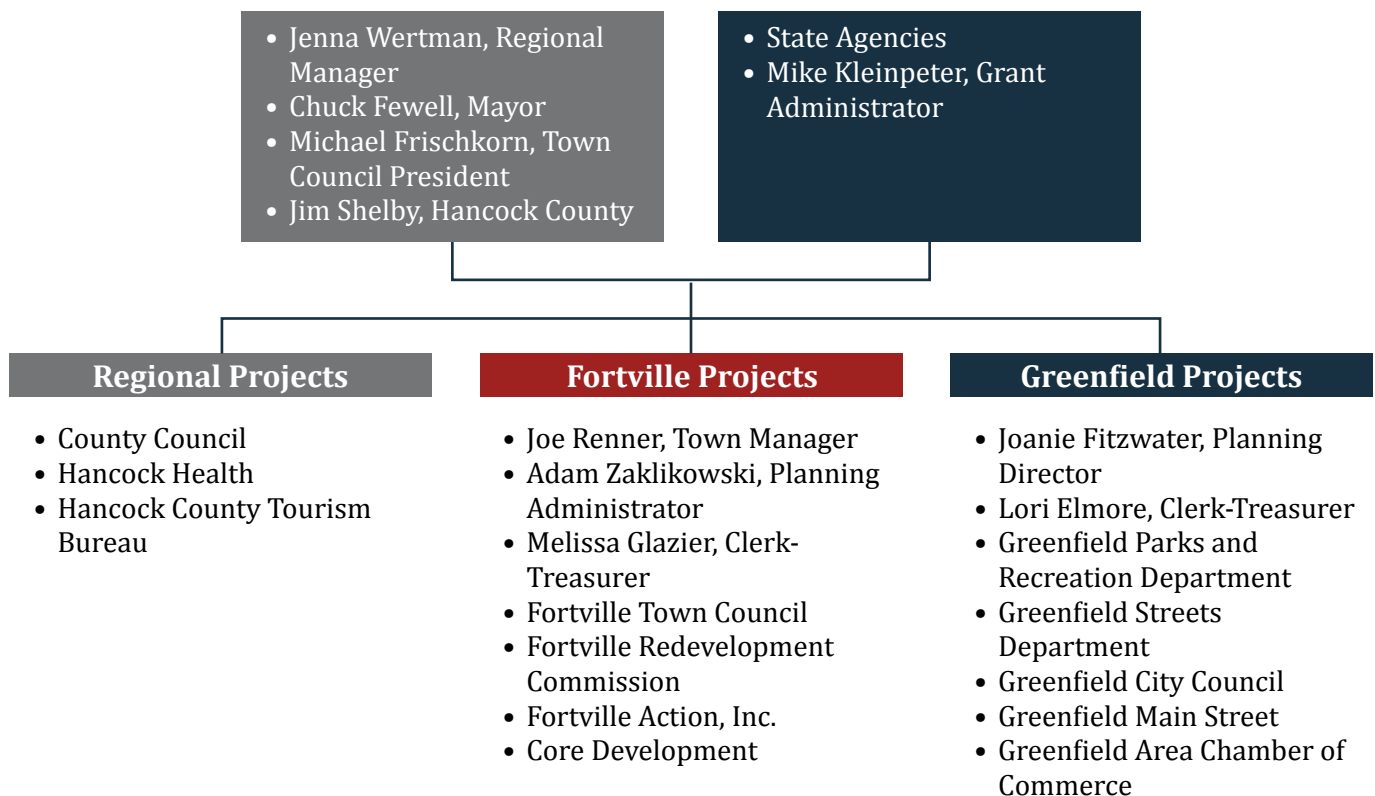
Our jurisdictions are in good standing with the partner agencies for the Stellar Communities Program. Our region has 18 proposed stellar and complementary projects that can be staggered over a four- to five-year period with 7 complementary projects expected to be completed beyond the Stellar years. Based 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.





