

# WHWCAP

We Heart Washington County Action Plan  
2014-2015



Prepared for: Washington County, IHADA, and  
The Leadership Project at Eastern High School

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April 13, 2015

**My Community, My Vision**

The ideas and recommendations outlined in this plan are the result of the cooperation between Ball State University, Indiana Housing and Community Development Authority (IHCDA), and The Leadership Program at Eastern High School (EHS) in the 2014-2015 My Community My Vision program. The contents of this document are recommendations made by Ball State and EHS students. This document is intended for use only in Washington County, Indiana. All information presented is perceived correct at the final publishing date: April 15, 2015.

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# EXECUTIVE SUMMARY

## MY COMMUNITY, MY VISION

My Community, My Vision (MCMV) is a program sponsored by Lt. Governor Sue Ellspermann in an effort to engage rural youth in community planning, and it is implemented through a partnership between Indiana Housing and Community Development Authority (IHCDA) and Ball State University (BSU). The initiative was created to encourage the next generation of civic and government leaders to take an active role in shaping the future of their hometowns. This program targeted small, rural Indiana communities, as many of these suffer from a collective “brain drain” of youth and talent moving to larger cities and more urbanized areas for jobs, entertainment, and cultural amenities.

Under the premise of students not having to leave their hometowns to fulfill their dreams, MCMV sought applications from around the state. These applications were to detail the youth perspective and what they might include in a community vision plan that BSU would assist in creating. Applicants were asked to answer a few questions and provide information about their hometowns such as:

- How their organization was active in their community
- The strengths and challenges of their community
- The applicant's vision for the community
- How the vision might impact their decision to return to their hometown
- The community demographics and other information that may support their described vision

Letters of support from elected officials in the city up to state government officials were also encouraged as supporting

documentation. For the pilot year, eleven applications were received with a range of ideas that the students and applicants believed would make their hometowns a more attractive place to live. Five applications were chosen by IHCDA based on how well they answered the questions, how inclusive their vision was in regards to the community as a whole, and the level of involvement of students in their plan.

Each group was assigned a BSU mentor, with two mentors actively participating in all groups for Economic and Environmental sections, for a total of seven mentors to assist the creation of community vision plans. The mentors were tasked with introducing students to community planning, how projects go from an idea to a reality, and how their ideas could shape the future of their hometowns. From that point, students and BSU mentors held various meetings and brainstorming sessions to create this plan.

Each plan is unique, from the goals and needs of the community through the process that it took to get it to the final stage. The following pages are the We Heart Washington County Action Plan created by Dylan Fisher for The Leadership Project at Eastern High School. This document was created through a series of all-chapter meetings, individual chapter meetings, and community stakeholder meetings.

## IMPORTANCE

The importance of this action plan lies within the implementation of its content or recognition of the issues identified by the students. Development of this plan required extensive work by the involved

students, faculty at East Washington School Corporation, County Officials, and community members. As a result, the contents of this plan should hold merit as valuable information and future community improvement actions. If successful, this plan addresses the following youth requests:

- I. Improved walk-ability and sidewalk conditions.
- II. Increased pedestrian safety; particularly in school zones.
- III. Create and maintain student/youth job opportunities.
- IV. Job training that supports the youth with entrepreneurial spirits and interest in owning or operating a small business.
- V. Provide residents with resources to further combat food security.
- VI. Affordable housing options for single residents.
- VII. Access to high speed Internet.
- VIII. Establishing additional gathering spaces for all ages.
- IX. Accessibility to local commerce and entertainment options.
- X. A vibrant retail/commerce district.
- XI. Enhanced local farmers/craft markets.
- XII. Provide additional recreation opportunities.
- XIII. Establish means for healthier resident lifestyles.

These are the requests identified as most vital in determining whether or not the EHS students stay in their community after graduation. Working to provide longterm and sustainable solutions to these requests can reduce “brain drain” within Washington County.

### **LEARNING OPPORTUNITY**

Development of this plan created an immersive learning experience for the involved Eastern High School students and each community’s assigned Ball State

University collegiate mentor. Working to make this plan represents the first time many of the high school students were exposed to urban planning and its practices. Creating this plan offered them an experience in civic involvement and community development. This plan also serves as the first time many of the Ball State collegiate mentors had the opportunity to teach others planning principles and guide them through the planning process.

### **ACKNOWLEDGMENTS**

The My Community My Vision team would like to thank and acknowledge several people and groups for their contributions to this plan throughout the process, including but not limited to:

### **INDIANA HOUSING AND COMMUNITY DEVELOPMENT AUTHORITY**

Jacob Sipe, Executive Director  
Carmen Lethig, Real Estate Production Manager  
Elizabeth Patel, Public Relations & Advocacy  
Jenna Harbin, Real Estate Investment Underwriter  
Beth Neville, AmeriCorps VISTA

### **BALL STATE UNIVERSITY**

Bruce Frankel, Professor of Urban Planning  
Austin Brass, Bedford collegiate mentor  
Dylan Fisher, Washington County collegiate mentor  
Ellen Forthofer, Switzerland County collegiate mentor  
Chidochase Moyo, Hanover collegiate mentor  
Matt Nowlin, Rushville collegiate mentor  
India Ballard-Bonfitto, Economic collegiate mentor  
Lindi Conover, Funding and Implementation collegiate mentor  
Matt Litten, Environmental collegiate mentor

**EAST WASHINGTON SCHOOL CORPORATION**

Steve Darnell, Superintendent  
Darin Farris, Eastern High School Principal  
Kate Jones, Eastern High School  
Guidance Counselor  
Mr. Finken, Eastern High School Business  
Teacher

**THE LEADERSHIP PROJECT**

Kate Jones, Faculty Advisor  
Samantha Stahl, Student  
Shelby Lee, Student  
Bonnie Prindle, Student  
Kirsten Jayne, Student  
Molly Howard, Student  
Debra Davis, Student  
Jon-Michael Beasley, Student

**COMMUNITY MEMBERS AND ORGANIZATIONS**

Washington County YMCA  
Rosie Morehous, Washington County  
YMCA  
We the Youth Program  
Debbie Mildenerger, We the Youth  
Program Director



# THE LEADERSHIP PROJECT



Photo Courtesy of Kate Jones, the Leadership Project

The Leadership Project is a group of high school students from Eastern High School. They consist of 17-20 socially diverse students. As a group, they are working to improve their community through service based projects and encouraging their peers to do the same.

The Leadership Project wants to be active in making Washington County better for future generations. They believe there is a potential for improvement and positive change. They want to improve the way of life, offer family-friendly activities, and empower residents to love their community. They hope to see more activities for teens and families because of their efforts with MCMV. As a result, they hope community members have more tolerance and compassion for

each other. They also want residents to be plugged into their neighbors. One of the biggest impacts they want to stem from their work is an improved line of communication between host organizations, agencies, and the public about the County's activities and resources.

The Leadership Project asked other student groups and community organizations to participate throughout the entire My Community My Vision process. Their efforts are to ensure all youth residents have an opportunity to share their vision for Washington County.

# COMPONENTS OF THIS PLAN

## COUNTY PROFILE

This section provides a brief overview of the county's history, geography, and demographics. It also details historical and influential people from Washington County.

## INITIATIVES & IMPROVEMENT ACTIONS

This section describes seven community initiatives and supporting improvement actions for each of them. The seven initiatives are:

- Student Safety
- Coffee Shop Co-Op
- Movies in the Park
- Creating Community Gardens
- Washington County Greenway
- Activating Salem Square
- Enhancing the Local Markets

Each initiative explains why it is important to the community, offers a recommendation, details a handful of improvement actions, provides a case-study for reference, and identifies available funding sources.

## FUNDING METHODS

Funding opportunities at federal, state, and local levels are listed to help ensure the success of WHWCAP. While it is not guaranteed that funds will be available for any particular initiative, this list of resources should be considered when evaluating available funding for projects.

## CONTACTS

Implementation of the ideas within this plan will require collaboration of many public and private entities and individuals. This component details potential collaborators on the federal, state, and local levels. Contact information for each collaborator is included.

## GLOSSARY

Many terms within this plan are based in the profession and field of urban planning. Reference this section of the plan for clarification on terms before using a different source.

## APPENDICES

This section of the plan provides supporting information and data important to the recommendations within this plan.

# COUNTY PROFILE

Washington County was formed in 1814. It is named after U.S. President George Washington. It is 516 square miles and has a population of 27,780 residents. Pekin, IN is home to the longest consecutive 4th of July celebration in the U.S.

The area is primarily an agricultural community, surrounded by Indiana forests, farmland, and small bodies of water. The primary crops grown in the area are corn and soybeans.

## COUNTY SEAT

Salem, IN

## SCHOOL CORPORATIONS

East Washington School Corporation, Salem School Corporation, West Washington School Corporation

## NOTABLE PEOPLE FROM WASHINGTON COUNTY

*John Hay*

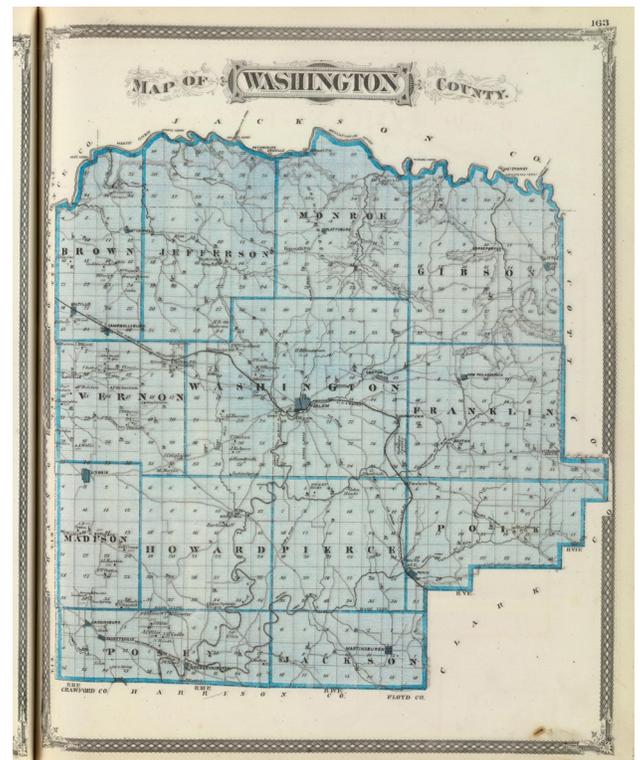
Private secretary to President Abraham Lincoln and Secretary of State to Presidents William McKinley and Theodore Roosevelt, was born in Salem and is generally known as Salem's most prominent citizen. A variety of museums and local buildings make reference to Mr. Hay's connections to the town.

*Everett Dean*

A prominent citizen of Washington County, helped create the John Hay Center. Dean was an all-star basketball player at Indiana University. He went on to become the IU basketball coach from 1924-1938. He also coached baseball and basketball at Stanford University. His basketball team won the 1942 National Championship.

*Washington C. DePauw*

A successful businessman whom DePauw University is named after. DePauw donated a large portion of his wealth shortly before his death to the now defunct Indiana Asbury University who renamed their school in his honor in January 1884. DePauw was born in Salem.



Source: <http://www.millersofwashingtoncounty.org/>

# PLANNING PROCESS

## SPRING 2014

Dr. Bruce Frankel began meeting with IHCDCA about the possibility of conducting the My Community, My Vision program in the fall. As discussions continued, five community mentors, one economy mentor, one environment mentor, and one funding/implementation mentor were chosen to participate.

## AUGUST 2014

IHCDCA sent out the call for community applications for the My Community, My Vision program in early August 2014. After receiving several applications, five winning communities were chosen: Switzerland County, Washington County, Hanover, Rushville, and Bedford.

## SEPTEMBER 2014

After winners were announced, an all-chapter kickoff meeting was held in late September. Here, collegiate mentors and high school students met for the first time, and began to discuss their visions for the plans they would create in the following months.

## OCTOBER 2014

The Leadership Project held two chapter meetings with their collegiate mentor in October. During both meetings, the students and community members in attendance completed brainstorming exercises to identify potential plan initiatives. The first meeting was on October 20th and minutes from this meeting can be found in Appendix D. Brainstorming exercises included a SWOT analysis and listing elements to determine the bare minimum for the high school students to return to Washington County after college. The second meeting took place on October 25th and minutes from

this meeting can be found in Appendix E. Pre-program surveys were distributed to students to provide a basis to gauge the effectiveness of the My Community My Vision program in October.

## NOVEMBER 2014

A second all-chapter meeting was held in Columbus, IN, where the economic and environmental collegiate mentors from Ball State University presented their findings and overarching elements that applied to all five communities. Deliverables from each presentation are located in Appendix D.

In November, an opinion survey was distributed at Eastern High School to evaluate some of the initiatives impact upon the student-body's opinion.

## DECEMBER 2014

A community stakeholder meeting was held on December 11th at the Awareness Washington County Building. The public meeting encouraged Washington County adult and youth residents, employees, and employers to share their thoughts on the proposed initiatives. The meeting was separated into two segments: formal presentations and individual pin-ups. Students from the Leadership Project presented each of their initiatives.

## JANUARY 2015

A rough-draft of final plan was completed and published on [www.mycommunitymyvision.org](http://www.mycommunitymyvision.org)

## FEBRUARY-MARCH 2015

Revision were made for final publication.

## APRIL 2015

Final Presentation at Indiana State House.



# INITIATIVES & IMPROVEMENT ACTIONS

Initiatives and improvement actions are complimentary aspects of this document. This action plans seven initiatives address the unmet requirements contributing to youth “brain drain” in Washington County. Each initiative contains a set of improvement actions. Improvement actions are steps or elements that should be implemented as milestones within each initiative.

## STUDENT SAFETY

This initiative addresses three of the youth requests: I (improved walk-ability and sidewalk conditions), II (increased pedestrian safety; particularly in school zones) and XIII (establish means for healthier resident lifestyles).

## COFFEE SHOP CO-OP

This initiative addresses five of the youth requests: III (create and maintain student/youth job opportunities), IV (job training that supports the youth with entrepreneurial spirits and interest in owning or operating a small business), VII (access to high speed Internet), VIII (establishing additional gathering spaces for all ages), and IX (accessibility to local commerce and entertainment options).

## MOVIES IN THE PARK

This initiative addresses two of the youth requests: VIII (establishing additional gathering spaces for all ages) and IX (accessibility to local commerce and entertainment options).

## CREATING COMMUNITY GARDENS

This initiative addresses three of the youth requests: V (provide residents with resources to further combat food security), VIII (establishing additional gathering spaces for all ages), and XII

(establish means for healthier resident lifestyles).

## WASHINGTON COUNTY GREENWAY

This initiative addresses four of the youth requests: I (improved walk-ability and sidewalk conditions), II (increased pedestrian safety; particularly in school zones), XII (provide additional recreation opportunities), and XIII (establish means for healthier resident lifestyles).

## ACTIVATING SALEM SQUARE

This initiative addresses six of the youth requests: III (create and maintain student/youth job opportunities), VI (affordable housing options for single residents), VII (access to high speed Internet), VIII (establishing additional gathering spaces for all ages), IX (accessibility to local commerce and entertainment options), and X (improve the existing retail/commerce districts).

## ENHANCING THE LOCAL MARKETS

This initiative addresses six of the youth requests: III (create and maintain student/youth job opportunities), IV (job training that supports the youth with entrepreneurial spirits and interest in owning or operating a small business), V (provide residents with resources to further combat food security), IX (accessibility to local commerce and entertainment options), XI (enhance local farmers/craft markets), and XIII (establish means for healthier resident lifestyles).

