

# Marshall County Crossroads

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## *OCRA 2019 Stellar Communities Designation Program*

### ***Mr. Jerry James Chavez***

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Mr. Jerry James Chavez  
2864 Miller Dr.  
Plymouth, IN 46563

O: 574-935-8499  
M: 574-935-8499

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2864 Miller Dr.  
Plymouth, IN 46563

[gmunroe@troyergroup.com](mailto:gmunroe@troyergroup.com)  
O: 574-935-8499  
M: 574-935-8499

# Application Form

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## *Before You Begin*

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**Welcome! Be sure to review the guidelines for this program to ensure eligibility, and that you understand the program's focus and requirements.**

- If you have questions regarding any areas of the content within the application, please contact Indiana Stellar Communities staff at [stellarcommunities@ocra.in.gov](mailto:stellarcommunities@ocra.in.gov)
- If you experience technical issues with the online system, please contact Deanna Poelsma at 317-232-1283.

**Application Deadline: September 20, 2019, 4:00 p.m. EST**

**Before starting, please note the following:**

- The system auto-saves after every 100 characters typed or every time you click into a new question; however there is also a "Save" button at the bottom of the page.
- If you do not provide an answer for one of the required questions, you will not be able to submit your application.
- Remember to click "Submit Form" when you are finished. Once your application has been submitted it is no longer available for editing.
- **Privacy Consideration:** All documents submitted to the Indiana Arts Commission and OCRA are public and subject to a public information request. All grant applications are considered public documents and are reviewed and discussed in a public meeting. Applicants should therefore not include any information in the content of their application that they would not want shared during the panel discussion.

## *General Information*

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### **Region Name\***

Please enter the name of your region.

Marshall County Crossroads

### **Region Mission/Vision Statement\***

Create a mission or vision statement for your Region. Utilize this document for reference.

A collaboration of leaders from across the region that engages with and inspires our communities to connect, collaborate, and create high-quality hometowns. This will be done by creating healthy, livable, thriving, and sustainable communities that provide residents of all ages, races, and genders the highest quality of life.

## Relevant Contact Information\*

Please provide the name, phone number, and email address for the individual(s) that you would like Stellar staff to contact with any questions regarding the RDP.

For more information about this plan and who to contact about specific projects, please contact our project leader Kevin Overmyer (kgovermyer@gmail.com); our Project Committee Chairperson Jonathan Leist (jleist@townofculver.org); or our Special Projects Committee Chairperson Allison Shook (parkrec@plymouthin.com). You may also contact Ginny Munroe, the community development manager from Troyer Group (gmunroe@troyergroup.com), or Mike Reese, the Vice President of Landscape Architecture (mwr@troyergroup.com).

## Region Creation Questions

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**Discuss the Creation of your region in the following questions:**

### Region Creation #1\*

What circumstances or series of events led to the creation of this region?

Every quarter since 2012, the Marshall County Economic Development Corporation hosts “County Development for the Future” meetings that bring together community leaders and regional partners to strategize ways to leverage our assets and ensure our county maintains a high quality of life. All of the County's communities are represented at these meetings, as are stakeholders from across the County. These meetings have evolved over the past seven years with attendees coming from academic institutions, emergency management, the municipalities, tourism, nonprofits, social services, and more. The common mission among the dozens of organizations and hundreds of leaders from across the County is to ensure we are collaborating to create a region that has a high standard of living. We connect and share advice and information based on experiences and successes; we address our common challenges; and we share information, resources, and knowledge that makes us more efficient and capable to address the common challenges we face.

These meetings provided the framework for participation in the Northern Indiana Regional Cities initiative. Several Marshall County Crossroads regional planning team members participated in the successful 2015 application for \$42 million of Indiana Economic Development Corporation State funds for quality-of-life projects in Elkhart, Marshall, and St. Joseph counties. These meetings also provided support for Culver's Stellar Communities application in 2016 and 2017. Each of the towns, the city of Plymouth, Culver-Union Township, and the County supported Culver's Stellar Communities Strategic Investment Plan. Between the Regional Cities work and Culver's Stellar designation, Marshall County was primed for elevating regional planning efforts. The Stellar Communities program has taken the team to the next level and spurred a desire to make regional planning team permanent.

Key projects that also involved regional team planning and county-wide collaboration during this time, include:

- Project Lead The Way (PLTW): A multi-county partnership raised over \$250,000 to secure total regional funding of \$4.1 million for the implementation of STEM (science, technology, engineering, and mathematics) curriculum in grades K-12 in Marshall County public schools, ensuring a knowledgeable and skilled future workforce.

- **Metronet Unlimited Bandwidth:** A public-private partnership between two counties (Marshall County and St. Joe), one city (Plymouth) and two private businesses (Hoosier Tire and St. Joe Medical Regional Hospital) that through a \$2.5 million construction project extends unlimited bandwidth dark fiber into Marshall County, creating capacities and speeds on par with Chicago and New York.
- **Early Childhood Education Coalition:** MCCF and 12 community partners broke ground in July 2018 for a combined Aquatics Center and Early Childhood Learning Center that utilizes Regional Cities funding and New Market Tax Credit funding. Partners in this collaborative \$10 million project are addressing a key workforce development solution by making high-quality childcare and early childhood learning opportunities affordable while empowering parent(s) to seek employment.

In 2018, OCRA announced that Stellar Communities would award regions. County Commissioner President, Kevin Overmyer, gathered leadership in the County and suggested the team leverage the collaborative work taking place to create a plan that would elevate regional planning and qualify the team for a Stellar Communities designation. Thus, the Marshall County Crossroads Committee formed. In 2018, we achieved a Stellar Communities finalist status and other accomplishments that spurred the team on to apply for a 2019 designation.

The team is again evolving into a permanent regional planning team with the mission of improving the quality of life in Marshall County. In 2019, a decision was made to formalize the team by creating a formal structure for moving regional planning forward in the County. Sean Surrisi, an attorney and member of the Marshall County Crossroads team, is working on setting up the formalized structure. The team plans to achieve the formalization before the end of 2019. The Marshall County Crossroads team will continue its regional planning work, focusing first on a Quality of Life Plan and then on funding and implementation. Achieving a Stellar Communities designation would launch the first phase of implementing the Quality of Life Plan. In partnership with Marshall County Community Foundation, the team will also apply for the Lilly Gift VII implementation grant. The team has worked on the Lilly Leadership planning grant throughout 2019 while simultaneously working on the Stellar Communities designation.

The Marshall County Crossroads Great Hometowns: One Vision plan now directs the team's mission.

## Region Creation #2\*

How do your communities currently work together? How do you believe each community compliments each other within your region? How do you plan to resolve potential disagreements?

Our communities collaborate with a Great Hometowns: One Vision mission. We have worked on a number of initiatives, including: early childhood education, a Main Street collaboration, branding our County, implementing the broadband planning grant, and implementing the Regional Cities Plan.

Our communities have also worked together on two planning documents: a Quality of Life Plan and the Regional Development Plan for our 2019 Stellar Communities application. With our 2019 initiative to develop a Quality of Life Plan while also applying for a 2019 Stellar Communities designation, we have grown the planning committee and restructured how we work together to focus our work on key areas of Quality of Life. Since submitting the LOI, we have added two areas of focus, which resulted from our public engagement feedback. These areas are quality of place, housing, health and wellness, transportation (new area) and trails, arts and culture, education and skills training, leadership capacity building, workforce retention and attraction, industry development and entrepreneurship, and diversity and inclusion (new area).

Currently, our Crossroads team is formalizing the structure of the team to ensure sustainable regional planning efforts. Our team voted to form a regional planning team that is organized as a 501(c)(3). We agree that it's important to keep municipal representation on the Committee and some subcommittees, but want to ensure a broad, diverse representation of the County serves on the team, so we have established a primary Committee that is made up of representatives from each community and from several county-wide

organizations, such as the Community Foundation, Marshall County Tourism, and Marshall County Economic Development. The chairs of each of our subcommittees will also sit on the primary Committee. Though we plan to include representatives from each municipality and the County Commissioners and County Council, we do not intend to have a quorum from any individual municipality. Our primary Committee oversees the decisions regarding funding and priorities.

Our communities share common issues: declining populations, declining school populations, a stagnant workforce, and low housing inventory and diversity of housing stock. Further, the South Bend-Elkhart Region shows per capita income is \$42,946, 13% lower than the national average. Though we have seen a recent rise in this number, it's time to achieve the national average or better. Our team shares the common desire and vision to improve the quality of life in Marshall County to reverse these trends. Each has a stake in the Great Hometowns: One Vision mission.

Each community complements the other and offers a unique way to have regional impact. Argos is ideally located off U.S. 31 and has opportunity for manufacturing and industry growth. It's "town within a park" system attracts visitors from the region and provides a friendly atmosphere that also makes the County fairgrounds located in the town a popular place to visit. Bourbon is ideally located off US 30 and has opportunity for commercial development and residential development. Bremen and Plymouth are located near major state routes and are the larger two populations in the County, offering industry and manufacturing growth opportunities as well as services for the smaller populations in the County. Culver is home to Lake Maxinkuckee and Culver Academies, which attract 1,000s of visitors from around the world. Culver's strong tourism industry helps fill the hotels and restaurants in the region and provides plenty of shoppers for retail businesses in our region. LaPaz is ideally situated off of US 31 and serves as a bedroom community for the South Bend-Elkhart region. Each unique community offers unique family experiences from the famous Blueberry Fest in Plymouth (Indiana's largest 4-day festival), to the Food Truck Fridays in Bourbon, to the many festivals and artist performances in Culver and Plymouth, to the family activities at the Argos fairgrounds, to the popular Firemen's Festival in Bremen, there is something to do all year round. We want to leverage our unique communities and our regional synergies to create great hometowns our current and future residents are proud to call home.

