

70-40-GREATER MOUNT COMFORT CORRIDOR REGION

Regional Development Plan

Date 9/30/2021

SUBMITTED TO:

**INDIANA ECONOMIC
DEVELOPMENT CORPORATION**



70 / 40

GREATER MT. COMFORT CORRIDOR REGION

REVITALIZE - EDUCATE - INNOVATE



September 30, 2021

Dear Indiana Economic Development Corporation:

We are pleased to present the *70-40-Greater Mount Comfort Corridor Region-Regional Development Plan* to you for consideration at this important inflection point for our region. The 70-40-Greater Mount Comfort Corridor Regional Advocacy Board presents this proposal on behalf of the broader group of stakeholders who have participated in the development of the plan and the selection of projects from Hancock County, the Town of Cumberland, and East Indianapolis that will ensure success, connectivity, and sustainability. Our plan is built on the foundation of recent economic development plans on both sides of the county line for the Mount Comfort Corridor, a high growth region that is positioned to be a magnet for both business development and talent attraction within the broader Central Indiana region and in collaboration with other regions and their leaders. Foundational development plans have emphasized the growth potential of the north-south Corridor, and this Regional Development Plan serves to realize the potential by building the east-west, cross-county connections needed for individuals to access high-quality jobs and for employers to access a diverse mix of talent to fill them. Educators from K-12 districts and higher education have used the planning process to accelerate the development and coordination of career/technical education programs and to develop new models for employer engagement in advancing skills and credentials.

Driven by the IEDC's stated goals for quality of life/place, talent development/attraction, and innovation/entrepreneurship, our plan presents a balanced approach for achieving the goals by emphasizing the livability and attractiveness of our region. A drive along the Corridor provides visible evidence of that balance with development of numerous commercial, residential, and recreational sites. These new developments combine with the established neighborhoods in East Indianapolis to offer a wide range of residential and commercial options that are made possible by the public-private partnerships that are embedded in our proposal. We believe that we can promote our region even further by creating a physical site to showcase innovation at the county line. During our planning process we have engaged many of our best regional thought leaders about design innovations that will drive entrepreneurship and the connections between employers and their workers for lifelong learning, both of which will be necessities for continuing growth in the decades to come.

We are proud that our ongoing planning and development work along the Corridor has now evolved to a stage of recognized, cross-county inter-dependence where the Corridor is now seen as the glue that connects rather than the line that divides. We look forward to working closely with the IEDC and with our Central Indiana partners to take full advantage of the opportunities offered in the current post-COVID environment where Indiana, and Central Indiana in particular, presents itself to prospective talent and prospective employers as one of the most livable and innovative hubs in America. We stand ready to address any questions you might have and to implement our plans aggressively upon funding award.

Sincerely,

70-40-Greater Mount Comfort Corridor Regional Advocacy Board

Bill Spalding, County Commissioner, Hancock County

Randy Sorrell, President, Hancock County Economic Development Council

Dr. Harold Olin, Superintendent, Greenfield Central School Corporation

Martin Posch, President, Finish Line Youth Foundation

Pastor James Jackson, Lead Pastor, Fervent Prayer Church

Mary Gible, President, Hancock County Community Foundation

Miriam Acevedo Davi, President and CEO, La Plaza

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0. INTRODUCTION

The Greater 70-40 Mt. Comfort Corridor Region presents a unique opportunity to leverage the assets of a rapidly growing Hancock County and the well-established neighborhoods of East Indianapolis in ways that blur the county line while meeting the needs on each side of that line. A drive north up “the Corridor” on Mt. Comfort/Olio Road from I-70 to the border with

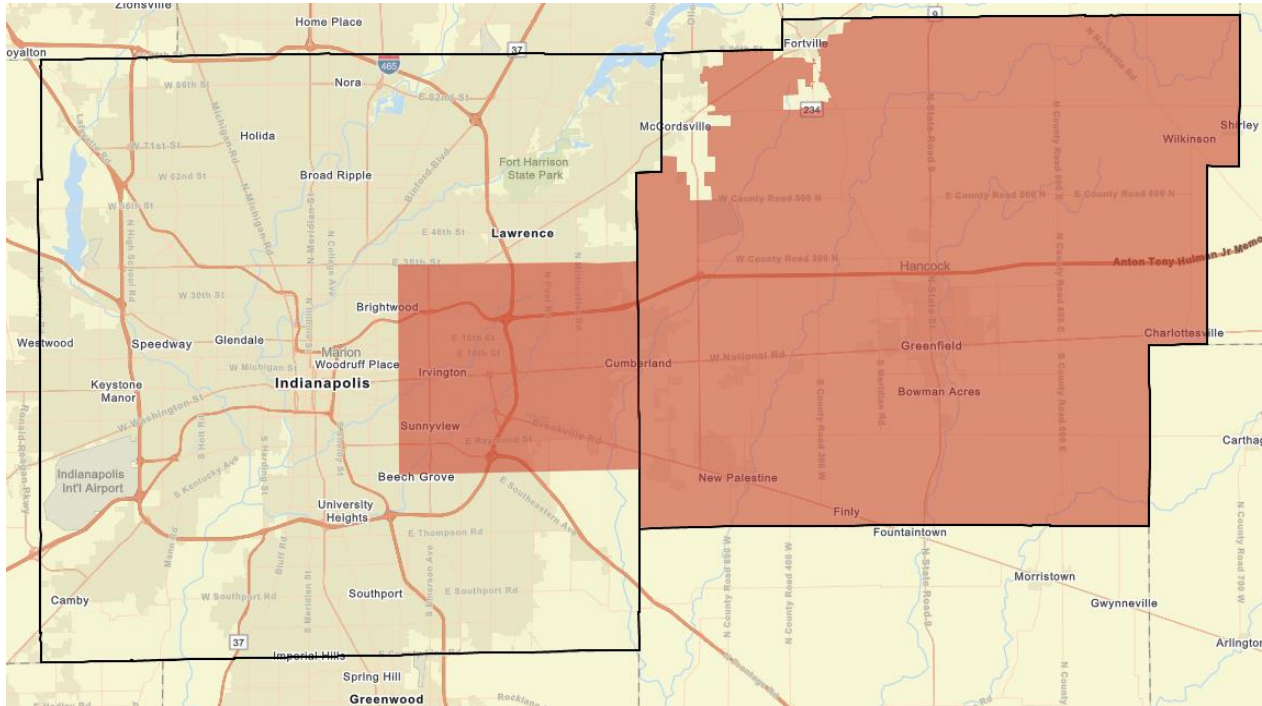


Figure 1: 70-40 Greater Mt. Comfort Corridor Region

Hamilton County is clear evidence of the prosperity and livability of the area, with a mix of commercial, residential, healthcare, and recreational development making the combined area one of the most desirable destinations in Central Indiana. Employers in Hancock County, including established companies and major new developments by Amazon and Walmart, need an increasing pool of talent. East Indianapolis brings a rich mix of community and neighborhood associations that are trusted by residents and can provide the connections to employment and to services that will be needed to acquire and retain the jobs. This proposal is grounded in “connections,” as the Corridor has ceased to be a dividing line and has become a connecting line.

Three Urban Land Institute (ULI) studies have provided the core foundation for this regional development proposal. These plans include:

- Mount Comfort Corridor, Hancock County, Indiana: A Vision for a Developing Rural Corridor (2019)
- Indianapolis Far Eastside: Technical Assistance Panel (2019)
- Irvington, Indianapolis, IN: A ULI Advisory Services Panel Report (2019)

The ULI plans highlighted and validated what regional leaders knew to be true for some time: the region and its community members seek connection. Individuals seek to be connected with their fellow community members to form relationships and collaborations to help their neighborhoods thrive. Individuals want to be connected to regional opportunities, programs, educational offerings, and training to take advantage of resources available to them. They desire to be connected to safe neighborhoods with access to quality housing, livable public spaces, and association with neighbors they know and trust. Job seekers want to connect with employers that will provide them with meaningful and stable employment opportunities so that they can advance in income and support their families. Livability includes public spaces such as parks and trails, along with affordable entertainment, restaurants, and recreation options. Existing conditions along the Corridor shows the emergence of this kind of environment.

Businesses also desire connections. They see the need for connections to the infrastructure and utilities that will help their businesses grow, as well as the communities they serve grow along with them. Employers need a thriving and talented workforce to help them innovate and advance. They need connections to schools and training providers that will constantly adapt to needs for skills and will work with them to develop the talent pipeline and to advance the skills of their existing workforce. They need connections to social services that will help them address needs of employees rather than lose them when personal barriers appear. Businesses also seek civic connections where they are respected for the high-quality jobs they provide, while they earn that respect through engagement and support of public endeavors. Employers also recognize that a culture of innovation and entrepreneurship is essential for both community and business growth. While this was true even before the pandemic, the current environment has changed the employer-employee relationship in ways that will need to be addressed as we rebuild a shared sense of trust, safety, civic pride, and a healthy sense of what prosperity looks like moving forward. Government always has a key role to play with professional planning and transparency for smart growth in a region.

In addition to “connections,” the other word that is the bedrock of the regional development proposal is “smart.” It is a region where residents are increasingly engaging in discussions about what smart growth should look like. In implementation of the plan, “smart” will include multiple elements:

- *Smart Neighborhoods* with internet connectivity, smart streetlights, video monitoring and other technology advances for accessing services and providing safety – this will need to include standards for new residential construction and retrofitting in established neighborhoods;
- *Smart Connections* between the two counties so that both physical amenities (such as trails) and social and workforce services (such as education) are coordinated to take advantage of strengths in both counties;
- *Smart Employers* that maintain a competitive advantage in attracting and keeping workers as a result of investments in their workforce – the kind of employer described in the recent *Indiana GPS Project* as “Choice Employers;”
- *Smart Workers* who are lifelong learners who seize the opportunities for advancement and company-paid tuition that are increasingly available to them; and

- *Smart Government* that makes strategic investments for long-term growth, both within its own jurisdiction but also in the context of engaging with other communities in a thriving Central Indiana.
- *Smart Agriculture* – Address food deserts/food insecurity and promote agriculture innovation to enhance regional food production and outcomes for farmers.
- *Smart Utilities dedicated to providing solutions to both their users and communities through digital technologies and strategic investments in planning, growth, and enhancing quality.*

The regional development plan also calls for visible *Smart Hubs*, supported by public and private sources, that provides a focal point for sustainability of initiatives that include: entrepreneurship training/assistance; shared working space with supports; shared training for advancement of the workforce of multiple employers; career/technical education courses drawing students from multiple school districts; and public gatherings to engage the public in idea generation and monitoring of progress.

The overall objective is to constantly showcase the quality of life of the region as investments are made to accelerate progress. This will be done through enhancing existing connections, many of which were established via development of previous plans and creating new connections that the region will use to benefit as the county line ceases to be a barrier and becomes the common denominator for implementation. This will allow communities that have historically experienced under-investment and isolation to now be on a positive trajectory due to an economic boom along the Corridor. Through enhancing the existing communities, the region will capitalize on existing momentum to innovate and help residents thrive. Additionally, the region will create new connections between residents, entities, and organizations to foster new relationships and inspire greater collaboration.

It is through creating and building connections that the region will become an innovation leader in Central Indiana and the State of Indiana. It is certainly the intent for the Corridor to be a collaborative player with other well-defined areas in the broader Central Indiana area as we demonstrate the power of the partnerships that will continue to be maintained and nurtured in the geography we propose.

1. IDENTIFICATION OF THE REGION

The Greater 70-40 Mount Comfort Corridor Region (the region) is identified in Figure 1. The Region consists of the following areas:

- Unincorporated Hancock County
- The City of Greenfield
- The Town of New Palestine
- The Town of Cumberland
- Eastern Indianapolis (Including Warren, Warren Park, and Irvington)
- Wilkinson
- Willow branch

- Shirley
- Charlottesville

The following cities are not actively part of this development plan but are invited to join in implementation of this plan:

- Fortville, IN: The region has been in conversation with Fortville about joining the plan. At the time of this plan submission, Fortville was undecided about whether to join to the region and this plan. Should Fortville decide to join the plan, it would be a welcome addition, as there are many opportunities for the town to engage with stakeholders and benefit from the plan's implementation.
- McCordsville, IN: McCordsville is not part of this plan. Instead, the town has decided to join Central Indiana: White River Regional Opportunity Initiative's plan. Should the town also like to collaborate and join this regional plan, it is welcomed to do so.

Regional History and Definition

As mentioned previously, the three ULI studies provide a high-level road map for reinvestment in East Indianapolis and guiding new development along the Mt. Comfort Road Corridor. The studies call for new connections within each community and to the region. Regional leaders seek connection. Seeing this commonality between areas of the region, regional stakeholders began discussions of how they could collaborate to address the connection residents seek and become a smart hub of innovation, talent, and quality of place. The Town of Cumberland, which lies in both Marion and Hancock Counties, has served as a bridge that connects the East Indianapolis to Hancock County. As regional stakeholders convened to discuss future plans, a core group formed around the idea of connecting people to jobs while leveraging new growth that spurs reinvestment into underserved or underutilized areas.

The region has grown significantly through past projects that create regional connections and foster smart growth. The work on Mt. Comfort Corridor has been significant, as it is a regional corridor connecting key areas of the region. The density of East Indianapolis contains a talented group of individuals who have taken advantage of job opportunities throughout the region. Hancock County has sought to attract employees from East Indianapolis to the county as businesses grow to ensure workforce needs are addressed. Irvington has made efforts to reinvest in the area to create a vibrant center of high-quality living.

Thus, the vision, goals, and projects within this RDP are not new. However, our rapidly forming and expanding region helps connect these visions, goals, and projects in more substantial ways. Furthermore, the region's effort to create a high quality of place, attract and retain entrepreneurs and innovators, and develop a talented workforce are nothing new either. Rather, this RDP represents a continuation of regional collaboration that has existed for years. READI has served as an additional opportunity for regional stakeholders to collaborate, align their visions, previous work, and continue the momentum of growth, expansion, and innovation. Through this RDP, the region will continue its collaboration to expand its connections and smart initiatives to become a state and national leader.

2. CURRENT STATE OF THE REGION

The region is in the midst of tremendous growth, predominantly occurring along the Mt. Comfort Corridor in Western Hancock County. This growth is primarily driven by distribution, advanced manufacturing, and commercial developments. Some of the largest projects include the Hancock Health Gateway, Amazon Fulfillment Center, and Walmart Distribution Center. Residential development has also been significant as thousands of single-family homes have been developed in Hancock County in the past decade. These residential growth trends are expected to continue. While this growth is mostly positive, it does create challenges for planning and land-use controls. Like Hancock County, East Indianapolis has both challenges and opportunities to address. These challenges include but are not limited to addressing the needs of underserved populations, eliminating food deserts, developing neighborhoods and community spaces in need of attention, attracting and retaining employees, and creating employment opportunities.

The partnership between East Indianapolis and Hancock County creates additional opportunities to align economic growth along the Mt. Comfort Corridor with jobs for residents throughout the region. To accomplish this, there is a need to promote workforce training opportunities to ensure Hancock County and East Indianapolis residents have skills that align with new job opportunities. A recent workforce and business retention and expansion study found that almost 70% of companies along the Mt. Comfort Corridor are affected by a workforce shortage. This plan will look to address workforce challenges and barriers to future growth through unified strategies that build on strengths and opportunities in both Hancock County and Indianapolis' Eastside. The remainder of this section identifies key regional trends and conditions that influence strategies for regional growth, partnerships, and prosperity.

The three ULI studies that serve as a framework for this RDP, highlight trends and opportunities for population and housing, industry and workforce, and cultural development and growth. The Region has identified projects that leverage and align with these trends to take full advantage of the momentum, growth, and opportunity within the region.

Population and Housing

Throughout the region, there has been a significant increase in residential population. Residents are appreciating the region's amenities and resources and choosing to make it their home. The trend of population growth is evident in all three ULI studies. In Irvington, ULI found that "The study area's population ages 35 to 44 is projected to increase while the population between birth and 19 is expected to stabilize. The number of residents over age 65 is also increasing."¹ Furthermore, within Hancock County, the overall population is expected

¹ Urban Land Institute, "Irvington, Indianapolis, Indiana: A ULI Advisory Services Panel Report" (Washington D.C.: 2019), 3.

to increase by nearly 30% between 2020 and 2050.² Yet, “older households (65 or older) are forecast to grow at nearly three times that rate (61 percent).”

These increases in population result in a demand for quality housing options that are available to the different populations choosing to live within the region. The need for housing and the region’s capacity to develop such housing has been well documented by ULI. In Irvington, ULI proposed the creation of 440 units in Irvington Plaza to meet the growing population need and create a community-centered space for residents. In Hancock County, ULI identified the need for greater diversity of housing options. ULI explains that “These could include smaller homes on smaller lots, attached homes, apartments, and mixed-use developments combining housing with retail or office.”³ On the far eastside, the ULI panel noted the need for affordable rents and availability of workforce housing. There is a need for over 13,000 new housing units in the next ten years. The projects outlined in this plan seek to leverage the growing population and provide new housing types that current and future residents can utilize.

Industry/Workforce

With over \$1 Billion in economic development investments made in 2020, the region’s economic infrastructure is both growing and strengthening. The region has seen an increase in the number of jobs created, and this trend continues to grow. When examining workforce development in the Mt. Comfort Corridor, ULI found that “The Corridor is part of the greater Indianapolis region which is adding about 20,000 jobs annually, driving population growth throughout the Mt. Comfort Corridor.”⁴ Industry sectors seeing particularly high growth within the Corridor region are elementary and secondary schools, freight trucking, local and state government (excluding education and hospitals), limited-service and full-service restaurants, federal government (excluding the postal service), warehouse clubs and supercenters, research and development in biotechnology, and religious organizations.⁵ The identified projects in this plan seek to further that new job growth by providing additional employment opportunities both in the immediate as well as distant future as the region grows.

Both the I-70 and Mt. Comfort Corridors represent some of the state’s largest job and business clusters. Both clusters have their northern and western edges respectively within 3 miles of the John Marshall Opportunity Hub and the Hancock Gateway/Innovation Education Center (see Projects section below), which are strategically positioned at the southwest quadrant of the Mt. Comfort Corridor and I-70.

The Local Initiative Support Corporation issued a report late 2020, “Economic Inclusion Agenda for the Far Eastside.” The report focused primarily on an area adjacent to the I-70

² Urban Land Institute, “Mount Comfort Corridor, Hancock County, Indiana: A ULI Advisory Services Panel Report” (Washington D.C.: 2019), 10.

³ Ibid., 25-26.

⁴ Ibid., 9.

⁵ Thomas P. Miller & Associates, “Mt. Comfort Corridor Advisory Services Panel: Briefing Book” (Indianapolis: 2019), 13.

Corridor to the Hancock County Line north to 42nd Street – an expanded far eastside geography. This area encompasses over 18,000 private sector jobs with annual job growth of 0.7% - exceeding the national average of 0.5%. Job diversification is strong with industrial (17%), construction (17%), and government (16%) sectors leading the way.⁶ The industrial, construction and healthcare jobs, at the time of the study (2019), averaged \$31/hr., \$32/hr., and \$34/hr. respectively.⁷ The report concluded; “Many of the challenges residents and businesses face on the Far Eastside stem from a disconnect between existing residents and the opportunities available within the community.”⁸

Currently the underemployed in the region are disconnected from the robust job and business growth happening on the Mt. Comfort Corridor. With over \$1 Billion in economic development investments made in 2020, the corridor’s economic infrastructure is both growing and strengthening. The corridor has experienced an exponential growth in jobs and businesses populating the corridor. This trend will continue to grow as local government zones additional land for business and industrial use. Logistics, light manufacturing, life sciences and information technology investments are expected as dominate over the next 20 years. Overall, businesses along the Mt. Comfort Corridor are anticipated to create of 6,000 new jobs within the next three years.

The region is a hub of healthy and growing business and employment opportunities. Regional leadership moving forward will work with employers and economic development professionals to grow quality jobs and through many of the initiatives described in this application, prepare workforce to take advantage in a way that does not occur organically at the present time.

Culture

As more individuals move to the region to seek out existing and current housing and employment opportunities, there has been a growing desire for the development of community spaces. With a physically active population seeking additional opportunities to take advantage of the region’s outdoor amenities, the creation of parks, trails, and community spaces is essential. Through studying the current needs in Irvington, ULI recommended the creation of a central plaza for hosting community events year around.⁹ Additionally, it recommended the reinforcement of the Pennsy Trail to provide a longer and enhanced recreational path.¹⁰ The Pennsy trail is an amenity that connects the region, as it runs 5.6 miles spanning from Irvington through Cumberland to Hancock County. Reinforcing and expanding it for a few additional miles in Hancock County would further its ability to connect the region and provide a recreational pastime for residents. Furthermore, while the Far Eastside and Mt. Comfort Corridor contain open spaces, such as Dubarry Park, they are limited but are in high demand from the community. The demand for open spaces, such as parks and trails, has increased significantly with the rise of the pandemic, as many seek

⁶ LISC Indianapolis, “Economic Inclusion Agenda for the Far Eastside” (Indianapolis), 17.

⁷ Ibid, 18.

⁸ Ibid, 20.

⁹ Urban Land Institute, “Irvington,” 7.

¹⁰ Ibid., 8.

additional outdoor opportunities. The identified projects aim to create more community spaces where residents can gather for social activities and take advantage of the offerings of the region.

Regional Data

Far East Side

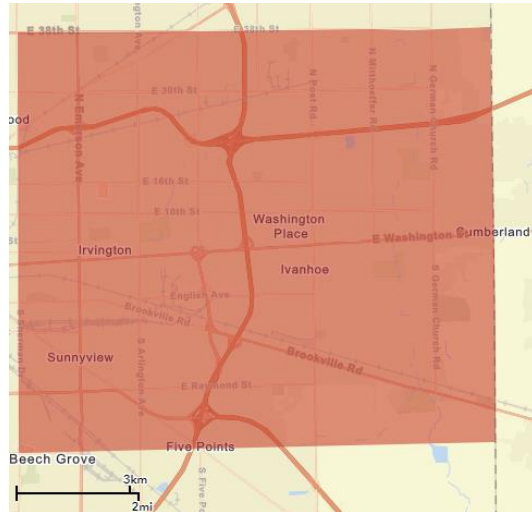


Figure 2: Far East Side Communities

Indianapolis’s Far Eastside is a working-class community 10-miles from downtown, located outside the city’s interstate beltway. Once an outer ring suburb, it has transformed over the last few decades into an urban neighborhood—diverse, largely residential, but with an industrial sector concentrated in its southern portion, and a strong local community organization, the Community Alliance of the Far Eastside (CAFE). Some of the interrelated challenges facing the Far Eastside today include disinvestment (neglected/abandoned residential property, school closings), crime, and insufficient access to employment. However, the City of Indianapolis is currently undertaking planning and acquisition projects that will breathe

new life into the area. An extension of the Indianapolis Bus Rapid Transit (BRT) system, the Purple Line, will intersect the neighborhood. The Blue Line, which will run along Washington Street between Cumberland the Airport for 24 miles will expand access within and beyond the region for residents. In addition, the City is actively working to acquire the most neglected properties in the neighborhood, bringing opportunities for redevelopment. Finally, both long time property owners like Glick and newer investors like Finish Line are eager to contribute to area improvements. In addition to findings from ULI studies describing existing conditions, summary data points for the area are illustrated below in Figure 3.