# STUDENT SAFETY

The Student Safety Initiative's primary goal is to increase walk-ability and pedestrian safety for the residents surrounding the East Washington School Corporation (EWSC) campus. Four improvement actions have been proposed to increase walk-ability and pedestrian safety.

## WHY IS IT IMPORTANT?

This initiative strives to make commuting to and from campus safe for all ages. At the October 20th student meeting, it was expressed that students often walk along North Waters Street during peak traffic hours with no sidewalk. Pedestrians are forced to walk along the shoulder of the road to avoid moving traffic and potential bodily injury.

North Waters Street is busy most of the day with increased traffic levels directly before and after school because it serves as one of the main roads leading to campus. As seen in Appendix A, question 12 evaluates the high school student body's opinion on whether or not increased safety precautions would benefit them and their classmates. Sixty-seven percent of the survey respondents indicated they felt a sidewalk would have a positive effect on student safety.

## RECOMMENDATION

The four improvement actions will be discussed below in order from least to greatest impact. The first three elements can be considered individual recommendations or as a package and implemented together. These three improvement actions require physical alterations to the area surrounding the EWSC campus. The fourth improvement element is partnering with the National Safe Routes to School Program to create an action plan for the entire school corporation.

## IMPROVEMENT ACTIONS

The first element is increasing pedestrian awareness signage in the area. Figure 2 denotes a pedestrian crossing sign that should be used. Additional pedestrian signs should be placed along North Waters Street and North Eastern School Road.

The second improvement action is making crosswalks along North Eastern School Road to connect campus with the neighborhoods on the opposite side of the road.

The third improvement action is constructing a sidewalk or protected shoulder along North Waters Street. The proposed sidewalk provides safe passage and connects EWSC's campus with Main Street and State Highway 60.



Figure 2. With implementation of the first improvement action, signs similar to this will increase driver awareness of the high pedestrian zone.

Source: <http://www.illinoisinjured.org/>

## SAFE ROUTES TO SCHOOL PROGRAM

Safe Routes to School Program (SRTS) helps communities improve their youth's health and safety. It seeks to improve traffic congestion and pollution. SRTS's strives to create change by encouraging community members to increase exercise,

safely, and reduce the need for vehicular travel.

SRTS recognizes communities have varied needs and creating a specific plan for each is the best method. Community members lead the production by identifying needs and proposing solutions and SRTS assists in the planning process with experience. The plan of action is carried out by members of the community with their specific needs in mind. SRTS has had success time after time with different and unique circumstance. With its record of success, it is surely able to help Washington County as well.

### **CASE STUDY: PHOENIX, ARIZONA**

Phoenix, Arizona established a Safe Routes to School program in 2012. Since establishing the program, a handful of safety initiatives have been completed within the community. After evaluating their successes, there are three items the student found applicable to their area.

### **SAFETY INITIATIVES**

- 1) Created and published a comprehensive map with safe routes to school that avoids high traffic areas.
- 2) Improved regional crosswalks and safety signs.
- 3) Recruited parent volunteers as route monitors.



Figure 3. Students and parents cross a busy intersection above. Crossing guards are very common within this town in Phoenix from a Safe Route to School Program

Source: <http://www.walkitbikeitct.org/>

### **FUNDING SOURCES**

The funding methods section (pg. 30) of this document provides an in-depth summary of the many funding tools that could be used for this initiative. The following list should be compared and considered valuable options for this initiative.

1. Local Government Budgets
  - Washington County Commissioners
  - Washington County Council
  - Washington County Highway Department
2. Grants
  - Safe Routes to School
  - Michael Cales, State Representative
3. Crowd-funding

# COFFEE SHOP CO-OP

There are four primary goals of the Coffee Shop Co-Op initiative. The first goal is to create student/youth job opportunities. The second goal is to offer entrepreneurial experience and establish curriculum focused on small business management and ownership for students. The third goal is to revitalize an existing business or establish one in Washington County. The fourth goal is to provide a popular and safe location for youth to visit after school hours. This initiative focuses on employing students and giving them new opportunities.

## WHY IS IT IMPORTANT?

A combination of potentially losing New Pekin's local coffee shop and current student jobs as well as a desire for new educational opportunities were discussed at the October 20th student meeting. At the same time the idea to establish a coffee shop co-op for Eastern High School was produced.

As seen in Appendix A, question 23 evaluates the student body's interest towards enrolling in a course center on learning how to run a small business. Of 414 Eastern High School students surveyed, 61% indicated they are interested in taking a small business course.

## RECOMMENDATION

This plan proposes any or all of the three county high schools create student lead restaurants or businesses. Students learn the fundamentals of operating a business and develop transferable skills while earning class credits. While employed the students gain entrepreneurial, management, and work experience.

In addition to hiring students to operate the restaurant or business the school

corporation should create a new course related to small business operations, entrepreneurship, social marketing and advertisement, and business analysis. The profits earned can be used to create a scholarship fund for student employees depending upon the business model.



This experience would be completely new for the students and potentially life altering. Through their experience students may decide to pursue a college degree in a related field or start a business in Washington County after graduation.

## IMPROVEMENT ACTIONS

The first improvement action is working with the School Corporation, staff, and community residents to determine what type of business sparks the most interest. At this time the high school business department should begin creating the curriculum for an elective small business course to develop a business and marketing plan. Take note, a coffee shop may be easier than a full service restaurant.

The second improvement action is determining how the business will be structured. Will the equipment and space be a solely owned and operated by the school corporation? Will a secondary party own the business and work with the school corporation directly?

The third improvement action is choosing a business location. It may be possible to use an area on the school corporation's campus. It may be in the businesses best interest to consider locating off campus. Is there a vacant commercial space in the community's downtown? Does the city/town or community member own property they are willing to lease at a low rate for educational purposes?



The fourth improvement action is securing financing. There are a variety of funding methods. Funds can be generated from the school district, fundraising, crowd-funding, donations, grants, loans, etc.

The fifth improvement action is preparing to open. Implement the businesses marketing plan, develop the menu and prices, and learn how to operate equipment.

The sixth improvement action is continuous business maintenance such as inventory, invoices, improvements, etc.

EWSC has already decided to pursue implementing this initiative within their school corporation by establishing a business course suggested in the first improvement action. To make further progress a secondary party willing to own the business must be identified.

### **CASE STUDY: COMMON GROUNDS**

Common Grounds, as seen in Figure 4., is a student run coffee shop at Washburn Rural High School in Topeka, KS.

Common Grounds was made possible through a \$24,000 loan from the school district to create a business plan and purchase equipment. Students are responsible for marketing, inventory, invoices, designing drinks, and creating promotional offers.

### **CASE STUDY: VEI**

VEI is an in-school business simulation that gives students an opportunity to learn business skills through project-based, collaborative learning and the development of 21st-century skills in entrepreneurship, global business, problem solving, communication, personal finance and technology. It educates students on a variety of business



Figure 4. Common Grounds student coffee shop has been a success at Washburn Rural High School. Student employees gain business skills, entrepreneurial and job experience.

Source: <http://www.cjonline.com>

related topics from production and distribution to marketing, sales, human resources, and accounting/finance and web design. It gives students the opportunity to learn real adult skill that they will be able to utilize in a real world setting.

### **FUNDING SOURCES**

*The funding methods section (pg. 30) of this document provides an in-depth summary of the many funding tools that could be used for this initiative. The following list should be compared and considered valuable options for this initiative.*

1. Loans from local banks and/or credit unions
2. Grants  
Washington County Community Foundation Grant
3. Crowd-funding
4. Corporate Sponsorships

# MOVIES IN THE PARK

The main goal of the movies in the park initiative is to create new entertainment options for community residents and youth in particular. Full implementation of this initiative should create an environment for community members to gather and enjoy an evening together without having to leave Washington County.

## WHY IS IT IMPORTANT?

At the October 20th student meeting, many of the youth in attendance felt there is a shortage of entertainment options for youth and families in Washington County. The attendees indicated that many of them travel outside of the county for entertainment options and would gladly use local options instead. Additional travel time and expenses limit what they are able to afford and enjoy. It was also expressed that the community's lack of options contributes to some of them and their classmates making poor choices outside of school. As a result of the student discussions, it was decided that offering free family-friendly entertainment within the county was a plausible method to create new options.

## RECOMMENDATION

This plan proposes working with the Washington County YMCA to establish a movies in the park program. The YMCA would offer free movie screenings for community residents to attend throughout the year. Alternating the screening location to various spots throughout the county should be explored as a way to better serve all residents. Both outdoor and indoor locations should be considered for year-round screenings.

This initiative takes a modern-day spin on drive-in movie theaters. Community

members enjoy a similar experience without the infrastructure investment from the host community or theatre company. Movies would begin at dusk with popcorn, snacks, and drinks available for purchase or free with donations accepted. Residents would be encouraged to bring blankets, chairs, and flashlights depending upon location of the screening. Community volunteers - youth and adult, should be used to staff and run the free events.

Local businesses and eateries should be approached about sponsoring or promoting the series and receive recognition at the event. Recognition could be given through sponsorship signs at the event, a creative commercial/video played before the screening, or being mentioned during the event kick-off introduction before the screening.



Figure 5. The resurface project in Louisville, Kentucky incorporated a movie night into their 2014 summer schedule. Many residents attended the community gathering event.

Source: [www.resurfaced.org](http://www.resurfaced.org)

## IMPROVEMENT ACTIONS

The first improvement action is finding suitable venues to host the events. Both outdoor and indoor locations should be found for year-round screening and weather complications.



Figure 6. The Movies in the Park initiative takes a modern-day spin on drive-in movie theaters. Community members enjoy a similar experience without the infrastructure investment from the host community or theatre company.

Source: <http://detroitdriving.com>

The second improvement action is determining the seasonal movie schedule. There are proper steps that must be followed when screening a movie for a large audience. To avoid Copyright infringement complications a temporary screening license must be obtained for each movie. Using an accredited motion picture distributor and licensor is the smartest and safest route. A popular distributor to consider is Swank Motion Pictures.



Figure 7. Cleveland began a similar program two summers ago. They use outdoor venues in warmer months and use local community centers during the colder months.

Source: <http://media.cleveland.com/>

The third improvement action is working with local businesses to establish sponsors and generate funds to finance the screenings. Using volunteers and allowing outside food vendors to sell snacks keeps

operation costs low. Obtaining the proper license to show the movie will likely be the most expensive item.

The fourth improvement action is obtaining the necessary equipment. Depending upon how this step is completed it can be expensive or inexpensive. The necessary equipment is a screen, audio speakers, and projector. These items can be borrowed, leased, or purchased.

The fifth improvement action is exploring alternative events such as live music or a corn hole tournament to capture different audiences and provide equal entertainment opportunities.

### **CASE STUDY: WESTFIELD, INDIANA**

The Westfield, Indiana Parks Department hosted their second annual Movies in the Park program this past summer. They ran the 2014 series on five different Friday nights starting in July. The Parks Department partners with SpringCity Church to coordinate and run their events.

### **FUNDING SOURCES**

*The funding methods section (pg. 30) of this document provides an in-depth summary of the many funding tools that could be used for this initiative. The following list should be compared and considered valuable options for this initiative.*

1. Local Business Sponsorships
2. Crowd-funding

# CREATING COMMUNITY GARDENS

Creating Community Gardens aims to educate residents on gardening and provide them with the resources and assistance in growing their own produce to feed themselves. Community gardens provide fresh produce and plants. They also offer satisfying labor, neighborhood improvement, sense of community and connectivity to the environment. They are publicly functioning in terms of ownership, access, and management, as well as typically owned in trust by local governments or not for profit associations. This initiative explores the opportunity of creating multiple community gardens in various locations throughout Washington County to serve all of the resident's needs.



Figure 9. The community garden above allows neighborhood resident to register for a ground plot to grow their own produce and feed their families.

Source: <http://comellacommunitygarden.org>

## WHY IS IT IMPORTANT?

As seen in Figure 10. and described below, the U.S. Department of Agriculture (USDA) considers a large portion of Washington County a rural food desert. The USDA defines the lighter area as low-income populations with no fresh food supermarket within 10 miles. They describe the darker areas as populations where more than 100 households do not have a vehicle and the nearest supermarket is further than a ½ mile. At the October 25th student meeting a lack of access to fresh produce was reinforced by the students.



Figure 10. The USDA considers a large portion of Washington County a rural food desert.

Source: <http://c1.staticflickr.com>

As seen in Appendix A, questions 18, 19, and 20 evaluate the student body interest in the benefits of community gardens. Question 18 evaluates their interest learning to garden and grow their own food. 44% of the survey respondents indicated they wanted to learn how to grow their own food or improve their existing knowledge. Question 20 evaluates the student body's interest in maintaining a small plot of land to grow food for themselves and their family. 52% of the respondents indicated they wanted this option and a community garden can provide it.

## RECOMMENDATION

This plan recommends creating a network of community gardens throughout the county. Lively community gardens will make Washington County a more sustainable and self-reliant community. Offering gardening education programs and classes on preserving and canning offer additional benefits.

Community gardens grow more than just food. They also grow resident relationships. Community gardens are gathering places, bring residents together, create bonds, and enable them to help each other. They can also help stimulate the local economy by supplying local restaurants, the farmers markets, and food banks with free or reduced cost produce.

### IMPROVEMENT ACTIONS

The first improvement action is locating two or three community gardens. Two potential garden locations have been identified and each property owner has expressed interest in the project. The first proposed community garden location is a one-acre plot close to Eastern High School. This location should include seasonal ground plots, raised beds for easy access, and eventually a greenhouse.

The YMCA of Washington County is the second location. They have expressed interest in establishing a handicap accessible community garden with raised beds and paved sidewalks between beds.



Figure 11. Eastern High School intends to construct flower beds on their one-acre site to begin. Depending upon the success of their garden, expanding to incorporate a greenhouse on-site is preferred

Source: <http://www.phac-aspc.gc.ca/>

The second improvement action is forging partnerships to assist in construction and maintenance of the gardens. Currently, the Leadership Project intends to partner with their local FFA and the horticulture club at Eastern High School.

The third improvement action is securing funding and/or donations to construct the community gardens.

### CASE STUDY

After several years of successful operation, the Fairview Community Garden fell into a poor condition in 2011. Working with the Orange County Health Department, the Extension Master Gardener (EMG) volunteers used the Healthy Carolinians Program to develop and implement a revitalization plan.

The revitalization plan was awarded a \$40,000 Community Transformation Grant from the North Carolina Department of Health and Human Services.

As seen in Figure 12., EMG worked with community residents to build raised beds, improve the soil, and manage weeds. They found corporate partners to help install a French drain, fencing, solar water pump system, and a shelter.



Figure 12. Extension Master Gardener volunteers worked to reassemble the community garden and revitalize it back into its prime.

Source: [www.fairviewgardens.org](http://www.fairviewgardens.org)

(Continued on next page)

A water catchment and irrigation system was installed. The EMG volunteers assisted the residents in creating and maintaining effective partnerships which have transformed the weedy lot into a vibrant garden feeding the neighborhood.