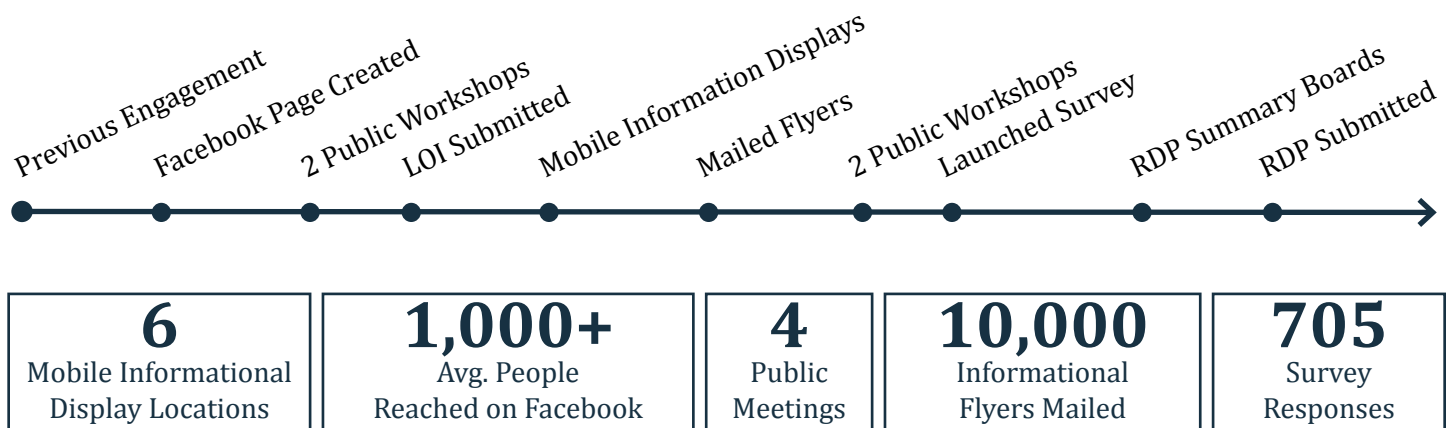
Overall Communications Plan

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). 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 we 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 location (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

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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 **Penny Trail Connector**

***Priority Project**

Impact:

- Extends the longest segment of the Penny 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 Penny 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 Pennsy 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

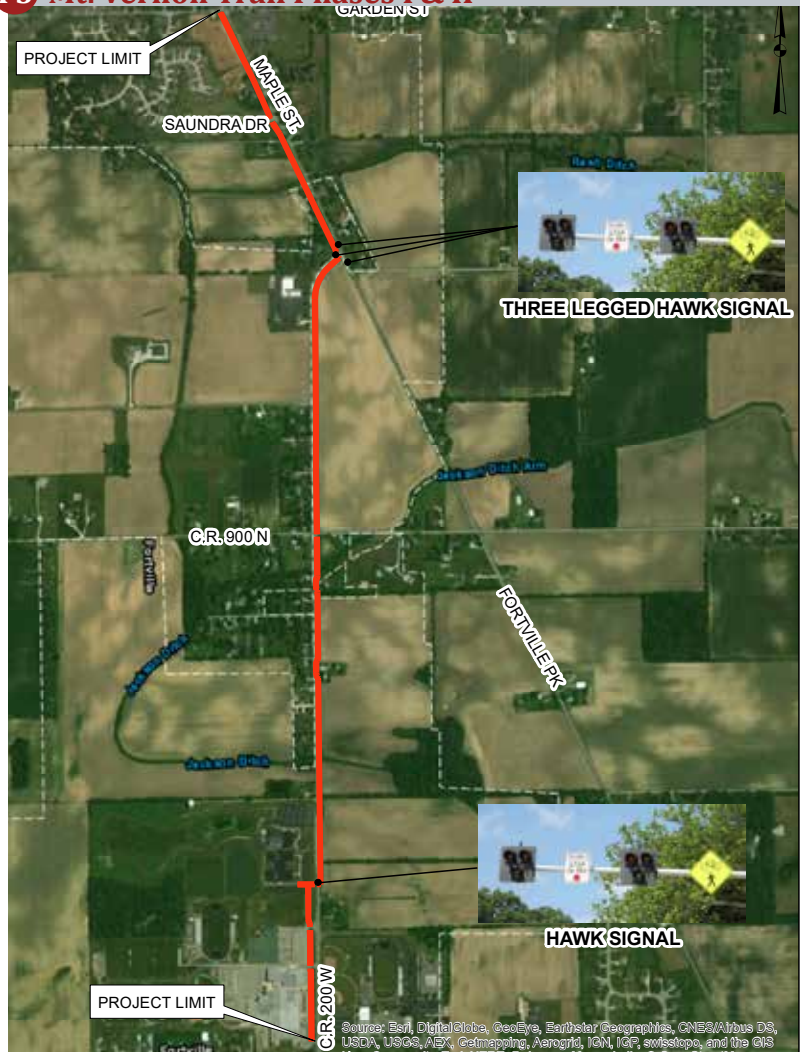
Impact:

- 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

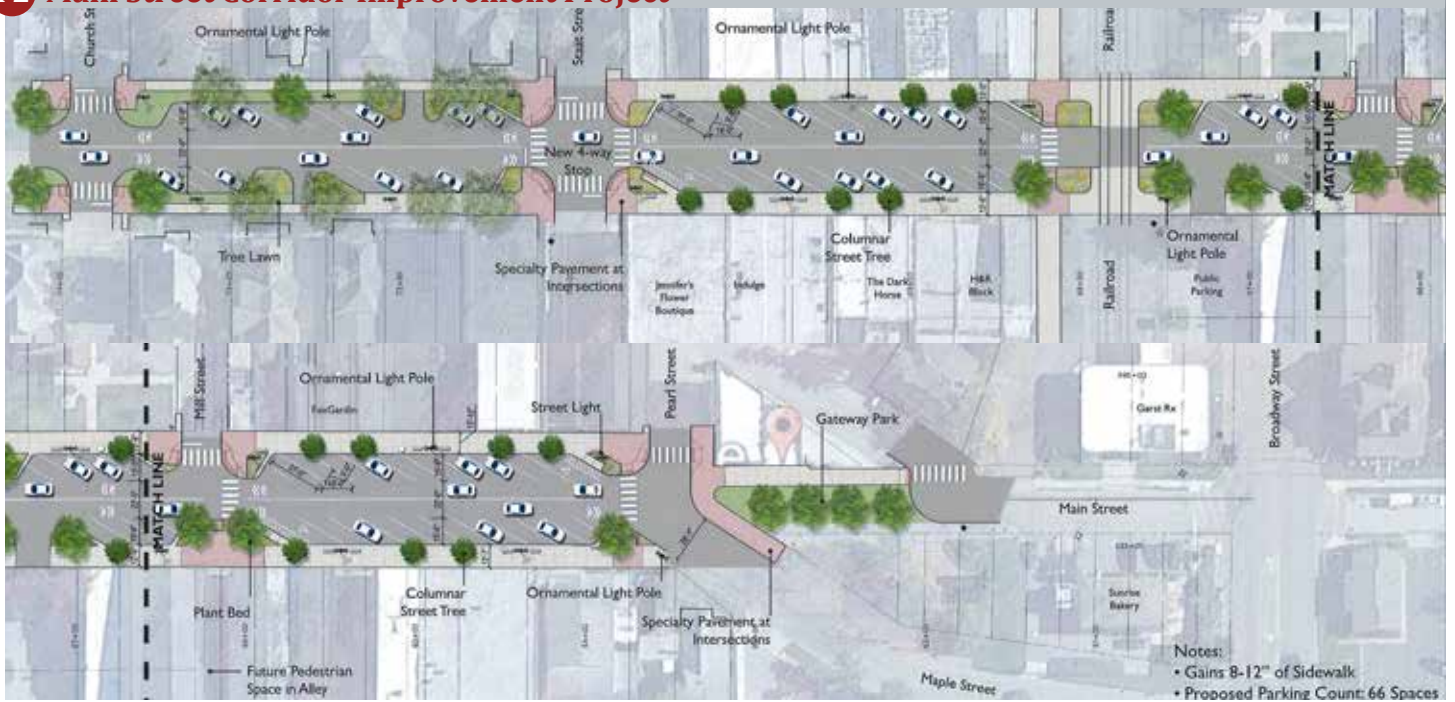
F1 S. Madison Boulevard



F3 Mt. Vernon Trail Phases I & II



F2 Main Street Corridor Improvement Project



F4 Broadway Commons (Forza Development)