We believe it's most important to work as a collaborative team to benefit the whole region. Each community engaged in the process has at least one key project that can be implemented in the four-year designation period; we plan to resolve which ones rise on the priority list through vote of our Steering Committee, which emphasizes quality of life, viability, and sustainability. Though we agree it is important for all to have a stake in regional planning, we will prioritize projects that we think will have the most impact on the individual communities and our region as a whole. We continually assess and establish best practices and will continue to do so as we formalize our regional planning team's structure.

### Region Creation #3\*

Describe any successful projects or collaboration that your region has experienced by working together.

Following are examples of successful collaborations that we have experienced as a team:

- Regional Cities Initiative of Northern Indiana (2015-current): An initiative to make the region a world-class higher education community and a high-performing community with superior access and connectivity. RCI funds approximately \$6 million of the projects in Marshall County, which is expected to generate approximately \$18 million in private sector funding. Completed funding of projects includes: the Argos manufacturing center, Marshall County Boys and Girls Club, housing projects in Bremen and Plymouth, Sandhill Farm Development in Culver, and the REES Theatre Project. Projects currently underway include: Early Childhood Education Center, Plymouth Aquatics Center, Entrepreneurship Center in Plymouth and Culver, and a manufacturing center in Plymouth.

- **Marshall County Early Childhood Coalition Capacity Building Grant:** In December 2018, the Coalition was awarded a matching grant in the amount of nearly \$400,000 by the Indiana Family and School Services Administration's Office of Early Childhood and Out-of-School Learning and Early Education Indiana. The grants were awarded to early learning providers (7 in Marshall County) to serve more pre-kindergarten children and increase the quality of early education opportunities in Indiana. Funds will be used for professional development of teaching staff, classroom materials or instructional practices for educators, family-engagement materials, and marketing materials.

- \* **Marshall County Crossroads Stellar Initiative, 2018:** In 2018, the Marshall County team was selected as a finalist for the Stellar Communities designation. As noted in the "Previous Stellar Community participants" section, we have completed or started some of the projects in the 2018 RDP. For example, we completed the Plymouth kayak launch through Patronicity crowdfunding and a Plymouth Park local match, the Tippecanoe River project has been launched with a grant application, the Lake Maxinkuckee Trail Phase 3 has been funded through an INDOT grant, the REES theatre has received Regional Cities funding as a result of fundraising, and David's Courage is nearing completion through an MCCF grant.

As a result of the Stellar Communities 2018 collaboration, we have also collaborated on the following successes:

- \* **Broadband Planning Grant, 2018:** This grant was awarded in 2018 and is currently underway with several of our Committee members serving on the planning team.

- \* **Walkability Institute Grant, 2018-2019:** Members of the Special Projects team on the Stellar Committee applied for a grant to attend the Walkability Institute. This was offered by the National Center for Chronic Disease and Disorders. Our team was one of 10 teams selected from across the United States (and the only one in Indiana) to attend with full expenses paid by the Institute. The team will learn how to make our communities more walkable and they will be expected to create an action plan. The team attends the Institute in late April and begins work on the action plan during Summer 2019. You can view the action plan the 2019 RDP Appendix section. It will be particularly beneficial to each of the communities working on trails and as we create a regional trail system to connect the northern part of the County to the southern part.

Since submitting our 2019 LOI, we have also had success establishing partnerships. These are described throughout our application and RDP and summarized here:

- \* MACOG partnered with us on transportation, trails, and planning.
- \* Marshall County hospitals, the Health Department, and numerous wellness-related organizations partnered with us on health and wellness initiatives.
- \* Marshall County Community Foundation partnered with us on this application, funded several projects, and is working with us on a Lilly Gift VII leadership grant.
- \* All school superintendents are partnering with industry leaders on education and skills initiatives.
- \* Artists and art-related businesses from across the County are collaborating on arts and culture initiatives.
- \* Industry leaders, economic development experts, redevelopment commission members, and Chamber of Commerce members are partnering on workforce development and attraction, industry growth, and entrepreneurship initiatives.
- \* Main Street organizations, Visitors' Centers, and nonprofit organizations are collaborating to bring investments to downtowns and businesses.
- \* The County, private investment, and individual donors invested in this plan.

See also the Partner Section in our RDP for more details.

We have not only seen funding for projects from these partnerships, but we have also seen the advantages of collaboration when seeking champions to implement and sustain projects. We have become a more nimble team that is capable of quick response, and we have developed communication efficiencies that enable us to better share knowledge and resources.

## Region Creation #4\*

How do you plan to ensure all participating communities benefit from the project in a fair and meaningful way?

All of our communities will have projects in our Stellar Communities RDP and our Quality of Life Plan, and we intend for each community to see implementation of at least one major project; however, we also know that the multiple projects in our Quality of Life Plan and Stellar RDP may need to be funded through additional partnerships, grants, and nonmunicipal resources. We plan to seek those funds as a regional planning team. We recognize that being equitable among our communities may take longer than the four-year designation period, depending on a number of factors including readiness of projects and their successful applications for the individual state agency awards.

We also recognize population differences, resource allocation differences among communities, and fund availability differences. Not all of our communities have the same financial resources; however, all of our communities have a voice in our regional plans. In an effort to prioritize "region first," we have made decisions about where to invest the County's \$400,000 investment in the RDP. Knowing LaPaz's smaller population and significantly lower budget for capital improvements and quality-of-life investments, the Crossroads Committee made the decision to focus regional trail system investments in LaPaz first. This will use a significant portion of the County's investments, but the Crossroads Committee believes that LaPaz will see an immediate return on investment by connecting the region north of the town and to Plymouth on the south of town and by increasing property values and attracting future investment.

We will also continue to track investments in capital, noncapital, and Stellar-designated areas via the Strategic Research Investment sheets, so that we can see what level of investment is made in each community and what ROI we see in the short-term and long-term. Tracking private investments will also be important to determine if communities see benefits beyond the original Stellar investment. Coupling the Research Investment sheets with the metrics we'll use to track projects and their return on investment (ROI), we should be able to determine our economic impact, whether we have been equitable, and what return on investment we see as a result of our regional planning decisions. Some of the metrics that we will use in addition to the strategic investment sheets will be:

- \* Population growth
- \* School population growth
- \* Income per capita income
- \* Household income
- \* Number of miles of trails
- \* Number of wellness bucks distributed
- \* Number of opioid-addicted persons
- \* Number of students who participate in Education and Skills programs
- \* Number of housing units added to stock
- \* Number of housing units repaired through owner-occupied rehabilitation or other programs
- \* Number of commuters coming to Marshall County for work and number leaving
- \* The number of visible art projects
- \* The number of artists in residence
- \* The number of students engaged in planning
- \* The number of veterans placed in jobs
- \* Labor force

Other metrics are discussed in the next section and in the RDP.

In addition, we believe the Quality of Life Plan will be meaningful and beneficial to all of the communities participating in Stellar Communities, as we have engaged with each community and the County as a whole to determine the needs and desires of our communities' residents, businesses, and organizations. The Quality of Life Plan will be useful to each of the communities as they determine where they will invest in the future. As we implement the Quality of Life, we will continue to establish best practices for regional planning and decision making to ensure equity among our communities.

Communication will also be key to ensuring communities know how they are benefiting. Reporting metrics back to the communities will give our regional planning team credibility and accountability. We will use MCEDC's quarterly County Development for the Future meetings and municipal meetings to report metrics to stakeholders. We will utilize the well-established marketing and communication channels to report metrics to the public.

## Region Creation #5\*

Describe the ultimate outcome(s) for the Stellar Community proposal. What challenge(s) is your region attempting to overcome through the Stellar Communities process?

At the heart of our Great Hometowns: One Vision initiative is the creation of a Quality of Life Plan that will guide the County and our communities for the next 20 years. The RDP outlines a vision for investment over the next 4 years. Trends we are attempting to overcome with these plans are:

- Population: Though we have had recent growth of .7% in 2017-2018, we want to stop stagnation and see this upward trend continue over the next 10 years.

- \* School population: We want to see our schools' populations grow.

- Personal income: Though the poverty rate in 2017 was lower than the state average at 11.6%, the per capita personal income was only \$40,335 in 2017, almost \$5,000 lower than the state average. The median household income in 2017 was \$53,387, which was slightly less than the state average. We plan to improve per capita personal income to make it comparable or better than the state average.

- Workforce: Marshall County is seeing significant private investments with new business and the expansions of businesses.

These will create an additional 400-600 jobs, and we anticipate adding more jobs. The labor force is 23,481 with unemployment at 3.0%. We plan to increase the labor force 2.5% to accommodate current and future needs.

- Education and Skills: To better prepare students who don't leave our County for college and to address a stagnant workforce, we intend to create programs and opportunities for students that aid them in choosing a career path and in developing the skills they need to succeed with those choices. To do this, we will:

- o Create a Community Career Coaching Program that will provide career coaches to aid students in choosing a career path and skills needed to pursue that career path. This program will provide internships, externships, and other opportunities.

- o Create an Ignite Skilled Trade Curriculum that will give students the opportunity to develop skills needed to obtain higher-wage jobs.

- Health and wellness: We intend to address the top-ranking issues in our health assessments: improving nutrition and eating habits, improving access to wellness resources, and increasing participation in physical activities. We plan to:

- o Increase the # of people who make healthy choices.

- o Increase the # of spaces available for indoor activity in the winter months.

- o Increase the miles of trails in our communities and the county.

- o Decrease the number of opioid-addicted persons and increase the availability of options for rehabilitation.

- o Increase the availability of mental wellness resources and awareness of them.