REGIONAL DEVELOPMENT PLAN
 SUBMITTED BY THE 70-40 GREATER MOUNT COMFORT CORRIDOR REGION

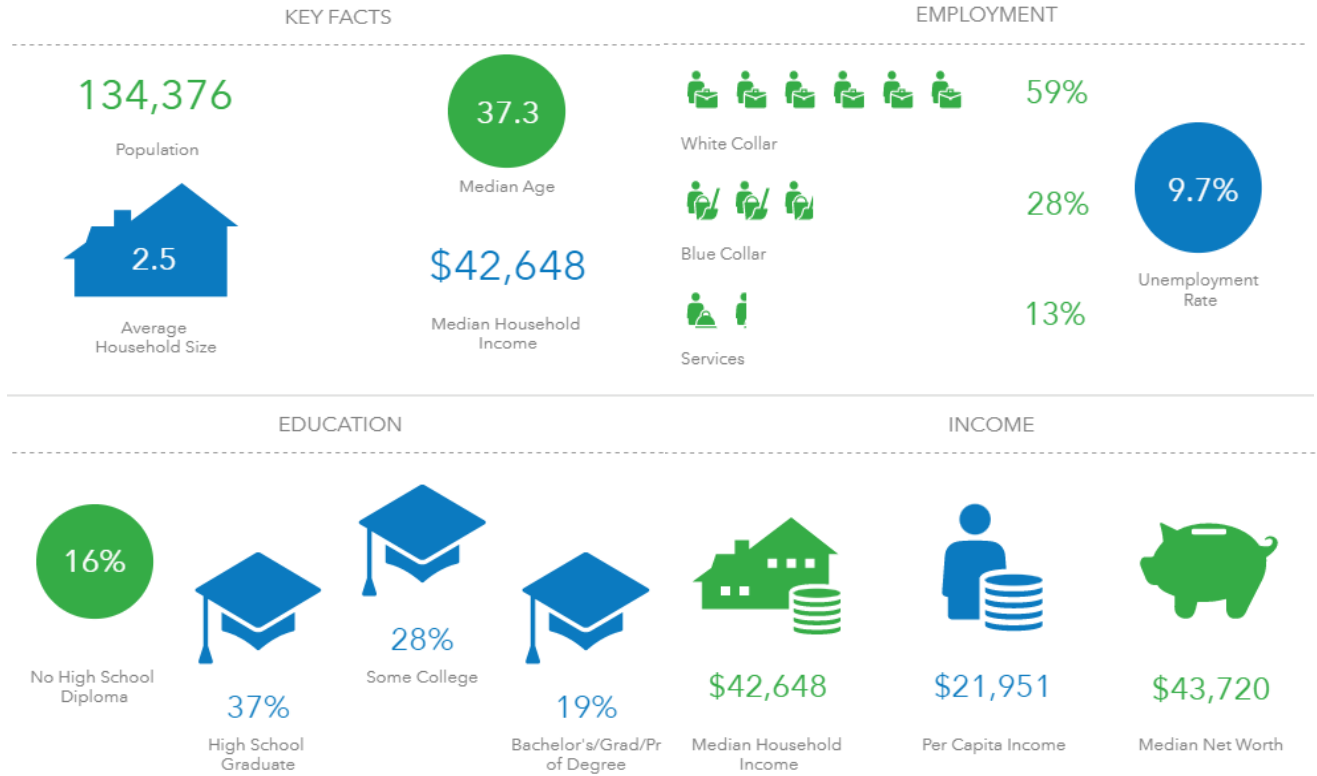
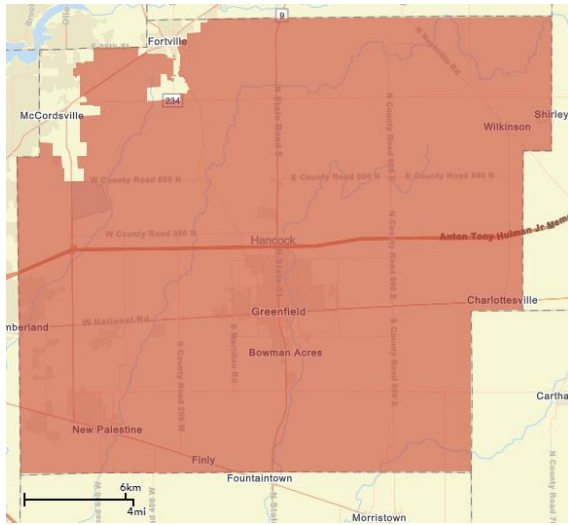


Figure 3: Far East Side Communities Summary Data 2020

Hancock County



Located on the eastern edge of the Indianapolis metro area, Hancock County is in a prime position for new business investment and economic growth. Hancock County has a wealth of opportunity from a development standpoint with its location in the Indianapolis Metropolitan Area and several shovel-ready sites. Hancock County has a vested interest in the economic development of the Mt. Comfort Corridor that connects the community and region to other critical commercial, business, and residential centers. The Mt. Comfort Corridor presents a tremendous, untapped opportunity for development in the region due to the existing broadband capacity assets. For purposes of this

Figure 4: Hancock County Communities

planning effort, the Towns of McCordsville and Fortville are not included in regional data analysis as they have joined different READI region or indicated that they are not planning to pursue READI funding. Both communities would be invited to join the region in the future, should their positions shift. All data is reflective of the region displayed in Figure 4. Summary data points for the Hancock County area are presented below.

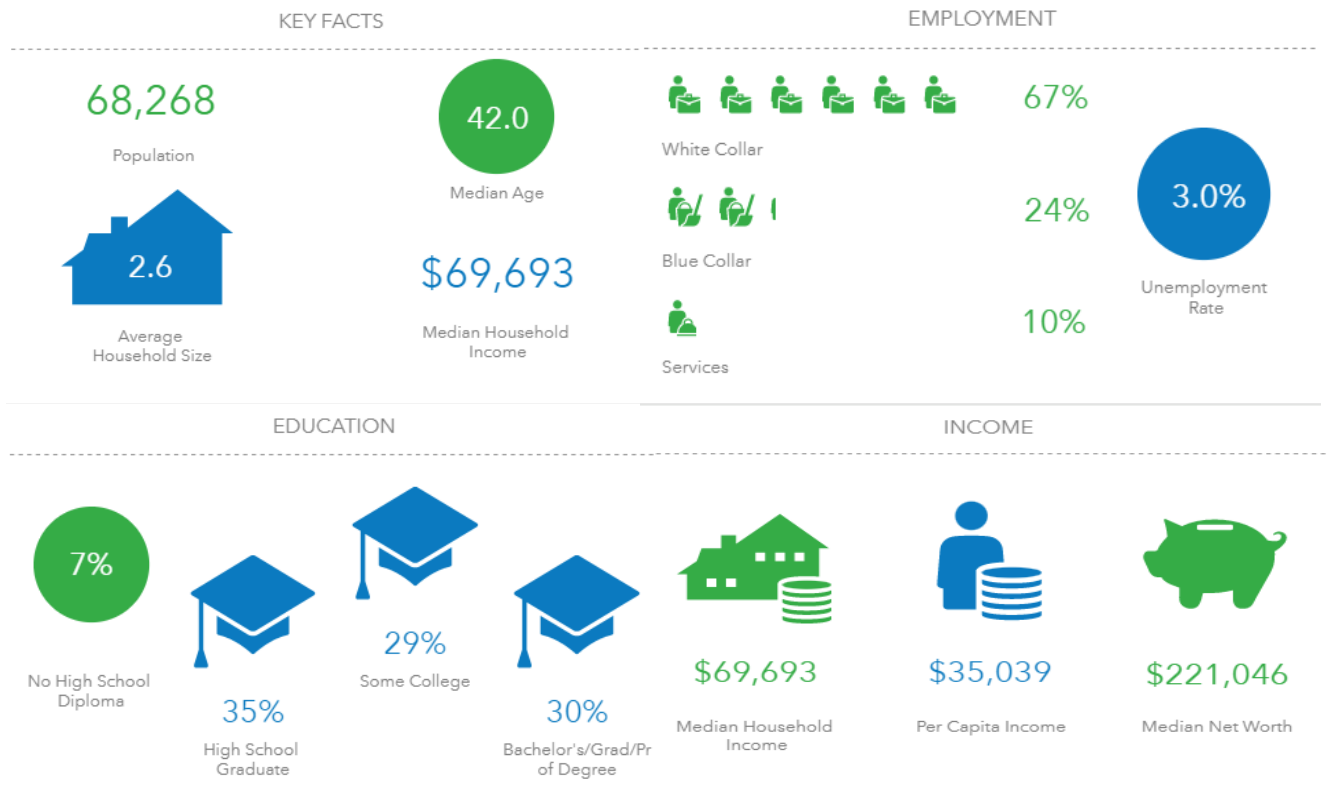


Figure 5: Hancock County Summary Data 2020

3. STAKEHOLDERS AND EXECUTION

Upon the release of READI, the region identified a working group of key stakeholders to be responsible for the design, creation, facilitation, and execution of this plan. While the plan’s creation and execution have and will incorporate additional community stakeholders, the core working group has provided direction and guidance to ensure the design of an effective RDP that meets the regions many and varied needs. The following stakeholders form this group:

- Hancock Economic Development Council
 - Randy Sorrell, Executive Director, rsorrell@hancockedc.com
- Town of Cumberland
 - Ben Lipps, Town Manager, blipps@town-cumberland.com
 - Christine Owens, Assistant Town Manager, cowens@town-cumberland.com
- Mike Higbee, Founder, OBE Advisors, mdhigbee68@gmail.com
- Thomas P. Miller & Associates (TPMA)
 - Tom Miller, President/CEO, millertp@tpma-inc.com
 - Roy Vanderford, Senior Director, rvanderford@tpma-inc.com
 - Jack Woods, Senior Project Consultant, jwoods@tpma-inc.com
 - Alex Cipoletti, Project Associate, acipoletti@tpma-inc.com

Thomas P. Miller and Associates was responsible for facilitating stakeholder group meetings and the RDP plan process.

This core working group met initially to outline the RDP plan creation process as outlined below. To engage the community, the working group identified additional stakeholders who were responsible for representing the diverse populations and interests of the region, submitting project ideas, providing input on drafts of the RDP, and collaborating with community members to implement projects. This group included representatives from the following organizations, businesses, and entities:

1 st Maker Space	Indianapolis City-County Councilors
APDS	Indianapolis Regional Airport
BAGI	IndyGo
CAFÉ	Irvington Development Organization
City of Greenfield	Ivy Tech
Coalition for Smart Growth	John Marshal Opportunity Hub
CSC of Southern Hancock County	MIBOR
Eastern Hancock School Corporation	MSD of Warren Township

Eleven Fifty Academy	Mt. Vernon Community School Corporation
Eskenazi Health	New Palestine
Finish Line Foundation	Next Studios
Gleaners Food Bank	NineStar Connect
Greenfield-Central Community Schools	Phalen Leadership Academy
Hancock County Community Foundation	Purdue Polytechnic
Hancock County Commissioners	Shepherd Community Center
Hancock County Community Foundation	Smith Projects
Hancock County Economic Development Council	Town of New Palestine
Hancock County Sheriff’s Department	VanCoe Ag Technologies
Hancock Health	Vincennes University
Hub and Spoke Institute	

4. COMMUNITY ENGAGEMENT

To create and enhance connections, the region has engaged with the public to learn of their needs and desires. It continues to do so today as it plans for future growth and development. The region has gained greater understanding of the public needs by using various methods and creating opportunities to share in the creation of this RDP.

The ULI studies have served as one way to gauge community voice. These plans highlight the strengths, weaknesses, and opportunities of the region, and these planning processes used stakeholder engagements to gather much of this information. For example, the ULI study of the eastside engaged over 30 community members to understand the community’s strengths and challenges. The stakeholders in the ULI studies represented a diverse group of community members with varying interests and perspectives. This added context and understanding for the region about the varied interests and needs of the diverse population it serves.

The initial ULI plans provided insight into community sentiment about the region. For this RDP, the region developed a working group (outlined above) that consisted of regional representatives. Those representatives used the ULI plans to identify a larger set of stakeholders (also outlined above) that are engaged in or have the potential to be engaged in efforts to strengthen and grow the region’s workforce and economy. The core working group began informing stakeholders about READI and learning about potential project ideas.

After the working group established a clear process for how proposals would be evaluated, the region held an initial stakeholder and community meeting. At that meeting the region discussed its vision and goals, described the process of submitting a project proposal, how proposals would be evaluated, and gathered feedback on the process from the community. The remainder of this meeting consisted of time for community members to discuss and collaborate on projects ideas.

As the deadline to submit project proposals approached, the region continued facilitating meetings with community members. For example, the region held a meeting with members representing the east side of Indianapolis to update them on the RDP process and foster collaboration. At that meeting, community members shared their project ideas with each other and discussed common themes/focus areas of their projects.

Once project plans were submitted, the evaluation committee assessed each proposal and its alignment with the region's vision. After an initial review of proposals, the project ideas were then shared with the larger group of stakeholders to gather feedback from the community.

5. REGIONAL VISION

The shared vision for the 70-40 Greater Mt. Comfort Corridor Region is based on guided planning efforts completed for the area and new stakeholder engagement that occurred during the development of this plan. The regional vision focuses on connecting people and opportunities. Stakeholders in the region are focused on leveraging high growth and new development as a catalyst for redevelopment, talent attraction, and equitable economic growth. If people in the region are connected to jobs, job training, diverse housing, and resources individuals will thrive. Additionally, the region will be a national model for balancing new growth with necessary reinvestment.

Our region is a dynamic and expanding partnership but when you examine the projects planned for the region, it becomes abundantly clear this region has synergy and a system of workforce and housing opportunities that complement each other while allowing residents to grow and stay in their communities. This creates a unique vibrancy that will bring jobs, opportunities, and attract our college graduates to either stay here or return after completing their studies. The region itself may be new, but the stakeholders have been invested in the area for many years working on the projects and programs included in this plan. Most of these projects are not new, and this regional collaboration has created a unique opportunity to move them forward with new momentum.

There are several thousand acres of well positioned undeveloped land, attracting hundreds of millions in business investment annually within 3 – 5 miles of 60-year-old + business parks. East Indianapolis has multiple opportunities for re-investment. Finally, our existing business hubs, growing population, excellent connections and aligned community leadership position the area for strong, well-directed growth.

The region will become a statewide and national model for fully integrating planning objectives, economic development programming, investment, execution, and metrics to create a region of prosperity and opportunity.

SWOT Analysis

Using the three ULI plans' content and recommendations, below are the region's strengths, weaknesses, opportunities, and threats.

Strengths

Additional residents moving into the region creates demand for jobs, which the region is responding to currently. The within region, the Mt. Comfort Corridor alone, anticipates the creation of 6,000 new jobs within the next three years. With additional jobs and job seekers in the region, this will retain talent in the area and contribute positively to the local economy.

The region has demand for additional quality housing, but it also has the space to meet that demand. In Irvington, ULI proposed the creation of 440 units in Irvington Plaza to meet the growing population need and create a community-centered space for residents.¹¹ Additionally, there is a need for over 13,000 new housing units in the next ten years. Given the available land both in urban and rural areas of the region, there are ample areas to expand the housing stock.

The region has a strong electric and gas infrastructure to meet the needs of the population growth. As ULI found, "The electricity and gas infrastructure have a maturity level that will accommodate multiple buildout alternatives for the region, giving the corridor the flexibility to grow at varying paces and ability to handle multiple customer types. Moreover, NineStar, Duke, and Vectren offer significant incentives for economic development that have not been fully capitalized on, particularly from the perspective of leveraging national corporate dollars within the region."¹²

Weaknesses

Efficient traffic flow is a weakness of the region, specifically in Hancock County. While the region has sought to improve its traffic, there are still issues to be resolved. The intersection of McCordsville and U.S. where train tracks exist is an example of where traffic often becomes congested.¹³ Additionally, the traffic design of the region does not consistently consider the different modes of transportation. These include bicycle, pedestrian, commuter vehicles, trucks, cargo vehicles, and public transportation. The region needs to make its roadways compatible to and safe for a variety of transportation methods.¹⁴

Similarly, the region is not equipped with electric vehicle and autonomous vehicle infrastructure. ULI found that, "Although the panel is aware that NineStar is contemplating these concepts, the region is behind if it wants to be the corridor of the future, because currently no charging stations are in place and no design considerations exist for autonomous

¹¹ Ibid., 11.

¹² Urban Land Institute, "Mount Comfort Corridor," 21.

¹³ Ibid., 21.

¹⁴ Ibid., 22.

vehicles from a roadway design perspective (road widths, vehicle storage, drop-offs/pick-ups) along the corridor.”¹⁵

Currently, there is a lack of connectivity to water and sewer access throughout the region, specifically in Hancock County region. “Gem Water and NineStar are in the process of expanding their services. However, this currently limits development and expansion opportunities as more individuals move to the region in hopes search of work and housing.”¹⁶

Access to essential resources and services is a weakness for the region, especially for the Far Eastside of Indianapolis. As the ULI panel noted, that specific part of the region contains many, “Desert of all kinds” - i.e., food desert, health care desert, library desert, banking desert, etc.”¹⁷ Without access to these necessary services, residents find it difficult to have many of their essential needs met. Thus, there is a need for housing diversity to provide affordable options to current and new residents at various income levels.

Opportunities

There is a growing population throughout the region. In Hancock County, the population is expected to increase by 26 percent between 2020 and 2050. A growth in population results in greater demand for housing; there is a need for over 13,000 new housing units in the next ten years throughout Hancock County.

The region has an opportunity to adapt to changing transportation technology. ULI found that “Hancock County and the Mount Comfort Corridor have the opportunity to be early adopters by ensuring the infrastructure is in place to address this transportation technology change. Given the local (Hancock Health) and national emphasis on health care and wellness, the region has the opportunity to capitalize significant dollars available for medical care access, trail and parkway development, and safe pathways to schools. Leveraging these funding opportunities to increase corridor connectivity, add new transit options, and improve multimodal trailways would position transportation infrastructure to address the needs of businesses, commuters, and visitors while adding to the quality of life and wellness of corridor residents.”¹⁸

There is prime space available and a market for redevelopment throughout the region. Irvington Plaza is an ideal area to redevelop and provide the community with housing and communal space. ULI believes that “Irvington Plaza can become the center of a new urban fabric, which is knitted back into the existing neighborhood.”¹⁹ Additionally, a ULI panel found that while there is vacant land and buildings throughout the Eastside, this is “an underappreciated asset” within the community that can be used to spark growth and development.²⁰

¹⁵ Ibid., 22.

¹⁶ Ibid., 22.

¹⁷ Urban Land Institute, “Indianapolis, Far Eastside: Technical Assistance Panel” (Washington D.C.: 2019), 11.

¹⁸ Urban Land Institute, “Mount Comfort Corridor,” 22-23.

¹⁹ Urban Land Institute, “Irvington,” 7.

²⁰ Ibid., 11.

Key corridors connect our region and provide access for residents to travel, commute, and recreate. These corridors include East Washington Street/U.S. 40 that connects Irvington, Cumberland, and Hancock County; I-70 that connects the eastside of Indianapolis with Hancock County; and Mt. Comfort Road that connects the northern and southern parts of the region. These corridors are ideal hubs for redevelopment to attract new employees and employers.

Currently, the region is not well-prepared for growing electrical vehicle and more advanced autonomous vehicles. ULI found that Hancock County has a “lapse is the area’s lack of preparedness for EV and autonomous vehicle infrastructure. Although many believe that EVs are only for commuters and urban areas, car companies throughout the world are converting their entire fleets to EVs faster than we think.”²¹

Threats

One threat for the region is that other areas are farther along in adoption and implementation of innovative technology. As ULI notes, “Despite efforts by NineStar and others to jump-start technology adoption in the corridor, competing counties and corridors are already ahead with infrastructure, funding, and talent in place to be future-ready now... The corridor must establish conditions for quicker installation and adoption to ensure a competitive advantage over local competitors for residents, retail, and commercial business opportunities.”²²

In terms of redevelopment, a challenge that exists is working with landowners to secure land for redevelopment. As the ULI notes, in Irvington “... one of the challenges to the redevelopment of the project site is the large number of parcels and the multiple property owners on the site. Site assemblage is not guaranteed, but by building support for redevelopment and working with landowners to purchase properties, it can occur. The plan prepared by the panel is flexible enough to allow modification if portions of the site are unavailable for redevelopment, or if acquisition of some parcels does not flow smoothly in all cases.”²³

6. TRENDS

Key Regional Trends

The 70-40 Greater Mt. Comfort Corridor Region has grown by over 27,000 people since 2000. Much of this growth has occurred in Hancock County which is growing at a faster rate than East Indianapolis. Opportunities likely exist to leverage growth in western Hancock County to benefit and create new opportunities in East Indianapolis. Growth in Hancock County can serve as an economic engine to catalyze new development throughout the region. This growth

²¹ Urban Land Institute, “Mount Comfort Corridor,” 24.

²² Ibid., 24.

²³ Urban Land Institute, “Irvington,” 28.

is not only creating an immense need for workers but is also driving significant demand for new housing, especially workforce housing.

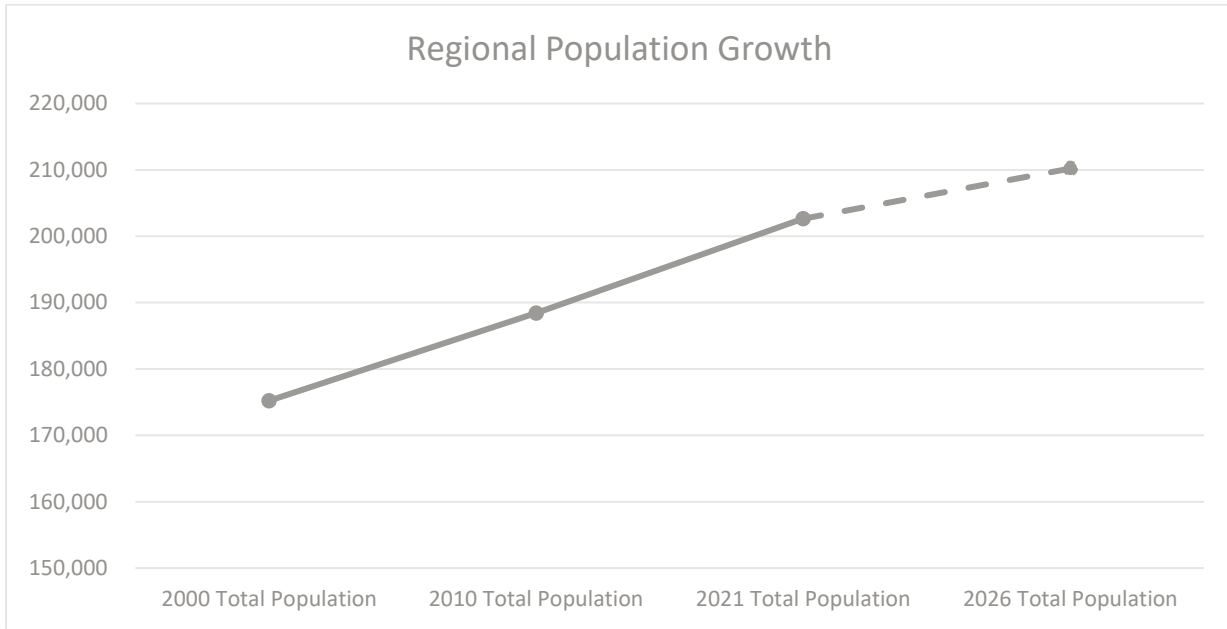


Figure 6: Regional Population Growth

Over 20,000 housing units were added to the Region between 2000 to 2021. Future projections indicate approximately 3,000 new units will be added in the next five years. This projection is positive, but the addition of roughly 3,000 units may not meet the need created by regional growth.

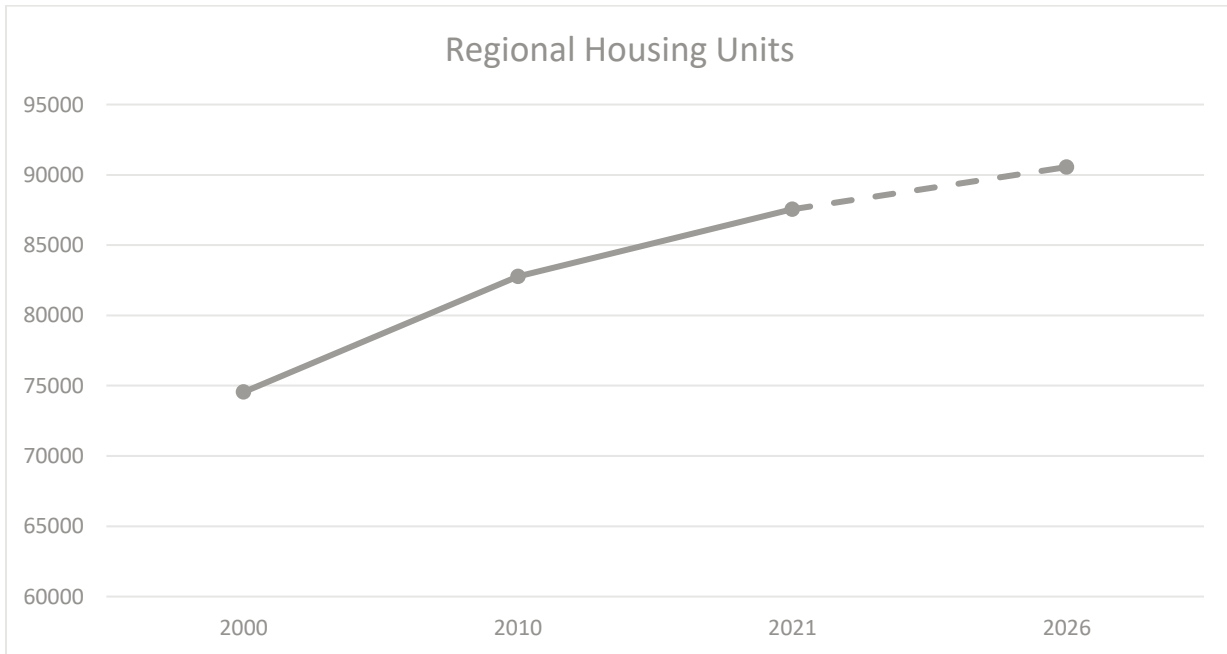


Figure 7: Regional Housing Growth

A regional housing study was completed in summer of 2021 and examines the future demand for housing based on growth occurring in Western Hancock County. The need for new housing is substantial. This need includes all types of housing including workforce housing products, market rate housing products, single family homes, apartments, and townhomes. The lack of connectivity to water and wastewater services currently limits the amount of land available for residential development. Additionally, development of diverse housing options will require building neighborhoods where housing is denser. In order to do this, the water systems need adequate pressure for fire flow. Currently, this is not available throughout Western Hancock County.