## **FUNDING SOURCES**

*The funding methods section (pg. 30) of this document provides an in-depth summary of the many funding tools that could be used for this initiative. The following list should be compared and considered valuable options for this initiative.*

### 1. Grants

- Blooming Prairie Foundation  
<http://www.bloomingprairiefoundation.org/>
- Clif Bar Family  
<http://clifbarfamilyfoundation.org/Grants-Programs>
- Cooperative Development Foundation  
<http://www.cdf.coop/>
- Farm Aid  
[http://www.farmaid.org/site/c.qll5lhNVJsE/b.2723745/k.9953/Grant\\_Guidelines.htm](http://www.farmaid.org/site/c.qll5lhNVJsE/b.2723745/k.9953/Grant_Guidelines.htm)
- Mosaic Company  
[http://www.mosaicco.com/sustainability/or\\_how\\_to\\_apply.htm](http://www.mosaicco.com/sustainability/or_how_to_apply.htm)
- Social Venture Partners  
<http://www.socialventurepartners.org/get-involved/apply-for-a-grant/>
- Also, see grant funding database provided by MCMV mentors.
- Partner with a local 501 (c) (3) organization for best grant application results

### 2. Local Business Sponsorships

# WASHINGTON COUNTY GREENWAY

This initiative focuses on embracing the natural wealth of Washington County. There are four primary goals for this initiative. The first is creating additional recreation opportunities in Washington County. The second is connecting the county with a complete network of trails. The third goal is increasing safety for pedestrians and bicyclists. The fourth goal is to encourage healthier lifestyles for residents.

## WHY IS IT IMPORTANT?

During the October 25th meeting, the students felt Washington County needed to offer additional healthy public exercise opportunities. They believe offering a safe place to walk, bike, and run would help make Washington County a healthier, happier, and cleaner community.

As seen in Appendix A, question 4 considers the impact additional recreational opportunities would have upon the likelihood the respondents would live in Washington County as adults. 58% of the respondents felt it would have positive impact upon them; an increase in one out of every two youth residents. Questions 14 and 15 also relate to the greenway initiative.

## RECOMMENDATION

A full environmental recommendation has been prepared by Matt Litten, Ball State University Environmental Collegiate Mentor, and can be found in Appendix C. This initiative uses the information he provides to supplement the youth ideas.

The students have proposed a walking and biking trail with exercise equipment along the trail. Connecting the new network of pathways to the Lake Salinda primitive trail is highly encouraged.



Figure 13. Connecting the primitive trail, pictured above, at Lake Salinda to other surrounding trails is a goal of the Washington County Greenway initiative.

Source: [www.salemmainstreet.org](http://www.salemmainstreet.org)

At the December 11th stakeholder meeting many of attendees expressed that the existing Salem trail is used by many residents and a major asset to the area. To build upon the existing asset, this initiative proposes connecting the Veterans Trail at Lake Salinda to Knobstone Trail, Delaney Park Trailhead, Clark State Forest Trailhead, and Flower Gap Trailhead at Deam Lake.

This plan evaluates three popular infrastructure methods to construct greenway systems. A combination of two or all three of the methods may be required to serve the entire county in the long run. Mr. Litten evaluated the first proposed method in his response. The first method uses existing roadways to create the trail system. Similar to the recommendation for the Student Safety Initiative, this method recommends widening the shoulder of existing roadways and creating protected pedestrian and bicycle lanes. Signage and barricades in specific zones would increase safety, making method this a viable option for Washington County. A map detailing the best roads for

(Continued on next page)

expansion is located in Appendix C.

The second method re-purposes unused railways into greenways. The Rails to Trails Program has been used to create numerous pedestrian and bicycle pathways in North America. The railroads are removed and the right-of-ways are paved with cement. Because this method moves the pedestrians and bicyclists away from vehicle traffic safety is a limited issue for this alternative. The land for this method would be purchased or leased from the railroad company.



Figure 14. The eastside trail on the Bellline in Atlanta Georgia was completed in 2009. Three years after repurposing the abandoned railway, the pedestrian and bicycle attractions is considered one of the regions greatest assets by community residents.

Source: [www.bellline.org](http://www.bellline.org)

The third method disregards the first two methods and establishes a standalone paved two-lane walking and bike path. This method would be the most invasive and would likely require the lengthiest time for planning. Land acquisition is a significant hurdle that must be considered with this method.

The students prepared a list of list of items they believe should be included along the each leg of the trail to make it the best possible. The items are sufficient lighting, trail maps, distance markers, exercise equipment, seating benches, and trailheads with parking, trash cans, vending machines, and restrooms. Local organizations and businesses could sponsor the trail system. In exchange for advertising on trash cans or trailhead maps, they could donate funds, volunteer time to clean along the trail, or weekly maintenance such as changing the garbage bags.

### IMPROVEMENT ACTIONS

The first improvement action is connecting new pedestrian and bike trails to the Veterans Trail at Lake Salinda.

The second improvement action is working with the Hoosier Hikers Council on the Vision Trail. The Vision Trail is an



Figure 15. The Cardinal Greenway in East Central Indiana spans 63 miles and is currently the longest recreational trail in the state. If the Vision Trail was completed with the help of Washington County, it would become a destination point for regional recreation enthusiast.

Source: <http://cardinalgreenways.org/>

initiative focused on creating the longest hiking trail in Indiana. The main goal is connecting Knobstone Trail with Nebo Ridge, in Lawrence County. Additional information on the State's Vision Trail can be found in Appendix C.

The third improvement action is establishing a greenway committee with representatives from the public and private sectors and community residents. This could be done through a grassroots approach or established by a local government agency.

### CASE STUDY

The Midtown Greenway is a 5.5-mile former railroad corridor in south Minneapolis with bicycling and walking trails. It is owned by the Hennepin county regional railroad authority and the trails are maintained by the city of Minneapolis. The midtown greenway coalition is the grassroots organization that successfully advocated for installation of the Midtown Greenway by public agencies. The coalition continues to engage the community in protecting, improving, and using the greenway.

There are five key components of the Midtown Greenway that have contributed to its success and should be considered for the implementation of this plan. They ensure that the trail is always lighted. They maintain the trail during winter months. They have set and posted specific rules for bikers, walkers, and runners to abide. They have separated biking and walking lanes to increase safety. And they have incorporated art from local artists along the trail.



Figure 16. The Midtown Greenway is very popular in Minneapolis. A majority of their population use the trail to either commute to and from work or exercise.

Source: <http://usa.streetsblog.org/>

### FUNDING SOURCES

The funding methods section (pg. 30) of this document provides an in-depth summary of the many funding tools that could be used for this initiative. The following list should be compared and considered valuable options for this initiative.

1. Transportation Investment Generating Economic Recovery (TIGER) grants:  
<http://www.dot.gov/tiger>
2. National Trails Training Partnership:  
<http://www.americantrails.org/resources/fedfund/>
3. Indiana Recreational Trails Program:  
<http://www.in.gov/dnr/outdoor/4101.htm>
4. Sponsorships  
Portions of the trail can be sponsored by businesses, orgs, etc.  
Think of local businesses & banks to sponsor the costs
5. In-kind donations  
Local or regional businesses may be willing to donate material resources for projects.

# ACTIVATING SALEM SQUARE

The Activating Salem Square Initiative focuses on creating new housing opportunities within Washington County and offering new retail options to consumers. Targeting to high school and college graduates this initiative discusses the idea of creating upper-level apartments on the Salem Square to follow shifting housing preferences and supply downtown businesses with a larger consumer base. The students want to avoid living at home after graduation. They also want to be able to shop locally to avoid driving to a different town or county which increases their cost-of-living expenses.



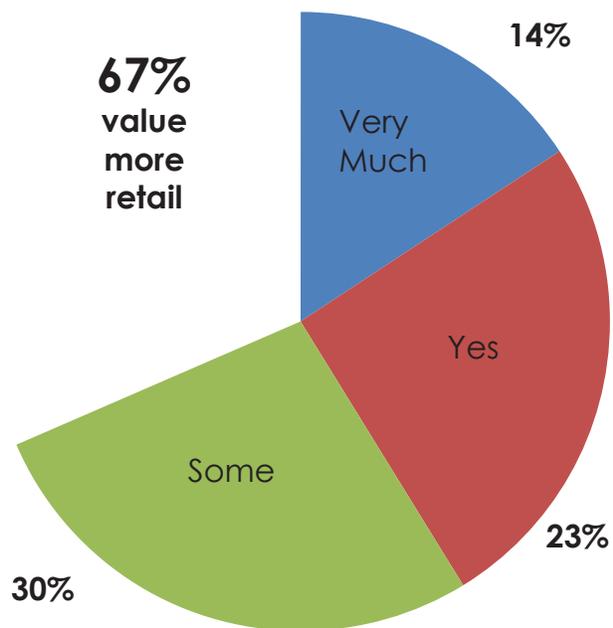
Figure 16. Historic Salem Courthouse.  
Source: <http://www.hmdb.org>

## WHY IS IT IMPORTANT?

The students stated they needed more shopping and dining options to stay in Washington County during the October 20th meeting. As seen in Appendix A, question 3 addresses the impact that additional retail options have upon graduate retention rate. 67% of the survey respondents indicated an increase in local retail would increase how likely they live in Washington County as an adult. 37% indicated it would have a high impact upon their decision.

Creating new and “cool” housing opportunities for young adults in Washington County was a topic of discussion at the November 20th all-chapter meeting. The students believe affordable living options for young-unmarried-adults are currently limited to living with their parents. With this in mind, Salem Square has potential to be a great location for them to live and shop post-

**Would and increase in local shopping options increase the likelihood of you living in Washington County as an adult?**



\* 414 Survey Respondents

## RECOMMENDATION

In an effort to activate Salem Square and using the principle, “retail shops follow rooftops;” this initiative proposes turning the existing second and third-story space into upper-level apartments. Doing so will improve the existing housing stock and create new living opportunities in Downtown Salem. This initiative helps reduce downtown vacancy, improve property values, rehabilitate existing building structures, and increase homeownership. As more people reside

in the downtown, the area will become active at all hours and an increase in shopping, dining, and recreation will occur. Recent trends show millennial's and baby boomers prefer to live in urban environments and these type developments will attract those two key demographics. There are three improvement actions formulated for this initiative.

### IMPROVEMENT ACTIONS

The first improvement action is creating a Business Improvement District (BID). BID's can be used to raise funds in an established district to provide services for the business located in the district beyond those provided by the municipality or property owner if leasing space. Some example services include sidewalk snow removal, common area cleanliness, shared marketing, event hosting, and building improvements. BID's strive to create a cleaner, safer and more attractive area while providing a source of supplemental service and programs. The primary goal of a BID is to attract people to the downtown retail area.



Figure 17. Second and third-story housing units will increase the impact of recent beautification efforts in the Downtown. Public benches, street trees, and ornate streetlights contribute to making the area more desirable for residents. Having more people Downtown at all hours will increase vibrancy and make returning to Washington County more enticing to the college educated.

Source: <http://c1.staticflickr.com>

The second improvement actions is to continuously seek new and existing methods to create incentive packages for businesses and property owners to grow and improve their businesses or properties. Creating a façade grant program for property owners in the downtown area is a common approach. Providing assistance and information regarding national and state historic tax credits for building renovations is another common approach.

The third improvement action is to consider making some of the buildings or apartments adaptable to live-work space. Live-work units combine business/professional and residential space into one building or apartment. To be considered a live-work unit the primary use must be residential and commercial use as secondary. Live-work units are suitable for young entrepreneurial professional like graphic designers and freelance writers or programmers. This type of housing arrangement bodes well with young-unmarried-adults, this initiative target group.

### CASE STUDY: PROVIDENCE, RHODE ISLAND

The Microlofts are affordable multi-housing units appropriate for all ages. The miniature living spaces are on the second and third floors of a 19th century Arcade. It was once the country's first enclosed shopping mall. The Microlofts include 225-square-foot studio apartments and some 300-square-foot one-bedroom units. Given its location, the small units are idea for single adults seeking an affordable housing solution.

After businesses began to suffer when the economy weakened in the late 2000's, the mall was forced to close. With the general public afraid the Arcade would

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be destroyed, a local team of developers and architects announced they would be turning the upper levels into leasable compact Microlofts. The renovation of the 1828 National Landmark was completed in 2013 for \$10 million. Since opening, the units have leased at full capacity and the waiting list is over 4000 names long.



Figure 19. The Microlofts have all the necessities to live without sacrificing comfortably for afford-ability.

Source: <http://www.nydailynews.com/>

## FUNDING SOURCES

*The funding methods section (pg. 30) of this document provides an in-depth summary of the many funding tools that could be used for this initiative. The following list should be compared and considered valuable options for this initiative.*

1. Grants
2. Indiana Office of Community and Rural Affairs
3. Loans from local banks and/or credit unions
4. Crowd-funding for a specific capital improvement project
  - <http://www.gofundme.com/>
  - <https://www.kickstarter.com/>
  - <https://www.indiegogo.com/campaigns/new>
  - <http://www.youcaring.com/>
  - <https://www.crowdrise.com/>
  - Also, see this resource: <http://www.crowd-funding.com/>

# ENHANCING THE LOCAL MARKETS

There are three primary goals for this initiative. Improving the consumer experience is the first goal. Building a larger regular customer base to increase spending and patronization is the second goal. And the third goal is making vendor participation more desirable.

## WHY IS IT IMPORTANT?

At the October 20th youth meeting there was an expressed concern that the existing farmers and craft markets are not operating to their full potential and not being visited by the residents enough. The students felt this was primarily due to the county having two separate markets. They believe this not convenient for the consumer.

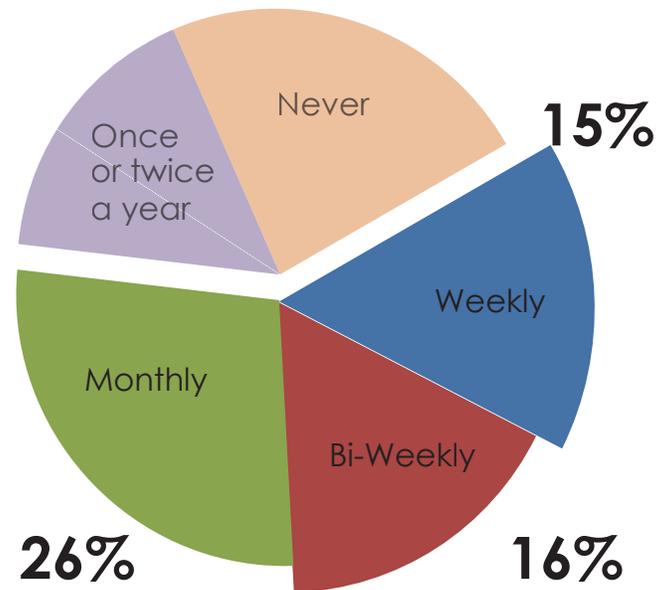
During the group discussion at the October 25th meeting, it was agreed that having a single venue to purchase fresh produce, homemade goods, and local crafts within Washington County is an amenity they wanted for current and future generations. A busy farmers market brings new qualities to a community. One quality is increased access to produce and healthier meals. As seen in Appendix A, question 16 evaluates the student body's current fresh vegetable consumption. Of 414 Eastern High School students, 52% indicated more than half of their weekly meals do not include fresh vegetables. The leadership project feels this an issue.

## RECOMMENDATION

Student observation, resident input, and comment/suggestion collection at the community stakeholder meeting helped the students solidified their recommendation that the two markets would better serve the community if they worked together. The Leadership Project

should meet with both organizations to determine their potential role in helping create a better consumer experience and making participation more desirable.