F5 Infill New Urbanism & Owner-Occupied Rehab



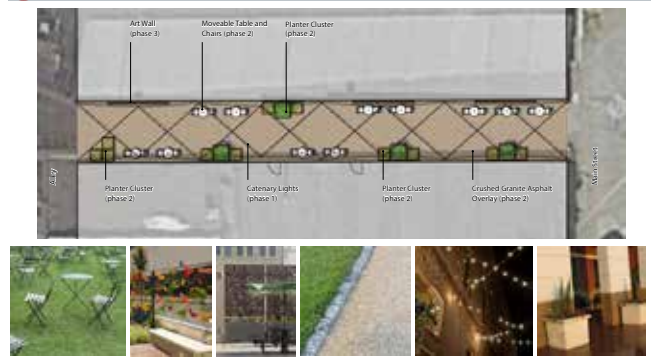
F6 NWC Staat & Main



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



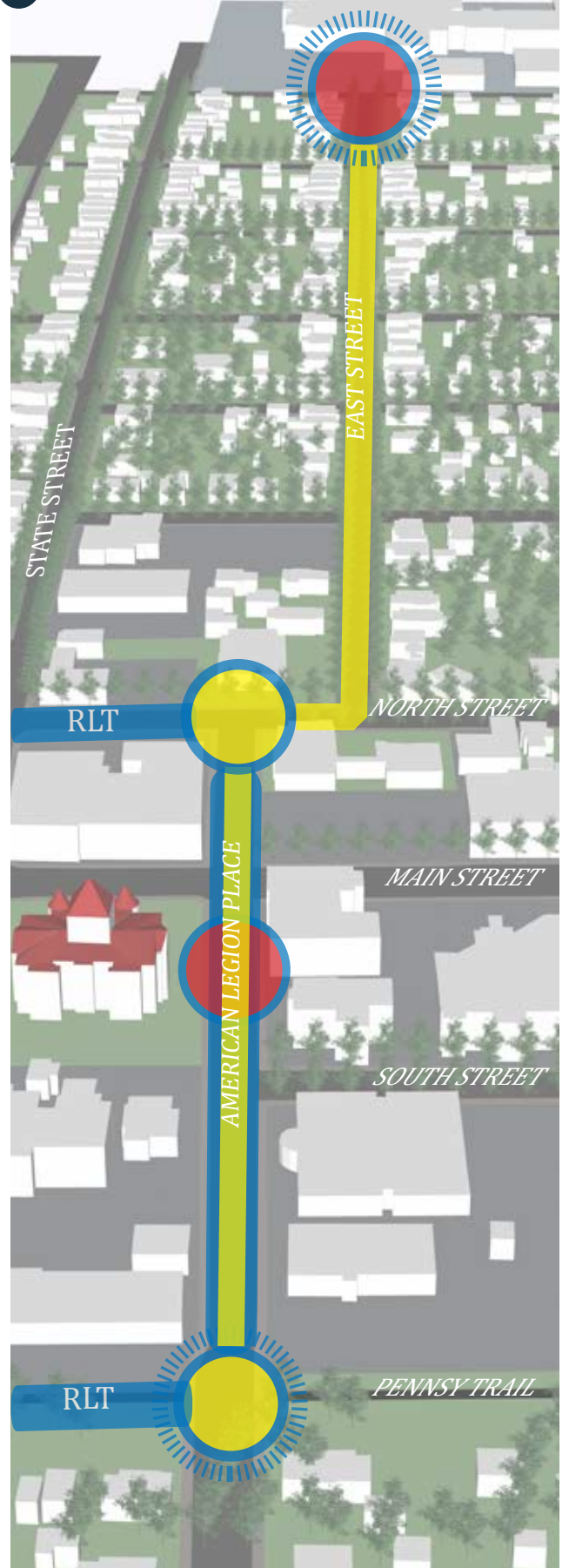
G5 Depot Street Park



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.