- Arts and Culture: We intend to overcome the perception that we are not an arts and culture community and we intend to make the arts a more significant Quality of Life indicator to those who live here or visit us. We plan to:

- o Unite, strengthen, and diversify the communities through education, advocacy, and nurturing of the arts.

- o Increase art education funding and programming.

- o Increase the visibility of local art, artists, and arts & culture organizations.

- o Increase the # of jobs for artists to receive compensation.



- o Establish a permanent organization to nurture the growth of arts.
- o Increase the diversity of engaged artists.
- o Integrate the arts into the Quality of Life Plan.
  - Housing inventory and diversity of stock: Housing sales in Indiana in 2017 were up 2.4 percent; however, the inventory of homes was 14 percent lower than in 2016. The median price of a home in Indiana is \$149,000; it's \$132,250 in Marshall County. Though it's affordable to live in Marshall County, inventory is low, stunting our growth. We plan to increase the # of households by 600+ in 5 years, which is currently estimated at 17,093. This will reflect how we are able to increase our housing options, population, workforce, and school population.
    - Commuters: 1,021 more people commute out of Marshall County than into Marshall County for work. We want to convert workers coming into our County to full-time residents and we want to see a decrease in the # of workers leaving the County to retain and grow the workforce.
    - Youth Leadership: We know that youth in our County have ideas about their future and that they want to be engaged in planning and decision making. We plan to increase opportunities for engaging them in planning and decision-making and we intend to increase leadership capacity building opportunities. We plan to:
      - o Invite participation on our Crossroads Team.
      - o Create opportunities for youth to practice leadership.
      - o Increase opportunities through which youth can learn real-world challenges related to business, civic life, etc.
      - o Create mentorships, internships, and so on.
    - Quality of Life: In 2018, 75% of the residents we surveyed said that Marshall County is a great place to raise a family; 55% said that it enjoyable and we have excellent schools. Rural life in Marshall County is a choice: We want the top choice for choosing to live in Marshall County to be quality of life.

## Region Creation #6\*

Describe the readiness of your region to be awarded a Stellar Communities designation based on the following core competencies:

Leadership  
 Communication  
 Capacity  
 Collaboration  
 Marketing  
 Community Input

Our region is ready for a Stellar Communities designation, as described by the core competencies listed here:

**Leadership:** Not only do we have a Stellar Communities designee (Culver) guiding our leadership team through this process, but we also have leadership from every sector of our communities involved in planning. We have broadened our team since 2018 to demonstrate that we represent key stakeholders and all sectors of our population. We have 12 active subcommittee chair persons leading the work and all of them report into the regional planning team. We have also secured Shannon McCleod as our grant administrator. Jonathan Leist, the Culver town manager, Ginny Munroe, the Culver Town Council President, and Karen Heim, the Culver town clerk have agreed to help each of the communities through the grant application process if we are designated.

**Communication:** We utilize several forms of communication (social media, press releases, email list, stakeholder sessions, youth engagement sessions, radio, and television) to engage with and solicit feedback from our communities and to promote transparency, inclusiveness, and openness about our regional

planning work. We also communicate as a regional planning team via Committee and Subcommittee meetings and minutes. We expect the quarterly MCEDC meetings to evolve from community status meetings into regional planning meetings. More details about how we communicate can be found in the Communications section of the LOI and RDP.

**Capacity:** We are confident that management of our project list is feasible, reasonable, and sustainable. We know from Culver's experience that a Stellar Communities designation will quicken the pace of project completion during a designation time period. Our team has completed the same workloads and schedules for Regional Cities, and all of our communities have worked with grant administrators and consultants to help accomplish workloads, meet schedules, and stay on budget. We are prepared to do the same with a Stellar Communities designation. Further, we have a lengthy list of complementary projects and service projects that have either started or could be started if we needed to move projects up on the schedule. This will allow us to celebrate completed projects in the first year of a Stellar designation, making our capacity for completion visible to the public in year one.

**Collaboration:** The Marshall County Stellar Committee team has collaborated with each other through Marshall County Economic Development meetings, the Stellar Communities process in 2018, the successful Regional Cities award, countywide initiatives in education (Project Lead The Way and Early Childhood Coalition Capacity Building Grant), countywide initiatives among our Main Street groups and tourism organizations, and health initiatives. Our platform for transforming our communities into high-quality hometowns is one of collaboration and community engagement.

**Marketing:** We have a marketing plan in place that already has the infrastructure needed to communicate and market our efforts consistently and frequently. In addition to the marketing infrastructure in the County, towns, and city of Plymouth, we built a web site, social media pages, an email list, and relationships with the media (radio, news, and television) during the 2018 Stellar Initiative. We will continue to communicate and market our work through these well-established channels. In addition, one of our primary projects is an electronic sign project that we think will enhance our marketing capabilities by communicating via electronic signs across the County. More details about how we will market a Stellar Communities designation can be found in the Marketing section and Communications section of the LOI.

**Community Input:** We have proactively sought the input of key stakeholders and the general public through multiple types of surveys, community engagement sessions at all of our communities' events, stakeholder sessions and workshops, a youth engagement workshop, and via community conversations. In 2018, we conducted a survey and public input session to solicit input for our vision and the projects we outlined in our plan. In 2019, we conducted our Moving Forward Survey to kick off the start of our Quality of Life Plan and strengthen the foundation of our Stellar Communities process. In 2019, we conducted a county-wide Quality of Life survey to gather input for our Quality of Life Plan. We also solicited feedback at major community events in all of the towns and Plymouth for our projects and county-wide initiatives. These sessions included an activity for youth. We held a second stakeholder workshop in 2019, and we also held a youth engagement workshop, which involved over 80 teens from across the county. Each of these is fully described in the RDP.

We intend to make public engagement a sustainable part of regional planning and not just throughout an award designation.

## **Region Creation #7\***

Which of the region's previously completed plans address the following areas?

Transportation

Housing

Quality of Place/Placemaking  
 Health  
 Workforce  
 Education  
 Arts  
 Economic Development

Each of our towns and the city of Plymouth have Comprehensive Plans that address Transportation, Housing, Quality of Place, Health, Workforce, Education, Arts, and Economic Development. In addition, Bourbon and Argos have action plans that rank each section of their Comprehensive Plan by priority. Culver and Plymouth have a 5-Year action plan that was developed after completing their Comprehensive Plans. Culver also has a Stellar Communities Strategic Investment Plan and is implementing year 2 of it. All of our communities are implementing these plans and the Regional Cities' Innovate Indiana Regional Development Plan, which represents 22 cities and towns in Elkhart, Marshall County, and St. Joseph County.

In addition, the Regional Development Authority and the South Bend-Elkhart Regional Partnership collaborated with TEconomy Partners, LLC to create a Regional Economic Development Strategy Plan. This plan will guide a long-term systemic approach to advance our region's economy for sustainable growth and prosperity. This will be done by improving our region's ability to be an innovative ecosystem through workforce development and recruiting and retaining talent, diversifying our industry sectors, creating a culture that supports entrepreneurs and new businesses to thrive, and promoting inclusion to create opportunities for minority populations.

The Marshall County Comprehensive Plan focuses primarily on transportation and zoning, which have influence over residential and business development. Marshall County Economic Development Corporation (MCEDC) also has a strategic guide that focuses on Business Expansion and Retention (BEAR), Business Attraction, Entrepreneurship, and Workforce Development.

Our planning partner, the Michiana Area Council of Governments (MACOG), has a long-range Transportation Plan (TP) that "documents how the MPO Board plans to invest local, state, and federal transportation dollars in roads and highways, transit, and active transportation infrastructure." This plan is called "Michiana on the Move: 2045 Transportation Plan" and it has recently been updated for the next 4-year cycle. MACOG also has an Active Transportation Plan, which serves as a "guide for improving, expanding and connecting the region's bicycle and pedestrian network."

Our County also has the St. Joseph Health System 2018 Community Health Needs Assessment, which "evaluates, through a survey, the overall health status of the greater Michiana region, identifies the most pressing health-related needs and prioritizes services relating to such needs." This plan highlights improving nutrition and eating habits, improving access to wellness resources, increasing participation in physical activities and exercise programs, mental health, and dental health. Bremen's Beacon Health System also has published a health assessment.

United Way of Marshall County is completing a first round of 15 Harwood Institute community conversations to gauge aspirations, root out work in what matters most to people, and continue to harness the spirit of community to solve local challenges.

Finally, the Marshall County 2018 Stellar Communities RDP covers each of these areas. We are building on the 2018 foundation and creating a Quality of Life Plan that covers the following pillars: quality of place, housing, education and skills training, arts and culture, health and wellness, workforce development, industry and entrepreneurship, transportation and trails, and diversity and inclusion. We broadened participation from the communities participating in our Planning Committee to include more representation from the arts, our schools, our hospitals, tourism, the Chambers, and the Hispanic population.

## ***Regional Development Plan***

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### Section 1: Current State of the Region

#### **Geographic Boundaries\***

Describe the geographic boundaries of the region. List all counties, cities and towns that are actively a part of the RDP.

Marshall County is partnering with the towns of Argos, Bourbon, Bremen, Culver, LaPaz, and Plymouth as participants in this plan. Please note that LaPaz was not included in the LOI because the town did not think it could provide matching dollars for projects, but with OCRA's encouragement and permission, we added LaPaz to the plan. LaPaz is able to provide matching funds for two projects, and the County will also provide some matching funds for LaPaz's splashpad project and Phase 1 of a regional trail system that will begin in LaPaz.

Marshall County is approximately 450 square miles with just over 6 square miles of that being water. On the northern, central, and western regions is the Yellow River and on the southeastern region is the Tippecanoe River. Lake Maxinkuckee is located in Culver, which is on the Southwestern part of the region. Koontz Lake is in the far northwestern region and several smaller lakes are located in and around Plymouth or in other parts of the region (such as Cook, Lake Latonka, Holm Lake, Lake of the Woods, Thomas Lake, and Pretty Lake).