## How often do you think you or your family members would visit a weekly farmers market to buy local food?



## How many would visit at least once a month?

**103 or 57%**

\* 414 Survey Respondents

## IMPROVEMENT ACTIONS

This initiative has three improvement actions in addition to combining the two existing local markets.

The second improvement action is applying to the USDA to become a SNAP retailer. After the farmers market is an accredited SNAP retailer the vendors can accept SNAP and EBT cards as a form of payment. Being a SNAP retailer addresses the initiative's second goal and enables residents to patronize and purchase goods from the markets that could not have afforded it beforehand.

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The third improvement action improving marketing and community knowledge. The markets regular hours of operation should be better advertised.

The fourth improvement action is constructing a select number of permanent vendor booths and market archway at the entrance.

Figure 20. is an example market archway. The Leadership Project has express interest in supplying volunteers to construct the vendor booths.



Figure 20. A market archway similar to the one depicted could be purchased with funds through various Federal and State grants. The farmers market would be the party responsible for applying.

Source: <http://bloximages.chicago2.vip.townnews.com/>

### **CASE STUDY: NEW HAVEN, CONNECTICUT**

CitySeed started its first farmers market in 2004. In 2005, CitySeed became the first farmers market in Connecticut to accept SNAP/EBT. In 2009, the estimated economic impact of the farmers' market season was over \$1.75 million.

By enabling residents to eat fresh, locally grown food, the CitySeed farmers' market creates forward momentum to improve the health of community members. They consider access to fresh and affordable foods extremely important given low-income communities, like theirs, are at greater risk for obesity and other diet-related illnesses.



Figure 21. Produce of all varieties are sold at CitySeed. CitySeed allows customer to pay using SNAP/ EBT. 20% of the produce sold through CitySeed were purchased with food assistance funds in 2009.

Source: <http://www.512homestore.com/>

### **IMPACT OF SNAP**

During the 2009 season, at least 14 vendors from CitySeed took home \$1 million in gross sales. \$1 in every \$5 spent on fruits and vegetables was paid for with a food assistance benefit such as SNAP or Farmers' Market Nutrition Program (FMNP)—a 173% increase from 2005.

## FUNDING SOURCES

The funding methods section (pg. 30) of this document provides an in-depth summary of the many funding tools that could be used for this initiative. The following list should be compared and considered valuable options for this initiative.

### 1. Grants

- Blooming Prairie Foundation  
<http://www.bloomingprairiefoundation.org/>
- Clif Bar Family  
<http://clifbarfamilyfoundation.org/Grants-Programs>
- Cooperative Development Foundation  
<http://www.cdf.coop/>
- Farm Aid  
[http://www.farmaid.org/site/c.qll5lhNVJsE/b.2723745/k.9953/Grant\\_Guidelines.htm](http://www.farmaid.org/site/c.qll5lhNVJsE/b.2723745/k.9953/Grant_Guidelines.htm)
- Mosaic Company  
[http://www.mosaicco.com/sustainability/or\\_how\\_to\\_apply.htm](http://www.mosaicco.com/sustainability/or_how_to_apply.htm)
- Social Venture Partners  
<http://www.socialventurepartners.org/get-involved/apply-for-a-grant/>
- Also, see grant funding database provided by MCMV mentors.
- Partner with a local 501 (c) (3) organization for best grant application results

### 2. Local Business Sponsorships



# FUNDING METHODS

Funding sources for community projects can be broken down into several basic category types. Each type of funding sources has its benefits and particular use, which are described below.

1. Grants
2. Private Corporate/Business sponsorship
3. Individual sponsorship
4. In-kind sponsorship
5. Crowd funding
6. Tax Incentives
7. Loans

## GRANTS

Grants are monies which are applied for by organizations from foundations. These are monies that do not need to be repaid, but often have certain requirements, including public acknowledgement and reporting. Foundations which grant money usually have one or more application rounds each year and give priority to particular program areas or project types. Check with each foundation for details.

One great thing to keep in mind is that each county in Indiana has an established community foundation. This good fortune was made possible by the Eli Lily Foundation. These local community foundations grant funds in each county, and their giving levels can vary based on available funds. This is always a great place to start with funding and grants because these foundations are plugged in to what is happening on the local level and are very accessible.

## PRIVATE CORPORATE OR BUSINESS SPONSORSHIP

Often times, corporations or local businesses are interested in working with local communities to support projects,

especially if those projects have some connection to the business's mission or commercial matter. Like grants, sponsorship dollars do not need to be repaid but may require significant public acknowledgement and reporting. Business sponsorship committees may also have application deadlines, or rolling deadlines. Be sure to check with each business prior to requesting funding.

One great way to encourage sponsorship is to frame it as an advertising opportunity for the local business by giving them naming rights and/or allowing the entity to place their logo on publicly displayed objects like signs, etc.

## INDIVIDUAL SPONSORSHIP

Individual sponsorship generally occurs for a particular event and is funded by an individual, family, or small group of individuals who have donated money to the same thing. Typically, this type of sponsorship involves direct solicitation and request, and does not include an application. These types of sponsorships might be given as memorials for a loved one, because the individual(s) cares about the program/project, and can include naming rights.

## IN-KIND SPONSORSHIP

In-kind donations or sponsorships occur when an entity provides goods or services free-of-charge as a donation and does not include direct monetary donations. In kind sponsorship is often appropriate for projects that might require supplies that can be donated by a local business, but can occur at any scale. It might also be appropriate for overhead costs that an organization might not have in their budget as they start up, like marketing services.

## **CROWD-FUNDING**

Crowd-funding is an emerging field of fundraising in which funds are requested from a large group of people, usually for a singular project, and typically occurring through intense social media campaigns.

There are 3 participants in the crowd-funding model: the project initiator who proposes the project, individuals/groups who support and fund the project; and a moderator to bring the groups together. The project initiator creates a business plan and marketing strategy for their idea. After deciding on an appropriate crowd-funding platform, they connect with a moderator. The moderator assists them in finding local supporters appropriate for the project. An organization typically sets up a website which accepts pledges; if a particular amount is met, then those pledges are turned into donors and the project is funded.

See this resource for rules about crowd-funding projects in Indiana: <http://www.in.gov/sos/securities/4114.htm>.

## **TAX INCENTIVES**

This type of economic development tool requires detailed coordination with governing bodies like state and local councils and government agencies. Tax incentive tools are designed to bring a certain type of business or resident to an area and offer certain tax credits or benefits for those people/businesses.

## **BUSINESS IMPROVEMENT DISTRICTS**

A business improvement district is an economic development tool with a purpose to improve the livelihood of a downtown area. Through a BID, all owners within the proposed district are required to contribute to the communal fund through an assessment fee. Additional funds can be raised (through efforts like

those described above). These communal funds are then used for services that benefit the downtown; this in turn makes the area more attractive to visitors, tourists, residents, which spurs businesses, and propels from there. This requires intensive local organizing and buy-in from policy makers who will approve the plans and assessments, owners within the district, and intense management once implemented.

## **REVOLVING LOANS**

Revolving loan funds provide a source of capital within the community that can be used to fill in gaps for funding. They provide low interest loans to community members. When the loans are repaid, the loan amount is returned to the fund and is available to other borrowers. This type of funding is most useful for projects that will eventually make money and be self-sustaining. RLFs are typically administered by planning and development commissions or economic development organizations. Initial funding can come from federal grant programs and other sources, listed above.

## **BUSINESS LOANS**

Business loans are available through banks. Loans must be repaid with varying levels of interest. The best resources are usually those in one's own community, including local credit unions and banks.

# CONTACTS

## LOCAL

Washington County Commissioners  
[www.washingtoncounty.in.gov](http://www.washingtoncounty.in.gov)

Washington County Council  
[www.washingtoncounty.in.gov](http://www.washingtoncounty.in.gov)

East Washington Community School Corporation  
1050 N. Eastern School Rd,  
New Pekin, IN  
(812) 967-5794

Salem City Mayor  
201 E Market St # 100  
Salem, IN  
(812) 883-4265

Salem Office of Building & Safety  
201 E. Market Street # 104  
Salem, IN  
(812) 883-5060

Salem Parks & Recreation Department  
201 E. Market Street # 103  
Salem, IN  
(812) 883-2895

Washington County Assessor  
99 Public Square # 105  
Salem, IN  
(812) 883-4000

Washington County Community Foundation  
<http://www.wccf.biz/>  
1707 North Shelby Street  
Salem, Indiana  
812-883-7334  
[info@wccf.biz](mailto:info@wccf.biz)

Washington County Health Department  
806 Martinsburg Rd #100  
Salem, IN  
(812) 883-2349

Washington County Highway Department  
County Government Office  
600 Anson Street,  
Salem, IN  
(812) 883-3538

Washington County Planning Commission  
Travis Elliott, Plan Director  
[telliott@washingtoncounty.in.gov](mailto:telliott@washingtoncounty.in.gov)

Washington County Recorder  
99 Public Square # 100  
Salem, IN  
(812) 883-4001

Washington County Sheriff's Office  
801 Jackson Street  
Salem, IN  
(812) 883-3580

Washington County Treasurer  
99 Public Square # 101  
Salem, IN  
(812) 883-3307

Washington County YMCA  
1709 N Shelby St.  
Salem, IN  
(812) 883-8495

## FEDERAL & STATE

Indiana Office of Community and Rural  
Affairs (OCRA)

One North Capitol # 600

Indianapolis, IN 46204

(317) 233-3762

Toll Free: (800) 824-2476

<http://www.in.gov/ocra/mainstreet.htm>

Tammy Butts, Director of Grant Services

(317) 232-8335

[tabutts@lg.in.gov](mailto:tabutts@lg.in.gov)

Indiana Housing & Community  
Development Authority (IHCDA)

30 South Meridian Street # 1000

Indianapolis IN, 46204

(317) 232-7777

Toll Free: (800) 872-0371

Safe Routes to School

Michael Cales, State Representative

Indiana Department of Transportation

100 N. Senate Avenue

Indianapolis, IN 46204

(317) 232-5021

[mcales@indot.in.gov](mailto:mcales@indot.in.gov)

# APPENDICES

This section is separated into five appendices. These documents are intended to offer supplemental information.

Appendix A: Eastern High School Student Survey – Prepared by the Leadership Project

Appendix B: Economic Analysis – Prepared by India Ballard-Bonfitto

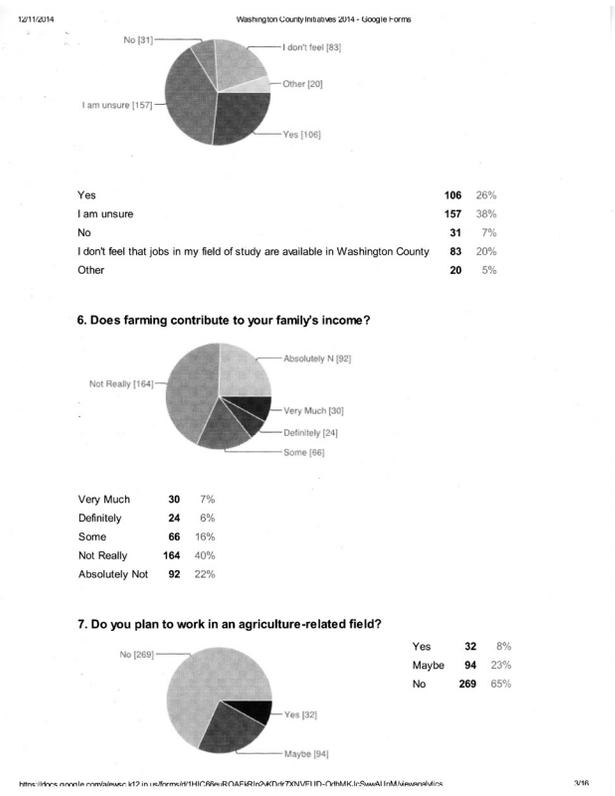
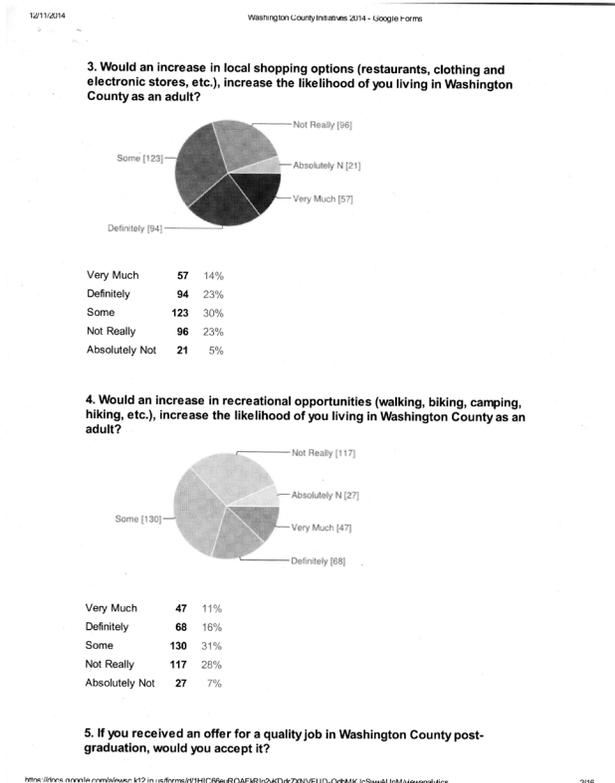
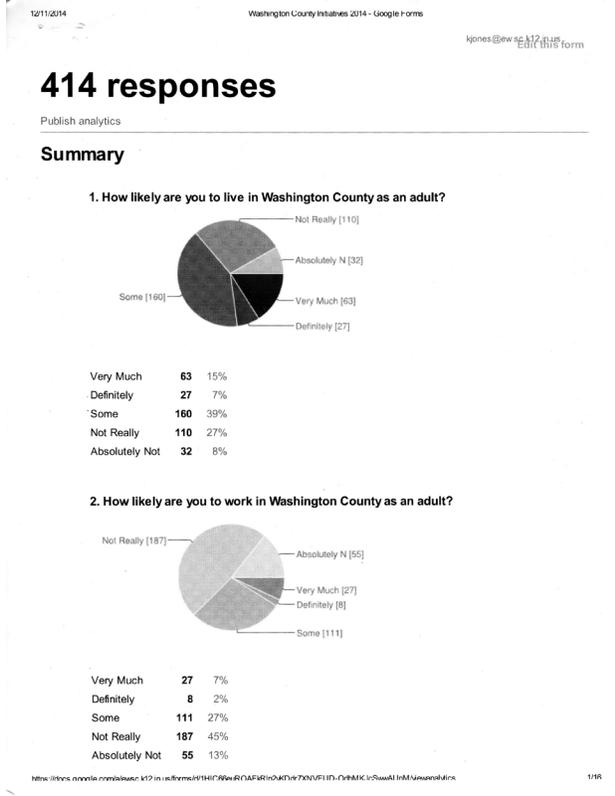
Appendix C: Environmental Analysis – Prepared by Matt Litten

Appendix D: 10/20/14 Student Meeting – Prepared by Dylan Fisher

Appendix E: 10/25/14 Student Meeting – Prepared by Dylan Fisher

Appendix F: Implementation – Prepared by Lindi Conover

# APPENDIX A: EASTERN HIGH SCHOOL STUDENT SURVEY



**8. If you answered yes to Question 7, what job do you plan to hold?**

maybe planting corn or raising cattle

no

I plan to hold a job in Soil Scientist.

Farming crops or cattle

farmer

By living on a little farm that consist of cows, chickens, and etc.

Ag. engineer. I would like to work with soil and rivers and roads.