G2

GREENFIELD TARGET AREA MAP

Proposed Projects

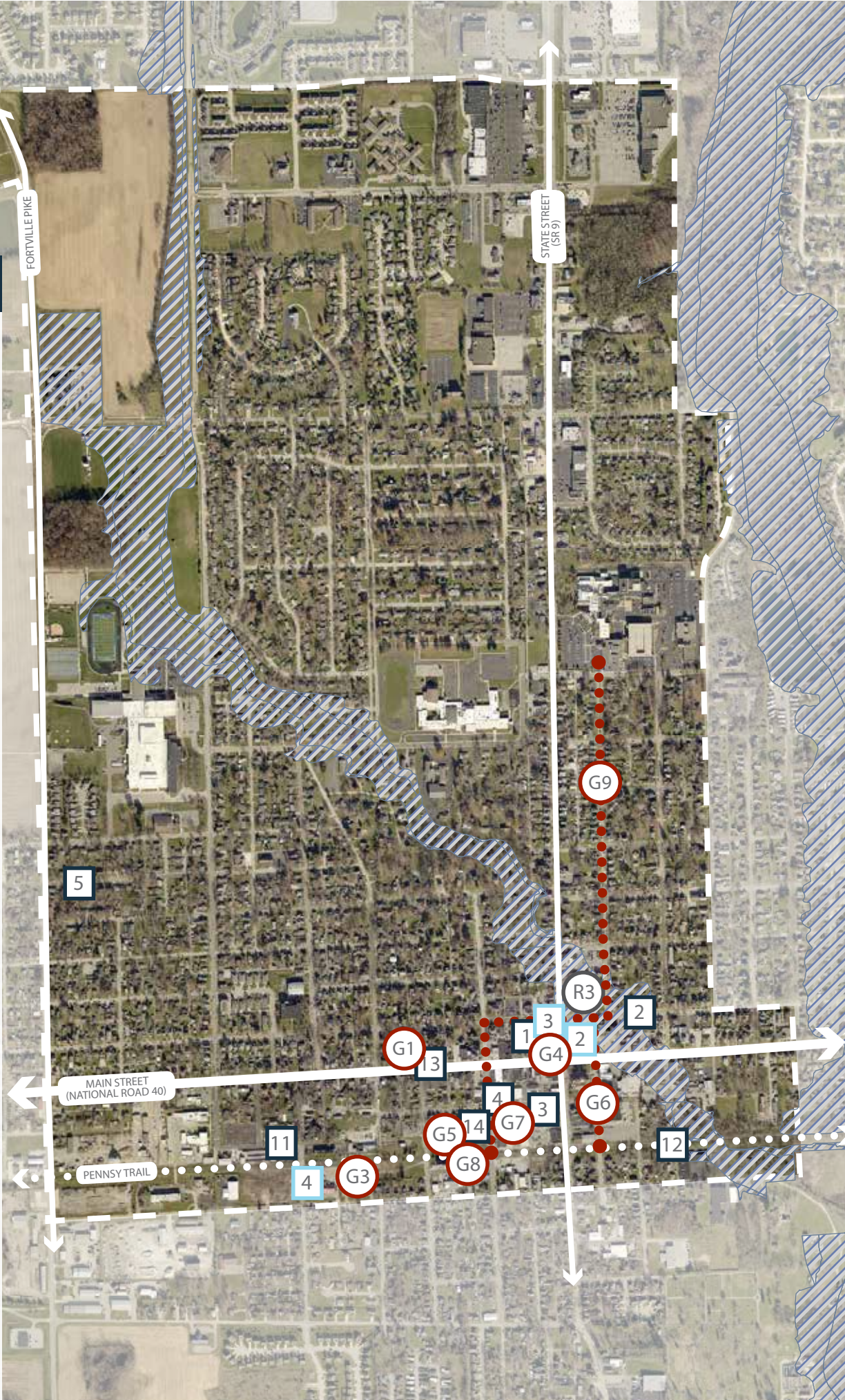
- G1. Riley Boyhood Home & Museum Expansion
- G2. Franklin Park
- G3. Pennsy Trail Housing
- G4. Historic Facade Restoration
- G5. Depot Street Park
- G6. Riley Literary Trail
- G7. Downtown Anchor Development
- G8. Grain Elevator Redevelopment
- G9. East Street Connector
- G10. Owner-Occupied Rehab.