#### **Key Features of the Region\***

Provide a demographic and economic summary assessment for the region.

As of July 2017, the population in Marshall County is approximately 47,051 with approximately 17,406 households. In the last decade, growth has slowed in Marshall County with a -1.2% population decline since 2010. Marshall County has seen a .7 population increase in the past year. 17.9% of the population is over 65 years of age; 25% is under 18 years old; 6.3% is under 5 years of age; and 50.2% is female. 9.7% of the population has a disability and 13.6% of the population is without health insurance. American Indian, Asian, Black, and Hawaiian or two-race groups make up less than 4% of the population. The Hispanic population makes up about 10% of the population and the remaining population is white. 85.1% of Marshall County's population has a high school diploma (ranking 75th in the state), and 19.8% has a bachelor's degree or higher (ranking 28th in the state).

Over 25% of households are occupied by people who live alone. 32.9% of households consist of married people who do not have children. Married people with children make up 21.4%. Single parents make up 7.5%.

There are 20,353 housing units with 64.7% being owner-occupied. 64.7% are owner-occupied. The median value of housing units is \$130,100 with median selected owner costs with a mortgage at \$1,044. The median rent is \$537. Since 2010, the rate of vacant homes has increased. In Marshall County, the number of vacant housing units has increased steadily since 2011. Second homes such as vacation homes are considered by the U.S. Census as vacant, so part of Marshall County's vacancy increase is likely due to the number of lake homes in Culver, which are primarily second homes to many on the lake or they are rental properties.

As of 2018, the median household income is \$54,387, a \$4,662 increase over 2016. The annual per capita personal income in 2017 was \$40,335, almost \$5,000 lower than the state average. Marshall County's poverty rate is 11.6%, a decline from 14% in 2012.

As of 2016, there are 1,046 total employer establishments and 2,896 nonemployer establishments. Of all firms owned in the county, 1,628 are owned by men and 1,017 are owned by women. 77 are minority-owned and 306 are veteran-owned. In each of the towns, with the exception of Culver, production, transportation, and material moving occupations make up the highest percentage of occupations (Culver's is management, business, science, and art occupation). Business, science, and art occupation as a sector and sales and office occupations are the second leading occupation industries. As of 2016, 3,973 people commute into Marshall County and 4,994 people commute out for employment.

Culver Academies, Nishikawa Standard, and Plymouth Community School Corporation are the largest employers. The total labor force is at 23,481 with an annual unemployment rate at 3.2%.

## Previous Planning Efforts\*

Provide an inventory and discussion of previous planning efforts and how that work will be incorporated into the RDP.

Previous planning efforts include Regional Cities, community Comprehensive Plans, Master Plans, and Stellar. Following is a list of projects completed, underway, or identified in our RDP. Discussions are included in the RDP.

### Completed:

- Argos Manufacturing Center (Regional Cities)
- Bourbon Dollar Store (Comp Plan)
- Bourbon sidewalks (Comp Plan)
- Bremen Rolling Meadows (Comp Plan)
- Bremen Plymouth St. Paving (Comp Plan)
- Culver Amphitheater (Patronicity)
- Culver Sand Hill Farm (Regional Cities and Stellar SIP)
- Culver Trails, PH 1 (Culver Bike/Ped Master Plan)
- Culver Sandhill Farm (Comp Plan & Stellar)
- Culver Water Plant and Tower (Comp Plan)
- Plymouth Kayak Launch (River Park Square Master Plan)
- Plymouth Greenway Trails, Ph 1 (Comp Plan)
- Plymouth River Bank Stabilization (Comp Plan)
- Plymouth Downtown Brick Rehab (Comp Plan)
- Plymouth City Hall Renovation (Comp Plan)
- Metronet Expansion from St. Joseph County to Plymouth (Regional Cities)
- Project Lead The Way (Regional Cities)
- Marshall County Boys and Girls Club Bldg (Regional Cities)
- River Gate South Housing Project in Plymouth (Regional Cities)
- Bremen Sunny Meadows, Phase 1 (Regional Cities)
- YPN Commercials to attract young professionals to Marshall County (Stellar)

### Underway:

- Marshall County Community Center (Argos Comp Plan)

Bremen Main Street (Comp Plan)  
Culver Beach Lodge Renovation (Stellar SIP)  
Culver Cavalier Park Project (Stellar SIP)  
Culver Trails, Phase 2 & 3 (Comp Plan and Stellar)  
Culver Paddocks (Stellar SIP)  
Plymouth Aquatics Center (Regional Cities and Stellar)  
Plymouth Greenway Trails, Phase 2 (Comp Plan)  
Plymouth Early Childhood Center (Regional Cities)  
Plymouth River Gate South Apartments (Comp Plan)  
Plymouth East LaPorte St. Historic Bridge (Comp Plan)  
Main Street Collaboration Wayfinding and Inventory of Main Streets (Stellar)  
Tippecanoe Drainage Project (Stellar)  
Culver Trails, Phase 3 (Stellar)  
Broadband Planning (Stellar)  
Early Childhood Coalition Capacity Building Grant (Regional Cities)  
Marshall County Quality of Life Plan (Stellar)  
Lilly Gift VII Planning Grant (MCCF)  
Workforce Development (Stellar)  
Comm. Billboard (Stellar)  
David's Courage (Stellar)  
Habitat Homes (Stellar)  
Perm Housing (Stellar)

Future:

Argos  
Trails and Sidewalks (Stellar)  
Pond Park Project (Stellar)  
Downtown Square (Stellar)  
Fire Station (Stellar)  
Housing (Stellar)

Bourbon

Waste Water Project (Stellar)  
Commercial Dev. (Stellar)  
Gym Rehab (Stellar)  
Fire Station (Stellar)

Bremen

Streetscape Project (Stellar)  
Jackson St. Flex Project (Stellar)  
Pool (Stellar)  
Kayak Launch (Stellar)  
Community Center (Stellar)

Culver

Cass and State Street Trail (Stellar)  
Park Playground (Stellar)

Plymouth

Crossroads Plaza (Stellar)  
Greenway Trail Phase 3 / Playground (5-Year, River Park MP)  
Park Veterans' Memorial (Stellar)  
REES Theater (Regional Cities and Stellar)  
Manufacturing Centers (MCEDC / Stellar)  
Neighborhood Center (Stellar)

## E-Hub (Reg Cities)

Marshall County  
 Regional Trail Master Plan (Stellar)  
 Phase 1 Regional Trail (Stellar)  
 Art Installation on Trails (Stellar)  
 Owner-Occupied Housing Rehab (Stellar)

Service Projects  
 Message Boards (Stellar)  
 Art Murals in Culver, Bremen, Plymouth (Stellar)  
 Art Council (Stellar)  
 Artists in Residence (Stellar)  
 Art Video Production (Stellar)  
 Career Coaches (Stellar)  
 Ignite (Stellar)  
 Rural Health: Wellness Bucks (Stellar)  
 Open Gyms (Stellar)  
 Seal-Healing Comm. (Stellar)  
 Project Hope (Stellar)  
 Swimming Lessons (Stellar)  
 Multiple Diversity Projects (Stellar)

## Section 2: Key Achievements

### Desired Achievements\*

Describe the key achievements that each community within the region would like to achieve with the designation.

In addition to the key outcomes described earlier, our communities would like to achieve the following:

Argos's primary projects are in line with its "town within a park" vision to invest in sidewalks and trails that will connect residential neighborhoods, the fairgrounds, and downtown Argos to the parks. Argos will also make quality-of-place investments in new gathering spaces with their Pond Park project and downtown greenspace revitalization. New housing and a fire station are complementary projects.

Bourbon's long-term plan is to bring housing and commercial development to the town, but to ensure they can do that, they must have a wastewater system in place that can handle future development. Bourbon's priority is to upgrade its wastewater utility on the north end of town.

Bremen's plan is to invest in the Main Street corridor and in quality-of-place projects. Building on a Main Street master plan, they will complete a streetscape project that leverages recent investment by INDOT in Bremen's Main Street. They will also invest in a flex space on Jackson Street, one block off of Main Street. Along the same corridor as Jackson St., they will invest in a Community Center by rehabilitating St. Paul's Church. Bremen also plans to improve and enhance the intersection of Bowen Avenue and Plymouth Street, a major intersection and gateway into the town. Finally, Bremen plans to upgrade a community pool and create a kayak launch that will connect Bremen to Plymouth.

Culver's Stellar projects build on the town's previous Stellar designation. The town plans to connect their new housing development on the west end of town to the school and downtown district via a new trail section. In addition, Culver plans for a major park project with the buildout of a natural playground that takes advantage of the topography of the property and views of the lake. This natural playground will feature

multiple playing areas and a patio/outdoor seating area that would accommodate large groups during the numerous park events and festivals in the park.

Plymouth's Stellar projects invest quality-of-place projects primarily in the downtown district and River Park Square. Projects include the renovation of the Rees Theatre, completion of Phase 3 of their Greenway Trail, the enhancement of an existing railroad viaduct and park playground as well as a veterans' memorial project. In addition, Plymouth plans to add a housing development for low-to-moderate income residents. The City will also create a pocket park that recognizes the five historic byways that traverse Marshall County with four converging at the intersection of Michigan Street and Jefferson Street.

LaPaz plans to invest in housing on its Main Street corridor and a splash pad at their park. LaPaz would also like to conduct a utility study to look at solutions for bring a water utility to the town. In addition, the Regional Trail System is working on plans to start the regional trail in LaPaz.