Housing Demand

Mt. Comfort Corridor is experiencing substantial economic and population growth that is anticipated to continue due to economic development commitments along the Corridor. The primary driver of this growth is logistics, e-commerce, warehousing, and industrial development along the Corridor south of McCordsville and just north of I-70. Hancock Economic Development Council's 2020 Annual Report highlights over one billion dollars in capital investment committed in 2020 alone as well as 3,698 jobs to be created by new companies in the next three years. Additionally, the Mt. Comfort Hancock County Labor Study identified 2,323 planned job growth for existing companies in the next three years. The bulk of those jobs coming online in 2021 are through the Amazon fulfillment center. A total of 6,021 new jobs from industry attraction and business retention efforts are anticipated to be added to the Mt. Comfort Corridor by 2023. This equates to an average of 2,007 new jobs being added to the corridor every year. While this number is large, it is not unreasonable for annual average job growth to remain near this level for the next five to ten years based on expectations for industrial development. This growth will present challenges and opportunities for development along the Corridor moving forward. These workers will fuel demand for housing along the Corridor and has been factored into local demand forecasting for the Corridor.

Current Housing Development

Local single-family permitting has been rising, but low vacancy rates indicate that there is not enough housing stock to support housing demand in the Corridor. A recent study, *Coming Up Short: Housing the Region's Future Workforce*, identified a deficit in housing construction throughout the metropolitan region, highlighting that recent construction trends will not meet current demands for housing annually. The global pandemic has put an emphasis on personal open space and quality of life when it comes to choosing where to live, which means the Corridor can expect more people to migrate to the area.

Population Growth

The Corridor has consistently outpaced national and regional annual population growth. From 2010 to 2019. These recent growth trends align with an uptick in residential building permits for each town.

Occupancy and Vacancy

Housing unit occupancy rates remained consistent at around 96%. The projected number of vacant homes increased proportionally to population and number of households increases.

Once vacant units are removed, the remaining difference is the new units built over a ten-year period. Units that would likely have been demolished or converted to other uses are removed from the new housing unit total. This provides a net gain in housing units. Calculations are estimated based on household growth over the ten-year period.

Current Market Trend Demand

Based on current residential building trends, the Mt. Comfort Corridor has an estimated demand for 8,761 new units over the next ten years. Based on projected regional housing trends²⁴, demand for multi-family development can be estimated. The town and county portions of the corridor have experienced limited multi-family housing development. Single-family building permits analyzed demonstrate that residential development occurring along the corridor is only addressing 67% of total housing demand. For this reason, it is estimated that the corridor will need 5,870 single-family and 2,891 multi-family units over the next ten years, based on current building trends alone. In addition, future job growth will also create demand that is not accounted for based on current building and population trends.

Job Driven Demand

The Mount Comfort Corridor is rapidly changing due to business growth, specifically in logistics, warehousing, and distribution related industries. Recent attractions include Amazon and Walmart. Amazon currently has one fulfillment center that employs thousands of employees and is planning to develop a second building. Walmart is currently in the process of constructing a 2.2 million square foot distribution center. These developments mark the beginning of a major surge of industrial development along the corridor. This growth will create thousands of new jobs along the corridor making between \$14-21 per hour. These workers will drive demand for workforce housing along the corridor. Currently, workforce housing is lacking and nearly non-existent along the corridor. If this housing is not developed, the region will miss an opportunity to grow their population that would increase their tax base and promote additional development opportunities.

By 2023, the corridor is expected to add over 6,000 jobs. Nearly 3,700 jobs are due to commitments from new businesses that plan to locate along the corridor. Additionally, existing businesses plan to add over 2,300 new employees. Over the next ten years, the corridor is on track to add slightly over 2,000 jobs annually. Over the next 10-years, it is anticipated that job growth will create demand for 5,018 housing units. These units are on top of the 8,761 units needed based on building and population trends to create a total demand for 13,779 units in the next 10-years.

It is anticipated that much of the demand driven by employment growth will be for more affordable or workforce housing. This could include both single-family and multi-family housing however, current economic conditions create challenges for developers to build single-family homes under \$250,000. For this reason, multi-family and single-family attached developments may be best suited to address demand for workforce housing. Based on

²⁴ Regional housing studies for Central Indiana project a future housing need for 33% multi-family and 67% single-family product types.

regional housing trends and projections²⁵, future housing needs it is estimated that employment driven demand will be for 1,656 multi-family units and 3,362 single-family units.

Housing Demand Estimates

It is anticipated that the Mount Comfort Corridor will need approximately 13,779 additional housing units between 2020-2030 to accommodate housing demand. Annually, this equates to a demand for 1,378 new housing units over this period.

	Owner Occupied	Multi-Family	Total
Population and Existing Market Driven Demand	5,870	2,891	8,761
Employment Driven Demand	3,362	1,656	5,018
Total	9,232	4,547	13,779

Table 1: Housing Demand

Limitations

While the annualized housing demand for the Corridor is 1,378 units, the majority of employment driven demand will arrive in the next three years. Higher density, workforce housing will need to be fast-tracked to capture this growth, otherwise workers will locate elsewhere and increase the number of cars commuting along the Corridor daily. This will require better access to water and wastewater utilities. Additionally, catalyst projects like workforce housing and commercial/residential projects also face gap-financing challenges, which may need public partnerships to incentivize development.

Lastly, underlying demand for housing does not always translate into new construction as housing markets fluctuate. Currently housing demand is higher than the supply, creating a unique opportunity for the Region to drive desired developments, but one must observe that unforeseen factors can affect this plan, including recessions, pandemics, and natural disasters. Additionally, when determining the demand for future housing, expected demand for units in surrounding areas should be considered. If the Corridor and neighboring cities are not quick to actualize the housing demand, other areas may develop housing and capture the demand for this area.

Regional Connections

While much of regional growth is being driven by economic development along the Mt. Comfort Corridor, the region as a whole, is very much connected. This creates collaborative opportunities to address housing and workforce demands. Growth in western Hancock County has implications across the region, in all parts of Hancock County and the Far Eastside. For the region to fully leverage regional growth, new strategies must be created, Approaches that worked in the 20th century no longer work in the 21st century. A new paradigm for economic

²⁵ Ibid.

development has emerged with a major focus on human resources: attracting, retaining, and training talent for jobs of the future. The accompanying figure highlights some of the differences between the 20th- and 21st-century models.

20th-century model	21st-century model
Public-sector leadership	Public/private partnerships
Shotgun recruitment strategy	Laser recruitment strategy
Low-cost positioning	High-value positioning
Cheap labor	Highly trained talent
Focus on what you don't have	Focus on what you do have
Quality of life unimportant	Quality of life critical
Driven by transactions	Driven by overall vision

Table 2: Regional Economic Approach Comparison

This regional plan builds on a 21st-century model for economic development that emphasizes goals and strategies that align with regional strengths, leverages private investment, grows skilled talent, emphasizes quality of life, and maintains an overall regional vision that leverages regional growth in a thoughtful manner. The goals, strategies, and projects described in this plan will incorporate elements listed in the righthand column of Table 2.

Leverage I-70 Interchange and Mt. Comfort Corridor

This plan reiterates the importance of leveraging the economic growth along and near the Mt. Comfort Corridor to promote region-wide prosperity. The I-70 interchange at Mount Comfort Road is one of the key economic development assets along the corridor and is the commercial and industrial gateway that must be leveraged in a well-planned manner.

If the Corridor continues to develop without regional planning efforts, it is anticipated that it could capture approximately \$300 million to \$350 million in total real estate development over the next decade. It is estimated that a well-defined regional plan that incorporates best practice land-use planning could capture \$850 million to \$900 million in total real estate investment over the same period. It is important for this regional plan to consider the economic strength that the Mt. Comfort Corridor brings to the region and form strategies that build of these strategies. In order to leverage this asset, it is important that an adequate workforce pool is regionally available for new and growing industries.

Commuting Patterns and Workforce Concentration

Currently, Corridor businesses draw a significant number of employees from the Far Eastside as well as Hancock County. It is important to ensure that these regional residents are adequately trained to help gain access to higher paying jobs and ensure sustained growth. Commuting and workforce patterns help illustrate this.

Year	Total Commuters
2001	8,887
2010	10,716
2020	14,733
Total Change 2000-2020	5,886

Table 3: Mt. Comfort Corridor Commuters

Over 5,800 more people are commuting into the Mt. Comfort Corridor area in 2020 than 2001. On a daily basis, at least 14,733 people are commuting to work at businesses along the Mt. Comfort Corridor. The figures below show the progression of commuters into the corridor from 2000 to 2010 and 2010 to 2020. In 2000, compared to 2010 and 2020, inbound commuters to the Mt. Comfort Region were more evenly distributed among surrounding zip codes. There were also fewer commuters traveling from zip codes in Ohio. This demonstrates that the Mt. Comfort Corridor is a significant draw for talent from both inside and outside the region.

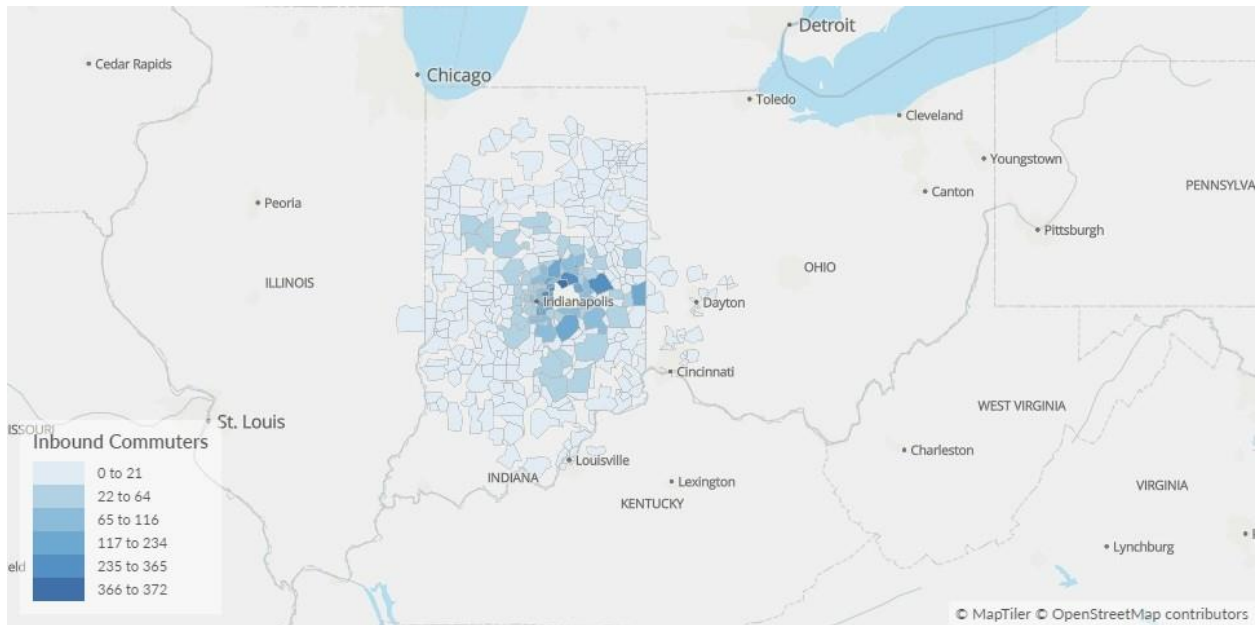


Figure 8: 2001 Mt. Comfort Corridor Commuters

In 2010, greater concentrations of commuters were coming from zip codes directly surrounding the Corridor area. The one outlier is a zip code in Henry County, IN which has a greater number of commuters compared to other northeast zip codes directly surrounding the Corridor. There are also more zip codes in Ohio supplying workers to the Corridor compared to 2000. This is a substantial drive and developing additional housing of all types around the Corridor could allow these individuals to live and work in the same community.

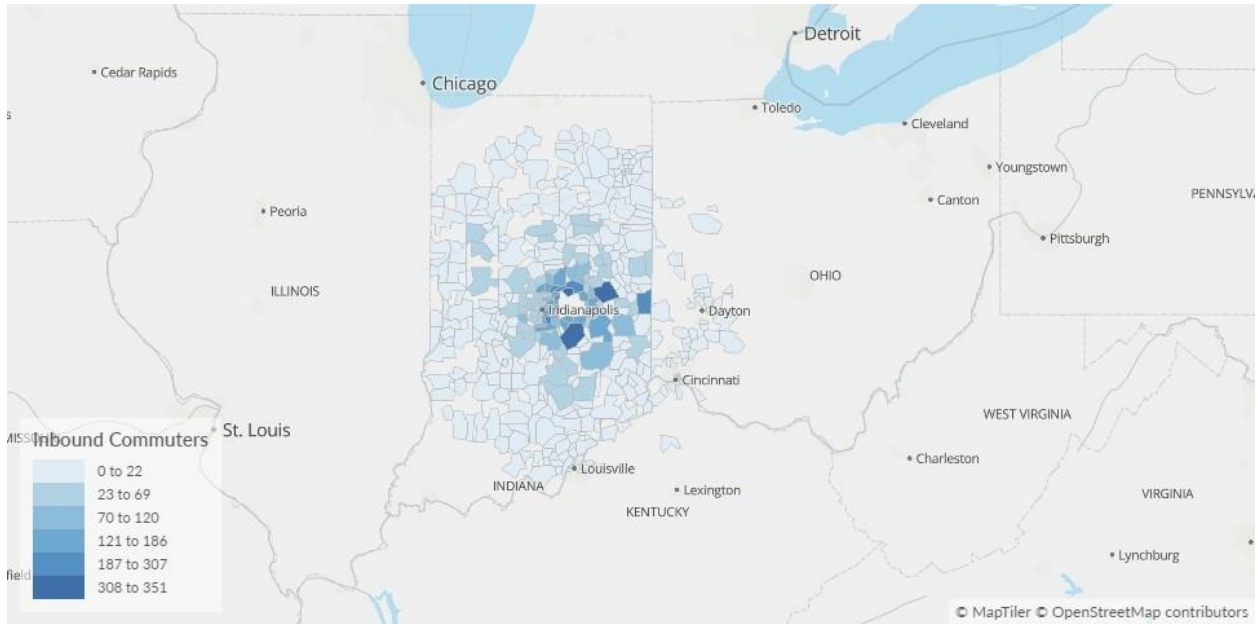


Figure 9: 2010 Mt. Comfort Corridor Commuters

Figure 10 illustrates that there has been a significant increase in commuters west of the Mt. Comfort Corridor, especially from the Eastside of Indianapolis. This suggests that this part of our region is a critical component for supplying workforce to the Mount Comfort Corridor. Further detail of where specific jobs are located further emphasizes the importance of the Corridor for the region.

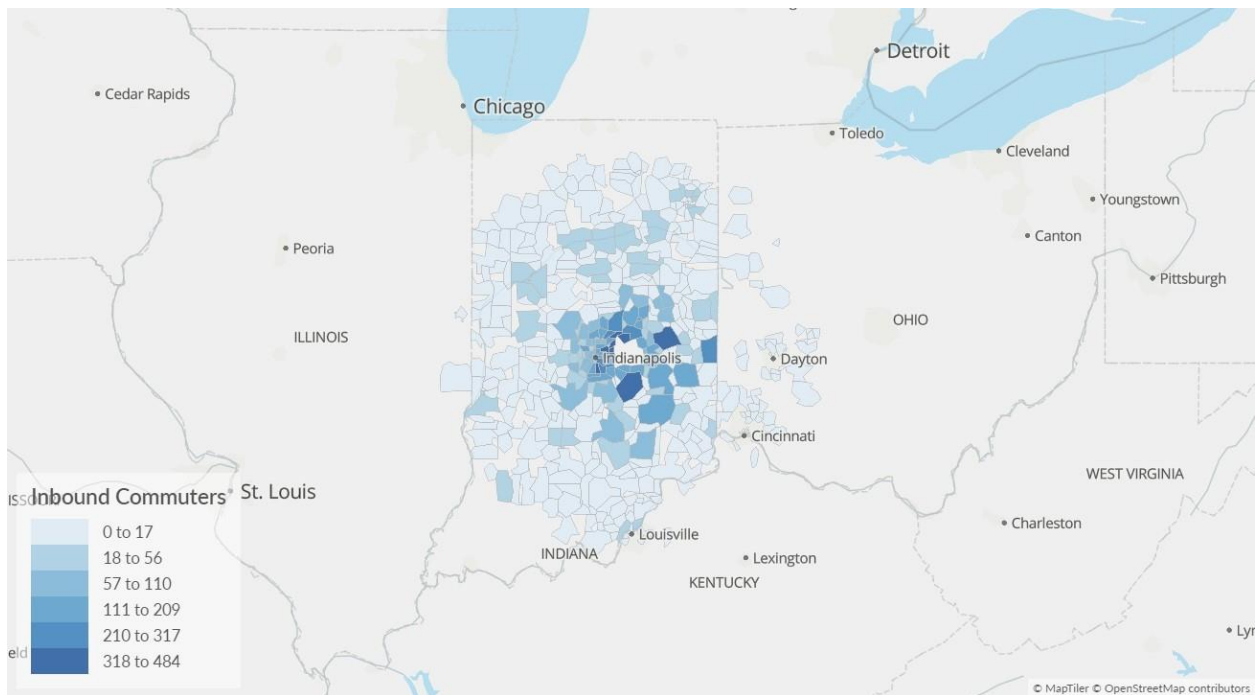


Figure 10: 2020 Mt. Comfort Corridor Commuters

Workforce Concentration 2002

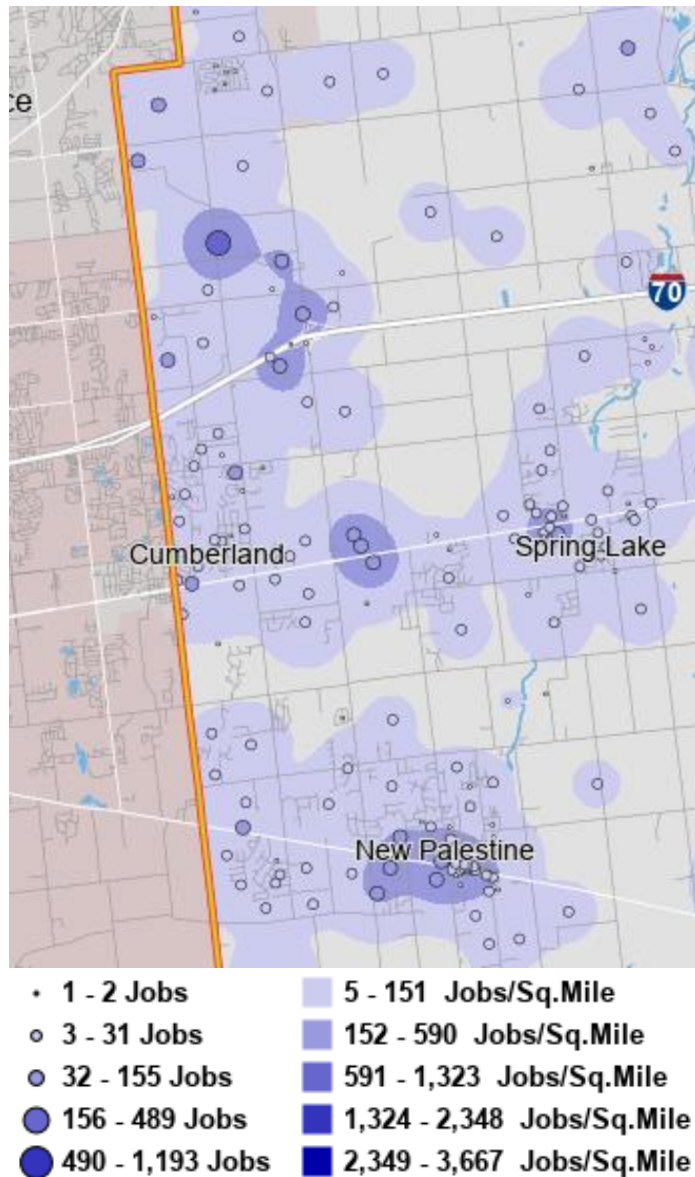


Figure 11: 2002 Mt. Comfort Corridor Employment Clusters

Figures 11 and 12 demonstrate employment clusters along the Mt. Comfort Corridor in 2002 and 2018 (the most historic and current data years available). These images show that significant employment clusters have developed in over a 16-year period. Figure 11 shows early formation of employment clusters that existed in 2002 around the interchange at I-70 and Mt. Comfort Road and in northern portions of the Mt. Comfort Corridor.

Based on Figure 11, the largest cluster employment cluster (indicated by the darkest blue circle north along the Mt. Comfort Corridor), created approximately 156-489 jobs. Most of the other large employment clusters along the corridor located around the I-70 Interchange, intersection of US-40 and Mt. Comfort Road (East of Cumberland), and New Palestine created between 32-155 jobs.

It can be asserted that the corridor was a significant driver of local employment dating back to 2002. However, development occurring over the following 16 years (and still occurring today) made it one of the fastest growing regions in the state. This has caused the major employment clusters to grow substantially.

Workforce Concentration 2018

Figure 12 shows employment clusters along the Mt. Comfort Corridor in 2018 and can be compared to Figure 11 to illustrate job growth. The largest clusters of employment in 2018 mirrored the location of the largest employment clusters from 2002. However, the major difference is the size and number of jobs generated in these areas. In 2018 multiple large clusters had developed in areas that had only one cluster in 2002. The northern portion of the Corridor is the best example of this as three clusters developed north of the I-70 interchange that each employ between 490-1,193 workers. Clusters around the I-70 interchange have also grown in size as regional employers like Hancock Health made significant investments in this

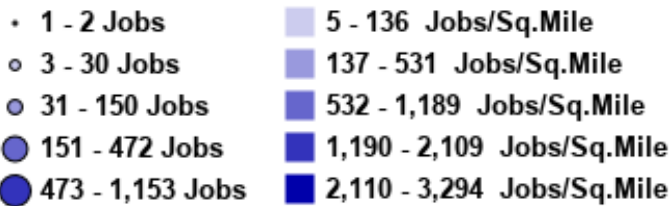
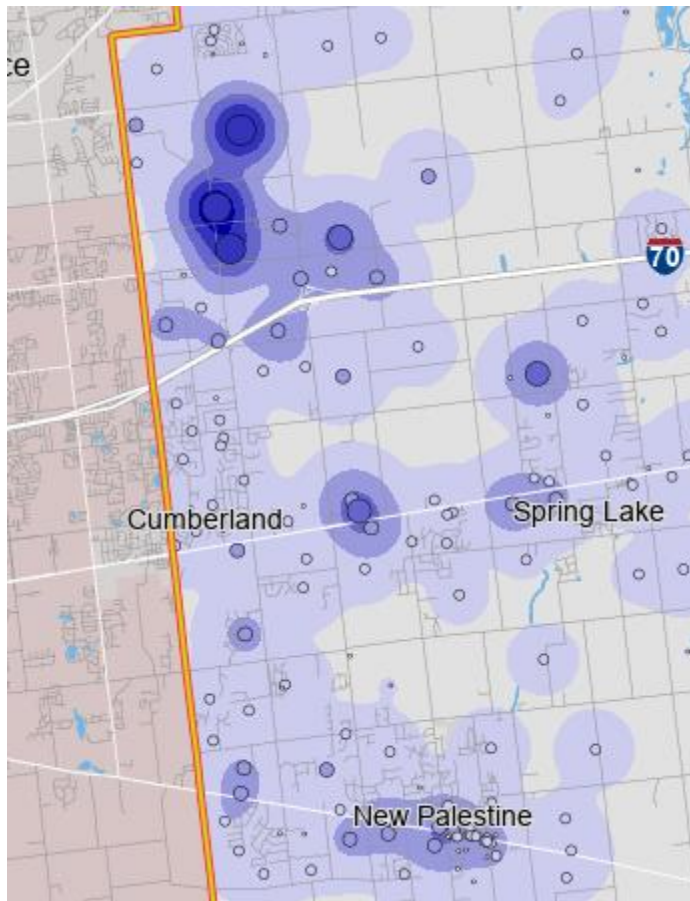


Figure 12: 2018 Mt. Comfort Corridor Employment Clusters

area. Much of the employment cluster growth that occurred along the corridor has happened north of US-40. In 2018, business clusters south of US-40 had the same or less employment concentration compared to 2002. This is not negative as regional land use plans recommended grouping similar types of development together along the corridor. Significant industrial development is recommended north of I-70 and residential development is recommended south of the interstate. The critical finding illustrated in figures 11 and 12 is that the Corridor experienced significant growth from 2002-2018. This has continued and shows no sign of slowing down. Global corporations including Walmart and Amazon recently developed multi-million square foot facilities that already employ thousands. It is important to ensure regional residents are connected and benefit from both current and future opportunities. For this reason, the Region is investing in workforce training and education, quality of place, and entrepreneurship and innovation.