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





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

Complimentary project that could be achieved in Stellar if funds are available. Owner has been approached regarding potential renovations and reuse of building. 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 IHEDA 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

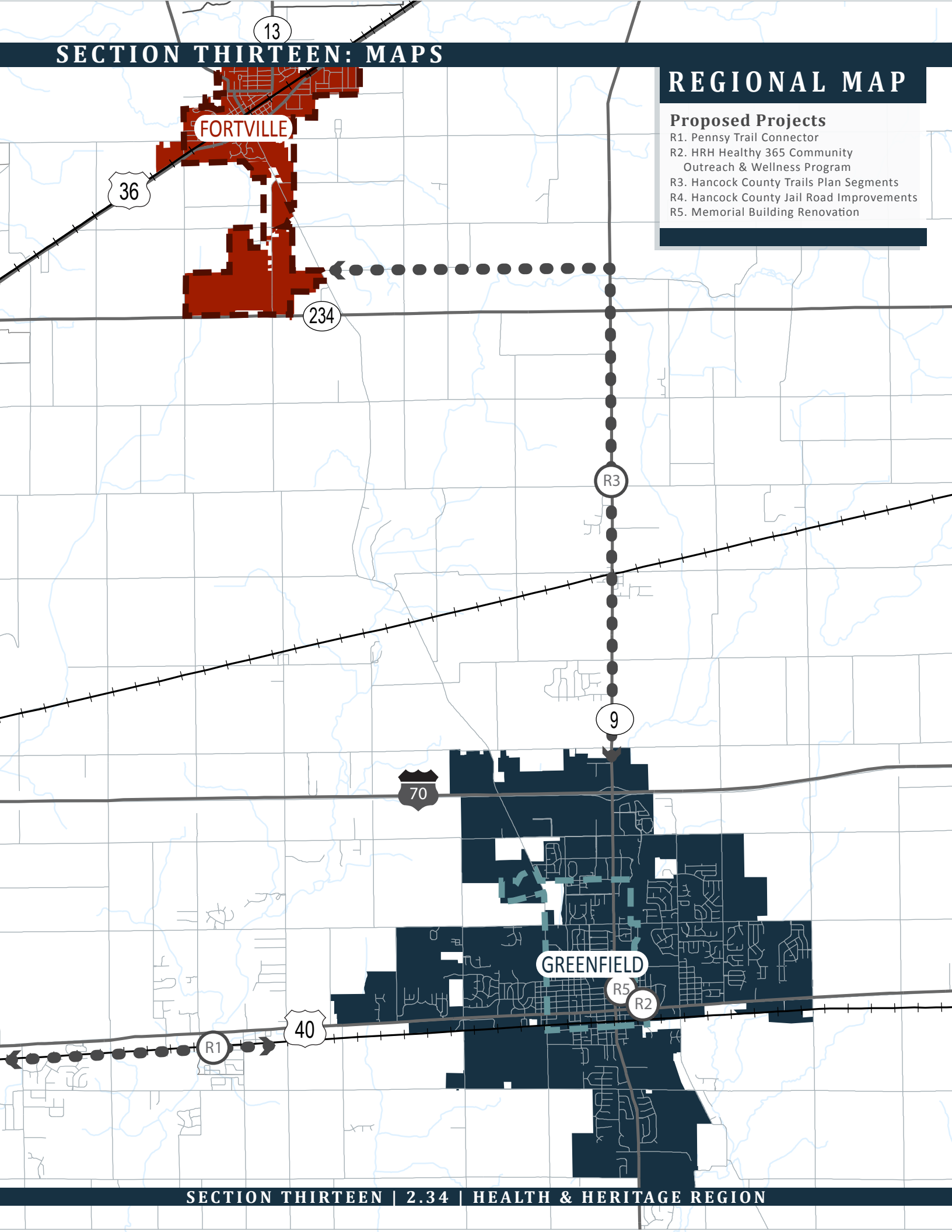
The appendices provide a PDF that details financing specifics for each project, and many have built-in sustainability funds for moving forward. Greenfield Parks and Recreation budgets a minimum of \$15,000 each year to maintain the James Whitcomb Riley Boyhood Home and Museum structure, and has a partnership 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.