### Section 3: Designation

#### Implementation of Goals\*

Describe how the Stellar Communities designation will enable the region to further implement their revitalization goals.

Our communities' revitalization strategy to create Great Hometowns under one Quality of Life vision will create projects that attract outside investment and talent. Marshall County is already seeing this happen with recent business expansions and higher paying jobs coming to the region through new business. A Stellar designation will allow Quality-of-Life investments to continue the growth trajectory the region is experiencing, and Stellar will enable this to happen without displacing low-to-moderate income residents and workers who currently live and work in the region. Areas of revitalization that Stellar dollars would impact in this way are:

- **Housing:** With two potential IHEDA housing developments targeting affordable/workforce housing, Stellar investment will benefit current community members who need affordable housing and workforce residents who move to the region. With a designation, affordable/workforce housing that was already started in Culver (through its past designation) would be added to Plymouth and LaPaz. Having mixed income housing will enable the retention of current residents and maintain and grow the labor force. In addition, utilizing the owner-occupied rehabilitation housing program will enable the retention of those who want to stay in their homes but cannot afford repairs.
- **Economic development:** Our county's strategies have encouraged new businesses to relocate and existing businesses to expand. With new business growth and business expansion, major investment coming to the area will also revitalize neighborhoods. To encourage more businesses to expand or come to Marshall County, we plan to invest in key corridors within each community and in quality of life. These projects will improve infrastructure, streetscapes, connectivity, utilities, and place-making. National trends have shown that quality-of-life amenities have become an increasing factor in where residents and businesses locate. To attract new residents and workforce, we plan to invest in quality places: gathering places, parks, trails, and other amenities that invest in education and skills, health and wellness, transportation and trails, arts and culture, and projects that celebrate diversity and inclusion. Maintaining and improving these assets will give businesses confidence in our revitalization strategies.

#### Marketing and Attraction\*

Describe how the designation will be used to market the communities and the overall region to attract residents and businesses.



Each of our communities, the County as a whole, and Marshall County Economic Development Corporation will be able to promote and market our Quality of Life Plan, the Marshall County Stellar Plan, and the strategies that achieve a quality of life in Marshall County to make the decision for residents and businesses to move here an easy one. We will do this through existing marketing channels and newly created channels that have been well established through our regional planning team's Marketing and Communications Committee.

Existing marketing channels allow us to market our regional planning efforts in the County on websites, media pages, and social media formats through the Marshall County Economic Development Corporation (MCEDC), Marshall County Community Foundation, the South Bend-Elkhart Regional Partnership, our Marshall County Crossroads marketing channels, Marshall County Tourism, the local communities (which all have web sites, media pages, and social media), and regional news sources. Materials include videos, radio and television ads, publications, newsletters, and other print media. We will continue using the communication channels we established in 2018-2019 as we implement the Regional Development Plan and our Quality of Life Plan. Our team's work has also been featured on the television show Economic Outlook, on numerous radio programs in the region, and in magazines, such as Lake Living.

New marketing opportunities will also arise with a designation. For example, one of our projects involves placing electronic message boards throughout the County. We learned through our Marketing and Communications team that marketing and communicating via electronic messages boards (in addition to the beforementioned channels) will better reach those people in our communities who don't use social media. In addition, visitors passing through our communities will easily see the messaging on these boards. We will have the opportunity to announce Stellar Community projects' public hearings, input sessions, ground breaking ceremonies, ribbon cuttings, and components of our Stellar Communities work on these boards in addition to the traditional media channels we've utilized throughout the process. In addition, we can inform the public about our Stellar Communities service projects, cross-promotional community events, tourism-related activities, and so on via these marketing channels, building on the momentum the Stellar process has created in each of our communities and the County. Likewise, our Main Street organizations, visitor centers, Chambers, and Marshall County Tourism will have the opportunity to message their work through these signs.

We will also follow Culver's lead and share quarterly updates written in a newsletter for the state agencies with our residents, stakeholders, and businesses. These quarterly updates will keep the public informed about our progress.

Finally, please also review the Marketing Action Plan in the Appendix section of our RDP. This plan outlines how we will market a Stellar designation. Our Marketing and Communication Committee have created goals, strategies, and action plans for optimal communication and marketing practices.

#### Section 4: Capacity

### **Capacity to Administer Funds\***

Describe the capacity of the applicant and the partnerships to administer the funds.

Note:

- All participating communities should have no outstanding monitoring/audit findings of any current grants.

- All participating communities must be in good standing with all funding agencies.
- Any community, within a region, who is non-compliant with any of the above, is considered ineligible.

All of our communities are in good standing with the funding agencies and have no outstanding monitoring or auditing findings. During our planning process, our Marshall County Crossroads Stellar Committee established the County as the entity that would handle the distribution of funds. However, each of the towns participating in our plan has also provided resolutions to show financial commitments for matching funds. Projects specific to a town would be distributed directly to that town.

## Development Team\*

Describe the development team and their ability to implement a multi-project plan. Please cite projects/programs that you have specifically partnered on, providing examples of past successes in your narrative response.

The Marshall County Crossroads Committee is made up of representatives from each of the towns and from several County organizations, including elected officials, Marshall County Commissioners and County Council, Marshall County Economic Development Corporation, Marshall County Tourism, Marshall County Health Department, Main Street representatives, Marshall County Community Foundation and of United Way, Young Professional Network, and chairpersons for each subcommittee, which represent numerous organizations and businesses in the County. Our 12 subcommittees and respective chairpersons are:

- \* Projects Team (Jonathan Leist, Culver Town Manager)
- \* Transportation and Trails (Allie Shook)
- \* Housing (Bill Keyser, Bourbon and Brent Martin, Architect)
- \* Public Engagement (Matt VanSoest, Bremen Cares Main Street)
- \* Marketing and Communications (Marty Oosterbaan, MCEDC Board)
- \* Health and Wellness (Linda Yoder, Executive Director of MCCF and United Way)
- \* Arts and Culture (Matthew Celmer, Director at Moon Street Studios)
- \* Education and Skills (Matt Davis, ITAMCO and Andy Hartley, Superintendent Plymouth Schools)
- \* Industry Growth and Entrepreneurship (Bill Davis, Industry Leader)
- \* Workforce Development (Jerry Chavez, MCEDC President and CEO)
- \* Diversity and Inclusion (Angie Rupchock-Schafer, MCCF)
- \* Leadership and Capacity Building (Ginny Munroe, Culver)

These committees are supported by dozens of other people from across the County. You will find a list of our team members and their roles in the Resume/Bios document provided later in this application. We have also listed these in our RDP.

Following are some of the past successes that we participated in or initiated. These involve collaboration and successful implementation of multi-faceted projects:

- Regional Cities Initiative of Northern Indiana: An initiative to make the region a world-class higher education community and a high-performing community with superior access and connectivity.
- Marshall County Development for the Future: A multi-town/county collaboration that enables knowledge and resource sharing, county-wide planning and problem-solving, and communication with meetings held once a quarter.
- Project Lead the Way (PLTW): A multi-county partnership raised over \$250,000 to secure additional funding for the implementation of the STEM (science, technology, engineering, and mathematics) curriculum in grades K-12 in all Marshall County public schools, ensuring a knowledgeable and skilled future workforce.
- Metronet Unlimited Bandwidth: A public-private partnership between two counties (Marshall County and St. Joe), one city (Plymouth) and two private businesses (Hoosier Tire and St. Joe Medical Regional Hospital) that extends unlimited bandwidth dark fiber into Marshall County, creating capacities and speeds on par with Chicago and New York.
- Culver Stellar Communities' application: County-wide participation included letters of support from the towns and county organizations (Commissioners, Council, Marshall County Community Foundation [MCCF],

Marshall County Economic Development Corporation, and Marshall County Tourism) and funding (county and MCCF).

- Broadband planning grant implementation (which is underway).

\* Walkability Conference Grant: Members of our team received a grant to attend the Walkability Institute conference. Together, they have since completed an Action Plan.

Though we are proud of our past successes, what we are most proud of today is how far we have come as a regional planning team. Sustaining planning is the new mantra of 2019. Regional planning isn't easy work, but through the challenges of a Stellar Communities process, we have come to know each other and our communities and we have come to believe that working together makes us all better. We also believe in the Great Hometowns: One Vision we created and the process we defined for achieving that vision.

The true power of our collaboration is evidenced in how quickly we mobilize resources. Whether it's to conduct multiple public engagement events in a few short months or raise the funds needed for dozens of projects, or whether it's to complete a grant application as a region on a one-week deadline, manage a multi-faceted project that takes coordination across the County and with multiple people and organizations, collaborate with others to host an event, attend a conference together, or share resources to help each other, we are flexible and nimble enough to respond. With a strong team, two years of intense planning, and best practices emerging as our projects emerge, we believe in our mission, our capabilities as a team, and our future as a regional planning team.

## Leadership Capacity\*

Document governmental and/or civic leadership capacities with the region. You should discuss from both an individual and/or regional level.

Rural communities are losing youth, businesses, workforce labor, and population. We haven't been immune to the challenges of rural living. We believe that leadership, combined with a sustainable regional approach, is the model to reverse this trend. Marshall County has exhibited the capacity to do this and we are engaging organizations and people from across all walks of life in the County to create sustainable leadership capacity.

For several years, our communities have done what many rural communities across America have done, working in isolation and competing with one another to achieve what we could for our individual communities. Effective regional leadership is proactive and collaborative about regional economic development strategies and quality-of-life initiatives. As we have emphasized, Marshall County has been proactive in creating strategies for economic development by meeting quarterly to discuss common challenges, goals, and solutions. We are proud of the exchange of ideas, knowledge sharing, and resource sharing that propelled us to where we are today--implementing regional planning practices and best practices.