Our Region’s Other Corridors

While the Mt. Comfort Corridor has experienced tremendous growth and is a critical road corridor for the region’s success, there are other significant corridors in the region that will promote growth and connectivity. These critical connections include:

- I-70
- US 40
- State Road 9
- US 52
- I-465

A map depicting all regional corridors is included in figure 13.

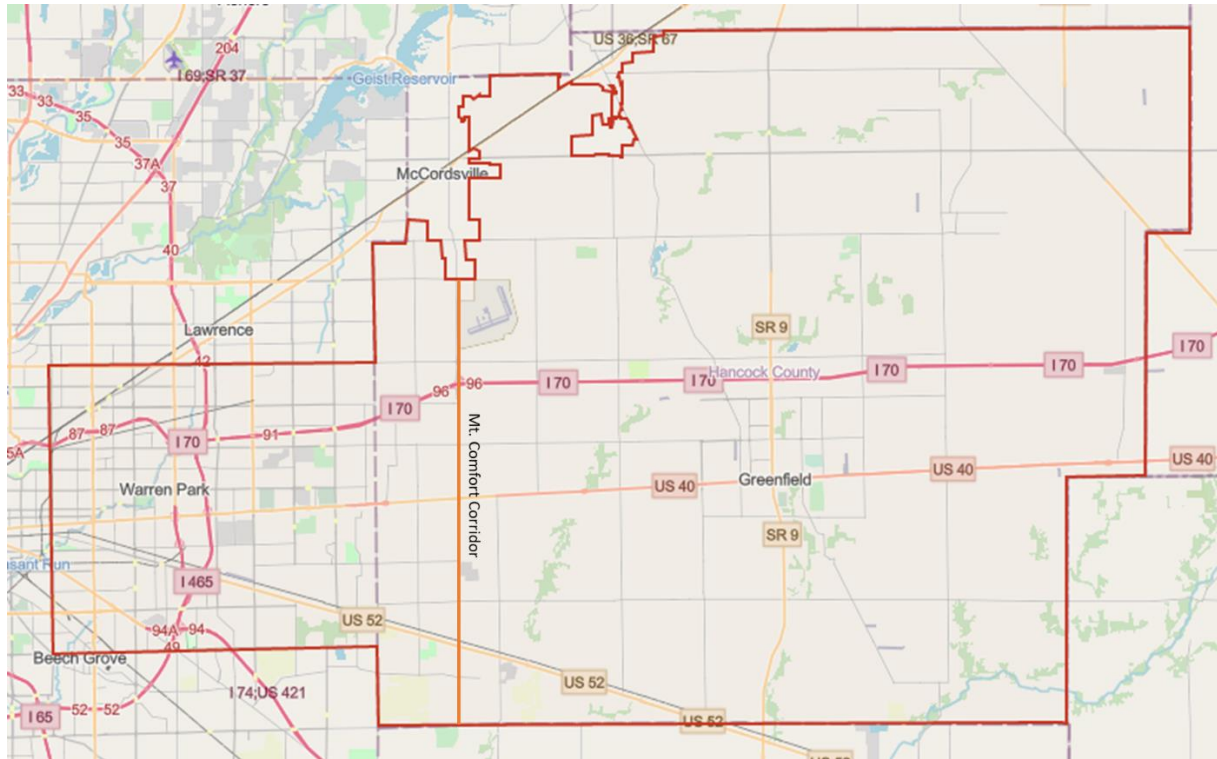


Figure 13: Regional Corridors

The east-west corridors create opportunities to connect Hancock County with East Indianapolis. Communities within the region are in the midst of multiple trail initiatives however, our new regional partnership creates opportunities to link trail development and form cross county connections. Furthermore, IndyGo is in the process of developing the Blue Line rapid transit system which will connect Cumberland and Hancock County to the western portion of Marion County along US 40. A variety of development and redevelopment opportunities exist along US 40 in both East Indianapolis and Hancock County. This regional development plan highlights project along this corridor that will improve regional quality of place.

State Road 9 is another significant corridor as the region envisions this as a hub for agriculture innovation. The SR9 corridor in Hancock County is a tremendous opportunity for meaningful and strategic development in the region. Anchored by I69 to the north and I70 to the south, it is perfectly positioned for growth in the technology sector, ag tech sector, light industrial and quality residential in and around the village of Maxwell. It is prime for the building of a community centered around wellness, healthy lifestyles and food to table amenities. With many technology companies to the west of SR9 and the agriculture industry to the east of SR9, this corridor is well poised to become the Agri-tech center of Indiana.

I-70 is a significant corridor as it is a driver for much of the economic development that has occurred in the region. I-70 is a premier transportation asset for industrial and distribution focused development and is one of the factors that caused tremendous growth in Hancock County. It also serves as a linkage between East Indianapolis and Hancock County and connects residents with jobs in both communities. Hancock County Currently has two

interchanges on I-70, one at Mt. Comfort Road and one at SR9. Future interchanges are planned along I-70 which will continue to drive growth and create opportunities for new development in eastern portions of the region. An interchange at CR 200 may be instrumental in driving this growth and our region plans to work with IEDC and the State to assess the feasibility and implementation of this project moving forward.

Utilities Expansion

The region is actively working with local utilities providers to extent broadband, water, sewer, and electrical service throughout the region to drive growth. A key stakeholder and driver of utilities expansion is NineStar Connect.

Since 2016, NineStar Connect has been working to expand water and wastewater services in Western Hancock County between Cumberland and Greenfield. Through the purchase of the Gem Water system, Philadelphia Waterworks, and Sugar Creek Utilities, NineStar hopes to spur positive development in large parts of Western Hancock County between the Mt. Comfort Corridor and County Road 100 West that have long been without these services. Since purchasing the systems NineStar has made large improvements in the systems to expand availability and prepare them to be connected.

NineStar has finished a \$1.676 million expansion of the Gem water treatment plant, which has doubled the capacity of the system. Additionally, a second \$1.538 million water tower was built in the area of 600 West and I-70 to support development driven by Hancock Regional Hospital's new Gateway Park 130+ acre development. Major improvements in the Philadelphia system have also been completed, which include the building of a \$735,000 chemical treatment water plant, and a \$2.535 million expandable wastewater treatment plant. Furthermore, improvements to the Sugar Creek water and wastewater systems, which were very old and out-of-date when purchased, have included the drilling of a new well along with numerous upgrades to address health and safety issues. In the last five years, NineStar has invested over \$6.400 million in improving its wet utilities.

This next phase of the program would connect the various water and wastewater systems in a way that would promote regional growth and allow for new development in an area that currently has very little infrastructure. Additionally, it would result in the expansion of NineStar's highspeed fiber as all NineStar utility members receive fiber to the building.

Through its current efforts, NineStar has already spurred the development of two new neighborhoods in the US 40 and 200 West area that will include 380 new homes. However, due to low pressures, denser neighborhoods are still not possible as the area does not have adequate fire flow. By tying the Gem, Philadelphia, and Sugar Creek water systems together through this next phase, a regional system will be created with increased pressures, resulting in more opportunities for workforce and multi-family housing, in addition to new opportunities for business growth.

The effort to expand utilities, especially water and wastewater is a significant ongoing initiative that the region has and will continue to invest in. Additional details on how READI funding can leverage these improvements and spur additional utilities expansion is included in section 9 and the Appendix of this report.

Benchmark Regions

Our region is growing at a rapid pace. While this growth is ultimately positive, it is important to ensure thoughtful planning is incorporated to maximize the benefit of new development and ensure equitable outcomes for all regional residents and stakeholders. To benchmark our progress and ensure success through the implementation of this plan, the following comparison regions have been identified.

- Licking County, OH: Boarder Columbus to the east
- Christian County, MO: Borders Greene County (Springfield)
- Sarpy County, NE: Borders Douglas County (Omaha)

These regions were selected based on their similarity to the Greater 70-40 Mount Comfort Corridor Region. Each has a similar population to our region ranging between 90,000 and 180,000 residents, is experiencing significant growth between (10-20% over the past ten years), is proximate to major interstates and highways, borders large metro areas, is experiencing significant industrial and distribution sector growth, and is located in the Midwest or Central parts of the United States. All three counties have or will have Amazon distribution or fulfilment centers and are attracting other small and large businesses tied to distribution and advanced manufacturing sectors. While each benchmark directly borders large metro areas, they all have significant agricultural sectors.

Selected benchmarks are all experiencing substantial growth caused by an influx of families, which is driving residential development. Like our region, benchmark communities should also have well-conceived plans to organize their growth. The 70-40 Mount Comfort Corridor Region strives to be a leader in smart growth, making the selected benchmark regions even more appropriate as they must also deal with this challenge. Our region hopes to be more attractive for residents of all backgrounds compared to our competitors. This will be accomplished by developing best-in-class, places, education centers, and innovation ecosystems.

7. REGIONAL GOALS AND OBJECTIVES – MEASURING SUCCESS

The 70-40 Greater Mt. Comfort Corridor Region is fast becoming one of the most dynamic regions in the State of Indiana. Over the next 20-30 years, our region will see unprecedented growth – in every sector – industrial, commercial, agricultural, and residential to become a statewide leader.

This growth represents a tremendous opportunity for our rural and urban areas, greater Central Indiana communities, and the State of Indiana. We will execute on identified investment strategies with four guiding goals. The following four goals will ensure positive and equitable development for regional residents and businesses. These goals aim to capitalize on our strengths, overcome our region’s weaknesses, take advantage of opportunities available, and address threats. Through fostering collaborative partnerships region-wide, it is our intention to achieve the following:

Quality of Life Goal: Improve quality of life to increase the region’s vibrancy, attractiveness, sustainability, and affordability.

As a region grows it may not be mindful of what is involved in ensuring tangible quality of life (QOL) outcomes. Currently our region represents a mixed bag in its overall QOL. Initiatives undertaken over the past decade (i.e. trails, high speed broadband, wellness initiatives, etc.) have begun to inform regional stakeholders and leaders that we must be more intentional if all residents are to enjoy living standards and opportunities that lead to more fulfilling, healthier and happy lives.

As our region’s leadership considers future investments, their contributions to enhancing QOL will be front and center in their deliberations. The region seeks to be a hub for high quality living, as it uses smart initiatives to create a more vibrant, attractive, sustainable, and affordable location for residents. The region will engage in on-going initiatives around best practices in land-use, multi-modal transportation, utility expansion, physical and mental well-being, and community and neighborhood development. Most of all, our regional leaders will leverage future private and public investments to clearly achieve a sense of community and inclusion for all our residents and business stakeholders.

Innovation/Entrepreneurship Goal: Attract and retain a diverse range of innovators, entrepreneurs, and businesses to the region.

An enhanced quality of life encourages its residents and businesses to think and act with aspiration – establishing an environment that supports innovators, entrepreneurs, and businesses. Creating this type of environment will expand opportunity while creating new avenues for home grown talent – satisfying our desire to retain and attract talent to the region. The region is well on its way to becoming an innovation hub in part through the efforts of NineStar and Hancock Health. Our major corridors, I-70, US 40, State Road 9 and Mt. Comfort have on-going land use planning efforts that embed innovation, technology, and research and development initiatives ranging from life sciences to agricultural advancements. These corridors will be programmed to attract innovators, technology driven businesses and entrepreneurs.

Talent/Workforce Development Goal: Attract, train, and retain a talented and highly skilled workforce.

Over the past decade, our region has seen an increase in workers commuting to its growing number of jobs. From 2017 to current time this trend has accelerated with rapid business investment and new job creation. Attracting talent and upskilling workforce are key priorities for the region. Our quality-of-life strategies combined with our emerging workforce housing programming with private sector housing developers are critical to addressing business needs and becoming a desirable place to work, live, and recreate for future workers/residents.

Diversity, Equity, and Inclusion Goal: Increase the region’s diversity and promote equitable and inclusive economic and workforce development.

An asset of the region is its diverse stakeholders throughout East side of Indianapolis, Hancock County, and the Town of Cumberland. Tapping into and taking full advantage of our

diversity helps the region advance by utilizing the broad range of backgrounds, experiences, and ideas that stakeholders bring as they collaborate on local and regional initiatives. Our growing diversity will contribute to a stronger and richer community fabric, resulting in quality-of-life offerings unique to our communities and region.

The region will continue to grow its diverse population through the intentional attraction of individuals of different races, ethnicities, socioeconomic status, religions, and backgrounds to the area. To do so, the region aims to use equitable and inclusive workforce development practices to ensure that the region is a welcoming place where individuals no matter their background feel accepted and can call the region home.

8. REGIONALS STRATEGIES

Through public input from regional planning efforts, community forums, and various other public engagements, the region has created the following strategies to achieve its four goals outlined above. These strategies represent the interests of the region's diverse stakeholders to develop the economy, attract and retain talent, and create vibrant and high-quality places for residents.

Quality of Life Goal: Improve quality of life to increase the region's vibrancy, attractiveness, sustainability, and affordability.

- 1. Revitalize and grow the primary corridors that connect the region.** These corridors include: Mt. Comfort Road, I-70, US 40, and 38th Street/CR 300 N. The corridors are essential routes for residents and commuters daily, and they connect the different areas of the region together. Revitalizing the areas that need attention, and expanding where possible, will contribute to the region's quality of place by ensuring roadways are maintained and assets along them, including housing, retail, restaurants, etc., are accessible and meet the needs of residents.
- 2. Improve quality of place through development of neighborhoods and community spaces.** If the region aims to attract talent, it must capitalize on its land resources and create vibrant and desirable spaces for recreation. Additionally, a number of neighborhoods are in need of completion. Communal spaces for individuals to convene and socialize are needed to attract and retain residents to the region. Mixed-use developments offer residents walkable, vibrant communities with easy access to restaurants, entertainment, and services. These developments typically attract younger generations and empty nesters seeking a change in life.
- 3. Attract diverse housing options close to job centers.** Diversity in housing stock is key to provide residential options for individuals at different income levels. The region would like to increase the variety of housing options that is both safe and affordable.
- 4. Improve multi-modal transportation access including but not limited to trails, bike lanes, and buses.** The region seeks to develop and expand access to multi-modal transit to help residents travel throughout the region in a sustainable way. The region will also enhance its trail system and bike lanes to offer residents additional ways to commute and recreate. These transportation initiatives will further connect residents

to jobs, neighborhoods, and each other.

Innovation/Entrepreneurship Goal: Attract and retain a diverse range of innovators, entrepreneurs, and businesses to the region.

- 5. Attract, incubate, and retain employers, businesses, and entrepreneurial opportunities.** To attract individuals to the region, available jobs are paramount. Thus, the region aims to attract new employers and retain existing and future employers that supply a significant number of jobs. Specifically, the region is interested in employers that offer jobs in trades, technology, healthcare, and life sciences.
- 6. Promote and expand agriculture innovation within the region.** Given that agriculture land is an asset of the area, the region desires to be a hub for agricultural innovation. This includes building on existing momentum to attract and locate more ag-tech companies that create highly paid jobs within the region. To do so, the region will support existing agricultural initiatives and promote new ones.

Talent/Workforce Development Goal: Attract, train, and retain a talented and highly skilled workforce.

- 7. Connect current residents to jobs.** By enhancing and streamlining communication between employers and jobseekers, the region seeks to connect residents to available jobs. Additionally, efficient and maintained corridors are needed to provide access to employment opportunities. Businesses seek to be connected with employees, and employees seek to know of job openings. Building these connections is key to helping the region thrive.
- 8. Attract and retain employees to the region.** The region will thrive when it has available employment opportunities and a skilled workforce to fill those openings. Thus, the region seeks to attract new talent to the region and retain new and existing employees.
- 9. Create pathways that prepare and develop a skilled workforce through vocational, technical, and workforce training programs.** While attracting employers is crucial, having a skilled workforce to fill open employment opportunities is equally as important. Through the creation of vocational, technical, and workforce training programs, those seeking employment can gain skills and certifications that prepare them for in-demand jobs. The region will support existing training programs and help create new ones based on employer needs.

Diversity, Equity, and Inclusion Goal: Increase the region's diversity and promote equitable and inclusive economic and workforce development.

- 10. Attract and retain a diverse range of residents, employees, and employers.** The region seeks to attract and retain a diverse range of individuals that can contribute positively to the region's economy and community. Through inclusive and equitable programs and initiatives, the region seeks to be a place where individuals from diverse backgrounds can live, work and recreate.

9. PROJECTS

By meeting the above-stated goals, our region will become a state and national leader. Thirty-three projects have been selected to achieve these goals and strategies to foster economic, residential, and communal growth. The 70-40 Greater Mt. Comfort Corridor Region requests the following:

- **Funding for 33 projects that advance the goals of quality of life; innovation and entrepreneurship; workforce/talent development; and diversity, equity, and inclusion.**
- **\$48,084,575 in READI funding to accompany the \$471,459,698 in matching funds from public and private sources.**
- **READI Funding would drive a total of \$519,544,273 in regional investment**

The region evaluated projects based on several factors, which included alignment with regional goals and strategies; economic development potential; benefits to residents, workforce, and employers; potential for collaboration within the region; and the likelihood of success. All 33 projects included in this RDP met the evaluation criteria, and the region believes would help the region achieve its goals.

This section includes an overview of the 33 projects. Table 4 provides an overview of all projects included in this regional plan. For a detailed list and descriptions, see the List of Projects section at the end of this report.

Project	Total Investment	READI	Match
1st Maker Space: #CSforHC	\$170,296.00	\$35,000.00	\$135,296.00
1st Maker Space: Hancock County Makerspace	\$618,500.00	\$123,700.00	\$494,800.00
Eastway Court Apartments Expansion Workforce Housing	\$30,000,000.00	\$0	\$30,000,000.00
Eleven Fifty Academy: Advancing Tech in Indiana	\$2,000,000.00	\$400,000.00	\$1,600,000.00
Eskenazi Food Hub and Culinary Center of Excellence	\$1,500,000.00	\$300,000.00	\$1,200,000.00
Farm to Table SR 9 Project	\$10,000,000.00	\$2,000,000.00	\$8,000,000.00
Franklin & Washington Redevelopment Project - Phase I	\$50,000,000.00	\$3,000,000.00	\$47,000,000.00
Gleaners Food Bank of Indiana: John Marshall Opportunity Hub	\$2,000,000.00	\$400,000.00	\$1,600,000.00
Hancock County Community Foundation: Hancock County Thrive Center	\$2,000,000.00	\$400,000.00	\$1,600,000.00
Hancock County Jail / APDS Workforce Training	\$42,995,477.00	\$464,275.00	\$42,531,202.00
Hancock County: Talent Retention and Expansion Initiative	\$1,500,000.00	\$300,000.00	\$1,200,000.00

REGIONAL DEVELOPMENT PLAN

SUBMITTED BY THE 70-40 GREATER MOUNT COMFORT CORRIDOR REGION

Hancock Health Gateway	\$120,000,000.00	\$0	\$120,000,000.00
Hub & Spoke/Hancock Health: Innovation and Education Center	\$40,000,000.00	\$8,000,000.00	\$32,000,000.00
Ivy Tech Community College: Ivy Tech Training & Job Placement Support at the John Marshall Opportunity Hub	\$1,872,000	\$1,872,000	See John Marshall Investment
Ivy Tech Community College: STRIVE TO LEAD with SMART Manufacturing, Digital Integration, and Cloud Technologies	\$940,000.00	\$240,000.00	\$700,000.00
Ivy Tech/Innopower Project	\$2,448,000.00	\$489,600.00	\$1,958,400.00
John Marshall Collaborative: John Marshall Opportunity Hub	\$35,000,000.00	\$7,000,000.00	\$28,000,000.00
John Marshall Transitional Housing	\$11,500,000.00	\$0	\$11,500,000.00
Last Mile(s) Transportation/Micro Transportation*	\$-	\$-	\$-
Next Studios: Community Impact Fund	\$500,000.00	\$100,000.00	\$400,000.00
Next Studios: Discovery Week/BRE Programming	\$500,000.00	\$100,000.00	\$400,000.00
NineStar Connect: Hancock County Regional Rural Water and Wastewater Expansion Program	\$25,500,000.00	\$7,650,000.00	\$17,850,000.00
Phalen Leadership Academies Projects	\$11,500,000.00	\$3,500,000.00	\$8,000,000.00
Shepherd Community: High school internship program	\$500,000.00	\$100,000.00	\$400,000.00
Shepherd Community: Life/success coaches	\$500,000.00	\$100,000.00	\$400,000.00
Shepherd Community: Network of childcare providers	\$500,000.00	\$100,000.00	\$400,000.00
Town of Cumberland: Cumberland Foursquares Adaptive Reuse	\$2,200,000.00	\$750,000.00	\$1,450,000.00
Town of Cumberland: US 40 & Mt. Comfort Road Phase I	\$100,000,000.00	\$6,000,000.00	\$94,000,000.00
Trails 300N (HC to MC 3mi); Pennsy Gap (2mi); Interactive Regional Map; Trail Mile Markers;	\$5,050,000.00	\$1,010,000.00	\$4,040,000.00
VanCoe: Smart Farm/Ag-innovation project	\$13,250,000.00	\$2,650,000.00	\$10,600,000.00
Workforce Housing and East Washington Street Corridor Re-investment fund	\$5,000,000.00	\$1,000,000.00	\$4,000,000.00
Total	\$519,544,273.00	\$48,084,575.00	\$471,459,698.00

Table 4: Overview of Projects. * Last Mile(s) Transportation/Micro Transportation is an identified project for regional implementation but has not identified a budget and is not seeking READI funding.

Core Projects Areas

In reviewing the 33 projects in this RDP, seven project areas arose as key levers in advancing the region's goals, fostering collaboration, and having the broadest and most lasting impact to benefit residents and communities. While some of these are singular projects, other of the project areas encompass multiple projects, known as associated projects, and if executed successfully, will significantly advance the region's initiatives.

Core Project Area 1: John Marshall Opportunity Hub

The John Marshall Opportunity Hub (JMOH) is a multi-partner collaboration intended to make available a broad array of economic, social, and quality of life opportunities to the far eastside of Indianapolis. There are over 85,000 residents and several hundred small to medium sized businesses operating within a 3-mile radius of the JMOH. The far eastside currently has one of the highest poverty rates in the State of Indiana and many of its residents and businesses are struggling economically.

The JMOH will focus but not be limited to 1) training residents from the far east side and region to fill the thousands of quality jobs now being created along the Mt. Comfort Corridor in neighboring Hancock County and the I-70 Corridor (Marion and Hancock Counties), 2) serve as a business accelerator for both existing and start-up businesses, 3) establishing a dynamic food hub bringing quality fresh food offerings to an area considered a food desert, and 4) focus on equitable inclusive economic development. .

The JMOH site includes 340,000 square feet of building space on a 40-acre site. JMOH will owned and operated by a not-for-profit entity (initial operator to be decided by partners) and established to be a long-term operating asset in the region and community.

Associated Projects: The associated projects that will partner and collaborate to create the JMOH include:

- Gleaners Food Bank of Indiana: John Marshall Opportunity Hub
- Ivy Tech Community College: Ivy Tech Training & Job Placement Support at the John Marshall Opportunity Hub
- Ivy Tech/Innopower Project
- John Marshall Transitional Housing,
- Eskenazi Food Hub and Culinary Center of Excellence
- Next Studios
- CAFÉ
- Glick Philanthropies and Pathway Resource Center

Goals and Strategies: The JMOH and the associated projects address the following goals and strategies:

- Quality of Life Goal
 - Improve quality of place through development of neighborhoods and community spaces.
 - Attract diverse housing options close to job centers.

- Innovation/Entrepreneurship Goal
 - Attract, incubate, and retain employers, businesses, and entrepreneurial opportunities.
 - Promote and expand agriculture innovation within the region.

- Talent/Workforce Development Goal
 - Connect current residents to jobs.
 - Attract and retain employees to the region.
 - Create pathways that prepare and develop a skilled workforce through vocational, technical, and workforce training programs.

- Diversity, Equity, and Inclusion Goal
 - Attract and retain a diverse range of residents, employees, and employers.

Investment: Cost Including Associated Projects

JMOH

- Total Investment: \$54,820,000
- Matching Funds: \$44,658,427
- READI Ask: \$10,161,600

Core Project Area 2: Hancock Gateway/Innovation Education Center (IEC)

Situated just south of the intersection of I-70 and Mt. Comfort Road, Hancock Health's Gateway development is seen as a connector between our location in McCordsville and our world class medical wellness center in New Palestine. The centerpiece of this project is a 25-acre parcel set aside for a future hospital, situated to meet the needs of the future growth of Hancock County. Built as a complement to our existing campus in Greenfield, this net new hospital will solidify Hancock Health's investment in the community. Built off the existing Gateway Imaging Center, we hope that the Gateway Hospital will encourage better wellness for Western Hancock and the Far East side of Marion County.

Additionally, the project includes a 115-acre mixed used development and partnership between private industry, local municipalities, and local school districts. This will include: hotel with conference center, restaurant, office space, aging in place facility, research and development, advanced manufacturing, retail innovation, and innovation and education center.