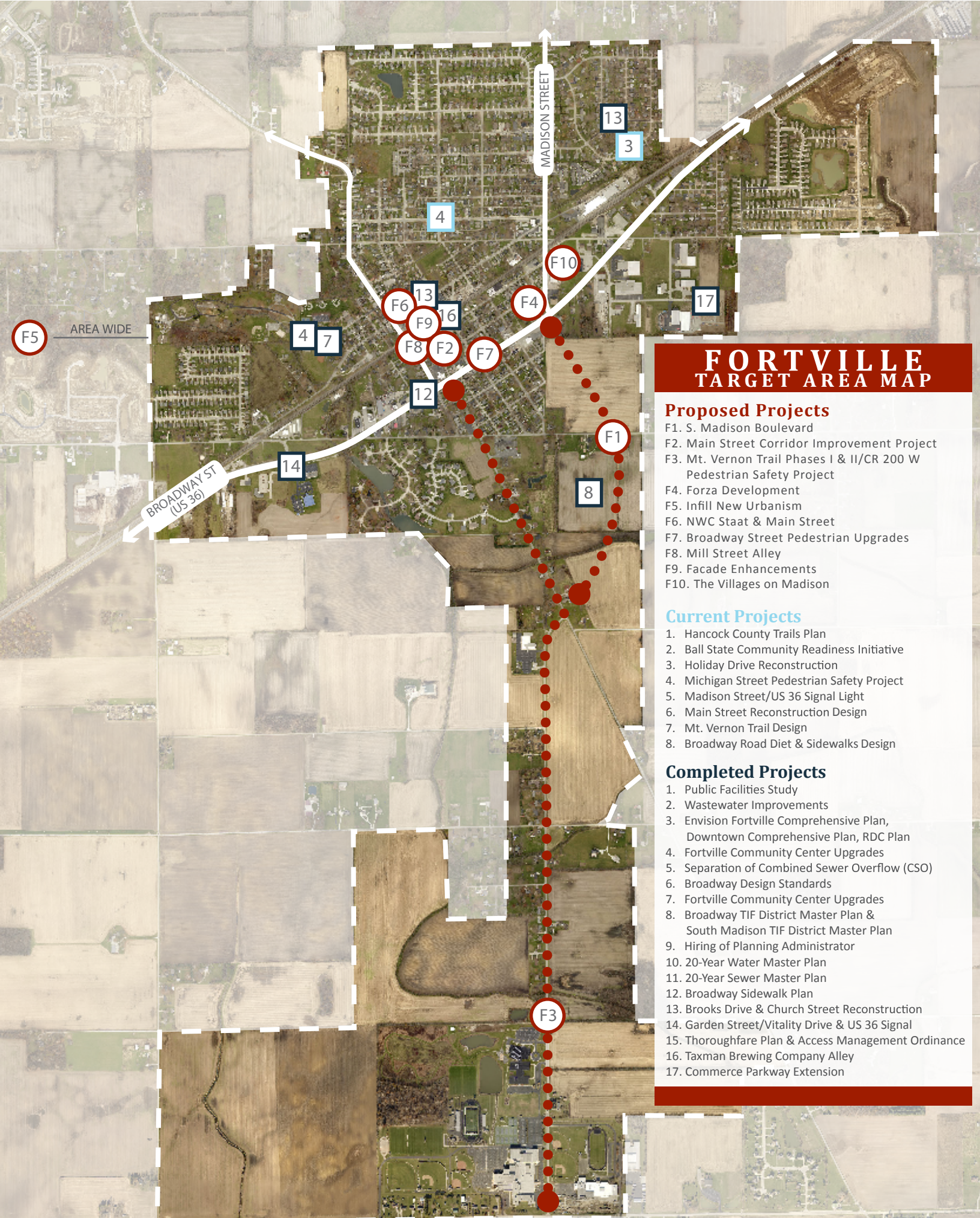
Broadway Commons, the development by Forza, would add hundreds of thousands yearly to the Broadway TIF District for Fortville in the future, which would support improvements and maintenance along Broadway and increase the locality's ability to bond on future projects. Plantings and landscaping in the 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