We are also proud that we have developed a broader team, building capacity in all walks of life in Marshall County from government, tourism, Chambers of Commerce, Main Street organizations, the art community, the medical industry, the libraries, businesses, philanthropic organizations, academic institutions, faith-based organizations, underrepresented populations such as the Latino/Hispanic population, young professionals, and our youth. Today, this level of regional planning has produced a vision for our communities--Great Hometowns: One Vision--and we are determined to achieve that vision together.

Culver has achieved success as regional leaders and as a Stellar Communities designee and we are leveraging those successes to improve our own regional plans and impact. Learning from the Regional Cities and Culver successes empowers us as a leadership team. Though we have built a foundation on which to draw leadership and partnership, the Stellar Communities regional planning process has done something prior

efforts had yet to achieve: It has given us a shared and common vision for regional growth, a plan with intentional, doable goals, ways to measure progress, and the components to make our work sustainable. We established why we are working together (to achieve the best quality of life and hometowns), and then we established a defined process (Connect, Collaborate, Engage, Create, Communication, Impact, Measure, Repeat). Our projects are the "what" that will enable us to reach our goals. This process has already worked for us in all areas of work, including:

- We have mobilized our communities to engage in multiple public engagement sessions.
- We mobilized over 1,000 residents to participate in our online surveys and quality of life survey.
- We organized and implemented multiple stakeholder meetings that involved 100s of people and over 80 of our youth.
  - We have leveraged each of these survey and workshop opportunities to add members to our team, growing the number of people involved in regional planning by more than double the number who were involved in 2018.
  - We have engaged young professionals to participate and we have engaged teens to join our regional planning efforts.
  - We have developed numerous partnerships that have provided expertise, input, and funding for several of our projects.

All of our activities have created momentum in Marshall County and confidence in our regional planning. Partners are stepping forward, asking to join our planning team and offering resources and funds to help us achieve our mission. These partners will make us stronger as we move forward with a Lilly Gift VII application and as we move forward as a permanent regional planning team.

## Grant Administration Capacity\*

Document the services of a grant administrator and/or successfully completed projects in the past three years utilizing state and/or federal grant funds.

Following is a list of recently completed projects by the towns. We went further back than three years if a town had not completed a project in the past three years.

- Bourbon
  - Lift Station, 2012, OCRA, \$800,000 (Shannon McLeod)
  - Storm Drainage, 2011, OCRA, \$1,000,000 (R.P. Murphy)
  - Wastewater Planning Grant, 2019, OCRA, \$35,000 (Shannon McLeod)
- Bremen
  - Main Street Planning Grant, 2019, OCRA, \$40,000 (Shannon McLeod)
  - Facade, 2016, OCRA, \$10,000 (R.T. Henke)
  - Planning Grant, 2016, OCRA, \$45,000 (Shannon McLeod)
- Culver
  - Stellar Communities (in Year 2 implementation), 2018-2019 (Shannon McLeod)
  - Water Plant, 2017, OCRA, \$500,000 (Shannon McLeod)
  - Waste Water Treatment Plant, 2013, OCRA, \$500,000 (Shannon McLeod)
  - Storm Water improvement, 2012, OCRA, \$800,000 (Shannon McLeod)
- Plymouth
  - Airport Runway Rehab/Widening, 2015, FAA/INDOT, \$2,282,494 (Woolpert Aviation)
  - Hazard Mitigation Floodplain Home Purchases, 2017, FEMA/IDHS, \$250,156 (MCEDC)
- LaPaz: Storm Drain, 2012, OCRA, \$972,771 (Anne Mannix from Neighborhood Development)
- County: Multi-purpose Building in Argos, 2017-2018, OCRA, \$500,000 (Shannon McLeod)

## Section 5: Engagement Process

### Steering Committee

Upload the completed Steering Committee Matrix.

The form must include:

- The name and contact information for each committee member
- Any specific functions or sub-committees they intend to lead

Marshall County Steering Committee.pdf

### Community Engagement\*

Include the following in your narrative response (*Tip: use "1, 2, 3..." in your response*):

- 1) Outline the community engagement strategy that was used to gather input from citizens within the region (e.g. surveys or meetings). Please include a timeline of events.
- 2) Discuss the overall communications plan throughout the process and include how each community and the region plan to continue this process moving forward.
- 3) Describe the community vision, goals and revitalization strategies to address the identified needs in the targeted area.
- 4) Provide details as to how each community engagement will tie into an overall regional community approach. How has your plan incorporated changes?
- 5) Provide any other information related to the process of developing the plan.

1. the Marshall County Crossroads Steering Committee and two subcommittees--the Public Engagement Committee and the Marketing and Communications Committee--developed and implemented the engagement strategies. These committees partnered with MACOG (Michiana Area Council of Governments) and Red Door Marketing, respectively. Following are the strategies:

\* Seek input for all of the communities' projects, county initiatives, and Quality of Life in Marshall County by disseminating online surveys and paper surveys and by conducting community input sessions, stakeholder input sessions, Idea workshops, and youth workshops.

\* Collect input from everyone, including underrepresented populations (Hispanic/Latino populations, the most vulnerable populations, and youth).

\* Use materials that are written in both English and Spanish to engage the Latino/Hispanic population at public events. Develop materials for other media formats as well.

- Invite and increase participation on our Marshall County Crossroads Regional Planning Team.
- Create leadership practice opportunities by engaging youth in our work so they can gain practice and exposure to leadership opportunities.

In 2018, we conducted a survey, a stakeholder workshop, and public input sessions for the projects. In 2019, we ramped up our efforts. These are described here, but details of them are also covered in the RDP. In early 2019, we put out a "Moving Forward" survey. This was released for a short three-week period and it asked residents to rank the priorities for quality of life they thought we should prioritize. During the Summer of 2019, the Public Engagement Committee also attended public events across Marshall County. These included:

- June 8: Taste of Culver
- June 18: Bremen Fireman's Festival
- June 22: Argos Town Festival
- June 22: Plymouth Art Festival

- June 28: Bourbon Food Truck Friday
- July 26: Stakeholder Workshop
- August 1: LaPaz Council-Hosted Gathering
- August 7: Neighborhood Center
- August 15: Tippecanoe
- August 27: Youth Engagement Workshop

At each of these events, project narratives and pictures of that community's Stellar-proposed projects were displayed on boards. Residents gave feedback on the projects and applied stickers to select what they thought of the projects. County-wide initiatives were presented on a board and residents ranked the highest priorities. A quality of life survey was also presented in a game format. Residents dropped "tiddly winks" into answer slots on boards. Finally, a Wow/Now exercise allowed residents to present Wow ideas and why they might not occur (Now). Kids at these events were offered paper plates and craft supplies and asked to draw their favorite thing about their hometown.

Stakeholder workshops were held in July (16 and 17) to establish goals and objectives for the Quality of Life Plan and to review strategies and project ideas for achieving these. Later in July, we conducted a 100 Ideas workshop for stakeholders from across the County where we collected ideas for the Quality of Life pillars. On August 27, we conducted a Youth Engagement 100 Ideas Workshop where we collected ideas from youth about quality of life and their future in the County. They were surveyed, too.

2. How we communicate and market the Great Hometowns: One Vision initiative is through the Marketing and Communication Committee's goal to provide effective and efficient communications and marketing support for the development and implementation of the Marshall County Quality of Life Plan through support of the MC Crossroads regional planning team, including development and implementation of successful marketing plans, plans for two-way communications with stakeholders and support for public engagement activities. Strategies developed by the Marketing and Communications Committee are:

- Develop and implement effective plans for communicating Crossroads objectives and events to both current and prospective Marshall County residents and businesses.
- Build community support in all of our hometowns for Crossroads through effective use of traditional marketing and social media.
- Support the Public Engagement subcommittee in seeking and capturing broad stakeholder input through event publicity and active participation.
- Support hometown, county and organizational marketing efforts to attract residents and businesses to Marshall County by publicizing Crossroads quality of life and quality of place successes.
- If awarded, market the Stellar designation over the four-year implementation period to maximize the program benefits for Marshall County, OCRA, and the State of Indiana
- Market other awards, grants and designations awarded to Marshall County and our great hometowns for the purpose of attracting and retaining residents and business.
- Develop and continuously enhance the Marshall County Crossroads brand.

Throughout 2018 and 2019, we used multiple communication tactics to keep citizens, stakeholders, businesses, and other organizations updated throughout the process. We have an established website ([www.marshallcountycrossroads.com](http://www.marshallcountycrossroads.com)), social media pages, and a comprehensive email list of key stakeholders, organizations, businesses, and residents. We used the talents of Big Idea Company and Red Door Marketing to establish frequent and consistent communication with the public and with key stakeholders. These methods have included traditional media formats of radio, television, and press releases. The Committee has developed a Marketing Action Plan for marketing Stellar if we are designated. It is included in the Appendix section of the RDP.

3. Our communities' revitalization strategy to create Great Hometowns under one Quality of Life vision will create projects that attract outside investment and talent. Marshall County is already seeing this happen with recent business expansions and higher paying jobs coming to the region through new business. A Stellar

designation will allow Quality-of-Life investments to continue the growth trajectory the region is experiencing, and will enable this to happen without displacing low-to-moderate income residents and workers who currently live and work in the region. Areas of focus for revitalization are:

- **Housing:** With two potential IHEDA housing developments targeting affordable/workforce housing, Stellar investment will benefit current community members who need affordable housing and potential workforce moving into the region. With a designation, affordable/workforce housing that was already started in Culver would be added to Plymouth and LaPaz. Having mixed income housing will enable the retention of current residents and maintain and grow the labor force. Utilizing the owner-occupied rehabilitation housing program will also aid retention of those who want to stay in their homes.