The innovation and education center would Combine a number of private and public partners, this workforce development, CTE, entrepreneurship center will be designed to provide access to jobs, and skills advancement for next level jobs for people in the region. Led by Hancock Health, the largest employer and biggest anchor institution in Hancock County, and combining a coalition of County Superintendents, the Hub & Spoke development and programming team and post-secondary educational partners, this initiative will work to identify the workforce gaps, implement programs to address them, and build out a facility for entrepreneurship, skills training, and post-secondary education.

This would address a significant need as students in Hancock County must leave the county to be connected with any post-secondary education. Whether it is CTE or formal college, there

are currently no offerings for residents in the County. With a booming population and thousands of jobs coming open, it will be vital for Hancock County to begin addressing its current and future workforce needs. This center can also serve as an opportunity to elevate the workforce of the region, helping attract higher paying, more impactful jobs, and providing the community with access to jobs.

Associated Projects: The associated projects that will partner and collaborate to create Hancock Gateway/IEC include:

- Ivy Tech Community College: STRIVE TO LEAD with SMART Manufacturing, Digital Integration, and Cloud Technologies
- Hub and Spoke
- Next Studios: Community Impact Fund
- Next Studios: Discovery Week/BRE Programming
- NineStar Connect: Hancock County Regional Rural Water and Wastewater Expansion Program
- Eleven Fifty Academy: Advancing Tech in Indiana

Goals and Strategies: The Hancock Gateway/IEC and the associated projects address the following goals and strategies:

- Quality of Life Goal
 - Revitalize and grow the primary corridors that connect the region.
 - Improve quality of place through development of neighborhoods and community spaces.
 - Attract diverse housing options close to job centers.
- Innovation/Entrepreneurship Goal
 - Attract, incubate, and retain employers, businesses, and entrepreneurial opportunities.
- Talent/Workforce Development Goal
 - Connect current residents to jobs.
 - Attract and retain employees to the region.
 - Create pathways that prepare and develop a skilled workforce through vocational, technical, and workforce training programs.
- Diversity, Equity, and Inclusion Goal
 - Attract and retain a diverse range of residents, employees, and employers.

Investment: Cost Including Associated Projects

- Total Investment: \$ \$182,975,000
- Matching Funds: \$ \$168,600,000
- READI Ask: \$ 14,375,000

Core Project Area 3: Sean Cowdrey Health and Wellness Complex

The Far Eastside of Indianapolis is an area plagued by extreme poverty and with this extreme poverty comes challenges. Our PLA scholars arrive to us suffering serious trauma. There is a lack of resources in our community due to businesses leaving because of the violence. There are not safe places for our youth and members of the community to gather. In response to violence and school safety, PLA has plans to develop the Sean Cowdrey Health and Wellness Complex. With over fifteen acres of land and nearly seventy-two thousand square feet of available space, The Sean Cowdrey Complex stands to foster an environment designated to implement and encourage leadership, teamwork, creative exploration, and self-awareness for the entirety of the Indianapolis community.

The Sean Cowdrey Health and Wellness Complex aligns with the Region's priority areas of Quality of Place, Innovation, and Workforce/Talent Initiatives. The facility will offer quality childcare and preschool for children, a health clinic for families in need, indoor and outdoor athletic facilities, and a STEM laboratory for scholars. The center will also house PLA University, the organization's free workforce development program which provides free career training for PLA families in Health and Life Sciences, Manufacturing, Information Technology, and Supply Chain and Logistics. READI support will enable the vision for the Sean Cowdrey Health and Wellness Complex to come to fruition and create a safe place for our youth and members of the community.

Associated Projects: The associated projects that will partner and collaborate:

- Phalen Leadership Academies: Phalen Cultural Arts Center
- Phalen Leadership Academies: PLA University

Goals and Strategies: The Sean Cowdrey Health and Wellness Complex and the associated projects address the following goals and strategies:

- Quality of Life Goal: Improve quality of life to increase the region's vibrancy, attractiveness, sustainability, and affordability.
 - Improve quality of place through development of neighborhoods and community spaces.
- Talent/Workforce Development Goal: Attract, train, and retain a talented and highly skilled workforce.
 - Connect current residents to jobs.
 - Attract and retain employees to the region.
 - Create pathways that prepare and develop a skilled workforce through vocational, technical, and workforce training programs.
- Diversity, Equity, and Inclusion Goal: Increase the region's diversity and promote equitable and inclusive economic and workforce development.
 - Attract and retain a diverse range of residents, employees, and employers.

Investment: Cost Including Associated Projects

Sean Cowdrey Health and Wellness Complex

- Total Investment: \$11,500,000;
- Matching Funds: \$8,000,000
- READI Ask: \$3,500,000

Core Project Area 4: US 40 & Mt. Comfort Road Phase I

The overall project is a 250-acre mixed use development. The project will provide much needed housing options and commercial space. Phase I, which this application is for, includes the 35 acres at the northwest corner of Mt. Comfort and US 40. Mixed use development in this phase will include first floor commercial with residential above. Phase I will include an entrepreneur's hub where there will be co-working space, micro retail, and possibly a restaurant startup space combined with services like coaching and lunch and learn programs to help participants succeed. It may also include a mix of apartment and condo buildings. The development will include public spaces for gatherings and events. The project also includes connecting the development to the Pennsy Trail, Streetscape for US 40 and Mt. Comfort Road, internal trails throughout the development, and utility connections.

Phase I of this project focuses on bring apartments and other more affordable housing opportunities to the Town. Phase I of the development is geared more toward young professionals just getting started, entrepreneurs, and empty nesters that are looking for a different experience. The entrepreneurial spaces are designed to attract talent to the region. The overall development as well as Phase I will offer amenities like connection to the Pennsy Trail, a highly walkable complete neighborhood, a large park, and other quality of life features.

Associated Projects: The associated projects that may partner and collaborate include:

- 1st Maker Space: Hancock County Makerspace
- Eleven Fifty Academy: Advancing Tech in Indiana
- Trails 300N (HC to MC 3mi); Pennsy Gap (2mi); Interactive Regional Map; Trail Mile Markers
- Hancock County: Talent Retention and Expansion Initiative
- NineStar Connect: Hancock County Regional Rural Water and Wastewater Expansion Program

Goals and Strategies: The US 40 & Mt. Comfort Road Phase I and the associated projects address the following goals and strategies:

- Quality of Life Goal
 - Revitalize and grow the primary corridors that connect the region.
 - Improve quality of place through development of neighborhoods and community spaces.
 - Attract diverse housing options close to job centers.
 - Improve multi-modal transportation access including but not limited to trails, bike lanes, and buses.

- Innovation/Entrepreneurship Goal
 - Attract, incubate, and retain employers, businesses, and entrepreneurial opportunities.

- Talent/Workforce Development Goal
 - Connect current residents to jobs.
 - Attract and retain employees to the region.
 - Create pathways that prepare and develop a skilled workforce through vocational, technical, and workforce training programs.

- Diversity, Equity, and Inclusion Goal
 - Attract and retain a diverse range of residents, employees, and employers.

Investment: Cost Including Associated Projects

US 40 & Mt. Comfort Road Phase I

- Total Investment: \$102,498,796
- Matching Funds: \$94,345,296
- READI Ask: \$8,153,500

Core Project Area 5: Hancock County Thrive Center

Key to growth of the region is to do so in a thoughtful, well-planned manner. The \$2 million Thrive Center will be a destination for countywide collaboration, ideation, and planning designed for education on effective Quality of Life design principles while fostering deeper relationships and crucial governance skills among public officials. The Hancock County Community Foundation will serve as an impartial host and convener to ensure conversations that lead to smart, visionary planning and growth. In partnership with Hancock County Economic Development Council, this work will evolve naturally into efforts that lead to additional investment in the region, accelerated population growth, and foster entrepreneurship.

Work at the Center will impact the entire region, including its most rural areas. Outcomes of educational programming, facilitation of conversations, introduction of global ideas and concepts will drive a visionary framework to raise social cohesion, joy, and health across Hancock County.

Quality of Life concepts will not only be taught but flushed out in ways that will lead to the creation of a high quality, vibrant region with investments in arts and cultural amenities and the development of underutilized assets, all with an eye on attracting and retaining people and extraordinary talent.

An architect has been hired for the Thrive Center building project. The design of the interior is currently in progress. The design work for the exterior of the building as well as the technology and furnishings for the interior space has begun. The Thrive Center will feature a large gathering area that will be able to be reconfigured into flexible and more intimate

arrangements for presentations, idea generation activities, and discussion sessions. The Thrive Center will utilize world class technology and inspirational decor and design.

Associated Projects: The associated projects that may partner and collaborate include:

- 1st Maker Space: Hancock County Makerspace
- Eleven Fifty Academy: Advancing Tech in Indiana
- Ivy Tech Community College: STRIVE TO LEAD with SMART Manufacturing, Digital Integration, and Cloud Technologies

Goals and Strategies: The Thrive Center and the associated projects address the following goals and strategies:

- Quality of Life Goal
 - Revitalize and grow the primary corridors that connect the region.
- Innovation/Entrepreneurship Goal
 - Attract, incubate, and retain employers, businesses, and entrepreneurial opportunities.
- Talent/Workforce Development Goal
 - Connect current residents to jobs.
 - Attract and retain employees to the region.
 - Create pathways that prepare and develop a skilled workforce through vocational, technical, and workforce training programs.

Investment: Thrive Center

- Total Investment: \$2,000,000
- Matching Funds: \$1,600,000
- READI Ask: \$400,000

Core Project Area 6: Regional Workforce Housing

Regionally, there is a need for attainable and workforce housing. This is demonstrated by a significant housing gap in the region. Workforce housing is a critical piece for ensuring the regional talent pool can support the needs of employers. High quality and affordable workforce housing attracts individuals to the region, which will help fill in-demand jobs. By securing land, extending, and improving water and wastewater service, and building near jobs and amenities the region is able to create vibrant communities where individuals can live, work, and recreate.

Multiple workforce housing projects have been identified in the RDP to help address this need, and these projects create the associated projects.

Associated Projects: The associated projects that promote workforce housing and may partner or collaborate include:

- John Marshall Transitional Housing
- Workforce Housing and East Washington Street Corridor Re-investment fund

- Eastway Court Apartments Expansion Workforce Housing
- NineStar Connect: Hancock County Regional Rural Water and Wastewater Expansion Program

Goals and Strategies: The regional workforce housing projects address the following goals and strategies:

- Quality of Life Goal
 - Revitalize and grow the primary corridors that connect the region.
 - Improve quality of place through development of neighborhoods and community spaces.
 - Attract diverse housing options close to job centers.
- Diversity, Equity, and Inclusion Goal
 - Attract and retain a diverse range of residents, employees, and employers.

Investment: Workforce Housing Projects

- Total Investment: \$72,000,000;
- Matching Funds: \$63,350,000
- READI Ask: \$8,650,000

Core Project Area 7: State Road (SR) 9 Ag-Innovation Corridor

The SR9 corridor, from CR400N to 1100N in Hancock County, is a tremendous opportunity for meaningful and strategic development in the region. Anchored by I69 to the north and I70 to the south, it is perfectly positioned for growth in the technology sector, agriculture technologies (Ag Tech) sector, light industrial and quality residential in and around the village of Maxwell. It is prime for the building of a community centered around wellness, healthy lifestyles, and food to table amenities. With many technology companies to the west of SR9 and the agriculture industry to the east of SR9, this corridor is well poised to become the Agri-tech center of Indiana.

One of the key drivers of this innovation includes the Internet of Things (IoT) Smart Farm. The IoT Smart Farm is a collaborative effort between Nine Star Connect, Purdue Polytechnic Anderson, LeafTech Ag and VanCoe Ag Technologies that is driving education, economic development and community engagement focused on technologies for agriculture. Emphasis for this development is focused on the SR9 Ag Tech Corridor by leveraging business partnerships and incentives to attract national, and international companies to the corridor engaging in crop diversity and testing. Ultimately the services that regional Ag Tech businesses provide will help smaller scale private farmers remain profitable and competitive with large scale farming operations.

The SR9 corridor in Hancock County is a tremendous opportunity for meaningful and strategic development in the region. Anchored by I69 to the north and I70 to the south, it is perfectly positioned for growth in the technology sector, ag tech sector, light industrial and quality residential in and around the village of Maxwell. It is prime for the building of a community centered around wellness, healthy lifestyles and food to table amenities. With many

technology companies to the west of SR9 and the agriculture industry to the east of SR9, this corridor is well poised to become the Agri-tech center of Indiana.

The IoT Smart Farm is a launch point for Ag Tech companies allowing businesses to leverage space for a low risk, low-cost presence in the region, that allows tenants to scale-up and develop their own facility offsite of the Smart Farm.

Three projects that comprise this core project area and create the associated projects. Ultimately these projects focus on promoting crop diversity, increasing regional farmer's return on investment and crop diversity despite decreases in farmland and size, serving regional needs of agricultural operations, and promote talent development and attraction.

A farm to table processing facility will align with agricultural developments along the corridor. There is currently an 18 – 24 month wait period to have an beef and cattle processed in surrounding counties. This facility will help to relieve the stress and pressure on local farmers that want to have their livestock processed. Indiana Farm Bureau, Indiana Meat Packers and Processor Assoc., Indiana Pork, Indiana Beef, as well the Indiana Department of Agriculture are supportive of this project. The project will include a farm to table retail store and work with local school systems to form a vocational program to work with the students. Currently there is no such vocational option and butchering is a necessary trade that is quickly becoming a “lost art” due to lack of training opportunities. This project will address this challenge.

Additional initiatives aim to leverage the Elanco Building which will become vacant when the company moves their headquarters. The building and its lab space can be utilized to facilitate attraction and retention of professional talent specifically in advanced technologies and life sciences. This project would help anchor the southern portion of the SR9 corridor and provide an adaptive reuse for the Elanco building while supporting talent, entrepreneurship, and innovation.

Associated Projects: The associated projects that promote the State Road (SR) 9 Ag-Innovation Corridor and may partner and collaborate include:

- Farm to Table SR 9 Project
- Vancoe: Smart Farm/Ag-innovation project
- Hancock County: Talent Retention and Expansion Initiative

Goals and Strategies: The SR 9 Ag-Innovation Corridor and the associated projects address the following goals and strategies:

- Quality of Life Goal
 - Revitalize and grow the primary corridors that connect the region.
 - Improve quality of place through development of neighborhoods and community spaces.
- Innovation/Entrepreneurship Goal
 - Attract, incubate, and retain employers, businesses, and entrepreneurial opportunities.

- Promote and expand agriculture innovation within the region.
- Talent/Workforce Development Goal
 - Connect current residents to jobs.
 - Attract and retain employees to the region.

Investment: SR 9 Ag-Innovation Corridor Projects

- Total Investment: \$24,750,000
- Matching Funds: \$19,800,000
- READI Ask: \$4,950,000

Complimentary Projects

The Core Project Areas comprise the majority of the 33 projects in this RDP. There are, however, equally important projects called Complimentary Projects that are crucial to advancing the plans goals and strategies. These projects are not included in the Core Project Areas because they are more discreet with fewer opportunities for cross-project collaboration. Nevertheless, they provide key services to residents and community and can help grow the region’s economy and workforce.

Below is a list of Complimentary Projects. For complete project details see the List of Projects section at the end of this RDP.

- Shepherd Community: High school internship program
Shepherd Community: Life/success coaches
Shepherd Community: Network of childcare providers
- Town of Cumberland: Cumberland Foursquares Adaptive Reuse
- Last Mile(s) Transportation/Micro Transportation
- Hancock County Jail / APDS Workforce Training
- Franklin & Washington Redevelopment Project - Phase I

Goals and Strategies: The Complimentary Projects address the following goals and strategies:

- Quality of Life Goal
 - Revitalize and grow the primary corridors that connect the region.
 - Improve quality of place through development of neighborhoods and community spaces.
 - Attract diverse housing options close to job centers.
 - Improve multi-modal transportation access including but not limited to trails, bike lanes, and buses.
- Innovation/Entrepreneurship Goal
 - Attract, incubate, and retain employers, businesses, and entrepreneurial opportunities.
 - Promote and expand agriculture innovation within the region.
- Talent/Workforce Development Goal
 - Connect current residents to jobs.
 - Attract and retain employees to the region.

- Create pathways that prepare and develop a skilled workforce through vocational, technical, and workforce training programs.
- Diversity, Equity, and Inclusion Goal
 - Attract and retain a diverse range of residents, employees, and employers.

Investment Complimentary Projects

- Total Investment: \$54,700,000;
- Matching Funds: \$47,150,000
- READI Ask: \$7,550,000

Bridge Project Areas

The 70-40 Mt. Comfort Corridor Region is experiencing growth in population, businesses, and jobs at a rate well beyond the state and national averages. While the jurisdictions represented in the region range from mature communities focused on revitalization to newer communities filled with greenfield opportunities, they nonetheless focused on: 1) retaining and attracting growth businesses, 2) preparing residents for current and future jobs resulting in household prosperity, and 3) producing a regional environment that supports of multi-faceted quality lifestyle for a diverse population.

Given these commonalities across the region, of the projects outlined above we have identified four key “bridge area” project areas that foster collaboration to connect residents to opportunities throughout the region. As is evident in the name, these bridge project areas seek to span across the region’s geography to foster connection and expand access of resources to all within the area. Towards this end our region, and its communities will collaborate in 4 key bridge initiatives.

Bridge Area 1: The John Marshall Opportunity Hub and the Hancock Gateway/Innovation Education Center

These projects will represent complementary education, training, and support services to regional stakeholders. Both entities will collaborate and align their offerings in a manner that expands the breadth and depth of opportunities available to regional residents and businesses. Both will emerge as visible, regional resource centers ultimately to be viewed as essential assets to existing and prospective residents and businesses.

Bridge Area 2: Workforce Housing

The workforce housing shortage is a vexing issue within our region as well as the nation. It is an issue that must be addressed. It is also an opportunity, serving as an important component as we work to enhance quality of life and connect our region. Our workforce housing projects aim to provide affordable and high-quality housing options to our residents at various income levels.

The region has started a discussion with regional developers and planners to review local policies, regulations and incentives related to housing production. Regional leadership will prioritize the drafting of innovative public and private initiatives to support annual workforce

housing production goals. Producing quality workforce housing to address current and future demand will be planned regionally and executed locally.

Bridge Area 3: Vocational, Technical, and Workforce Training Programs

The projects that offer accessible, affordable, and time sensitive job preparation for underemployed residents address a key issue for the region. Projects and organizations like 1150 Academy, the John Marshall Opportunity Hub, and the Hancock Gateway/Innovation Education Center will design programming that results in a wide assortment of technology and other sector specific training available to a heretofore disconnected but a sizable segment of the region’s residents. The availability of the tailored training combined with intentional engagement of a prospective customer base will result in the creation of a healthy pipeline of newly trained residents seeking quality regional jobs.

Bridge Area 4: Next Studios

Next Studios will focus on building an existing and new business regional eco-system that 1) establishes a resilient business base capable of growing revenues and talent, and 2) recharge the entrepreneurial DNA within the region’s mature and growing communities. This will be a bridge effort with the region housing Next Studios programming both at the John Marshall Opportunity Hub and the Hancock Gateway/Innovation Education Center.

10. INVESTMENT CRITERIA

The region will award funding to those projects that will have the broadest impact and best contribute to achieving the regional goals. While the projects in this RDP all will benefit the region, the regional decision-making board (outlined below in Structural Changes) will use the following criteria to make project funding decisions.

1. Achievement of regional goals using the outlined strategies

All the projects outlined above help achieve the four identified regional goals and are aligned to the ten strategies. Yet, depending on awarded funding, not all projects may be funded. A first key criteria the regional decision-making board is the extent to which a project helps the region achieve one or more of the four goals. Those projects that are more likely to aid the region in this achievement will be prioritized. For projects that align with multiple goals, the impact a project may have on each respective goal will be assessed.

2. Economic development potential

Given the importance of this RDP in developing the region’s economy, the regional decision-making board will determine the likely economic potential of each project. To make this determination, the board will review project outcomes and metrics as well as examine past successes and efforts by the project leads to determine the likelihood of success. Projects that are likely to have a broader and longer-term economic development potential will be given preference. Furthermore, the board will give favor to those projects that create opportunity for additional, new economic development in years to come.

3. Potential for regional collaboration

The board will give preference to those projects that have the potential for collaboration throughout the region. Projects that span county lines and meet resident needs throughout the region as a whole are likely to have a broader impact and foster collaboration between stakeholders. Successful collaboration can create future partnerships, which will further assist the region in achieving its goals.

4. Focus on rural areas

The region is uniquely positioned geographically to significantly impact those living in both urban and rural areas. While priority will be given to projects that benefit the east side of Indianapolis, the board will also award funding to projects that will have a broad impact on its rural areas. The potential for development in these areas is vast, and there are ample opportunities to use rural areas to bolster agriculture innovation, housing, and new development.

5. Sustainability of the project

Sustainability will be measured in two ways. First, the board will assess how likely the project will continue after its start. Projects that are self-sustaining or have significant financial and community support will have a more significant impact. Second, projects that are environmentally sustainable will be given preference, as they will promote green energy which often has cost-saving benefits.

6. Likelihood of successful implementation

Projects that are likely to be successfully implemented will be given funding priority. Similarly, to determining the economic potential, the board will review metrics, outcomes, and history of success. Projects that are in-progress and have demonstrated success thus far will be prioritized. Conceptual projects that do not have a history of success given their novelty will of course be considered, and the board will examine history of lead entities and collaborators to determine the potential success.

Furthermore, the region will use its benchmark regions as a guide when determining the projects that are likely to succeed. The similarities of benchmark regions to the 70-40 Greater Mt. Comfort Corridor Region can provide insight into which projects are likely to take root and prosper.

11. SUCCESS METRICS

For each of the strategies outlined above, the region has identified success metrics to determine the success of this RDP and project implementation. These metrics will be monitored by the 70-40 Greater Mt. Comfort Corridor Regional Program and Development Advocacy Committee and any future governing bodies (see Structural Changes for additional details). The Committee will frequently assess the extent to which the region is making efficient and effective efforts at reaching these metrics to meet the overall regional goals.

Quality of Life Metrics

1. Revitalize and grow the primary corridors that connect the region.
 - a. Increased investment in redevelopment projects
 - b. New investment projects completed in corridor
 - c. Increase in square footage of corridor revitalization and growth
 - d. Number of housing units created
 - e. Number of jobs created

2. Improve quality of place through development of neighborhoods and community spaces.
 - a. Number of housing units created
 - b. Square footage of new housing units created
 - c. Acreage of new community spaces created
 - d. Number of and acreage of new neighborhoods created

3. Attract diverse housing options close to job centers.
 - a. Number of workforce housing units
 - b. Number of multi-family housing units
 - c. Number of duplex housing units
 - d. Number of senior living units

4. Improve multi-modal transportation access including but not limited to trails, bike lanes, and buses.
 - a. Miles of new trails created
 - b. Miles of bike lane created
 - c. Miles of and number of bus routes created
 - d. Percentage of workforce using alternative modes of transportation
 - e. New start up transportation and ridership participation rates

Innovation/Entrepreneurship Metrics

5. Attract, incubate, and retain employers, businesses, and entrepreneurial opportunities.
 - a. Number of new start-ups created
 - b. Number of employers, businesses, and entrepreneurial opportunities attracted
 - c. Number of employers, businesses, and entrepreneurial opportunities attracted incubated
 - d. Number of employers, businesses, and entrepreneurial opportunities attracted retained
 - e. Innovation centers created

6. Promote and expand agriculture innovation within the region.
 - a. Number of new agriculture tech start-ups/businesses
 - b. Number of jobs created from agriculture tech start-ups/businesses

Talent/Workforce Development Metrics

7. Connect current residents to jobs.
 - a. Employment rate
 - b. Unemployment rate
 - c. Number of employment openings and percentage of openings filled
8. Attract and retain employees to the region.
 - a. Number of jobs created by sector
 - b. Number of people working within region
 - c. Number of people participating in coworking spaces
 - d. Number of new start-up positions filled
 - e. Number of residents moving to area
9. Create pathways that prepare and develop a skilled workforce through vocational, technical, and workforce training programs.
 - a. Educational attainment or region residents
 - b. Educational credits, diploma, certification, and degrees earned
 - c. Number of new vocational, technical, and workforce training programs
 - d. Participation and completion rates of vocational, technical, and workforce training programs
 - e. Job placement rates of new vocational, technical, and workforce training program graduates

Diversity, Equity, and Inclusion Metrics

10. Attract and retain a diversity of residents, employees, and employers.
 - a. Number of new women and minority-owned business enterprises
 - b. Number of employees who are minorities
 - c. Number of residents who are minorities
 - d. Number of underserved and minority students served
 - e. Minority participation rates in entrepreneur programs

Use of Benchmark Regions

As mentioned above, the region has identified the following benchmark regions:

- Licking County, OH: Border Columbus to the east
- Christian County, MO: Borders Greene County (Springfield)
- Sarpy County, NE: Borders Douglas County (Omaha)

Given the similarities between these benchmarks and the 70-40 Mount Comfort Corridor Region, the region will use the benchmarks to create a baseline, set goals, and monitor progress. To do so, the region will do as follows:

1. **Data Collection.** Gather data on key metrics from the benchmark regions. The region will use the metrics outlined above to compare how it performs compared to the benchmark regions. This data will help the region analyze its progress and areas of

growth. While all the success metrics outlined above are important, the region will prioritize those most pressing.