Farmer

I plan to hold my job as a Firefighter for fire and rescue here in Washington County, Indiana.

I would like to get a job as farmhand or equipment mechanic.

Marine biology and working with maybe plants.

I don't know.

starting a sheep farm

like farming or some outdoor work

i do not know yet what i will do in agriculture.

FARMER

Farm Hand.

Veterinarian or Agriculture teacher.

Treating and diagnosing sick or injured farm animals.

I work on the farm

Agricultural mechanical engineer

I am planning to open my our garage some where. Diesel/Auto mechanic

i already have a job on my family farm.

i plan to farm part time and try to do some excavating.

No

farming

an dairy farm or farming management project

i would farm

Poultry, Cattle

Botanist

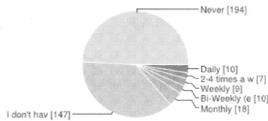
Engineer

I want to do farming in or around the area of Washington County so I can provide food for the local grocery stores

(Continued on next page)

any farming related job  
 Something in Ag Mechanics  
 A farmer that raises and distributes crops.  
 logging or conservation officer  
 crops and cows  
 a farmer  
 I plan on working in the veterinary field.  
 cattling cow  
 ag teacher, farmer, or soil type job  
 I plan to be a Vet Tech, and run my own farm (meat animals).  
 i d k  
 i dont know yet  
 Farm owner and operator  
 cows  
 i have been thinking about becoming an EMT, or be in the Air Force.  
 I plan to sell seed corn

**9. On average, how often do you walk along N. Waters St. (the road that turns into N. Blue River Rd. from town) going to or from the school?**

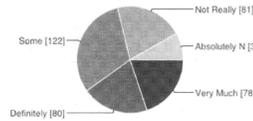


Daily	10	2%
2-4 times a week	7	2%
Weekly	9	2%
Bi-Weekly (every two weeks)	10	2%
Monthly	18	4%
I don't have a need to walk on it	147	36%
Never	194	47%

**10. On average, how many times a week do you cross or walk along N. Eastern School Rd. (the road the HS is on)?**

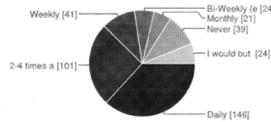
<https://docs.google.com/a/wcr-k12/forms/d/1HC96wR0AFMRtoQdK47XNVEFIIDjYbMKI2SaaAlIM/viewedit>

6/6



Very Much	78	19%
Definitely	80	19%
Some	122	29%
Not Really	81	20%
Absolutely Not	32	8%

**13. How often do you exercise?**

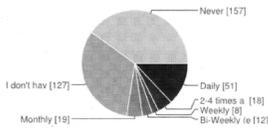


Daily	146	35%
2-4 times a week	101	24%
Weekly	41	10%
Bi-Weekly (every two weeks)	24	6%
Monthly	21	5%
Never	39	9%
I would but there is nowhere to go where I can exercise	24	6%

**14. How often would you use a walking and biking trail in Washington County?**

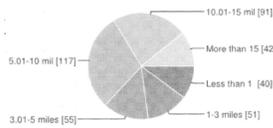
<https://docs.google.com/a/wcr-k12/forms/d/1HC96wR0AFMRtoQdK47XNVEFIIDjYbMKI2SaaAlIM/viewedit>

7/6



Daily	51	12%
2-4 times a week	18	4%
Weekly	8	2%
Bi-Weekly (every two weeks)	12	3%
Monthly	19	5%
I don't have a need to walk on it	127	31%
Never	157	38%

**11. How many miles do you travel to school, from your residence, in one direction?**

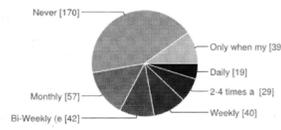


Less than 1 mile	40	10%
1-3 miles	51	12%
3.01-5 miles	55	13%
5.01-10 miles	117	26%
10.01-15 miles	91	22%
More than 15 miles	42	10%

**12. Do you feel a sidewalk connecting the school zone with Highway 60 would increase safety for you and/or your classmates?**

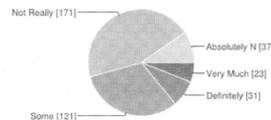
<https://docs.google.com/a/wcr-k12/forms/d/1HC96wR0AFMRtoQdK47XNVEFIIDjYbMKI2SaaAlIM/viewedit>

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Daily	19	5%
2-4 times a week	29	7%
Weekly	40	10%
Bi-Weekly (every two weeks)	42	10%
Monthly	57	14%
Never	170	41%
Only when my sport(s) is out of season	39	9%

**15. Would you use public exercise stations along the trail?**

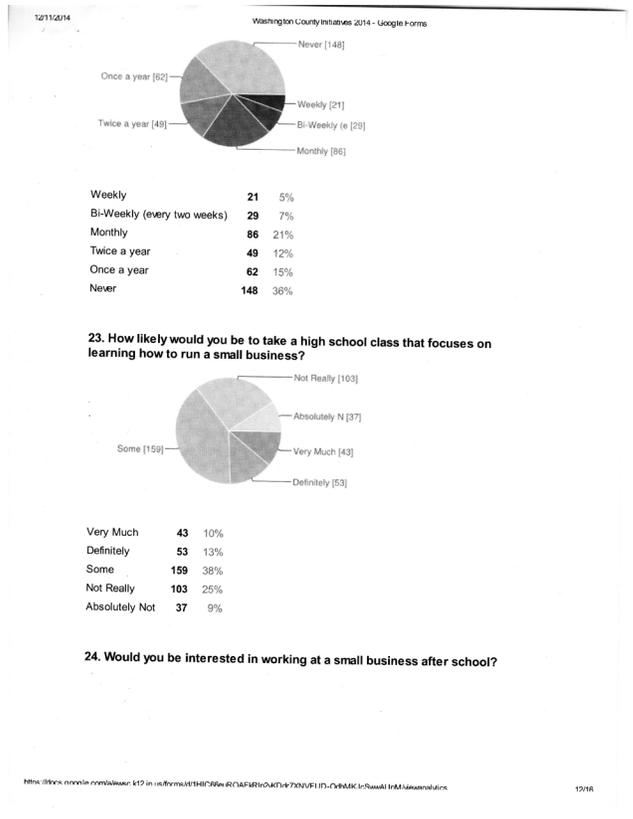
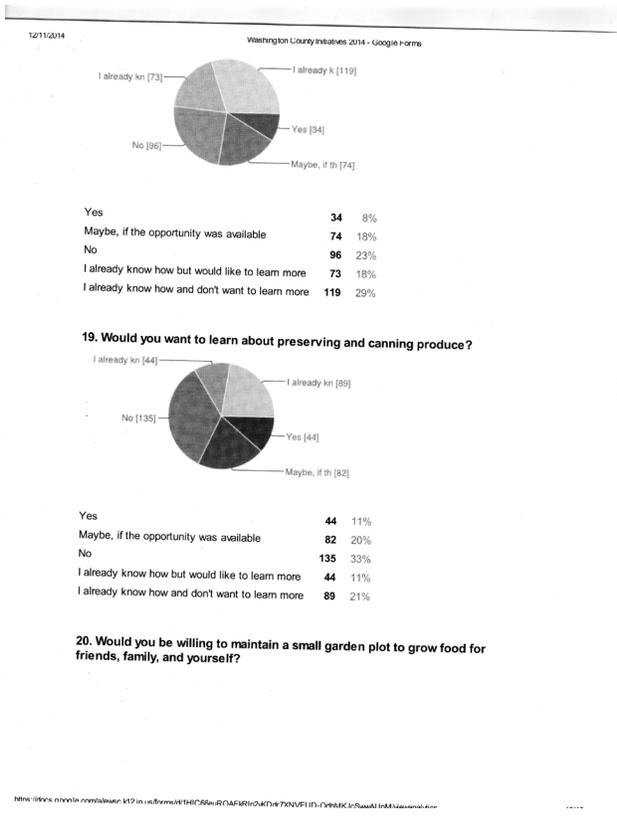
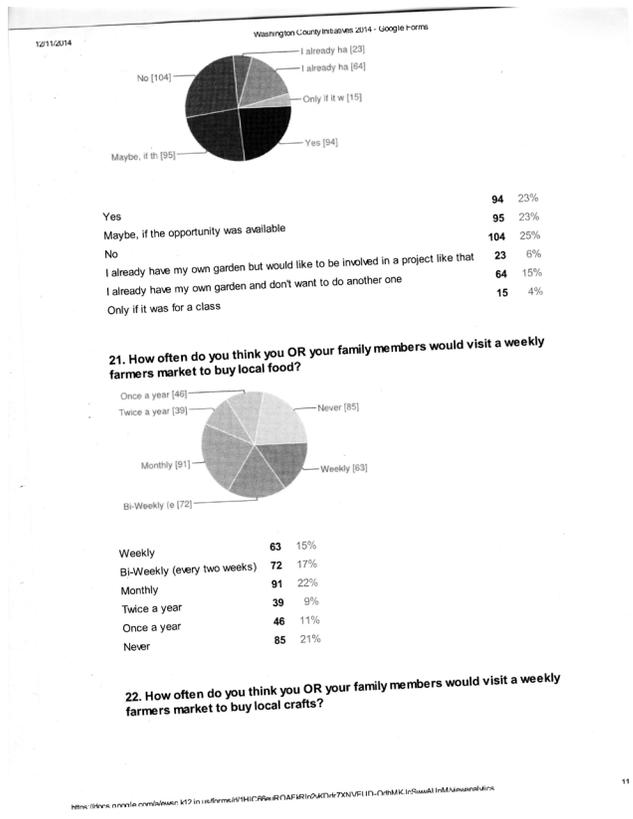
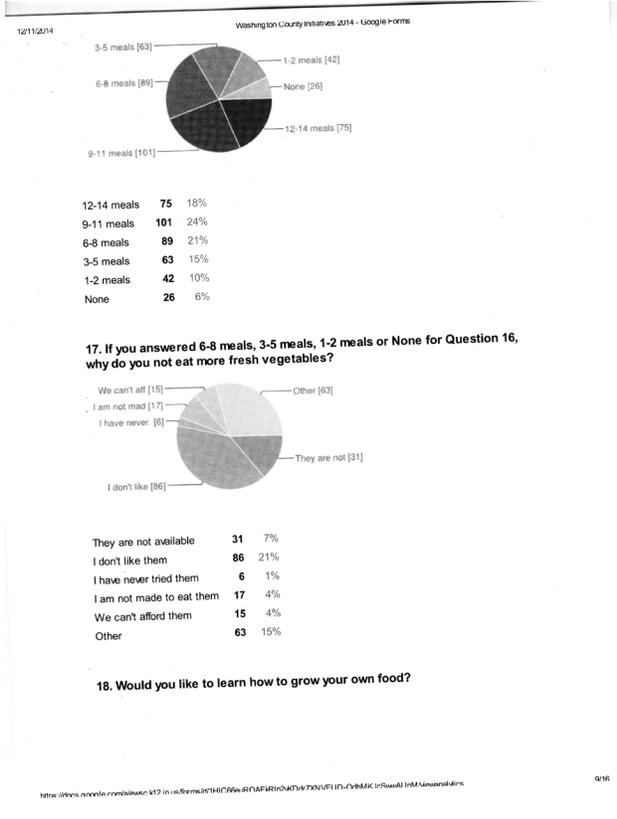


Very Much	23	6%
Definitely	31	7%
Some	121	29%
Not Really	171	41%
Absolutely Not	37	9%

**16. On average out of your 14 lunches and dinners a week, how many of your meals include fresh vegetables (including school) that you eat?**

<https://docs.google.com/a/wcr-k12/forms/d/1HC96wR0AFMRtoQdK47XNVEFIIDjYbMKI2SaaAlIM/viewedit>

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# APPENDIX B: ECONOMIC ANALYSIS

## 1.1 Supply of “Ready” Sites

### 1.1.1 Shovel Ready Criteria

The Indiana Shovel Ready Program identifies and certifies sites that are ready for economic development. The program has three tiers: shovel ready, shovel ready silver, and shovel ready gold. Once certified in any level, the sites are featured on the Indiana Site Selector Database and are included in the Indiana Economic Development Corporations marketing materials. According to the Indiana Office of Community and Rural Affairs (ORCA), certification levels are defined by the following:

The base level defines boundaries with a clear title, establishes a price, demonstrates executive level local government support, defines utility capacity, and provides documentation such as Phase I environmental assessment, ALTA, topographical, property layout, and plat maps.

Shovel Ready Silver builds upon those attributes by maintaining documentation that is less than one year old, has proper zoning, and has infrastructure built to the property.

Shovel Ready Gold expands beyond Silver by being less than five miles from a two-lane highway, has seismic data, soil borings, a minimum of 20 acres, and has no environmental concerns.

### 1.1.2 Current Supply of Shovel Ready Sites Shovel Ready

In Washington County, there is one certified Shovel Ready site, the J.F. Helsel Commerce Park. The sites located within the J.F. Helsel Commerce Park are available for sale. According to the

property report, the property is located in an economic revitalization area and a tax increment financing area. The property is owned by WC Economic Growth Partnership. The minimum lot size is 5 acres and the maximum lot size is 140 acres. There are a total of 140 acres available. The property is located within 35 miles of the Port, Louisville Airport, and is serviced by CSX making it prime for industrial and warehouse development.

### Other Available Sites

There are 2 sites available for sale or lease that are not part of the shovel ready program. These sites range in size from 5 acres to 12.22 acres. The buildings can be used for general purposes, light manufacturing, warehouse, and distribution. More information for the sites can be found at [www.statein.zoomprospector.com](http://www.statein.zoomprospector.com).

### Other Available Buildings

There are 4 buildings available for sale or lease in Washington County. These buildings range in use from office, light manufacturing, warehouse, distribution, industrial, and general purpose. The buildings range in size from 7,000 square feet to 65,702 square feet. These buildings could be potential sites for new business development in Washington County.

More information for the buildings can be found at [www.statein.zoomprospector.com](http://www.statein.zoomprospector.com).

## 1.2 Economic Analysis

### 1.2.1 Condition

#### *Economic Base*

The following industries are in the Washington County economic base 2013

(Continued on next page)

Industry	LQ 2013
NAICS 23 Construction	1.09
NAICS 31-33 Manufacturing	1.7
NAICS 44-45 Retail trade	1.37
NAICS 51 Information	1.37
NAICS 81 Other services, except public administration	1.03

as defined by having a location quotient (LQ) greater than 1:

### *Multiplier Effect Industries*

The economic multipliers analyzed for each sector include output per dollar of direct output, total jobs per direct job, and total payroll per dollar of direct payroll. The analysis found the “management of companies and enterprises (NAICS 55)” sector has the highest output per dollar of direct output economic multiplier at 1.39307 with \$645,025 in total output in the county. “Utilities (NAICS 22)” has the highest total jobs per direct job multiplier at 2.24587 and creates 29 direct and indirect jobs in the county. The “accommodations and food services (NAICS 72)” sector creates the most payroll per dollar of direct payroll with a multiplier of 63.3578 and a total payroll of \$198,831,465. Creating jobs in the “Utilities (NAICS 22)” and “accommodations and food services (NAICS 72)” sectors will have the largest economic impact in Washington County by creating other jobs and generating larger payrolls to be spent in the community. The multipliers for all sectors can be found in the appendix.