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

G2

GREENFIELD TARGET AREA MAP

Proposed Projects

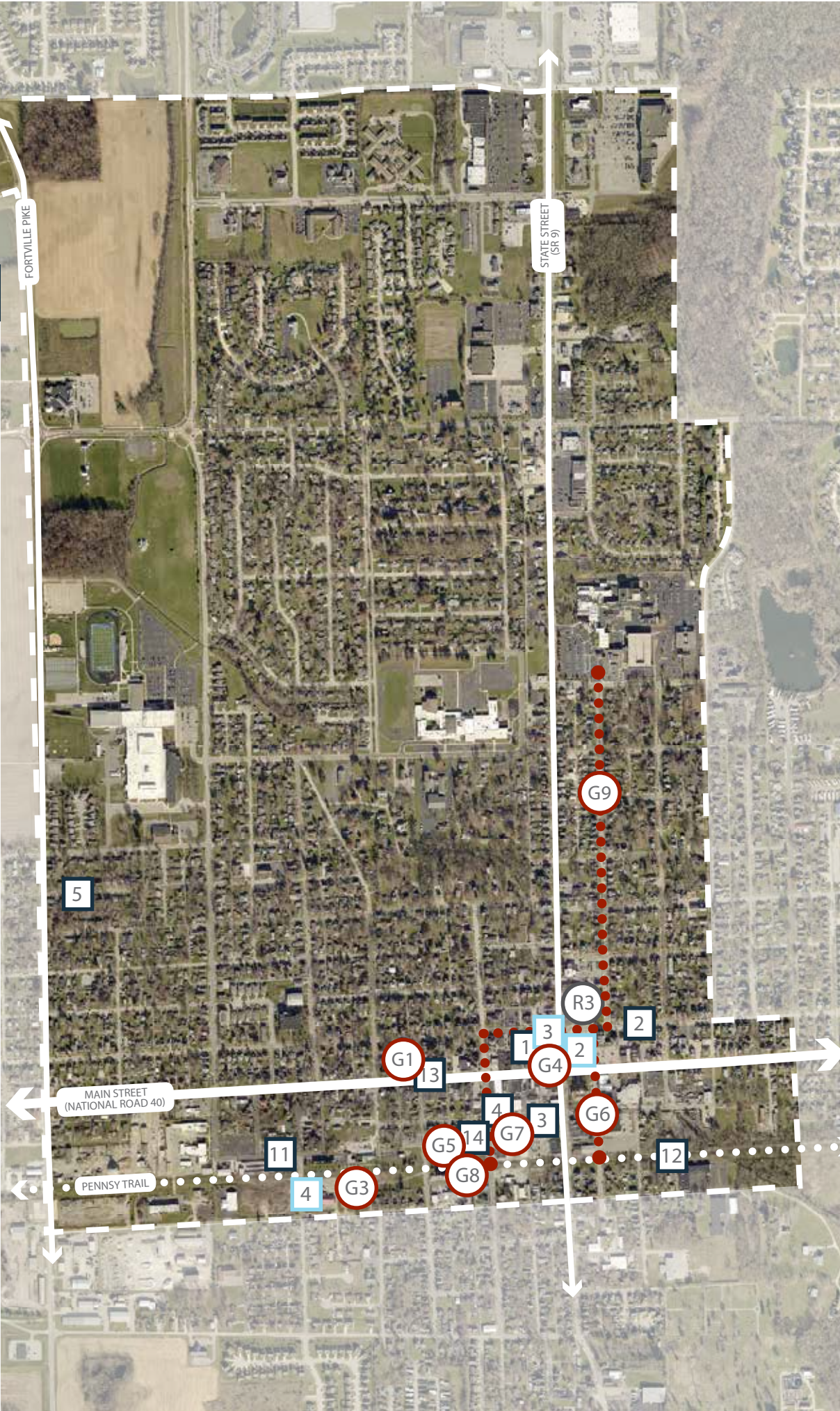
- G1. Riley Boyhood Home & Museum Expansion
- G2. Franklin Park
- G3. Pennsy Trail Housing
- G4. Historic Facade Restoration
- G5. Depot Street Park
- G6. Riley Literary Trail
- G7. Downtown Anchor Development
- G8. Grain Elevator Redevelopment
- G9. East Street Connector
- G10. Owner-Occupied Rehab.

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.