2. **Baseline Identification.** After gathering specific data, the region will analyze that data to establish a baseline. On specific data points, in most cases the region will determine the average of the benchmark and use that as its baseline metric. For example, if the metric under discussion is unemployment rate, and the average unemployment rate of the benchmark region is 4.4%, the region will use that as a baseline and ensure that its unemployment rate is 4.4% or lower. If it is not, that baseline will become a goal for the region to achieve as soon as possible.
3. **Goal Setting.** The region will then use the baseline metrics to set ambitious goals to advance this RDP. If the region's metric does not meet the baseline metric, the region's goal will be to meet the benchmark. An example of this is described above with the unemployment rate. If the region's metric meets the baseline metric, the region will set a goal beyond the baseline that it will achieve within a certain timeframe. Yet, there may be metrics that the region exceeds the baseline metrics. In those instances, the region will set an even more ambitious goal to continue excelling in that area.

Monitoring Progress

In the Structural Changes section below, an outline of an Advocacy Board and regional decision-making body are described. These two entities will be responsible for carrying out the plan, monitoring progress, and evaluating the RDP's success. To do so, the region will take the following steps.

1. **Key Metrics.** Each year, the region's governing body will identify the key metrics it believes are most crucial for the region to measure. These metrics are outlined above. For each of those metrics, the governing body will establish the baseline and goals as described above.
2. **Monitoring Progress.** At the end of each quarter, the region will compare the metrics of the region with those of the benchmark areas, specifically the baseline. The region will use that comparison to make necessary adjustments to meet the goals and exceed the baseline. The region may decide to meet more frequently, receive additional progress updates, and/or take further steps to ensure the region is on track to meet the metrics and goals set. Furthermore, the region will monitor the benchmark regions' metrics and efforts and take note of any significant changes and developments. If a benchmark area is using a particularly innovative and strategic approach, the region will learn from that area's efforts to determine how it can improve.
3. **Evaluation of Success.** The region will evaluate the overall success of its efforts by comparing its metrics to those of the benchmark areas. The goal is for the region to exceed the benchmark baselines on all metrics.

12. STRUCTURAL CHANGES

The region's leadership has begun the process of formalizing its governance structure. This important step was taken with two objectives in mind.

1. To establish a credible representative leadership group that will identify, nurture, and support regional initiatives that align with one or more of the 4 regional goals that serve as pillars supporting our regional strategy.
2. Establish a visible and effective mechanism for regular review and measurement of the progress being made in achieving the region's goals and strategies with annual reporting to our broader stakeholder group. This mechanism will also include course corrections both on project and strategy levels as necessary.

To achieve these objectives, two key structural changes are in-process: the creation of an Advocacy Board and a formal Regional Governing Board.

Advocacy Board

As the region composed this RDP, it also created the 70-40-Greater Mount Comfort Corridor Regional Advocacy Board (Advocacy Board). This is a nine-member Advocacy Board that has been nominated by several stakeholder groups in the region. Business, government, and institutional leaders were solicited for nominees. The members that have accepted invitations to serve on the Advocacy Board are listed below.

- Dr. Harold Olin, Superintendent, Greenfield Central School Corporation
- Bill Spalding, County Commissioner, Hancock County
- Randy Sorrell, President, Hancock County Economic Development Council
- Martin Posch, President, Finish Line Youth Foundation
- Pastor James Jackson, Lead Pastor, Fervent Prayer Church
- Mary Gible, President, Hancock County Community Foundation
- Miriam Acevedo Davi, President and CEO, La Plaza

The Advocacy Board serves as a transition board to govern regional decision making. Its initial roles include approval and submission of this RDP. After the submission of the RDP, the Advocacy Board will meet monthly focused on the following tasks.

1. Work with project leads and organizations to develop and advance their projects and monitor progress.
2. Issue regional progress updates in October, December, and February.
3. Facilitate and deliberate on the establishment of a more formal regional governing board (see below).
4. Report to the public on regional progress by holding two public meetings – 4th quarter 2021 and 1st quarter 2022.

Randy Sorrell, an Advocacy Board member, will make his organization available to support all Board activities.

Regional Governing Board

One of the tasks of the Advocacy Board is to serve as a transition board as it establishes a formal regional governing board. This regional governing board will take the form of a recognized 501(C)(3) or 501(C)(6) that will serve as the region's official decision-making body as it relates to the RDP. With further deliberation, the Advocacy Board will determine which type of board—501(C)(3) or 501(C)(6)—will be most appropriate and effective to carry out the RDP. The Advocacy Board will ensure a smooth transition as the new governing board takes on the task of updating and executing this RDP.

This regional governing board will be responsible for evaluating project funding, administering READI funds, and ensuring that those funds are used appropriately and effectively. Furthermore, using the metrics, evaluative criteria, and benchmark regions as described above, the board will monitor the plan's progress and make adjustments where needed to ensure that the projects progress in alignment with the RDP's goals. Finally, the board will evaluate the region's overall success in using its ten strategies to reach the stated goals.

APPENDIX

LIST OF PROJECTS

The following is the complete of projects included in this RDP. These projects are listed alphabetically, and include the following information:

- **Goal:** Each project aligns with one or more of the goals of this RDP. As indicated above, the four goals of this RDP are:
 - Quality of Life Goal: Improve quality of life to increase the region’s vibrancy, attractiveness, sustainability, and affordability.
 - Innovation/Entrepreneurship Goal: Attract and retain a diverse range of innovators, entrepreneurs, and businesses to the region.
 - Talent/Workforce Development Goal: Attract, train, and retain a talented and highly skilled workforce.
 - Diversity, Equity, and Inclusion Goal: Increase the region’s diversity and promote equitable and inclusive economic and workforce development.
- **Strategy:** One or more strategies are identified to correspond to the goal(s) alignment of the project.
- **Description:** A brief project description provides a brief overview of the components of the project and its importance.
- **Timeline:** A timeline and/or anticipated start dates are included.
- **Budget:** A budget is listed, which includes the READI Ask and Matching funds.
- **Stakeholders and Partners:** A list of key stakeholders connected to the project is provided.

1st Maker Space: #CSforHC

Goal

- Talent/Workforce Development

Strategy

- Create pathways that prepare and develop a skilled workforce through vocational, technical, and workforce training programs.

Description

In order for Hancock County to be a hub for innovation and retain talent, students should have opportunities to experience the power of computer science early in their educational experience. Computer science is more than just learning to code. Navigating the digital age requires a knowledge of how to use basic software. Becoming a producer rather than a consumer leads to incredible opportunities in high-wage, high-demand job fields. In order for students throughout Hancock County to have an opportunity to be part of the STEM career pipeline, 1st Maker Space is proposing #CSforHC. #CSforHC is an innovative approach to computer science and professional development. #CSforHC aims to increase computer science education through physical computing experiences at all grade levels in Hancock County.

There is always a need for Professional Development (PD) that is accessible and affordable. The Indiana Department of Education has created new K-8 Computer Sciences Standards which must be taught by every educator K-8. Many educators of all experience levels lack the professional expertise to incorporate computer science in the classroom. A teacher champion will be chosen at every school within Hancock County to lead this project, and all educators will have the option to participate in professional development and coaching. Educators are also looking for ways to engage students in learning, and this initiative will provide the equipment, professional development, and coaching necessary to make learning fun for both educators and students alike.

1st Maker Space has produced several STEM +Computer Science PD presentations for educators across the State of Indiana who regularly praise the value, relevance and clarity of our trainings. Most recently, 1st Maker Space implemented the #CSforIPS initiative with Indianapolis Public Schools. Each elementary school and middle school within IPS (55 schools total) received a case of Wonder Workshop robots, professional development, and coaching throughout 2020-2021. This project is still ongoing, but successful outcomes have already been achieved. See the #CSforIPS internal evaluation for more details about this project.

Professional Development will include necessary equipment for implementation, and three different tracks will be developed to fit elementary, middle, and high school educators. See attached budget additional details.

Timeline

Beginning in February 2022

Budget

Equipment (Dash and Dot Robots, Cue Robots, Micro bit kits, and Arduinos): \$135,296

Professional Development and Coaching from 1st: \$25,000

Stipend for Educators: \$10,000

Total: \$170,296

READI Ask: \$35,000

Matching Funds: \$135,296

Stakeholders and Partners

Mt. Vernon Community Schools, Southern Hancock Community Schools, Eastern Hancock Community Schools, and Greenfield-Central Schools

1st Maker Space: Hancock County Makerspace

Goal

- Talent/Workforce Development
- Innovation/Entrepreneurship

Strategy

- Create pathways that prepare and develop a skilled workforce through vocational, technical, and workforce training programs.
- Attract, incubate, and retain employers, businesses, and entrepreneurial opportunities.

Description

1st Maker Space is proposing a maker network in the Hancock County to spur economic development and talent acquisition. This proposal would develop one large community makerspace and connect it to other innovation initiatives occurring throughout the region. A makerspace is an environment in which people with shared interests, especially in computing or technology, can gather to work on projects while sharing ideas, equipment, and knowledge. These spaces are a magnet for entrepreneurship, citizens of all ages, and offer shared access to high tech machinery and equipment. This project will go through extensive community input and planning to ensure that it meets the needs of the local community. It will build on local momentum, including the makerspaces at Nine Star and Mt. Vernon High School, to ensure that these makerspaces receive the support needed to be sustainable.

The Hancock Community Makerspace will be unique to Hancock County and have a local maker manager to run the day-to-day operations as well as nurture ongoing partnerships to connect it to the rest of the county. This makerspace will have a baseline of tools and equipment, but the specific goals of the makerspace will depend on the outcomes of planning and input as the space evolves to ensure that it meets the needs of the citizens and companies that reside within that area. The Hancock County Maker Hub (potential name) will support a community makerspace within the county as well as Tinker Trailers® for ongoing outreach to schools and community organizations. The planning, outreach, development, installation, and ongoing support of each space will be provided by the team at 1st Maker Space.

We propose that this project take place in five phases:

1. Phase I: Consultation and Needs Assessment
2. Phase II: Facilities Identification (real estate and architecture planning)
3. Phase III: Makerspace Build-out Proposal
4. Phase IV: Makerspace Implementation and Training
5. Phase V: Sustainability and Strategic Plan Development

This project would take place over the next 4-5 years to ensure that the makerspace developed is sustainable and meets the needs of the local community. This project is being proposed and facilitated by 1st Maker Space in conjunction with local partners. 1st Maker Space is dedicated to designing, building, and sustaining makerspaces in K-12 schools and

communities. We are passionate about bringing the maker movement to new places and we look forward to working with the Hancock County Team to expand the maker movement in the Hancock County.

Timeline

November 2021: Phase I: Consultation and Needs Assessment

June 2022: Phase II: Facilities Identification (real estate and architecture planning)

March 2023: Phase III: Makerspace Build-out Proposal

August 2023: Phase IV: Makerspace Implementation and Training

January 2024: Phase V: Sustainability and Strategic Plan Development

Budget

Phase I: \$58,000

Phase III: \$312,500

Phase IV: \$190,000

Phase V: \$58,000

READI Ask: \$123,700

Matching Funds: \$494,800

Matching Funds include: Membership Dues and Program Fee Revenue, Donation of land, Donation of tools and equipment from unused source

Stakeholders and Partners

Nine Star, Thomas P. Miller and Associates, Mt. Vernon Community Schools

Eastway Court Apartments Expansion Workforce Housing

Goal

- Quality of Life
- Talent/Workforce Development

Strategy

- Revitalize and grow the primary corridors that connect the region.
- Improve quality of place through development of neighborhoods and community spaces.
- Attract diverse housing options close to job centers.
- Connect current residents to jobs.
- Attract and retain employees to the region.

Description

Workforce housing is essential to the region. High quality and affordable workforce housing attracts individuals to the region, which will help fill in-demand jobs. By securing land and

building near jobs and amenities creates a vibrant community center where individuals can live, work, and recreate.

This project will create affordable workforce housing that is within 3-5 miles of the following:

- Job growth or cluster (250 jobs annually or more)
- Grocery store
- Medical service providers
- Park/recreation
- School
- Access to trails/bike paths/sidewalks

We will advance housing that aligns with By-Right Development. This improves affordability in two ways:

1. Lowers the cost of development through a faster, more predictable approval process.
2. Increases the supply of housing.

Faster, more predictable approval processes lower the cost to obtain development approval, reducing overall development costs. Creating new housing increases the supply of housing and reduces competition between new and long-time residents for existing housing.

Timeline

Design in progress.

Budget

\$30,000,000

READI Ask: None

Matching Funds: \$ 30,000,000

Stakeholders and Partners

Local employers, Hancock County

Eleven Fifty Academy: Advancing Tech in Indiana

Goal

- Quality of Life
- Talent/Workforce Development
- Diversity, Equity, and Inclusion

Strategy

- Create pathways that prepare and develop a skilled workforce through vocational, technical, and workforce training programs.

- Improve quality of place through development of neighborhoods and community spaces.
- Attract and retain a diverse range of residents, employees, and employers.

Description

Eleven Fifty Academy is driven by the mission to build an ecosystem of tech talent that financially benefits the individual, their employers, and their community. The Academy has specific goals to increase tech talent for three key segments of the population, women, veterans and minorities (underserved populations). The current graduation rates are between 75-85% with direct placement rates between 60-70%, with average starting salaries of \$55,000.

Eleven Fifty Academy will utilize this grant to improve wages, educational attainment, home ownership, quality of life and digital literacy, over the next 4 years, within the 70-40-Greater Mt. Comfort Corridor region. Individuals will train in software development, UX/UI, web development, IT professional and cybersecurity. Graduates will earn certifications in CompTIA Network+, CompTIA Security+, CompTIA A+, and Academy badges.

The Academy will leverage its success to enroll, graduate, and place quality local tech talent in local jobs. The regional return on investment from a collaborative partnership with the Academy is three-fold: (1) increased number of quality local tech talent, (2) tax benefits, and (3) business retention/expansion and attraction. This newly trained workforce will represent nearly \$7–8 million in potential taxable income each year and will begin to fulfill the current and future demand for the growing number of IT positions in the region.

The Academy has established digital literacy curriculum that will help the overall population. We look to directly train and partner with area CBE's to reach as many people as possible. Indiana is currently ranked in the bottom 5 nationally for digital literacy.

The majority of grant will be invested into the establishment of the 70-40 GMCC, Progressive Income Share Agreement (PISA). The PISA is available to students the reside in the 70-40 GMCC who apply and qualify for a 0% interest loan towards tuition. Students who benefit from the Academy's PISA pay back exactly what was borrowed. In time, this PISA model becomes self-sustaining, minimizing the cost of tuition for future students as a pay-it-forward approach. The PISAs are managed by a separate nonprofit, The Career Accelerator Fund.

Budget

\$2,000,000

READI Ask: \$400,000

Matching Funds: \$1,600,000

Timeline

Start Date: January 2022

Stakeholders and Partners

Hancock and Marion County; regional employers, students and families; 1st Maker Space; and InnoPower

Eskenazi Food Hub and Culinary Center of Excellence

Goal

- Quality of Life
- Talent/Workforce Development
- Innovation/Entrepreneurship
- Diversity, Equity, and Inclusion

Strategy

- Improve quality of place through development of neighborhoods and community spaces.
- Attract, incubate, and retain employers, businesses, and entrepreneurial opportunities.
- Promote and expand agriculture innovation within the region.
- Connect current residents to jobs.
- Attract and retain employees to the region.
- Create pathways that prepare and develop a skilled workforce through vocational, technical, and workforce training programs
- Attract and retain a diverse range of residents, employees, and employers.

Project Description

The Culinary Center of Excellence (the Center) envisions a collaboration led by Eskenazi Health, with Gleaners Food Bank, Next Studios and ideally Second Helpings, City of Indianapolis, Ivy Tech Community College, and Martin University as partners. The Center would be housed in the former John Marshall High School kitchen/cafeteria designed to feed 2,500 students daily.

- **Culinary Training Center** connected to Second Helpings and Ivy Tech to create a culinary degree program in collaboration with Martin University, providing real world experience in every aspect of foodservice, leveraging the experience and success of Eskenazi Health
- **Commercial Community Kitchen** to provide local entrepreneurs an opportunity to manufacture their products for distribution
- **Food Truck Commissary Opportunity** to provide a commercial kitchen for local food trucks to safely prepare and store food
- **Incubator Restaurant Spaces** for culinary students to test new concepts and train in restaurant management

- **Dedicated USDA Inspected Kitchen** for medically tailored frozen meal and bulk protein production providing an opportunity to sell and distribute these products at wholesale and retail nationally
- **Off-Site Production Facility** for continued culinary innovation, scratch cooking, and further utilization of Indiana Grown products
- **Coffee Shop Café** to serve the campus as a “3rd space” for the community and further training opportunities
- **Catering and Events** will provide the community with a much needed opportunity to host events within the common areas of JMCOH, create a strong revenue stream, and provide more important training opportunities for students
- **Distribution Hub** for Fresh For You Market grocery concept and other local grocers, leveraging purchasing power to realize lower cost procurement, and collaborating with Gleaners on-site for additional grocery and pantry needs
- **Teaching Kitchen** for clinical nutrition education and commercial cooking classes
- **Eskenazi Health Food Innovations** providing national consultation for emerging brands and foodservice operations. Leveraging our knowledge, well established relationships and business expertise to take brands and organizations to the next level of success

Timeline

2nd-3rd Quarter 2022

Budget

Capital budget expanding kitchen space, modernizing equipment and food storage - \$2,000,000

READI Ask: \$300,000

Matching Funds: Estimated \$1,500,000

Stakeholders and Partners

Gleaners Food Bank, Next Studios, Ivy Tech Community College, Piazza Produce and Specialty Foods, CAFÉ, Martin University, City of Indianapolis, and Second Helpings

Farm to Table SR 9 Project

Goal

- Innovation/Entrepreneurship
- Talent/Workforce Development

Strategy

- Promote and expand agriculture innovation within the region.
- Attract and retain employees to the region.

Description

SP Properties Enterprises, LLC is removing the existing 25' x 200' pre-engineered building currently used for storage of construction supplies and erecting a new 65' x 230' building. The new building will be split into three units. The front portion of the new building will house a state-of-the-art animal processing facility. The other two units will continue to be storage areas for construction supplies.

The new facility will include the latest in equipment for the processing of cattle, hogs, and possibly sheep. The facility will also be climate controlled. Our new facility will not involve any element or condition that will be dangerous, injurious, or noxious to any property or persons per Hancock County development standards of 156.060. Animals are delivered to the site by appointment only one day per week and immediately moved to an interior holding pen until processing. There is currently an 18 – 24 month wait period to have an animal processed in surrounding counties. This facility will help to relieve the stress and pressure on local farmers that want to have their livestock processed. Indiana Farm Bureau, Indiana Meat Packers and Processor Assoc., Indiana Pork, Indiana Beef, as well as local officials such as Bob Cherry are supportive. Many of these associations and local officials appeared in support with Andrew Carty from the Indiana Department of Agriculture at the local BZA hearing where we were granted a special exception.

A retail store will sell locally grown farm fresh meat products that will greatly improve the Maxwell area and Hancock County's access to farm fresh meats processed locally. Currently, no such option exists. The entire operation will follow strict state and federal guidelines including state inspectors onsite daily. Construction of the building has begun, and we anticipate opening the facility in the second quarter of 2022. We anticipate employing 25 new employees and generating \$5,000,000 in annual revenue.

We are also currently in communications with the local school systems to form a vocational program to work with the students. Currently there is no such vocational option and butchering is a necessary trade that is quickly becoming a "lost art" due to lack of training opportunities.

We have conducted thorough research within the industry and have found there is a great need for new meat processing plants in the state of Indiana. Hancock County currently has no other meat processing plants, which requires consumers who wish to purchase fresh meat to travel to other counties.

Timeline

Building is currently under construction. Anticipated opening date: Quarter 2 of 2022.

Budget

\$10,000,000

General Conditions- \$200,000

Site Work- \$400,000
Building Shell -\$1,150,000
Tenant Improvement- \$350,000
Equipment- \$1,000,000
Total: \$3,100,000

READI Ask: \$2,000,000

Matching Funds: \$8,000,000

Stakeholders and Partners

NineStar Connect, Indiana Small Business Development, Indiana Department of Agriculture, Indiana Farm Bureau, Hancock County Farm Bureau, Indiana Meat Packers and Processers, Indiana Board of Animal Health, Fout Farms, Tyner Ponds.

Franklin & Washington Redevelopment Project - Phase I

Goal

- Quality of Life
- Diversity, Equity, and Inclusion

Strategy

- Revitalize and grow the primary corridors that connect the region.
- Improve quality of place through development of neighborhoods and community spaces.
- Attract diverse housing options close to job centers.
- Improve multi-modal transportation access including but not limited to trails, bike lanes, and buses.
- Attract and retain a diverse range of residents, employees, and employers.

Description

E. Washington Street was once a thriving commercial center anchored by Washington Square Mall, I-465, Irvington, and Cumberland. Today many of the large retail centers that once housed businesses like Service Merchandise sit vacant or mostly vacant and in compromised conditions. The Pennsy Trail, just a short distance south of E. Washington Street now connects Cumberland and Irvington and creates an opportunity to infuse new life into the E. Washington Street Corridor. Additionally, IndyGo has plans to extend the Blue Line along E. Washington Street in the next few years. Transit and/or Trail Oriented Development would leverage these new assets to create density, attract younger generations, and create walkable neighborhoods.

This project includes acquisition of approximately 15 acres of underused retail buildings and parking lots and redevelop the site for mixed use with diverse housing options, new business space, and additional amenities to the area. The site is very visible to I-465 and adjacent to the Pennsy Trail. It's also located between Irvington and Cumberland. By creating a catalyst site,

stakeholders hope to spur renewed interest in E. Washington Street. Phase I will include land acquisition, site design, site work, and construction of one new mixed-use building.

Timeline

- Design Phase: 2022
- Land Acquisition: 2022-2023
- Construction: Late 2023

Budget

\$50,000,000

READI Ask: \$3,000,000

Matching Funds: \$47,000,000

Stakeholders and Partners

Eastside neighborhood groups, private developers, City of Indianapolis

Gleaners Food Bank of Indiana: John Marshall Opportunity Hub

Goal

- Quality of Place
- Diversity, Equity, and Inclusion

Strategy

- Improve quality of place through development of neighborhoods and community spaces.
- Attract and retain a diverse range of residents, employees, and employers.

Description

Within the larger John Marshall Opportunity Hub project, Gleaners Food Bank aims to use our 11,000 square feet of available space to build an on-site food pantry, establish a secondary distribution center complete with temperature-controlled space/food handling equipment, and dedicate an area specifically for nutrition education outreach. The food pantry will allow visitors to shop through the selection of non-perishable items, fresh produce, and hygiene products to be taken home and prepared independently. As a distribution center, this building would complement Gleaners' main facility on the southwest side of Indianapolis, enabling the distribution of approximately 3-5 million pounds of food on an annual basis with room for growth in the future. Nearby agencies can pick up monthly orders without having to travel to the other side of the county, while our transportation team can spend less time delivering to our Eastern counties. This would also allow us to expand home delivery services for Northeast Indianapolis.

The inclusion of temperature-controlled storage aligns with Gleaners' strategic goal to source and distribute a minimum of 8 million pounds of fresh produce each year. By building on-site cooler/freezer space needed to house this food, we can increase the amount of perishable product available to clients of the John Marshall food pantry, thereby infusing their diet with nutritious food and reducing healthcare costs needed to address chronic conditions that result from food insecurity.

In line with Gleaners' emphasis on nutrition outreach, we also have the opportunity to build a nutrition education space, complete with our own stage to film cooking demonstration videos and a test kitchen to conduct full meal service preparation. Finally, within the pantry space, Gleaners will reserve an area for SNAP (Supplemental Nutrition Assistance Program) Outreach where staff can help clients determine their eligibility, help with the application process, and answer questions about the program. As this project progresses, we look forward to seeking more partnerships with local organizations to provide holistic services for far East side residences including workforce training within the distribution center.

Timeline

Planning began in October 2021

Budget

\$2,000,000

READI Ask: \$400,000

Matching Funds: \$1,600,000

Stakeholders and Partners

John Marshall

Hancock County Community Foundation: Hancock County Thrive Center

Goal

- Quality of Life
- Innovation/Entrepreneurship
- Talent/Workforce Development

Strategy

- Revitalize and grow the primary corridors that connect the region.
- Attract, incubate, and retain employers, businesses, and entrepreneurial opportunities.
- Attract and retain employees to the region.