### *Industry Clusters*

#### *Analysis of Demand*

A shift-share analysis helps to determine what is a cause of growth/decline and if the change is because of local or national factors. There are three calculations that are apart of a shift-share analysis: 1) Reference share;

#### 2) Industry mix; 3) Local shift

The reference share shows the growth/decline of an industry in the reference economy during the analysis period due to national trends. In this example, the reference share shows the growth/decline in the United States economy from 2001-2013. The reference share indicates how much an industry would have grown, by number of employees, if it were following the national growth. For example, based on the national employment growth rate of 3.34% between 2001-2013, the “retail” industry should have grown by 24 employees.

The industry mix indicates growth/decline of specific industries based on national trends of the industry. For example, considering “wholesale trade (NAICS 42)” had nationally increased by 8,788 employees, if Washington County were following national trends, the local industry should have increased by 5 employees.

The local shift indicates how much an industry should have grown or declined during the analysis period based on national and local factors. For example, based on local influences, the “health care and social assistance (NAICS 62)” sector should have increased by 162 employees.

*(Results are in the table located on the next page.)*

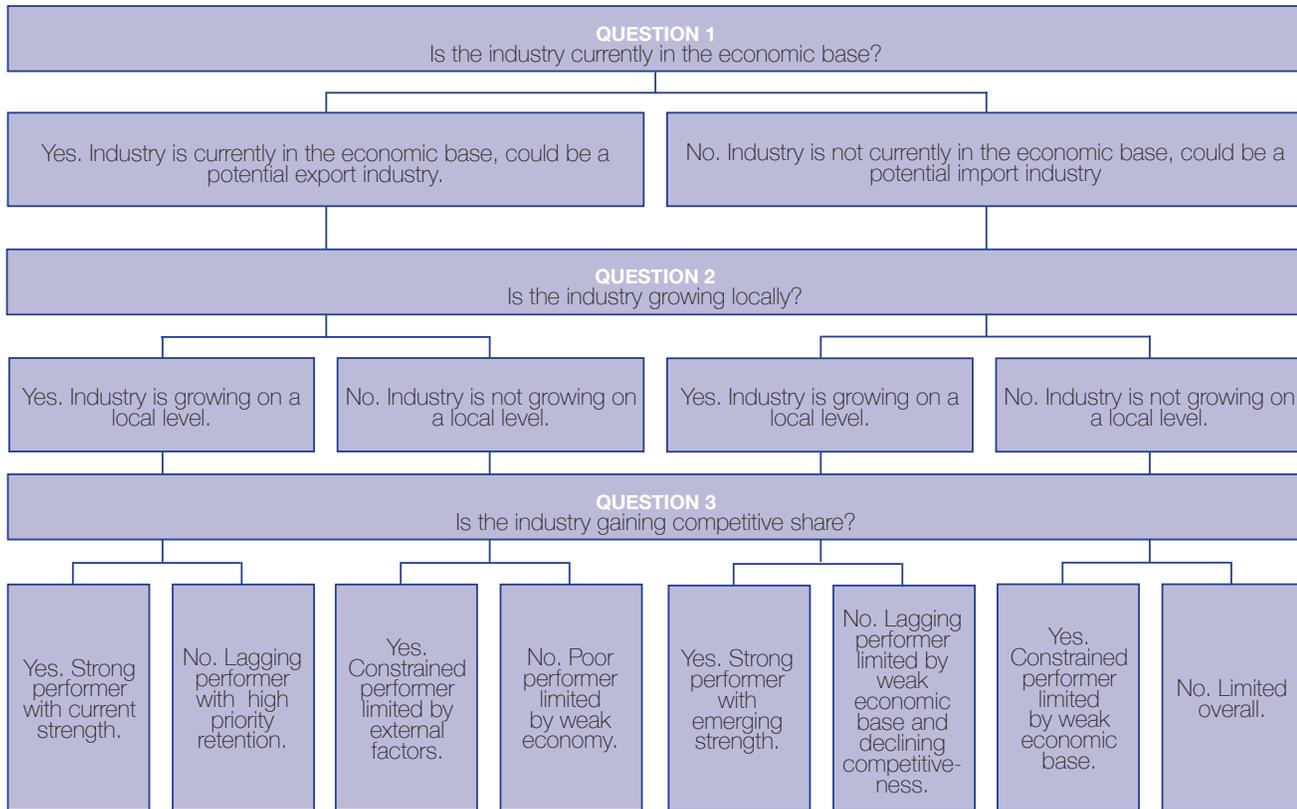
Industry Sector	2001 LQ	2013 LQ	Change in LQ	Reference Share	Industry Mix	Local Share	Industry Performance
NAICS 11 Agriculture, forestry, fishing and hunting	No Data Available						
NAICS 21 Mining, quarrying, and oil and gas extraction	No Data Available						
NAICS 22 Utilities	0.53	0.53	0.00	1	-2	-2	Poor Performer
NAICS 23 Construction	1.18	1.09	-0.09	13	-65	-70	Poor Performer
NAICS 31-33 Manufacturing	1.85	1.70	-0.15	82	-737	-221	Poor Performer
NAICS 42 Wholesale trade	0.58	0.42	-0.16	5	-5	-60	Poor Performer
NAICS 44-45 Retail trade	0.96	1.37	0.41	24	-29	90	Strong Performer
NAICS 54 Professional and technical services	0.69	0.52	-0.17	4	19	-55	Poor Performer
NAICS 55 Management of companies and enterprises	No Data Available						
NAICS 56 Administrative and waste services	No Data Available						
NAICS 61 Educational services	No Data Available						
NAICS 62 Health care and social assistance	0.61	0.97	0.36	13	121	162	Strong Performer
NAICS 48-49 Transportation and warehousing	0.3	0.26	-0.04	2	0	-14	Poor Performer
NAICS 51 Information	1.13	1.37	0.24	4	-31	10	Constrained Performer
NAICS 52 Finance and insurance	0.57	0.81	0.24	4	-5	10	Strong Performer
NAICS 53 Real estate and rental and leasing	0.59	0.61	0.02	2	-3	-8	Poor Performer
NAICS 71 Arts, entertainment, and recreation	0.29	0.31	0.02	1	3	-7	Poor Performer
NAICS 72 Accommodation and food services	0.94	0.93	-0.01	15	77	-111	Poor Performer
NAICS 81 Other services, except public administration	0.77	1.03	0.26	5	-7	20	Strong Performer
NAICS 99 Unclassified	No Data Available						

(Continued on next page)

### 1.5.4 Industry Performance

Decision Tree: Based on a various influencing factors, industries can easily be identified as one of 8 industry performers: 1) Strong performer with current strength; 2) Strong performer

with emerging strength; 3) Lagging performer with high priority; 4) Lagging performer limited by weak economic base and declining competitiveness; 5) Constrained performer that is limited by external factors; 6) Constrained performer limited by weak economic base; 7) Poor performer limited by weak economy; 8) Limited overall



See image below for results.

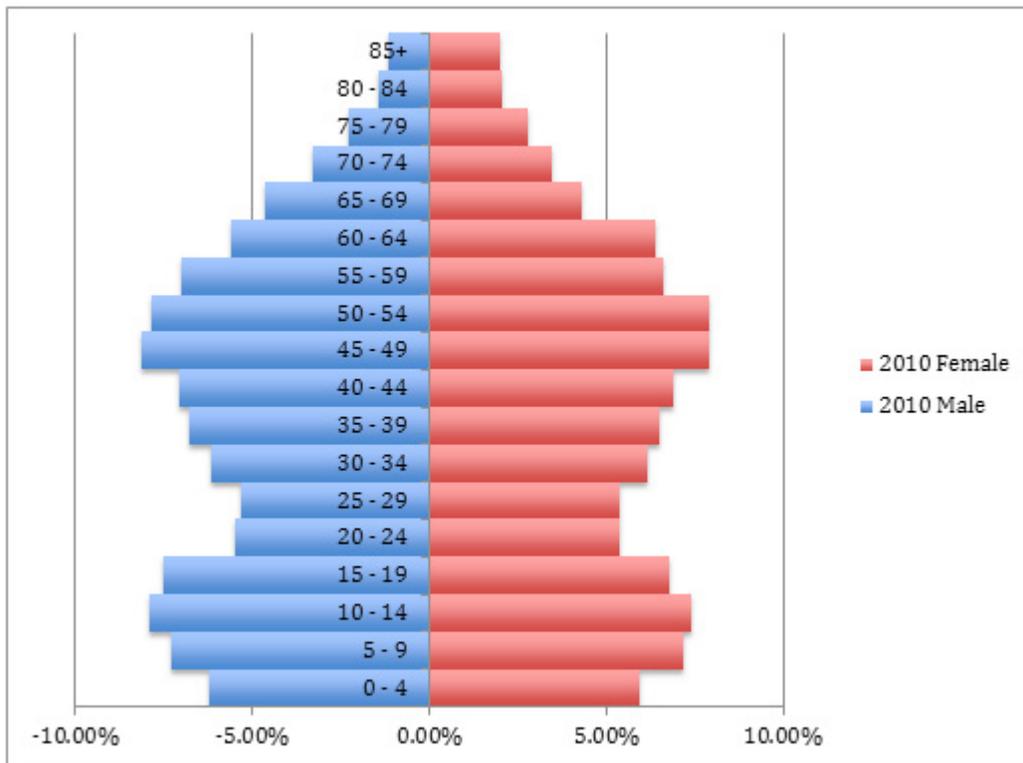
### 1.5.2 Factors of Production

Since 1990, the Washington County population has increased by 17.1% from 23,717 in 1990 to 27,780 in 2013. The population is estimated to increase to 29,652 by 2030 ([http://www.hoosierdata.in.gov/highlights/profile.asp?geo\\_val=S18;C175&page\\_id=1](http://www.hoosierdata.in.gov/highlights/profile.asp?geo_val=S18;C175&page_id=1)).

The population distributions, shown in the figures below, detail the change in population (in percentage) by age

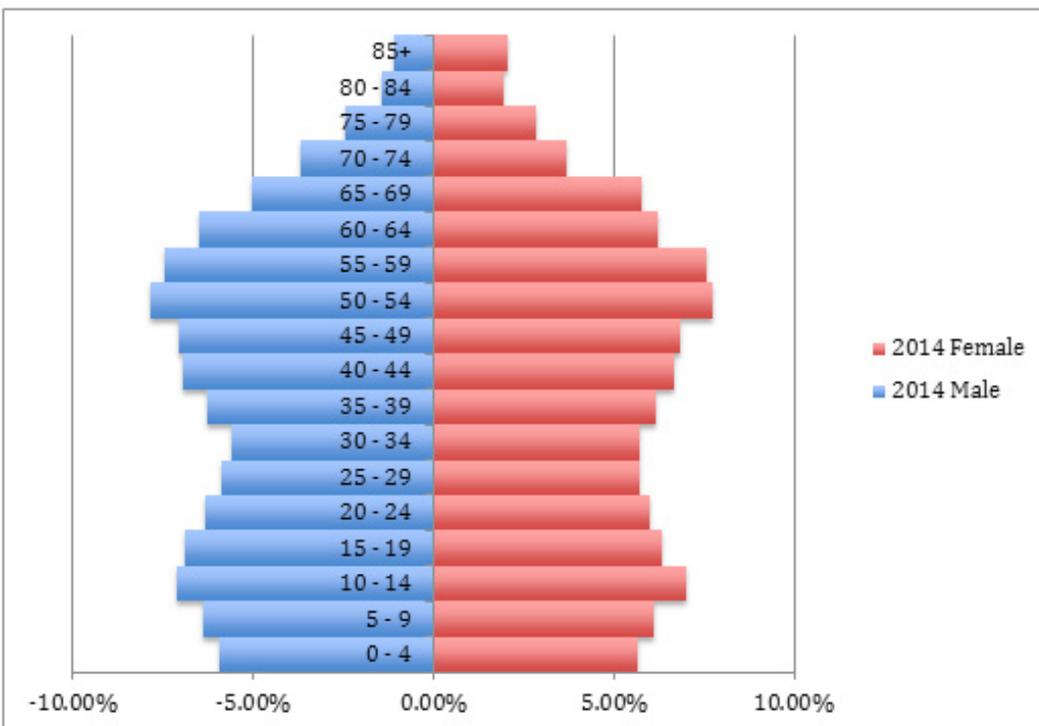
group in 2010 and 2014. The 2010 population distribution shows patterns of immigration, depicted by bulges in the graph, between the ages of 10-14 and 45 – 49. The lack of bulges in the 0 – 4 age category signify low birth rates in the community. If the community doesn't attract new residents, this can lead to future problems as the community population declines. The bulges between the ages of 10-14 can signify families with children moving into the community, or an increase in births 10 years ago. Around the ages of 20-29 the population is emigrating from Washington County.

This can be because of people moving away for college or moving away for work opportunities. If people do move away for



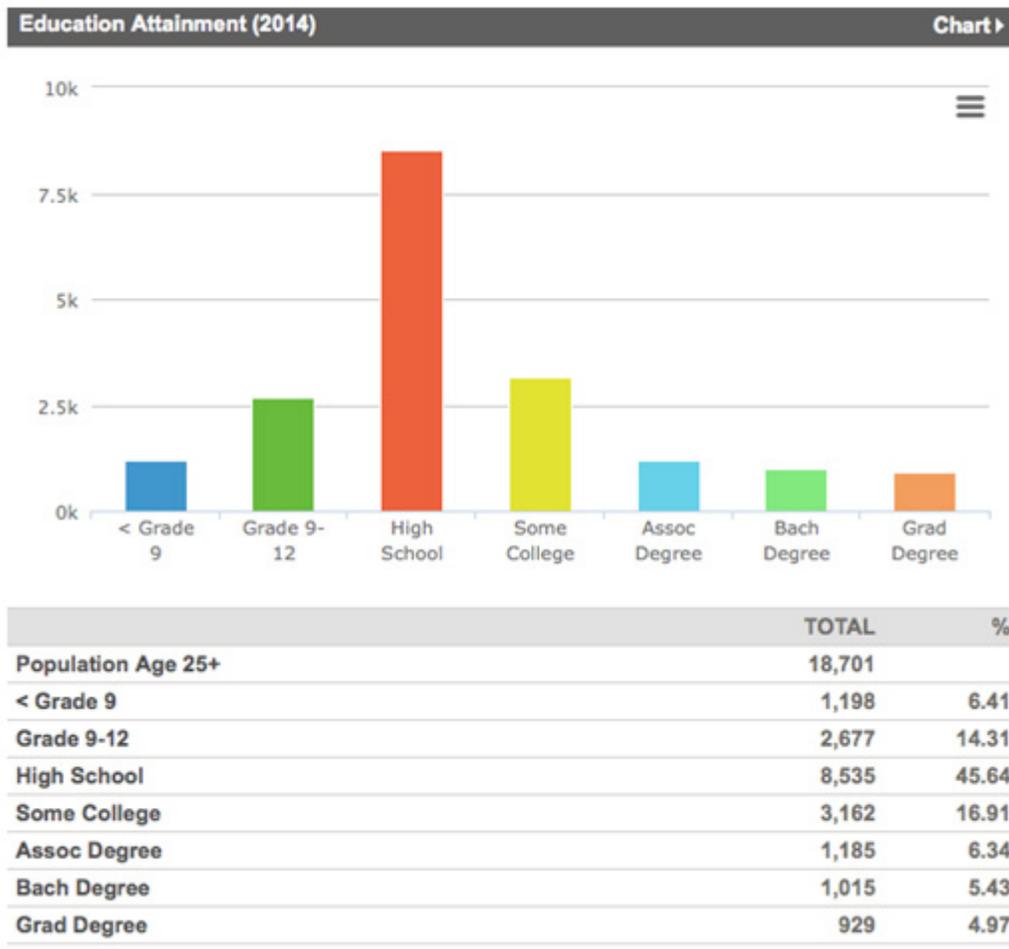
college, the graph shows they are coming back around the ages of 45- 49. Similar to the 2010 population distribution,

birth rates are similar than in 2010, the population bulges around the 50-59 age groups, suggesting people in those categories are aging in place.