- **Economic development/quality of life:** Our County's strategies have encouraged new businesses to relocate and existing businesses to expand. Major investment coming to the area will also revitalize neighborhoods. To encourage more businesses to expand or

come to Marshall County, we plan to invest in key corridors within each community and in quality of life. These projects will improve infrastructure, streetscapes, connectivity, utilities, and place-making. National trends have shown that quality-of-life amenities have become an increasing factor in where residents and businesses locate. To attract new residents and workforce, we plan to invest in quality places: gathering places, parks, trails, and other amenities that invest in education and skills, health and wellness, transportation and trails, arts and culture, and projects that celebrate diversity and inclusion. Maintaining and improving these assets will give businesses and residents confidence in our revitalization strategies.

4. Our communities are located along the US 31 corridor: Culver and Argos on SR 10, Bourbon and Plymouth on US 30, and Bremen and LaPaz on US 6. Each of our crossroad communities offers the region a strength. Plymouth, the seat of the County, offers services (social, economic, and civic) and jobs. Bourbon is ideally positioned to leverage the business expansions in Plymouth and it's "small town with a big heart" community is trying to position itself for growth by first taking care of utility infrastructure. Culver offers a strong tourism industry that brings 1000s of visitors to the region. With some of the larger employers (Culver Academies and Elkay) and new affordable housing, the town is also ready for growth. Argos offers a friendly community surrounded by parks and the fairgrounds. It's close proximity to US 31 brought a new manufacturing center to town that is expected to bring 120 jobs. Argos needs housing and amenities that will attract workforce. Bremen and LaPaz, positioned in the northern part of the County, leverage their geographical location south of South Bend and Elkhart with Bremen developing a growing industry base and with LaPaz serving as a bedroom community to the larger regions around it.

These 6 communities are positioned for growth; however, the region faces challenges that may hinder growth. The lack of housing (typical in smaller populations across the state), the stagnant workforce coupled with brain drain, and population decline are hindering growth opportunities. The Crossroads' Great Hometowns: One Vision has the vision of creating great hometowns through a Quality-of-Life vision that will attract talent, workforce, and families, spurring growth. A Stellar designation would enable the region to leverage over \$4 million in local investment.

Arriving at this vision takes a more comprehensive approach that prioritizes region over silo thinking and encourages champions from all walks of life. The Crossroads team has experienced success with this approach and now desires to formalize the team as a regional planning team that pursues its goals and funding beyond a Stellar designation.

## Section 6: Project Identification and Description

## Project Identification and Description\*

Upload a list of the intended projects and demonstrated reasonableness of project scope:

- Identify priority projects in terms of greatest level of impact and need. Document and support the level of need for each project and the significance of each project in the overall revitalization efforts within the region.
  - Projects should be comprehensive in meeting the variety of needs within a region.
  - Projects should be reasonable in the scope of work to be completed. The projects should be able to be completed in the four program years.
- Describe how proposed projects will leverage additional resources.
  - Projects should be practical in relationship to the community's operating budget.

2019 MC Stellar Projects.pdf

## Section 7: Implementation

### Progress Measurement\*

Outline how progress will be measured, including:

- The establishment of the region's baseline relative to itself and its benchmark cities;
- The method and frequency of reporting of progress (who reports the progress, to whom, and how often?); and
- The specific metrics to be used to measure progress.

Our baseline measurements were established through our own data collection and the Ball State data. Progress will be measured by comparing the baseline numbers to annual changes. We will report these numbers on an annual basis when census data and other data is available.

Our baseline measurements are:

- Population: 47,051
- # of households: 17,249 households
- Median household income is \$53,387
- Per capita income: \$42,946 in 2018 and \$40,335 in 2017
- Total employer establishments: 1,046
- Nonemployer establishments: 2,896
- People who commute into Marshall County: 3,973
- People who commute out of Marshall County: 4,994

The data we plan to measure and that relates to our outcomes are:

- Population: Recently, we have had a population increase in Marshall County, but prior to 2016, the population was stagnant or declining. We would like to see this number increase to meet or exceed growth rates in the state as Marshall County is currently below the average growth rate in Indiana. We hope to increase our population during the designation period by 2.5%.

- The number of households: If our housing goals are met, this number should increase yearly, which will impact on our population and school population goals. It should also impact on how much workforce population we can bring to Marshall County.

- The number of bike/walking trail miles we add to each community.

- The average number of people per household: Though this isn't likely to change in the short-term, knowing this number will enable us to calculate population changes that will occur with the addition of housing inventory.



- School populations: We will track these by each school corporation.
- People who commute into Marshall County: We would like to see this number increase over 4 years.
- People who commute out of Marshall County: Because we are trying to attract workforce, we'd like to see this number decline, but it is more important to us to see our population increase, even if this number remains the same.
  - The Research Investment Worksheet: This data will track new capital investments, private investments, and related projects (economic development) to determine the level of impact we achieve from private investment. This will be tracked annually by the town representatives on the Steering Committee.
  - Communication/Marketing metrics: Our PR and Marketing team will continue to track our reach through social media metrics.
  - For our workforce recruitment program: We will track the number of veterans who are recruited and the jobs they fill. Marshall County Economic Development Corporation will track this data annually. We would like to recruit 200 people through this program during the designation period, scaling up the number as we develop broader relationships with the military bases we recruit from, ultimately adding another 600-800 workers.

We intend to review the county Health Assessments available to us to determine whether our actions are having an impact, but we also intend to review the data related to our own health projects, such as the number of Wellness Bucks distributed. See our Rural Health project for more metrics we plan to track. Please also see our RDP, which includes metrics we plan to track through each Committee.

The information collected by our Steering Committee will be shared with each community through our current marketing efforts. It would go to elected officials, media outlets, on social media, and in our outcome reports to key stakeholders. We will also present this information to leadership and stakeholders across the county through our outreach sessions (community input).

## Future of the RDP

Discuss how the regional development plan will continue to move forward without the state partnership.

If we aren't designated Stellar, our regional planning team will continue work on the Quality of Life Plan in preparation for applying for the Lilly Gift VII grant. In addition, we would evaluate which projects the communities would prioritize for regular CDBG funding rounds and begin the application process.

Immediate plans also include establishing our team as a 501c(3). One member of our Crossroads Committee is an attorney who is working on drafting bylaws. We will establish best practices for regional planning based on our experience and on standards set by industry experts and organizations specializing in planning, such as APA.

We intend for Stellar Communities to be only one of many other funding opportunities for our plans. The RDP is a four-year implementation of the Great Hometowns: One Vision. We would regroup, prioritize our projects, and continue looking for funding opportunities for the plan. Coupled with our Quality of Life Plan, we intend for these plans to:

- Communicate to residents, businesses, organizations, municipalities, leaders (elected and nonelected), and key stakeholders our regional planning efforts and the impact of these efforts.
  - Advise municipalities and nonmunicipal groups about the outcomes and impact of regional planning.
  - Give guidance for determining where investments from redevelopment commissions, Town Councils, and the County Council can be made to have a regional impact.
    - Act a tool for private investors to determine where they might make investments or engage us to develop strategies for new initiatives and economic development.
    - Act a tool to market to businesses our plans for workforce development, workforce attraction, population growth, and quality-of-life economic drivers.

- Act as a resource for tracking progress and determining when to make adjustments for more optimal impact.
- Provide historical evidence of community input and engagement.
- As historical evidence of our regional planning work.

Progress reports, annual evaluations of goals, funding sources, and partnerships, and marketing and communication reviews will be conducted. In addition, we will continually assess grant opportunities, potential partnerships in our regional and outside of our region, and other potential solutions for achieving the plans.

## Section 8: Feasibility

### Feasibility Matrix

Upload the completed Feasibility Matrix.

Feasibility\_Matrix.xls

### Floodplains/Floodways\*

Provide documentation of the proposed capital projects in relation to floodplains/floodways.

This should be scanned and uploaded as a single PDF

Marshall County Project Floodplain Graphic.pdf

## Section 9: Readiness

### Demonstration of Readiness\*

Describe the steps taken thus far in each proposed project's process. Include details about key partners and stakeholders.

Because of space limitations, this section focuses on readiness of primary projects:

**Argos Pond Park:** Argos created a site-specific master plan and applied for and was awarded a Land and Conservation Fund grant through Indiana Department of Natural Resources, pending federal approval. The grant will provide \$250,000 with an additional \$250,000 required local match for a total of \$500,000 in improvements. The total project cost is estimated at \$775,000, so Argos committed a \$55,000 local match for proposed Stellar funding of \$220,000.

**Argos Downtown Square:** The town has had preliminary discussions with the owner of the land on the site they don't own. The owners are interested in a potential sale. A preliminary concept plan has been completed.

**Argos Sidewalks:** The Marshall St and Clinton St sidewalks are priorities because Marshall St is Phase 1 of a northern residential area that will connect housing and the town park, and sidewalk on Clinton St will connect the Community Park and Fairgrounds. INDOT has a curb ramp project in progress that this project would tie into.

**Argos Trails:** The town has had preliminary discussions with the Marshall County Fair Board for providing an easement or subrecipient agreement for the trail through the fairgrounds.

**Bourbon:** Bourbon completed a planning study in 2019.

**Bremen Downtown Streetscape:** Because INDOT is funding an IN-331 (Plymouth St) pavement project, Bremen created a master plan for Main Street. This project is the result extensive public input. INDOT begins construction on the Plymouth St roadway in July of 2020. Bremen desires to construct the streetscape simultaneously to minimize closures and impact to businesses. An existing conditions survey is completed, and the engineering will begin in the fall of 2019 with local funding so the project is ready to bid in spring 2020.