Description

Key to growth of the region is to do so in a thoughtful, well-planned manner. The \$2 million Thrive Center will be a destination for countywide collaboration, ideation, and planning designed for education on effective Quality of Life design principles while fostering deeper

relationships and crucial governance skills among public officials. The Hancock County Community Foundation will serve as an impartial host and convener to ensure conversations that lead to smart, visionary planning and growth. In partnership with Hancock County Economic Development Council, this work will evolve naturally into efforts that lead to additional investment in the region, accelerated population growth, and foster entrepreneurship.

Work at the Center will impact the entire region, including its most rural areas. Outcomes of educational programming, facilitation of conversations, introduction of global ideas and concepts will drive a visionary framework to raise social cohesion, joy, and health across Hancock County.

Quality of life concepts will not only be taught but built out in ways that will lead to the creation of a high quality, vibrant region with investments in arts and cultural amenities and the development of underutilized assets, all with an eye on attracting and retaining people and extraordinary talent.

An architect has been hired for the Thrive Center building project. The design of the interior is currently in progress. The design work for the exterior of the building as well as the technology and furnishings for the interior space has begun. The Thrive Center will feature a large gathering area that will be able to be reconfigured into flexible and more intimate arrangements for presentations, idea generation activities, and discussion sessions. The Thrive Center will utilize world class technology and inspirational decor and design.

Timeline

In Progress—In the design phase.

Budget

\$2,000,000

READI Ask: \$400,000

Matching Funds: \$1,600,000

Stakeholders and Partners

Hancock County Economic Development Council, local business, nonprofit leaders, City of Greenfield, Hancock County, and elected officials.

Hancock County Jail / APDS Workforce Training

Goal

- Workforce/Talent Development
- Diversity, Equity, and Inclusion

Strategy

- Create pathways that prepare and develop a skilled workforce through vocational, technical, and workforce training programs.
- Attract and retain a diverse range of residents, employees, and employers.

Description

Through innovative technology and intentional programming, APDS is taking a targeted approach to talent development in the region's local criminal justice system. The Hancock County Sheriff's Office is currently overseeing the construction of a 440-person jail that will open early in 2022. Due West, Marion County is finishing construction of a large Community Justice Campus that will be the site of a new jail, mental health diversion center, courtrooms, and more. Often, justice-involved individuals need additional opportunities and supports to be able to upskill, find and maintain quality, living wage employment, and contribute positively to community safety and economic prosperity.

Conversely, many employers in the 70-40-Greater Mt. Comfort Corridor are starved for qualified talent to fill jobs. In order to provide them with resilient workers and stand-up quality programming in the new jail facilities, the proposed pilot project would provide the Hancock County Jail and Community Corrections with 285 educational tablets as APDS partners with the facility to incorporate data-driven strategies that improve inmate educational and employment outcomes. In turn, area-employer partners interested in hiring returning citizens upon release would be provided transcripts of inmate educational achievements and vocational credentials, including high school equivalency, hard and soft skills as well as participation in rehabilitative programming. A key element to this pilot project is the inclusion of vocational training and hands-on experience with APDS partners, 180 Skills and Conexus Indiana. Participants will also be connected to community-based organizations to provide wrap-around supports upon re-entry.

Timeline

Anticipated start date of January 1, 2022.

Budget

\$464,257.15

Hardware: \$218,382.15

SaaS with Security Wrap: \$156,462.15

Premium Content: \$61,920.00

Training and Professional Development: \$25,000,000

READI Ask: \$464,257

Matching Funds: \$ 42,995,477

Stakeholders and Partners

180 Skills, Conexus Indiana, Hancock County Sheriff's Office

Hancock County: Talent Retention and Expansion Initiative

Goal

- Innovation/Entrepreneurship
- Talent/Workforce Development

Strategy

- Attract, incubate, and retain employers, businesses, and entrepreneurial opportunities.
- Promote and expand agriculture innovation within the region.
- Connect current residents to jobs.
- Attract and retain employees to the region.
- Create pathways that prepare and develop a skilled workforce through vocational, technical, and workforce training programs.

Description

1. The TR&EI will be established to satisfy 3 objectives related to talent development within the region
2. Retention of scientists wishing to continue working in the region and not wishing to relocate due to closing of their facility or elimination of position.
3. Retention and attraction of ag tech professionals in search of support structure to pursue product development related to technologies that improve agricultural productivity.
4. Retention and attraction of minority entrepreneurs that demonstrate capacity and advanced ideation related to product and business development.

A 5-year demonstration program will be developed. The program will identify a minimum of 5 professionals that satisfy one or more of the objectives listed above. The professional will receive up to \$50,000 in combined cash and in-kind benefits to pursue their vocation within the region. In-kind benefits may include: access to work facilities and equipment, temporary housing, loaned technical support. Each participant will agree to live and work in the region for at least 5 years. A support system will be developed to nurture and grow the selected talent professionals and their pursuits.

The 5-year demonstration program will support a minimum of 25 professionals. It is anticipated that this retained or attracted talent will engage in several successful new product developments and/or business start-ups that will grow and bring prosperity to the region.

Attraction and retention of professional talent will allow the region to continue to play to its historical strengths - growth of diverse enterprises that provide opportunity and quality jobs to local residents. It is clear that the region must take a proactive stance in addressing relocation and closure of legacy businesses, ensuring they are replaced by innovative concepts that lead to new business and professional opportunities. A targeted talent development initiative that supports innovation, new product and business creation and

investment supports the State of Indiana's goal of responding to shifting industry trends thru community and anchor institution led involvement leading to investment and wage growth for a diverse and growing population

Timeline

2022-2027

Budget

\$1,500,000

READI Ask: \$300,000

Matching Funds: \$ \$1,200,000

Stakeholders and Partners

John Marshall Opportunity Hub, Hancock County Community Foundation, HEDC

Hancock Health Gateway

Goal

- Quality of Life

Strategy

- Revitalize and grow the primary corridors that connect the region.

Description

Situated just south of the intersection of I-70 and Mt. Comfort Road, Hancock Health's Gateway development is seen as a connector between our location in McCordsville and our world class medical wellness center in New Palestine. The centerpiece of this project is a 25-acre parcel set aside for a future hospital, situated to meet the needs of the future growth of Hancock County. Built as a complement to our existing campus in Greenfield, this net new hospital will solidify Hancock Health's investment in the community. Built off of the existing Gateway Imaging Center, we hope that the Gateway Hospital will encourage better wellness for Western Hancock and the Far East side of Marion County.

Hancock Health's existing investments in McCordsville and New Palestine, and our desire to drive the level of development on Mt Comfort Road south of I-70 show our commitment to wellness in the community. This Gateway hospital will be the only full-service hospital between Community Health in Marion County and our existing campus in Greenfield. The service area of this hospital will include all of existing residents and new growth in Western Hancock including McCordsville, Cumberland and New Palestine, as well as the needs of residents of the Far East Side and Warren.

Timeline

Project underway and expected through 2026

Budget

\$120,000,000

READI Ask: \$0

Matching Funds: \$120,000,000

Stakeholders and Partners

Hancock Health, Hancock County Schools, Hub & Spoke, Hancock County

Hancock Health: Innovation and Education Center

Goal

- Innovation/Entrepreneurship
- Talent/Workforce Development

Strategy

- Attract, incubate, and retain employers, businesses, and entrepreneurial opportunities.
- Connect current residents to jobs.
- Attract and retain employees to the region.
- Create pathways that prepare and develop a skilled workforce through vocational, technical, and workforce training programs.

Description

The project includes a mixed used development and partnership between private industry, local municipalities, and local school districts. Hub & Spoke’s community center includes retail, office, coworking, and a makerspace (learning and innovation center). Combining a number of private and public partners, this workforce development, CTE, entrepreneurship center will be designed to provide access to jobs, and skills advancement for next level jobs for people in the region. Led by Hancock Health, the largest employer and biggest anchor institution in Hancock County, and combining a coalition of County Superintendents, the Hub & Spoke development and programming team and post-secondary educational partners, this initiative will work to identify the workforce gaps, implement programs to address them, and build out a facility for entrepreneurship, skills training, and post-secondary education.

Today, students in Hancock County need to leave the county to be connected with any post-secondary education. Whether it is CTE or formal college, there are currently no offerings for residents in the County. With a booming population and thousands of jobs coming open, it will be vital for Hancock County to begin addressing its current and future workforce needs. This center can also serve as an opportunity to elevate the workforce of the region, helping attract higher paying, more impactful jobs, and providing the community with access to jobs.

The Entremaker Academy, facilitated by Hub & Spoke, is a K-16+ project and work-based workforce development pathway eco-system. Starting in 5th grade, curriculums are integrated into existing school programming and paired with real life employer experiences.

Most curriculum is taught in our innovation and learning hubs (makerspace). Students receive on-the-job experience, industry certifications, college credits and connections to in-demand and high-paying careers. The makerspace also serves as a community resource for innovation and additional education through public memberships.

Timeline

Anticipated start in 2022

Budget

\$40,000,000

READI Ask: \$8,000,000

Matching Funds: \$32,000,000

Stakeholders and Partners

Hancock Health, Hancock County Schools, Hub & Spoke, Hancock County

Ivy Tech Community College: Ivy Tech Training & Job Placement Support at the John Marshall Opportunity Hub

Goal

- Talent/Workforce Development

Strategy

- Connect current residents to jobs.
- Attract and retain employees to the region.
- Create pathways that prepare and develop a skilled workforce through vocational, technical, and workforce training programs.

Description

Ivy Tech seeks to support the John Marshall Opportunity Hub (JMOH) by partnering with JMOH and local employers as outlined below. Students who participate in this program/partnership will graduate from JMOH with the ability to enter the workforce with a good or better paying job as defined by Brookings.

Establish a welding program at the JMOH to provide in-time certification training and opportunities for participants to complete a Certificate (CT) in Structural Welding. Projected Enrollment in credit and non-credit training is 152 over a period of three years. Jobs related to this certificate are: welders, cutters, solderers, brazers, sheet metal workers, structural metal fabricators & fitters, and machine setters/operators/tenders.

Establish an Information Technology Helpdesk program at the John Marshall Opportunity Hub to provide opportunities for participants to complete a Certificate (CT) in Information Technology Helpdesk. This Certificate is 23 credit hours in length and can be completed by a

full-time student in two semesters. This CT offers participants the opportunity to earn one of three CompTIA certifications: A+, Net+, or Security+. This program is approved to receive Workforce Ready Grant funding from the Indiana Department of Workforce Development. Jobs related to this certificate are computer user support specialists.

Establish a construction program at the John Marshall Opportunity Hub to provide in-time certification training and opportunities for participants to complete an Electrical Specialist Certificate (CT) or a Carpentry Specialist Certificate (CT). These programs are approved to receive Workforce Ready Grant funding from the Indiana Department of Workforce Development. Jobs related to this certificate are: electricians, carpenters, construction laborers, painters, and other construction trades.

Provide Career Coaching and career services to program participants including: resume development, cover letter development, interview preparation, and job placement. A good job is \$18/hour or approximately \$37,600 annual salary.

- During the 2022-2023 academic year at least 75% (57) of participants will receive resume and cover letter support, and participate in an interview prep session.
- During the 2022-2023 academic year 65% of participants completing the program will be placed into a good job.
- During the 2023-2024 academic year at least 75% (92) of participants will receive resume and cover letter support, and participate in an interview prep session.
- During the 2022-2023 academic year 70% of participants completing the program will be placed into a good job.
- During the 2024-2025 academic year at least 75% (101) of participants will receive resume and cover letter support, and participate in an interview prep session.
- During the 2025-2025 academic year 75% of participants completing the program will be placed into a good job. Funding is requested to support the partnership and programming through curriculum development, on-site career coaching and career services, tuition assistance for JMOH students, and capital funding for lab renovation and build-out as well as lab equipment. The capital components are necessary in order to fully implement and execute the career training and programming.

Timeline

2022 Start

Budget

Curriculum development dollars: \$10,000

Funding to staff onsite Ivy Tech student services presence (Navigator, Career Coach):

\$450,000 Tuition Assistance: \$250,000

Lab Equipment: \$200,000

Capital - renovate labs: \$962,000

5000 sq ft in training space: \$875,000

500 sq ft in office space: \$87,500

Total: \$1,872,000

READI Ask: \$1,872,000

Matching Funds: \$5,020,427

Stakeholders and Partners

John Marshall Opportunity Hub and Local Employers

Ivy Tech Community College: STRIVE TO LEAD with SMART Manufacturing, Digital Integration, and Cloud Technologies

Goal

- Innovation/Entrepreneurship
- Talent/Workforce Development
- Diversity, Equity, and Inclusion

Strategy

- Attract, incubate, and retain employers, businesses, and entrepreneurial opportunities.
- Connect current residents to jobs.
- Attract and retain employees to the region.
- Create pathways that prepare and develop a skilled workforce through vocational, technical, and workforce training programs.
- Attract and retain a diverse range of residents, employees, and employers.

Description

Ivy Tech has a proud tradition of training talent for the high-quality manufacturing industry in Hancock County. Ivy Tech is nimble in accessing and adapting to the changing technology needs of industry. Which is why the STRIVE To Lead-SMART Manufacturing and Digital Integration and Cloud Computing program was developed. The result of this program will be a workforce in Hancock County with the skills and grit for today's success which is what Hancock County needs. The STRIVE To Lead-SMART Manufacturing & Digital Integration and Cloud Computing program at Ivy Tech will serve at least 125 members in its first three years and is expected to grow exponentially.

Once the STRIVE to Lead program is implemented, sustainability of faculty and programming is based on two funding streams – tuition and fees paid directly by students and legislative dollars allocated to the College statewide and then distributed to campuses based on enrollment and other metrics.

Tuition support for students who enroll in the academic programs is available through the State of Indiana's Next Level Jobs programming as well as through Federal PELL Grants and other state aid. Beginning in the Fall, 2021, Ivy Tech implemented a tuition freeze as well as free books for full-time students who qualify. In-state students taking 12+ credit hours will pay only \$2,243.25 "flat" for tuition and books. This is especially significant for technology students as books are often a financial barrier.

To maintain the ongoing scholarship and barrier busting support of students in the program, we will utilize donor support.

Additionally, our LevelUp Leadership Program offers training, coaching and community engagement for adult and youth leadership development. We achieve that goal by using highly effective individual and organizational assessments, comprehensive leadership training, ongoing professional development programming, service learning projects, and individualized career coaching.

Furthermore, The Entrepreneurship Program offers students practical lessons in business start-up and management. Students have the opportunity to build interactive business plans, work through marketing ideas and talk with guest speakers and entrepreneurs. To date, the entrepreneurship program has assisted in the launching of many business ventures across Indiana.

Through the Entrepreneurship program, students will gain insight into starting a new business or making their current business more successful. Additionally, the Entrepreneurship program partners with many locally owned independent businesses and nonprofit agencies that are dedicated to helping small business through education and mentoring.

Timeline

Anticipated Start: 1/1/2022 Anticipated Finish: 1/1/2024

Budget

Pre-planning for immediate equipment needs: \$35,000

Programming Cost-\$100,000

Scholarships-\$50,000

Faculty-\$450,000

Equipment-\$150,000

Barrier Busting Funds-\$125,000

\$1000 per calendar year per student to support transportation needs, assist with housing, childcare needs or other financial barriers

LevelUp Leadership Program: \$40,000

Entrepreneurship Certificate Program: \$25,000

READI Ask: \$240,000

Matching Funds: \$700,000

Stakeholders and Partners

Hancock County School Corporation, Greater Mt. Comfort Corridor businesses and Hancock County Chamber.

Ivy Tech/Innopower Project

Goal

- Diversity, Equity, and Inclusion
- Talent/Workforce Development

Strategy

- Create pathways that prepare and develop a skilled workforce through vocational, technical, and workforce training programs.
- Attract and retain a diverse range of residents, employees, and employers.

Description

Based on InnoPower Founder Emil Ekiyor's background as a former National Football League player, we want to send a strong message to all of the nation's tech-based, high-growth, sustainable industries. The NFL (and NBA) have a successful business model that relies on a trickle of top-level talent being prepared, equipped, and trained to play the game in the nation's most impoverished, most economically starved communities. That is where an \$80B sports industry seeks out talent because they recognize the value inherent in Black children regardless of family and financial status. This business model and system of cultivating the elite-level talent among the nation's most under privileged and destitute Black youth has resulted in elevating American pro sports leagues that are unmatched anywhere in the world. This same philosophy can be adopted to prepare and equip Black students in Indiana to compete in non-sports industries and cultivate competitiveness in any industry.

Objectives:

- Partner with Ivy Tech to engage current students in the entrepreneurship program to build the entre
- Engage Black students in Marion County schools about entrepreneurial opportunities and pursuing entrepreneurship at Ivy Tech upon graduation.
- Utilize Pitch competitions to create excitement and build confidence in students about their ideas and ventures February (Black History Month)–March (Women History Month) 2022.
- Organize networking events to help students build their Social Capital while at Ivy Tech
- Leverage Financial institutions and non-traditional funders to educate students about accessing capital
- Showcase the entrepreneurship program during the 2022 InnoPower Minority Business Conference.
- Raise a fund to support Black high school students looking to take dual credit entrepreneurship courses starting in the fall of 2022.
- Enroll a minimum of 100 Black students per year from Marion County schools into the entrepreneurship program in June 2022
- Highlight and celebrate students in the program -By leading with tangible stories of the experience of the cohort and entrepreneurs and linking it with a broader narrative about the region and state's economy, we reinforce why Indianapolis is uniquely positioned as a place for black owned businesses to thrive.

Timeline

- January-April: Student Engagement and Recruiting
- May-June: Student and Family Orientation
- July-December: Classes and Student Support Begin
- October: Quarterly Networking Sessions Begin
- December: Quarterly pitch competitions begin

Budget

5-Year Budget

Dual credit for 100 students @ \$158 per credit hour for 12hrs: \$1,248,00

Quarterly student pitch competitions: \$350,000

Quarterly networking sessions: \$200,000

Student mentoring and wrap-around support: \$350,000

Marketing: \$175,000

End of year celebration: \$125,000

Total: \$2,448,000

READI Ask: \$489,600

Matching Funds: \$2,448,000

Stakeholders and Partners

Sagamore Institute, Bloom Project, Empowered Living, SecondMuse, and Minority Entrepreneurship Institute

John Marshall Collaborative: John Marshall Opportunity Hub

Goal

- Talent/Workforce Development

Strategy

- Connect current residents to jobs.
- Attract and retain employees to the region.
- Create pathways that prepare and develop a skilled workforce through vocational, technical, and workforce training programs.

Description

The John Marshall Opportunity Hub (JMOH) represents a unique partnership consisting of well-established central Indiana institutions and active far eastside community organizations (aka core collaborators). See associated projects description below for partial listing of collaborators.

There are over 85,000 residents and several hundred small to medium sized businesses operating within a 3-mile radius of the JMOH. If designated as a city, it's population would

rank 7th largest in the State. This urban neighborhood has one of the highest poverty rates in the State combined with a higher percentage of young residents. Pre-pandemic, 28% of the 16–24-year-old residents were unemployed. JMOH will focus on providing “neighborhood level” access to central Indiana economic, social and enterprise opportunities.

A primary focus will be preparing area residents for the current and future jobs within the region. Ivy Tech Community College, Eskenazi Health, along with other regional entities will design and implement an innovative menu of training opportunities designed to: 1) place residents in jobs as soon as possible, 2) provide on-going training and education support to ensure long term success, and 3) grow household incomes over time. JMOH will support an extensive wrap-around services program addressing social, wellness, childcare, and financial training of the residents. JMOH will also be anchored by a business accelerator for both existing and start-up businesses. A dynamic food hub will be created not only addressing a current food desert but also offering job and enterprise creation opportunities as well.

The JMOH, will be housed in the former John Marshall High School, a 340,000 square foot building sitting on a 40-acre site. JMOH, will be a community owned asset operating as a not-for-profit.

Budget

\$35,000,000

READI Ask: \$7,000,000

Matching Funds: \$28,000,000

Timeline Start Date: Quarter 1 of 2022

Stakeholders and Partners

Gleaners Food Bank, Ivy Tech Community College, Ivy Tech/Innopower, Eskenazi Health, CAFÉ, Pathways Resource Center, Next Studios, Hancock County Economic Development Council

John Marshall Transitional Housing

Goal

- Quality of Life
- Talent/Workforce Development
- Diversity, Equity, and Inclusion

Strategy

- Attract diverse housing options close to job centers.
- Connect current residents to jobs.
- Create pathways that prepare and develop a skilled workforce through vocational, technical, and workforce training program.
- Attract and retain a diverse range of residents, employees, and employers.

Project Description

The John Marshall Transitional Housing project (JM Housing) will serve as a support initiative to the John Marshall Opportunity Hub (JMOH). The 50–75-unit development will be a part of a 40-acre JMOH campus. The transitional housing will serve far eastside households that have experienced a significant economic disruption jeopardizing their ability to retain satisfactory housing and/or meet other day to day living expenses. The housing will align prospective residents with a variety of on-site opportunities and services in a manner that will lead to household stabilization and ultimately resiliency. The JM Housing will accommodate families as well as single-member households.

Budget

The 75 unit, up to 190-bedroom project has an estimated budget of approximately \$15,000,000.

It is the sponsor’s desire to cap or eliminate the debt carried by the project to allow below market rate rents. The favorable rents will provide a temporary reprieve for participating households, as they take advantage of the services and training available at JMOH.

READI Ask: None

Matching Funds: \$11,500,000

Timeline

Planning with the far eastside neighborhood has commenced. Neighborhood stakeholders will be involved in project design and determining its objectives and outcomes.

- Planning Phase – Summer 2021 – Winter 2022
- Pre-development – Winter 2022 -Summer 2022
- Development – Fall 2022 – Spring 2023
- Lease-up – Spring 2023 – Summer 2023

Stakeholders and Partners

CAFÉ and Glick Housing

Last Mile(s) Transportation/Micro Transportation

Goal

- Quality of Life Goal

Strategy

- Revitalize and grow the primary corridors that connect the region.
- Improve multi-modal transportation access including but not limited to trails, bike lanes, and buses.

Description

Connecting residents to jobs and opportunity is important for regional success. Last mile transportation is a regional need. Our region proposes a high-quality transit service to all

communities in the study area and connects to key transit-oriented development (TOD) opportunities and transit-supportive land uses, as well as emerging development areas. This project will link key destinations and employment centers in East Indianapolis and Hancock County. A major opportunity for our region is IndyGo's Blueline BRT system which will include multiple stops within the region along US40. This development will help transport workers to the region, but last mile connections are needed to connect residents to employment centers, commercial opportunities, and their residences. TOD oriented trail development will connect to the Blueline, specifically in Cumberland. The region has a vision for promoting additional TOD opportunities that are rooted in technological advances. These projects include:

- Non-motorized travel: Includes sidewalks, multi-use paths, trails, and on-street bike lanes which allow a traveler to significantly extend their trips by transferring between modes.
- Autonomous vehicles: Incorporate autonomous friendly TOD and implement fully automated vehicles which do not need a driver that act as a first mile/last mile connection to mass public transport modes.

This is a conceptual project that does not request READI funding but is included in this RDP as it complements other included projects included in the draft and is a solution that the region will strive to implement through long-term planning and investment initiatives. Through this planning process, it is evident that the region is committed to this project and considerations will be made during implementation of this RDP to ensure last-mile transportation and autonomous vehicles are incorporated as the region grows.

Budget

To be identified through RDP implementation

READI Ask: None

Matching Funds: To be identified through RDP implementation

Timeline

Ongoing

Stakeholders and Partners

Town of Cumberland, Town of New Palestine, City of Greenfield, Hancock County, IndyGo, regional employers, Hancock County Community Foundation

NEXT STUDIOS: COMMUNITY IMPACT FUND

Goal

- Innovation/Entrepreneurship
- Quality of Life
- Diversity, Equity, and Inclusion

Strategy

- Attract, incubate, and retain employers, businesses, and entrepreneurial opportunities.

- Revitalize and grow the primary corridors that connect the region.
- Attract and retain a diverse range of residents, employees, and employers.

Description

At the conclusion of Discovery Week, founders can seek investment from the NEXT Community Impact Fund (NCIF). Established in 2020, the mission of the Fund is “inequitable equity” –to invest in founders and communities where the traditional venture capital system has not delivered, which includes LGBTQ+, Latinx, Black, and women founders, but also rural areas and urban areas, among others.

Created in partnership with the Central Indiana Community Foundation, it is a hybrid impact/venture fund that can use both philanthropically donated funds as well as direct invested funds from limited partners. Returns on philanthropically allocated funds stay within the fund to be reinvested but returns on directly invested funds return to the investor, offering them an unlimited set of possibilities for the intentionality and impact of their resources.

As the purpose of the fund is more than just a financial return but also an impact on these communities, it can invest earlier in the startup lifecycle on “unproven” founders that venture funds only out for returns might shy away from. The anticipated outcome is returns as good or superior to traditional investment funds because founders that might have been overlooked are now able to successfully receive funding at a critical point in the lifecycle.