(Continued on

The labor force consists of 13,571 individuals. Of the total, 12,531 (92.34%) are employed, and 1,030 (7.59%) are unemployed. There are 8,414 individuals not in the labor force (<http://statein.zoomprospector.com>). The majority of the population 25+ has a high school education (45.64%), while 16.91% have some college education and 14.31% have some high school education, as seen in the image below. (<http://statein.zoomprospector.com>)



### 1.5.3 Non-Labor Resources

There are state wide financing programs designed to stimulate business development and/or retention. These include:

- Rural Revolving Loan Fund
- 21st Century Research and Technology Fund

- Tax-exempt Bonds
- Small Business Innovation Research Initiative (SBIR/STTR)
- Venture Capital Investment Tax Credit (Muncie-Delaware County Indiana Economic Development Alliance, 2009)

Additionally, venture capitalist can provide sources of funds for businesses



in **Switzerland County**. Venture capital is money provided by investors to businesses; typically start up firms or small business, which are believed to have large growth potential and long term benefits. While venture capital investors typically have a higher risk than other types of investments, but returns can be greater than usual. In Indiana, venture capital firms target funding in various industries. For example, Lilly Ventures focuses investment in biotechnology and medical technology businesses across the state; CID Capital targets opportunities in the life sciences, manufacturing technology, business services, and information technology sectors; and Cardinal Equity Partners focuses in re-capitalizing lower and middle market businesses. The 11 largest venture capital firms in the state include:

- CID Capital, Inc.
- Lilly Ventures
- Cardinal Equity Partners
- Indiana Community Business Credit Corp.
- Allos Ventures
- Heron Capital
- Cambridge Ventures LP
- Pearl Street Venture Funds
- Periculum Capital Co. LLC
- Indiana Seed Fund I
- AGS Capital LLC

(Muncie-Delaware County Indiana Economic Development Alliance, 2009)

There are various tax credits available through the State of Indiana to stimulate business development including:

- Skill Enhancement Fund
- Economic Development for a Growing Economy (EDGE) Tax Credit
- Research and Development Tax Credit
- Hoosier Business Investment (HBI) Tax Credit
- Hoosier Headquarters Relocation Tax Credit
- Hoosier Alternative Fuel Vehicle Manufacturer Tax Credit (Indiana Economic Development Corporation, n.d.).

# J.F. Helsel Commerce Park

Property Report (1500 Jim Day Road)



## Property Details

Site/Building Name	J.F. Helsel Commerce Park
Street Address	1500 Jim Day Road
City	Salem
County	Washington County
Zip Code	47167
Type of space	Light Mfg
Min Size	5 acres
Max Size	140 acres
Last Updated	2/27/2013

## Contact Information

Company	Washington County Economic Growth Partnership Inc
Contact Name	Sabrina Burdine
Address	1707 N. Shelby Street
City	Salem
State	Indiana
Phone	812-883-8803
Fax	812-883-8739
Email	sabrina.burdine@wcegp.org
Website	http://www.wcegp.org



## Availability

Lease Type	private
For Sale	Yes
Current Use	Banquet Hall, agricultural

## Building Details

Divisible	Yes
Building Environment	Stand Alone Industrial Site
Building Type	Light Industrial

## Site Details

Contiguous Acres Available for Development	135
Featured Site Description	Shovel Ready
Flood Plain	no
Lot Size	135
Parcel	88-24-09-000-002.000-021
Phase 1	Yes
Phase 1 Date	01/17/02
Phase 1 Environment Report	Yes
Shovel Ready	Yes
Soil Report	Yes
Total Acres	140 acres
Zoning	Light Manufacturing
Zoning Authority	City of Salem

## Transportation

Interstate Name	Interstate 65
Distance to Interstate	17 miles
Nearby Highway	SR 56
Distance to Nearest Highway	0.5 miles
Nearest International Airport	Louisville International Airport
Distance to Nearest Airport	35 miles
Distance to Rail	2
Rail Provider	CSX
Distance to Port	35 miles

## Utilities

Electric	Yes
Distance to Electric	0
Electric Provider	Jackson County REMC
Typical KVA	7200
Natural Gas	Yes
Distance to Natural Gas	0
Natural Gas Provider	Midwest Gas

Report provided by the State of Indiana <http://statein.zoomprospector.com>



# APPENDIX C: ENVIRONMENTAL ANALYSIS

## ENVIRONMENTAL RECOMMENDATION

Natural Wealth of Washington County should be embraced by creating a network of trails or greenway that improves upon the existing trails and connects surrounding systems. Knobstone Trail is the longest, most difficult and well-known trail system in Indiana. Knobstone Trail runs through and borders Washington County.



It would be ideal if the community **in question** were closer to the trail so a footpath could be constructed. However the trail isn't accessible by many roads from the high school or Pekin, so I am proposing a more long-term plan for the community with one step to be taken immediately.

This idea asks that Eastern High School connect with an existing trail just south of the county seat Salem and its Lake Salinda. They can then work on projects that will benefit the entire community and region with an overall goal of connecting Pekin to this region in the future. This will be done through starting a tradition of familiarization with local hiking organizations, officials within the DNR who might be helpful and with some of the actual work itself. Additionally,



**native inhabitants** will have unique access to local knowledge about nearby communities that will be essential in gaining acceptance of this trail plan.

## CONNECT WITH LAKE SALINDA TRAIL

The closest trail for Pekin residents is within nine miles, just two miles south of Salem at Lake Salinda. A road with mile markers and trails dot the area around the 88 acre lake, which doubles as a walking trail. (A proposed trail connecting the

lake just south of Salem High School was never built but could be reconsidered if the youth wanted to bring the case up again.) Cooperation with Salem's community in Washington County is key to success.

I am proposing to build a bicycle trail along existing non-highway roads, thereby providing the easiest solution to the county's isolation issues. As you can see on the map provided, travelling north on North Eastern School Rd, travelers would take the first left onto South Eastern School Rd for 2.07 miles, would then turn left onto E. Motsinger Rd for 699 feet, then left onto E. Farabee Rd, right onto Martinsburg Rd, left onto E. Rudder Rd before turning right onto S. Blue River Church Rd where Lake Salinda is located. Different mapping services indicated the distance was between 9-12 miles or about an hour by bicycle.

This is significantly less time than would be required if a person drove by car to the Flower Gap Trailhead in nearby Deam Lake or even the Delaney Park Trailhead – both of which are more than an hour away. Rail trails aren't a possibility in this region because the Monon line is currently active - although not used regularly.

## EMBRACE KNOBSTONE TRAIL

The 58-mile Knobstone Trail, aka the little Appalachian Trail, is Indiana's longest natural surface foot path. It runs along high ridges that offer great views across the wooded hills of southern Indiana because of its north-northwest terrain, and is distinctive for its high, flat, narrow ridges and steep sides. This creates the "knobby" hills and is a training ground for those wanting to hike more mountainous areas.

(Continued on next page)

Much of the Knobstone Trail runs through the 23,979 acre Clark and Jackson State Forests, and it is managed by the Indiana Department of Natural Resources. Its southern terminus is at the 1300 acre Deam Lake State Recreation area, about 20 miles northwest of Louisville.

The northern terminus often depends on one's preference. Many use the access at Spurgeon Hollow Lake, which completes a 43.5 mile linear path to Deam Lake. Others prefer access from Delaney Park, which is just north of Spurgeon Hollow. There are several paths within Delaney Park which can be used to connect to Spurgeon Hollow, and the route selected will impact your total trip length.

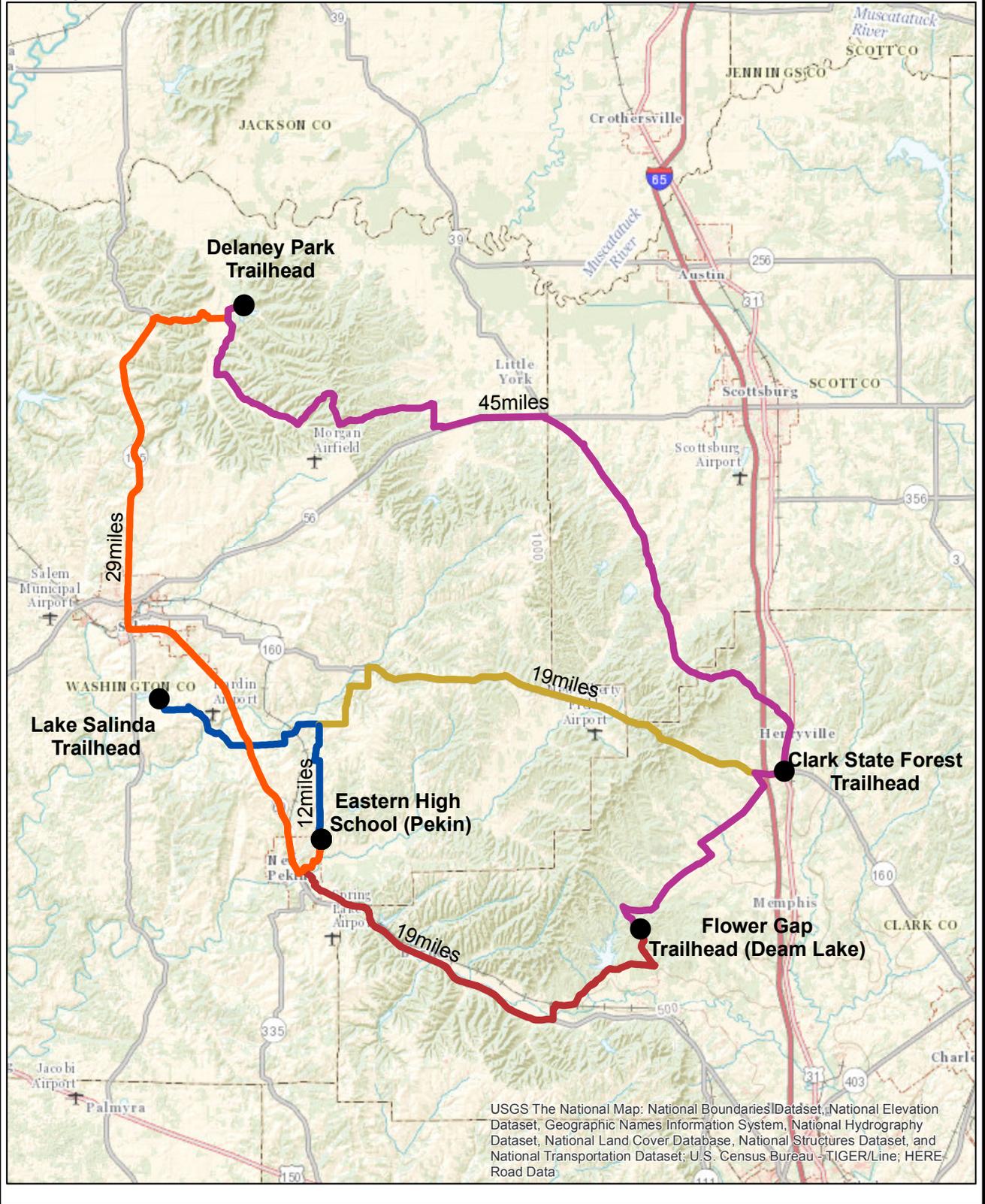
Despite the Knobstone's length and prominence among hikers and as part of the state's natural resource management plans, it is largely located in the northwest corner of the state. The 7.5 mile rule established by DNR in the 2006 Indiana State Trails, Greenways and Bikeways Plan means that a trail must be located that distance from one's home. Specifically, by 2006, the state wanted all of its residents to have a trail or bikeway within 7.5 miles or 15 minutes of their home. By 2014, the state had attained that goal of a trail within those parameters for 98 percent of its population, which is a 17 percent increase from 2006. The state upped the ante by setting a goal of having a trail within a distance of five miles or 10 minutes of its residents. The proposed environmental plan would connect Pekin residents to county seat Salem, which has a small trail system.



The goal of this plan is to start a bike path from Eastern High School to Lake Salinda first, then work on a larger scale to end the isolation of this small community by utilizing the resources of the Knobstone Trail. This will be put out in more detail below, but specifically include having students work on the Vision Trail, becoming familiar with trail policies and doing some brainstorming on their own.



# Pekin Trail Solution



(Continued on next page)

## VISION TRAIL

Help with the state's Vision Trail with the hope it would connect to Pekin eventually. Vision Trail, proposed by the state, would connect the southern portion of the Knobstone Trail with the Nebo Ridge Trail in Jackson County. The Hoosier Hikers Council (HHC) wants to work with the state to make this Vision Trail a reality and claim private land north of the Knobstone Trail to make the longest continuous trail in the state.

As an estimation, a person walking a theoretical path about 63 miles in a southerly direction through Morgan-Monroe/Yellowwood State Forests and Hoosier National Forest only faces a "small gap" before reaching the remaining 45 miles through Jackson-Washington, and Clark State Forests, on the Knobstone Trail. Pekin students could conceivably be involved with securing land to make this vision a reality. Instead of trying to fix its problems, a trail system builds upon the positive aspects of the area.

The second part of the Vision Trail program aims to connect areas of Washington County to the southern part of the state, further bringing together the isolated community. By learning how to connect these trails and apply for grants students could connect their isolated community to not only northern Indiana, but southern Indiana as well. More of that plan can be seen at <http://www.in.gov/dnr/outdoor/files/or-TrailsProgress.pdf>. The trail would propose to connect all 11 counties that border the southern part of the state.



## FINAL RECOMMENDATION

Take a small step to get to a larger step of being connected. By establishing a bike path to Lake Salinda, students could connect two communities that are largely isolated from one another. Additionally, once this small step is achieved students could work with groups like the Hoosier Hikers Council and the state DNR on the Vision Trail connecting the gap in the Knobstone Trail to the northern part of the state. Students could then work on connecting Pekin via the Vision Trail that connects all 11 counties that border the southern portion of the state.

*Appendix C was prepared by Matt Litten, graduate student in the Natural Resources and Environmental Management department at Ball State University.*

# APPENDIX D: 10/20/14 CHAPTER MEETING RESULTS

1/11/2015

October 20th Meeting | MY COMMUNITY, MY VISION

## MY COMMUNITY, MY VISION

INDIANA YOUTH IMPROVING THEIR COMMUNITIES

### October 20th Meeting

OCTOBER 22, 2014 / DYLAN FISHER / 0 COMMENTS

#### Meeting Recap

Students, faculty, and community organization members attended the first meeting for Washington County's MCMV Project at Eastern High School. Citizens from Eastern High School, East Washington School Corporation, West Washington Junior High School, and Washington County Family YMCA were present. A copy of the presentation given during this meeting can be downloaded here: [Washington County MCMV Meeting 10.20.14](#)

During this meeting we discussed the purpose and potential impacts that could grow from their involvement in the project. We defined what a community action plan (CAP) is within context to Washington County. The process to complete our project was covered for the first time. The process is explained below in a four stage system.

#### Our Process

<http://www.mycommunitymyvision.org/october-20th-meeting/>

1/7

(Continued on next page)

### *Stage 1*

- Analyze the existing physical, economic, and social conditions
- Identify areas of improvement

### *Stage 2*

- Create and prioritize initiatives that address the areas of improvement
- Research case studies and make networking connections with organizations that have already done similar initiatives

### *Stage 3*

- Distinguish funding sources
- Create an implementation timeline for each initiative in the plan

### *Stage 4*

- Publish a draft of the plan
- Revise draft for final edition
- Open a communication portal for future community improvement recommendations

## **Analysis**

Once everyone had better understanding of the project we completed two community analysis exercises. The first exercise was a SWOT Analysis. The community members were asked to share what they felt were the strengths, weakness, opportunities, and threats (SWOT) of Washington County. The results of our analysis were:

## **SWOT**

### *Strengths*

- Parks (Campbellsburg & Hardinsburg) – WWJHS
- Existing organizations (HTC & Purdue Ext.) – YMCA
- School pride
- Youth involvement
- Wheelchair ramps – WWJHS

### *Weaknesses*

- Limited entertainment options
- Poor communication between all parties

### *Opportunities*

- Walmart project
- Creating activities that are fun for all ages
- Partnerships between schools

### *Threats*

- Income
- Transportation
- Location
- Negative student and resident attitudes
- Egos

The second brief analysis we completed was a “bare minimum” exercise. Everyone in attendance was asked to share what at a minimum their community needed for them to live there.

## Bare Minimum

- Youth Culture Change
- Good jobs for everyone (youth and adults)
  - Mayor Bower’s Job Initiative
- More retail stores
  - Mom and Pop Shops
  - Downtown Salem
- Recreation opportunities
  - Walking and biking trail

[Washington County](#)

- [◀ BARE MINIMUM](#)
- [◀ COMMUNITY ACTION PLAN](#)
- [◀ MY WASHINGTON COUNTY MY VISION](#)
- [◀ SWOT](#)

PREVIOUS POST

The Leadership Project

NEXT POST

What can MCMV do for me?

## Leave a Reply

Your email address will not be published.

# MY WASHINGTON COUNTY, MY VISION

October 20, 2014

1

## Introduction

- Dylan Fisher
- Senior Urban Planning Student @ BSU
- Grew up in Clarksville Indiana

2

## Community Action Plan

### Our Process

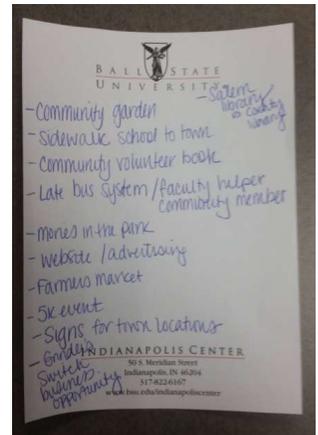
- Stage 1
  - Analyze the existing physical, economic, and social conditions
  - Identify areas of improvement
- Stage 2
  - Create and prioritize initiatives that address the areas of improvement
  - Research case studies and make networking connections with organizations that have already done similar initiatives
- Stage 3
  - Distinguish funding sources
  - Create an implementation timeline for each initiative in the plan
- Stage 4
  - Publish the plan
  - Open a communication portal for future community improvement recommendations

### Our Tools

- You all
- Local Community Organizations
- Student and Community Surveys
- Quantitative Analysis
- Grant Writing
- Fundraising
- Crowd Funding
- Hand Rendered Graphics
- 

3

## What is next?



4



## Community Gardens

Community Gardens help people weather economic storms, inspire resilience and enhance health through increased access to whole foods, good nutrition and physical exercise. They also provide a common space for community interaction, knowledge sharing, and strengthening community.

- Increase access to fresh foods through development and support of community gardens.
- Improve community resiliency through gardening education, and culinary skills, including food preservation.
- Support leadership development through entrepreneurial opportunities.

5

- <http://youtu.be/ZEWlQwIRcg>
- <http://www.communityfoodinitiatives.org/food-garden-education/>

## Safe Routes to School

Starting a Safe Routes to School (SRTS) program is an opportunity to make walking and bicycling to school safer and more accessible for children, including those with disabilities, and to increase the number of children who choose to walk and bicycle.

### SRTS resources & activities help communities:

- Build sidewalks, bicycle paths & pedestrian-friendly infrastructure
- Reduce speeds in school zones & neighborhoods
- Address distracted driving among drivers of all ages
- Educate generations on pedestrian & bicycle safety

<http://www.saferoutesinfo.org/>

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(Continued on next page)

## Brainstorming

- SWOT Analysis
  - (Strengths, Weaknesses, Opportunities, Threats)
- Bare Minimum
  - Most directly, what would need to change in their community for these chapter youths to come back and live there post education?
- What if? Why not?
  - The role of premise on outcome; e.g., What if there were a bridge across the river? What if there were young people in the downtown? What if we could rely less of the automobile? What if we were a sustainable agrarian community?

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## Update Schedule

- Saturday October 25<sup>th</sup> @1pm
  - Presentation:
    - Planning and Civic Action
    - Development and Preservation Strategies
    - Identification of Community Stakeholders and Organization
  - Begin progression from Stage 1 to Stage 2
- November meetings TBD

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## MCMV Website

[www.mycommunitymyvision.org](http://www.mycommunitymyvision.org)

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# APPENDIX E: 10/25/14 CHAPTER MEETING RESULTS

1/11/2015

October 25th Meeting (#2) | MY COMMUNITY, MY VISION

## MY COMMUNITY, MY VISION

INDIANA YOUTH IMPROVING THEIR COMMUNITIES

### October 25th Meeting (#2)

OCTOBER 30, 2014 / DYLAN FISHER / 0 COMMENTS

On October 25th, the Washington County MCMV team met for a second time. The Leadership Project from Eastern High School participated in the meeting. In case you missed the meeting, you may access a copy of the presentation and agenda here: [Washington County MCMV Meeting 10.25.14](#)

During this meeting we went through a series of brainstorming questions to encourage the participants to discuss new topics. To see results from this exercise click here: [October 25th Brainstorming Activity](#).

After the brainstorming exercise we made a list of the areas of improvement that had been discussed to date. We then began refining each improvement area into community initiatives and prioritized them accordingly. A total of seven initiatives and five initiative groups were created. However, more initiatives will continue to be established in the upcoming weeks. The following section details the initiatives established on October 25th, 2014.

#### Potential Washington County Initiatives

<http://www.mycommunitymyvision.org/october-25th-meeting/>

## *Health and Safety*

### Student Safety Initiative (EWSC)

- Sidewalk along N. Waters St and N. Eastern School Rd.
- Crosswalks along N. Eastern School Rd.

### Washington County Heritage Trail

- Pedestrian and bicycle trail repurposing the unused rail lines in Washington County.
- Promote exercise and healthy living lifestyles.
- Include plaques with county history along the trail.
- Items to consider including:
  - Exercise equipment, parking lots, trail maps / markers, lighting, trash cans, benches, vending machines, and restrooms.
- Incorporate historic train depot in Salem.
- Connect to Salem trail and park

## *Community Activities*

### Community Garden

- Provide residents with access to fresh foods
- Gardening education programs
- One acre plot near Eastern High School
- Raised beds for handicap access
- Partnership with FFA
- Partnership with horticulture club
- Partnership with the local food bank

- Two phase process
  - Seasonal plots
  - Year round greenhouse

#### Movies in the Park

- Seasonal movie screenings for families and teens
- Outdoor summer and indoor winter
- Partnership with volunteer organizations to monitor and host events

#### *Commerce and Economics*

##### Coffee Shop Co-Op

- Employ local students to operate
- Partnership with business department to develop the business model
- Small food menu
- Serve local grown foods
- Regular business hours

#### *Agriculture*

##### County Farmers Market

- Improve existing farmers market
- Farmers Market Archway
- Permanent booths
- Regular hours of operation
- Potential resource for Home Ec. Dept.
- Purdue Extension / Vincennes University

## Employment

Enhancing the local training programs to complement agriculture jobs

- “Coming back to solely farm is not an option for many of our youth.”
- Soil Sciences
- Crop Insurance Sales
- Four key sectors of economic growth named in “Innovative Agbioscience in Indiana: A Baseline Assessment.”
  - Plant Science and Crop Protection
  - Animal Health (Veterinary) and Nutrition Products
  - Value-Added Human Food and Nutrition Products
  - Agricultural Production Equipment, Processing Equipment and Precision Agricultural Systems
- Utilize Purdue Extension / Vincennes University

### Washington County

- ◀ COMMUNITY ACTION PLAN
- ◀ COMMUNITY INITIATIVES
- ◀ MY WASHINGTON COUNTY MY VISION

PREVIOUS POST

Rushville Comprehensive Plan Draft

NEXT POST

Economic Development Strategies

## Leave a Reply

Your email address will not be published.

# MY WASHINGTON COUNTY, MY VISION

## Meeting 2

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## Meeting Agenda

### Information Portion

1:00 – 1:45 – Lunch will be served. (This will be a working lunch.)

- 1) Information Packet
- 2) Survey
- 3) Review the progress we made during our first community meeting
- 4) I will answer any questions about the project expressed at this time.

### Activity Portion

1:45 – 2:30 – Improvement Area Identification Discussion

- 1) Individual organization groups
- 2) Intermingled organization groups
- 3) Entire Chapter

2:30 – 3:00 – Creating Initiatives

3:00 – 3:30 – Prioritizing Initiatives

3:30 – 4:00 – Identifying Essential Community Leader / Involvement Discussion

4:00 – 4:15 – Community Outreach Discussion

4:15 – 4:45 – Project Organization Discussion

4:45 – Closing Remarks

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## SWOT

- Strengths
  - Parks (Campbellsburg & Hardinsburg) – WWMS
  - Existing organizations (HTC & Purdue Ext.) – YMCA
  - School pride
  - Youth involvement
  - Wheelchair ramps – WWMS
- Weaknesses
  - Limited entertainment options
  - Poor communication between all parties
- Opportunities
  - Walmart project
  - Creating activities that are fun for all ages
  - Partnerships between schools
- Threats
  - Income
  - Transportation
  - Location
  - Negative student and resident attitudes
  - Egos

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## Bare Minimum

- Youth Culture Change
- Good jobs for everyone (youth and adults)
  - Mayor Bower's Job Initiative
- More retail stores
  - Mom and Pop Shops
  - Downtown Salem
- Recreation opportunities
  - Walking and biking county trail

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## Improvement Area Identification

- 1) Individual organization groups
- 2) Intermingled organization groups
- 3) Entire Chapter  
(Creating Initiatives – Phase 2)

(Roughly 15 minutes in each phase)

(3:30 – 4:00 – Identifying Essential Community Leaders / Involvement)

Who unrepresented today, will be helping you put this plan in action?

Politicians, Teachers, Parents, Community Organizations

<http://youtu.be/ZEWlQwlRcg>

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## Brainstorming

- What is your county's heritage?
  - Can we incorporate this?
- What activities are there in the summer?
  - Community pools, sports, camps, video game competitions, fishing, hiking, dance lessons?
- What types of businesses do you have and what do you want to see?
  - Restaurants, Retail, Barbershop/ Salon?
- Where are the community centers?
- What and where are the major employers?
  - Available skill training?
  - How do you get to work?
- What after school programs are there for you?
- Where is the art?
- Where do you get your groceries?
  - How often do you go in a week?

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## Agenda

- 2:30 – 3:00 – Creating Initiatives
- 3:00 – 3:30 – Prioritizing Initiatives
- 3:30 – 4:00 – Identifying Essential Community Leaders / Involvement
- 4:00 – 4:15 – Community Outreach
- 4:15 – 4:45 – Project Organization
- 4:45 – Closing Remarks

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## Community Outreach

- Flyers
- Public meetings
  - One mid November and December
- Social media accounts?
  - Twitter, Instagram
- [www.mycommunitymyvision.org](http://www.mycommunitymyvision.org)

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## Project Organization

- Contact List
  - (Organization, Title, E-mail)
- Weekly E-mail Update
  - (Thursday night)
- [www.mycommunitymyvision.org](http://www.mycommunitymyvision.org)
  - Calendar, Blogs, and Updates
- Public Blackboard Site
- Beth Neville, AmeriCorps Vista

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# APPENDIX F: IMPLEMENTATION

While each community has their specific goals and initiatives, there are several factors that each plan has in common. This list of economic improvement strategies was developed at a meeting of all the community members on November 22, 2014 in Columbus, IN. The list was compiled and organized by India Ballard-Bonfito. This portion of the plan is intended to share resources which empower each community to achieve their goals. Online resources on the My Community, My Vision website supplement this information. It is highly recommended that each community review these resources. <http://www.mycommunitymyvision.org/>

1. Business Improvement Districts
2. Crowd-funding
3. Heritage Tourism
4. Makers Districts
5. Revolving Loan Funds
6. Downtown Living Opportunities
7. Student Led Restaurants
8. Community Gathering Events
9. Food Security
10. Resource Recovery

The list includes the overall strategies for community development. Viewed alone, these strategies can be rather overwhelming. "How does one actually implement heritage tourism?" for example, is a question you might ask yourself. If broken down into smaller tasks in the form of individual projects and programs, coupled with community dedication and provided the resources to do so, the goals can become ever-achievable!

Oftentimes, larger goals must be broken down into smaller projects, pilot projects and use project-specific funding sources to be achieved. Once a history of success

is established, then higher-dollar funders will be more likely to give, as is the case for federal funding resources.

## ACTION

All programs, whether they are small projects with a short timeline, or larger projects that will take five years or more, require collaboration with various local, state and federal partnerships. Such partnership is essential for success, but also demonstrates strong, grassroots commitment to community improvement.

An online video guide on the "My Community, My Vision" website accompanies the following action items and the economic tools and fundraising resources listed below. In this guide, Lindi Conover takes you through the following components with an example to explain the particular organizing goals and strategies, along with the fundraising and economic implementation tools.

Keys to success include the following: A core group of dedicated individuals who will begin the planning

The good news is that you already have this in place by being a part of the My Community, My Vision program! But you may need more people on board, which involves "selling" or lobbying for your project(s). Before you can really begin to inform and educate, you have to identify and plan out the smaller tasks of your specific projects/plan. Again, because of your involvement in the My Community, My Vision program, you already have a really strong start!

Identifying local stakeholders

(Continued on next page)

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Include local county, city, and town government (mayor, city, town & county council, commissioners), school boards, libraries, parks departments, community leaders, businesses and business owners, political parties, banks, chambers of commerce, tourist and visitors centers. This step usually involves the core group of organizers to brainstorm and systematically write down what headway has been made. Time will be spent looking up phone numbers, asking questions, being re-directed to the right people and generally learning the “lay of the land” in your local community.

### **EDUCATE & ADVOCATE**

Now your job is to get the stakeholders on board with your project, to bring them into the fold and get them excited for your plan. This is the step in which partnerships really begin to emerge and blossom. You will discover aspects of your community which you didn't already know and begin to work together with others who are passionate about your town(s). Delegate out to your core group of people specific tasks required to get the job done. Don't be afraid to ask for help and guidance. This is your chance to show stakeholders what the plan is and why you need them.

### **ASSIGN TASKS TO ACHIEVE THE PLAN**

You have committed individuals, agencies, organizations, and all sorts of local institutions ready to see your plan take shape and begin to make a difference in the experiences of people within the community. Identify which institutions are best suited to take part in various aspects of the process and ask them to do so.