The funding amount for each company is targeted between \$150,000 and \$250,000, with a reserve of \$100,000 for the follow-on round. The target size for the fund is \$10,000,000, allowing for a low entry level for investors (\$10,000 for direct investment, \$1 for philanthropic investors), while still accommodating around 30-50 invested companies over the fund’s lifecycle.

Budget

\$500,000

READI Ask: \$100,000

Matching Funds: \$400,000

Timeline

Anticipated start of 2022.

Stakeholders and Partners

Hancock Health, Hub and Spoke, Central Indiana Community Foundation

Next Studios: Discovery Week/BRE Programming

Goal

- Innovation/Entrepreneurship
- Diversity, Equity, and Inclusion

Strategy

- Attract, incubate, and retain employers, businesses, and entrepreneurial opportunities.
- Attract and retain a diverse range of residents, employees, and employers.

Description

NEXT UP Discovery Week is an intense, one-week event designed to “pressure test” the idea of prospective entrepreneurs from underserved communities. They learn about and use the Lean Canvas model to identify the problems and solutions they offer to customers, key metrics and their competitive advantages. At the close of the week, they are armed with the core of a business plan around their idea, and increased confidence in their ability to execute on it. It is different than other accelerators as the goal is not a “pitch deck”, but instead a business model and confidence in the minds of the entrepreneurs to continue.

It is one week in length as underserved entrepreneurs don’t often have the luxury of significant time off of work, or a support structure that provides resources they need to spend time on their idea. NEXT Studios pursues sponsorships for these companies to take part in Discovery Week, as they also frequently don’t have friends and family who can provide pre-seed money. Some of the topics and modules of Discovery Week include:

- Leaner Canvas -What problem are we seeking to solve, who might want the problem solved and how do they solve the problem now?
- Jobs to be done -Customers hire products to get jobs done for them. What jobs are we doing for our customers?
- Unique value proposition and high concept pitch -Why is the idea and offering different and worthy of attention? How can the company’s business model be distilled in the shortest, simplest, and yet most powerful way?
- Mindset shifting -Do we love the problem -not the solution? Do we realize that time is our scarcest resource? Are we making evidence-based decisions, validating qualitatively but verifying quantitatively, and removing failing from our vocabulary?
- Revenue models -How are we capturing value through our revenue model and how does external investment force our hands?
- Customer interviews -What will our prospective customers tell us when we leave the Discovery for a while and ask them?
- Key metrics –Since revenue is a trailing indicator, how do we measure traction as part of our model?

Budget

\$500,000

READI Ask: \$100,000

Matching Funds: \$400,000

Timeline

Anticipated start of 2022.

Stakeholders and Partners

Hancock Health and Hub and Spoke

NineStar Connect: Hancock County Regional Rural Water and Wastewater Expansion Program

Goal

- Quality of Life

Strategy

- Revitalize and grow the primary corridors that connect the region.
- Improve quality of place through development of neighborhoods and community spaces.

Description

Since 2016, NineStar Connect has been working to expand water and wastewater services in Western Hancock County between Cumberland and Greenfield. Through the purchase of the Gem Water system, Philadelphia Waterworks, and Sugar Creek Utilities, NineStar hopes to spur positive development in large parts of Western Hancock County between the Mt. Comfort Corridor and County Road 100 West that have long been without these services. Since purchasing the systems NineStar has made large improvements in the systems to expand availability and prepare them to be connected. Overall, an investment of \$25,500,000 is needed, some of which have already completed. NineStar has finished a \$1.676 million expansion of the Gem water treatment plant, which has doubled the capacity of the system. Additionally, a second \$1.538 million water tower was built in the area of 600 West and I-70 to support development driven by Hancock Regional Hospital's new Gateway Park 130+ acre development. Major improvements in the Philadelphia system have also been completed, which include the building of a \$735,000 chemical treatment water plant, and a \$2.535 million expandable wastewater treatment plant. Furthermore, improvements to the Sugar Creek water and wastewater systems, which were very old and out-of-date when purchased, have included the drilling of a new well along with numerous upgrades to address health and safety issues. In the last five years, NineStar has invested over \$6.400 million in improving its wet utilities.

This next phase of the program, estimated at \$19,100,000, would connect the various water and wastewater systems in a way that would promote regional growth and allow for new development in an area that currently has very little infrastructure. Additionally, it would result in the expansion of NineStar's highspeed fiber as all NineStar utility members receive fiber to the building.

Through its current efforts, NineStar has already spurred the development of two new neighborhoods in the US 40 and 200 West area that will include 380 new homes. However, due to low pressures, denser neighborhoods are still not possible as the area does not have adequate fire flow. By tying the Gem, Philadelphia, and Sugar Creek water systems together through this next phase, a regional system will be created with increased pressures, resulting in more opportunities for workforce and multi-family housing, in addition to new opportunities for business growth.

Budget

Already Completed Improvements: \$6,400,000

US 40 Water Main: \$2,331,000

Riley Village Water Main: \$7,411,568

200 W Sewer Main: \$7,123,700

Sugar Creek I&I Rehabilitation: \$2,083,940

READI Ask: \$7,650,000

Matching Funds: \$17,850,000

Timeline

- Preliminary Design: Completed
- January 1, 2022: Detailed Design Complete
- January 1, 2022: Construction Permit Submitted
- April 1, 2022: Bidding
- May 2022: Anticipated Construction Start
- July 2023: Anticipated Construction Completion

Stakeholders and Partners

Hancock County

Phalen Leadership Academics: Sean Cowdrey Health and Wellness Complex

Goal

- Quality of Life
- Talent/Workforce Development
- Diversity, Equity, and Inclusion

Strategy

- Create pathways that prepare and develop a skilled workforce through vocational, technical, and workforce training programs.
- Improve quality of place through development of neighborhoods and community spaces.
- Attract and retain a diverse range of residents, employees, and employers.

Description

The Far Eastside of Indianapolis is an area plagued by extreme poverty and with this extreme poverty comes challenges. Our PLA scholars arrive to us suffering serious trauma. There is a lack of resources in our community due to businesses leaving because of the violence. There are not safe places for our youth and members of the community to gather. In response to violence and school safety, PLA has plans to develop the Sean Cowdrey Health and Wellness Complex. With over fifteen acres of land and nearly seventy-two thousand square feet of available space, The Sean Cowdrey Complex stands to foster an environment designated to implement and encourage leadership, team work, creative exploration and self-awareness for the entirety of the Indianapolis community.

The Sean Cowdrey Health and Wellness Complex aligns with the Region's priority areas of Quality of Place, Innovation, and Workforce/Talent Initiatives. The facility will offer quality childcare and preschool for children, a health clinic for families in need, indoor and outdoor athletic facilities, and a STEM laboratory for scholars. The center will also house PLA University, the organization's free workforce development program which provides free career training for PLA families in Health and Life Sciences, Manufacturing, Information Technology, and Supply Chain and Logistics. Your support will enable the vision for the Sean Cowdrey Health and Wellness Complex to come to fruition and create a safe place for our youth and members of the community.

Budget

\$11,500,000

READI Ask: \$3,500,000

Matching Funds: \$8,000,000

READI ask and matching fund amounts above are for all three projects from Phalen Leadership Academies.

Timeline

Anticipated start in 2022.

Stakeholders and Partners

Local business, students, and families.

Phalen Leadership Academies: Phalen Cultural Arts Center

Goal

- Quality of Life

Strategy

- Revitalize and grow the primary corridors that connect the region.
- Attract and retain a diverse range of residents, employees, and employers.

Description

The Phalen Cultural Arts Center (PCAC) is founded on the belief that the arts have the potential to educate, engage, inspire, and empower. We embrace the arts as a compelling form of communication among individuals and across diverse cultures, expressing the issues of today while giving us a deeper understanding of the past and a hope for the future.

Located in Indianapolis Far Eastside and serving the region, the PCAC is designed to enhance the area through exhibitions, performances, educational programs, and outreach efforts that bring the arts to all families, regardless of socio-economic background. Programs at the PCAC and outreach activities in the community are interactive, dynamic, and connected to the culture of the Far Eastside and other artistic innovations from throughout the area.

The PCAC plays an important role in drawing connections between the various disciplines that the city boasts such as business, media, the arts, recreational and state parks and live entertainment. Exhibitions feature the work of regional and national artists and explore the relationship between art and other fields. The PCAC collaborates with other community organizations in the region to ensure that programs resonate to an ever-expanding audience.

Budget

See Phalen Leadership Academics: Sean Cowdrey Health and Wellness Complex

READI Ask: See Phalen Leadership Academics: Sean Cowdrey Health and Wellness Complex

Matching Funds: See Phalen Leadership Academics: Sean Cowdrey Health and Wellness Complex

READI ask and matching fund amounts above are for all three projects from Phalen Leadership Academies.

Timeline

In-progress

Stakeholders and Partners

Students and families

Phalen Leadership Academies: PLA University

Goal

- Talent/Workforce Development

Strategy

- Create pathways that prepare and develop a skilled workforce through vocational, technical, and workforce training programs.
- Attract and retain a diverse range of residents, employees, and employers.

Description

Phalen Leadership Academies ("PLA") is a non-profit organization founded in 2013 that focuses on turning around failing schools. We partner with schools and school districts to ensure that all children receive the quality education they deserve effectively disrupting the cycle of low expectations and creating an opportunity to close the equity gap. PLA currently operates 25 schools serving 12,000 scholars, including six schools serving 2,000 across Indianapolis. In order to create real and lasting change in the poorest communities we must address the need of the entire family in our approach. Since 2013, PLA has done ground-breaking work, already transforming nine failing schools in its short history. PLA University will further address the systemic, structural and institutional barriers that hinder students and their families from upward mobility by supporting the adults in the scholars' lives and the larger community. PLA University is a workforce development program that helps both adult learners obtain credentials in a high-demand careers, and supports them in securing careers in those fields. Through utilizing a multi-generational approach where opportunities are provided to meet the needs of children and their parents and family members together, unemployed and underemployed parents, siblings and relatives will secure high-demand careers in Health and Life Sciences, Manufacturing, Information Technology, and Supply Chain and Logistics.

There are five basic elements to PLA University. Participants meet with a PLA U representative to identify their career interests and financial goals. Applicants then attend a series of Professional Career Workshops that combine Life Skills and Career Skills. Workshops on Time, Money and Stress Management are conducted in addition to workshops on Resume Creation, Effective Job Search and Interviewing Techniques. Participants are then placed at a local Training Provider to gain the occupational skills needed for their chosen career. During this time, students also have the option to attend Entrepreneurial Weekend Boot Camps conducted by a Professor from Butler University. Once occupational training is complete, the PLA U team works with participants to assist in finding employment that offer higher paying salaries with good benefits. Once placed in a job, PLA University follows up with the student for one year providing career coaching and mentoring during their crucial first year of employment.

Budget

See Phalen Leadership Academics: Sean Cowdrey Health and Wellness Complex

READI Ask: See Phalen Leadership Academics: Sean Cowdrey Health and Wellness Complex

Matching Funds See Phalen Leadership Academics: Sean Cowdrey Health and Wellness Complex

READI ask and matching fund amounts above are for all three projects from Phalen Leadership Academies.

Timeline

In progress. Began in January of 2021.

Stakeholders and Partners

Students and families

Shepherd Community: High School Internship Program

Goal

- Talent and Workforce Development

Strategy

- Connect current residents to jobs.
- Attract and retain employees to the region.
- Create pathways that prepare and develop a skilled workforce through vocational, technical, and workforce training programs.

Description

Shepherd Community aims to create a high school internship program. This would involve the following:

- Hire staff who would work with youth serving organizations and schools. Staff would help identify students who are ready for internships with appropriate employers.
- Partner with IUPUI on creation of an eastside employee pipeline.
- Break through barriers for students to succeed by creating a success plan through the internship.

Budget

\$500,000

READI Ask: \$100,000

Matching Funds: \$400,000

Timeline

2022-2024

Stakeholders and Partners

IUPUI

Shepherd Community: Life/Success Coaches

Goal

- Talent and Workforce Development

Strategy

- Connect current residents to jobs.
- Attract and retain employees to the region.
- Create pathways that prepare and develop a skilled workforce through vocational, technical, and workforce training programs.

Description

Shepherd Community would like to create life/success coach positions. These coaches would work with neighbors as they get employed. This would involve the following:

- Coaches would collaborate with employers to help them remove common barriers individuals seeking employment face.
- Coaches would be a resource to help navigate training programs and education.
- Coaches would help employees create success plans that help them overcome barriers to their success.
- Coaches would help individuals meet any additional needs, such as food, car repairs, etc.

Budget

500,000

READI Ask: \$100,000

Matching Funds: \$400,000

Timeline

2022-2024

Stakeholders and Partners

Local employers

Shepherd Community: Network of **Childcare Providers**

Goal

- Talent/Workforce Development

Strategy

- Attract and retain employees to the region.

Description

Create a network of childcare providers across Eastern Marion County and Hancock County. This will involve a partnership with Ivy Tech to build training programs for future workers at childcare centers. Additionally, we will create a network to help workers find slots for their children, including before and after school.

Budget

\$500,000

READI Ask: \$100,000

Matching Funds: \$400,000

Timeline

2022

Stakeholders and Partners

Ivy Tech Community College

Town of Cumberland: Cumberland Foursquares Adaptive Reuse

Goal

- Quality of Life
- Innovation/Entrepreneurship

Strategy

- Revitalize and grow the primary corridors that connect the region.
- Improve quality of place through development of neighborhoods and community spaces.
- Attract, incubate, and retain employers, businesses, and entrepreneurial opportunities.

Description

The Town of Cumberland has partnered with Envoy for a Build Operate Transfer transaction to restore to historic homes for adaptive reuse. The exteriors of the 2 homes will be historically restored as will the pre-Civil War barn. The homes will be reused for small office or retail uses. The site will also feature public parking and a small event and gathering space.

Budget

\$2,200,000

READI Ask: \$750,000

Matching Funds: \$1,450,000

Timeline

- Fall 2021: Collect bid documents
- Fall 2021/Spring 2022: Construction begins

Stakeholders and Partners

Envoy and Town of Cumberland

Town of Cumberland: Workforce Housing and East Washington Street Corridor Re-investment Fund

Goal

- Quality of Life

Strategy

- Revitalize and grow the primary corridors that connect the region.

- Improve quality of place through development of neighborhoods and community spaces.
- Improve multi-modal transportation access including but not limited to trails, bike lanes, and buses.

Description

The 5.5 miles between the Cumberland Town Hall and Arlington Avenue in Irvington feature two largely vacant malls, a number of mostly empty strip centers, an interchange between US 40 and I-465, health centers run by Community Health and IU Health, multiple grocers and thousands of residents. Washington Square Mall, constructed in 1974, last renovated in 1999, is deteriorating, largely vacant, and falling apart. The corridor has seen recent investment into specific nodes like Cherry Tree Plaza that are performing successfully, but still has large sections like Irvington Plaza, East Washington Plaza, Centre East and more that are mostly parking lots and empty commercial big box space. The corridor needs redevelopment, and identification of strategic parcels that could be activated and reinvested in to make an impact on the communities. Tied together by US 40, and the Pennsy Trail, this corridor is also the future site of the Blue Line Bus Rapid Transit line. In preparing for the planning and construction of this project, it is vital for the communities to come together to understand these strategic parcels, Similar to other studies like the Indy Fast Track Plan, which examined Industrial reuse properties in Marion County, and the Mt Comfort Corridor Plan, which looked at the rapid development of Western Hancock County, this study will examine key commercial properties, identify potential future uses, challenges, and put together an implementation plan to start moving them back to the tax rolls and making an impact on the quality of life for residents on the Far East side.

Budget

\$5,000,000

READI Ask: \$1,000,000

Matching Funds: \$4,000,000

Timeline

Starting in quarter 2 of 2022

Stakeholders and Partners

Town of Cumberland and Irvington Development Organization

Town of Cumberland: US 40 & Mt. Comfort Road Phase I

Goal

- Quality of Life
- Innovation/Entrepreneurship

Strategy

- Revitalize and grow the primary corridors that connect the region.

- Improve quality of place through development of neighborhoods and community spaces.
- Attract diverse housing options close to job centers.
- Improve multi-modal transportation access including but not limited to trails, bike lanes, and buses.

Description

This is for Phase 1 of a 250-acre mixed use development located at Mt. Comfort Road and US 40. The project will provide much needed housing options as well as need commercial space. Phase I includes the 35 acres at the northwest corner of Mt. Comfort and US 40. Mixed use development in this phase will include first floor commercial with residential above. Phase I will include an entrepreneur's hub where there will be co-working space, micro retail, and possibly a restaurant startup space combined with services like coaching and lunch and learn programs to help participants succeed. It may also include a mix of apartment and condo buildings. The development will include public spaces for gatherings and events. The project also includes connecting the development to the Pennsy Trail, Streetscape for US 40 and Mt. Comfort Road, internal trails throughout the development, and utility connections.

Phase I of this project focuses on bring apartments and other more affordable housing opportunities to the Town. Phase I of the development is geared more toward young professionals just getting started, entrepreneurs, and empty nesters that are looking for a different experience. The entrepreneurial spaces are designed to attract talent to the region. The overall development as well as Phase I will offer amenities like connection to the Pennsy Trail, a highly walkable complete neighborhood, a large park, and other quality of life features.

Budget: \$100,000,000

READI Ask: \$6,000,000

Matching Funds: \$94,000,000

Timeline

2022 anticipated start

Stakeholders and Partners

Trails 300N (HC to MC 3mi); Pennsy Gap (2mi); Interactive Regional Map; Trail Mile Markers

Goal

- Quality of Life

Strategy

- Revitalize and grow the primary corridors that connect the region.
- Improve quality of place through development of neighborhoods and community spaces.
- Improve multi-modal transportation access including but not limited to trails, bike lanes, and buses.

Description

The Pennsy Trail is now linked 11.5 miles with design & construction funded and underway to connect 400W in Hancock Co to Ritter Ave in Marion Co. to follow the National Road Heritage Trail just south of US 40. The Pennsy Trails from 400W to 300W right of way and construction has anticipated funding from DNR, county, private, Pennsy, Tourism Commission The 300W to 150W will complete the connection between Cumberland and Greenfield making this one of the longest trails in Indiana.

The following are areas of focus:

- 300W to 250W is INDOT right of way identified for trail use
- 250W to 150W is private property to acquire
- 300W to 150W will need design and construction
- 300W to 150W cost is \$1,016,769.00 to obtain right of way, design, & construct 1.5 miles, based on most recent 500W to 600W project
- 38th Street/300 North Trail connecting neighborhoods to jobs on Mt. Comfort Rd.
- Interactive trail map for residents to know where they can use trail and bike lanes for travel to places of employment or for general recreation.
- Trail Markers for public safety to respond to injuries on trails.

Budget

\$5,050,000

READI Ask: \$1,010,000

Matching Funds: \$4,040,000

Timeline

Anticipated start date is one month after grants are awarded.

Stakeholders and Partners

Hancock County, Town of Cumberland, Marion County, and City of Greenfield

VanCoe: Smart Farm/Ag-innovation Project

Goal

- Innovation/Entrepreneurship
- Talent/Workforce Development

Strategy

- Attract, incubate, and retain employers, businesses, and entrepreneurial opportunities.
- Promote and expand agriculture innovation within the region.
- Attract and retain employees to the region.
- Create pathways that prepare and develop a skilled workforce through vocational, technical, and workforce training programs.

Description

The SR9 corridor, from CR400N to 1100N in Hancock County, is a tremendous opportunity for meaningful and strategic development in the region. Anchored by I69 to the north and I70 to the south, it is perfectly positioned for growth in the technology sector, agri-tech sector, light industrial and quality residential in and around the village of Maxwell. It is prime for the building of a community centered around wellness, healthy lifestyles and food to table amenities. With many technology companies to the west of SR9 and the agriculture industry to the east of SR9, this corridor is well poised to become the agri-tech center of Indiana.

We will utilize the IOT Smart Farm, a collaboration between Nine Star Connect, Purdue Polytechnic Anderson, LeafTech Ag and VanCoe Ag Technologies for education, economic development and community engagement focusing on technologies for agriculture. The additional mission of the Smart Farm is the focused development of the SR9 Ag Tech Corridor using personal relationships and incentives to bring in national, and international companies to locate their support and development businesses along the corridor. The goal is to have the IOT Smart Farm operationally self-sustaining within the first two years of operation.

We will use the IOT Smart Farm to encourage Ag Tech companies locally, and globally, to utilize the facilities to promote and build business, and to eventually locate facilities along the SR9 corridor. The IOT smart farm will allow for a low-cost, low risk presence in the region that will then help them graduate to developing their own property offsite of the smart farm.

Job Training: Provide facilities for Ag focused companies to utilize for internal training and certification, supplying access to both indoor and outdoor resources and utilization of the greenhouse for training purposes. The program will cooperate with Ag companies to support seminars for exposure of Ag opportunities to individuals with a non-traditional agricultural background driven by the needs of anchor Ag Tech companies.

Maker Space/Coworking: Supplying start-up businesses with space and equipment for business management, and product development, as well as mentor support, ideation and funding connections.

Micro Manufacturing: Will allow for small scale development and delivery of Ag Tech innovations, reducing the cost of development and production.

Budget

\$2,650,000

IOT Smart Farm – \$1,350,000

Greenhouse \$750,000 Environmentally controlled to low-tech greenhouses for the demonstration and education of workforce in real-world facilities.

Property improvement \$75,000 - 23 acres of crop ground

- Well
- Electric
- Tiling
- Soil rehabilitation
- Multi-frequency communications platforms

Operations (2 years' worth of support to become self-sustaining) \$575k

Management - \$350k (initial 2 years, self-support by 2024)

- AgTech corridor promotion and development
- Coordination and farming of demo field
- Maintenance of IOT Smart Farm Assets
- Greenhouse management / coordination

Marketing/Promotion - \$50k

- PR
- Website
- Promotional materials

Contract - \$75k

- Guest speakers
- Program instructors

Micro-grant Programs - \$100k

The goal is to establish sustaining members, service and training revenue, crop production, and utilize ongoing grants for operational and promotional expenses

Leaftech Ag, Inc - \$1,000,000

Leaftech Ag, Inc. offers a handheld “Digital Lab” that geo-locates and analyzes a plant’s leaf for nutrient and chemical composition; delivering results that are 98% faster and 90% less expensive compared to current industry practices.

With faster analytic results the producer is able to apply the correct inputs, in the right amounts, at the optimal time and location, improving crop performance, reducing production cost, and resulting in enhanced nutrient stewardship.

Through business development made available through READi grant funds, Leaftech Ag would be able to expand their manufacturing and analytic lab capabilities for expanding product applications, market growth with increased employment opportunities within the company.

These opportunities would include 5-9 additional local employees. Employment opportunities for:

- Lab Technicians
- Hardware Engineers
- Optics Engineers
- Software Engineers
- Lab Technicians
- Agronomist
- Head Agronomist
- Agronomy interns
- Agronomy field support
- Greenhouse Technicians

Funds will be utilized for the purchase of the following equipment that will be shared with the IOT SmartFarm and NineStar Coworking Idea Coop facilities.

- Micro Manufacturing and Prototyping
- 3d Printer - next generation
- Phenotyping lab
- To analyze plant material for nutrient and chemical composition
- Analytic Lab
- Hyperspectral camera system and software for reflectance and transmittance plant analysis
- Optics Lab
- CNC Machine
- Tools and benches
- Farm equipment (Crop Diversity needs)
- Homestead & Small-scale farming and technology
- Greenhouse
- Crop diversification

VanCoe Ag Technologies - \$250,000

Vancoe Ag Technologies is a multigenerational farming operation and consulting company with worldwide Agronomy experience in production and technology integration. VanCoe educates, supports and assists with the practical adoption and implementation for enhanced production, sustainability and diversification of cropping practices. Developing crop specific best management practices and sustainability protocols.

Vancoe Ag Technologies will assist growers and future growers to identify, select and implement the best technologies that will meet their needs for enhanced production and sustainable create opportunities and growth within the community with a focus on crop diversity, risk reduction, adoption assistance and implementation. small scale farm and homesteading technologies with greenhouse and livestock integration. This will improve regional food security, biodiversity and small-scale bioenergy production. Business development will provide training opportunities within the community, as well as provide employment opportunities for an additional three individuals.

Private Business Investment and Purdue Polytechnic - \$5,000,000

The smart farm and partners including Purdue Polytechnic, VanCoe Ag Technologies, and Leaftech Ag, Inc are working with global and national companies to locate operation near Maxwell, IN and the IoT Smart Farm. An Israeli Ag Tech company is conditionally planning to locate and invest at least \$5,000,000 in this area.

READI Ask: \$2,650,000

Matching Funds: \$10,600,000

Match funds include NineStar in-kind donations, and private business investment

Timeline

Anticipated start date in 2022.

Stakeholders and Partners

Nine Star Connect, Purdue Polytechnic Anderson, and LeafTech Ag, Vancoe Ag Technologies

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