**Bremen Jackson St:** Bremen has been involved in OCRA's Hometown Collaboration Initiative over the last year; this project is the result of that participation. Bremen conducted many stakeholder and public engagements sessions. This project was also included in the Master Plan study, so it has had extensive public input.

**Bremen Community Pool:** The town owns the property and the Parks Department is prepared to close the current pool facility to build a new facility. The Town Council approved a resolution for funding the local match.

**Bremen Lion's Landing:** Bremen Public Schools and the town are partnering with Bremen Community Cares. The Electronic Message Boards project sparked interest from the town and schools for this project, as it's the location where Bremen Community Cares wants to put the electronic messaging board. The property on the southeast corner of the intersection is for sale and the town and school have committed in a project letter of support that they will purchase it. The town owns the vacant parcel on the northwest corner.

**Bremen Community Center:** Bremen Community Cares Main Street organization has completed two public engagement sessions for this project and raised private capital and a town match. Partners include Bremen Public Schools, Bremen Farmer's Market, Dance Expressions Studio, Historic Bremen, and the Town. Bremen Community Cares worked with an OCRA grant consultant to complete the requirements necessary before purchasing takes place.

**Culver Slate St and Jefferson St Trail:** Culver completed a bicycle and pedestrian master plan in 2016. The plan sparked the development of Lake Max Trail, which has the first phase completed, the second phase in engineering, and the third phase beginning engineering. The partner on this project is the Developer of the Sandhill farm housing project; he is working with the town to determine the exact route.

**Culver Park Playground:** Culver has done extensive public engagement and this project ranked highest among projects presented during the community engagement event. Preliminary design renderings are complete and the town has made the required match for funding.

**LaPaz Housing:** LaPaz and the Developer (Easterday Construction) who is working on Culver's LIHTC project (the Paddocks) have identified a potential site for the LaPaz housing project. The LaPaz Town Council passed a resolution of support for this LIHTC project. In that resolution, they pledged a 10 year/100% Tax Abatement as well as a waiver of all municipal fees including local building permits and sewer tap fees. LaPaz conducted a community meeting that garnered strong support for affordable housing.

**LaPaz Water Utility:** LaPaz leaders have desired to bring a water utility to the town for several years. Knowing their sewer bond is paid off in 2023, they have begun planning for a water utility.

**LaPaz Splash Pad:** This project was ranked as the most popular among LaPaz residents who attended the community public engagement session for the LaPaz projects. Locals talked about how this could potentially lead to other amenity developments in the park and in the town. LaPaz has provided a match toward the project and so has the County. The project would be located near the fire station within existing town-owned park property.

**Plymouth LIHTC Housing:** The property location is owned by a partnership controlled by Dr. Tod Stillson who believes strongly in the need for affordable, workforce housing. He included a letter of support. He also included discounting the property for the LIHTC project. The subdivision where the site is located is established as an affordable housing, Planned Unit Development (PUD). The PUD zoning allows multi-family residences proposed for Riverside Meadows. It has been reviewed with the Plymouth Plan Commission, Plymouth Building Inspector and Plymouth Utilities Departments. Plymouth's Subdivision Ordinance allows for lots under one ownership to be combined by their Zoning Administrator without going through a re-platting process, thus saving significant time and expense. All utilities are in place, the site has no existing environmental issues, it is outside the flood plain, and overall is "shovel ready!"

**Plymouth Crossroads Park:** Partners and stakeholders in this project are Marshall County Historical Museum and Crossroads Center, Marshall County Purdue Extension Office/Master Gardeners Program, and Marshall County Tourism. The owner of the property has shown a willingness to sell the property for this project. A preliminary site plan has been developed. The City of Plymouth approved matching funds. The park is proposed to be maintained by the Marshall County Purdue Extension Office, as an ongoing project of its Master Gardeners Program.

**Plymouth REES Theatre:** Phases 1-3 are funded and underway. The Stellar plan proposes the completion of Phase 4. Partners include Regional Cities, the City of Plymouth, and 100s of donors from across the County. Environmental assessments have been completed and schematic architectural plans are completed.

**Plymouth River Park Square, Phase 2:** Plymouth completed a master plan for the development of 10 acres of land adjacent to their downtown that lies in the floodplain of the Yellow River. Phase 1 was completed in 2013 with the completion of a restroom, concessions building, fountain, performance stage, and farmers' market/event space. A conceptual design has been completed for the project. Hydraulic modeling has been completed recently for another project in the park which should be helpful for the permitting process. 20% local match for the project.

**Plymouth Greenways Trail, Phase 3:** 15 years ago, the City completed the Greenways Trail Master Plan that determined trail routes and connectivity throughout the city. The first phase was completed 15 years ago and the second in 2019. The city owns the land for the project and the trail has been included in public engagement processes for both the Greenways Trail Master Plan and the River Park Square Master Plan. The existing conditions survey is completed for the project. This project was included in a previous Construction in a Floodway permit that expires in October 2019, so it will need to be renewed.

**Plymouth Viaduct/Michigan St. Improvements:** In 2008, the City commissioned a consultant team to develop a feasibility study regarding the south gateway. Included in the study were improvement projects to the railroad viaduct, Michigan Street, a trailhead, and new development opportunities. Since the completion of the study, the city purchased and demolished a building and created a walkway on the south bank of the Yellow River; improvements have also been made to the Michigan St streetscape. There was funding, however, for the railroad viaduct improvement. In the summer of 2019, volunteers came together with a plan to improve the aesthetics of the railroad viaduct, which has been neglected by the railroad company for many years. The remaining portion of the project is to improve the east and west abutments and pedestrian infrastructure approaching and underneath the viaduct. The project would take place within the existing right of way for Michigan Street.

**County Trail, Phase 1:** The Transportation and Trails Committee partnered with MACOG to begin planning a regional trail system. They identified the need for a Bike/Pedestrian Master Plan and raised funds for the study from the County, Marshall County Tourism, Marshall County Community Foundation, the Center and Donaldson, and private donors. The \$70,000 plan has been fully funded and plans are to start the study in Fall 2019, so that by the end of 2019 a top priority trail for the county will be identified. Phase 1 is currently a proposed trail identified along old US 31 through LaPaz heading south to Plymouth. The route will be finalized during the master planning process so that the INDOT project application could be ready to begin 1st quarter of 2020.

**Electronic Message Boards:** Marshall County Tourism, Main Street organizations, and MCEDC are partners. Funding matches have been acquired.

## Section 10: Impact

### Impact\*

Describe the local and regional impact.

Our Comprehensive Plans and RDP reflect our plan to strategically grow our region. With over \$18 million in local investment and state investment combined to meet the goals of the Comprehensive Plans and this regional plan, we intend to have impact on:

Local community populations: We aim to increase our population by 2.5% increase, or about 1,175 people. Growth will likely occur most where new housing units are underway or planned for in the RDP (Bremen, Culver, LaPaz, and Plymouth).

School enrollments across the county: We aim to increase our school population by 414 school-aged children, which would result in approximately \$2.5 M investment for our schools.

Workforce: The labor force is 23,481 with unemployment at 3.0%. We plan to increase the labor force 2.5% to accommodate current and future needs. These increases will likely have the strongest impact on the businesses expanding in Plymouth and on new businesses coming to Plymouth, Bremen, and Argos.

We recognize that rural living in our towns and city is a choice. Currently, as our surveys show, many choose Marshall County because our communities are safe and we have excellent schools. We believe this plan will also impact on families and businesses that want to make that choice because we are focused on improving Quality of Life as measured by the following impact metrics, which would have regional impact.

- Quality of place: We specifically want to impact on parks, community centers, gathering places, and trails. These will region-wide.

- Housing options: We aim to create a variety of housing units over the next five years, increasing the number of dwelling units from 67 units per year (2018) to 125 units on average per year (an increase of 85%) or 625 total dwelling units. We also want to increase the percentage of homeowners by 5%. We want to create 25 dwelling units per year over the next 5 years (125 units total of the overall goal of 625 units) for the most vulnerable of Marshall County's housing population (the elderly, the disabled, and the homeless). Finally, we want to create a county-wide owner-occupied housing rehab program to bring older housing stock up to current standards by renovating 10 homes each year for the next 5 years (50 homes total). Though these programs will have regional impact, Plymouth will likely see the most impact with the number of housing units increasing significantly.

- Personal income and median household income: We plan to increase per capita personal income and median household income to make them comparable or better than the state average. Impact should be region wide.

- More internal connectivity via trails/sidewalks: We believe our plan will ultimately increase the number of sidewalks and trails by 146%, which would also impact on property values, adding 5% to home values, or approximately \$5 M.

- Healthier communities: We hope to impact on the health of our citizens by providing more options for recreation and physical activity, nutrition education, access to mental wellness resources, and more access to treatment and recovery options for drug- and alcohol-addicted residents.

- Arts and Culture advocacy, education, and engagement: We aim to increase the number of art and culture education and funding programs, the number of jobs and opportunities for artists to receive compensation, the diversity of engaged artists, and the level of involvement of artists in planning and decision making.

- Industry and growth: We aim to increase the average wage of the Marshall County workforce by 20%, influence and facilitate 5 startup companies, establish two more manufacturing centers (for a total of 3), and establish an economic development feedback and communication process with local government, businesses, and individuals.

Regionally, we also expect the following impact:

- Improved physical connectivity between towns and the city of Plymouth
- Improved physical connectivity to visitors
- Improved communication with stakeholders, residents, businesses, and visitors.
- Increased tourism as a result of regional partnering.
- Increased broadband accessibility to impact on current businesses and our ability to attract new business. This also happens to be the number 1 concern of young adults in Marshall County.

- \* Increased collaboration that improves efficiencies and decreases the cost of doing business

- \* Increased engagement and development of leaders for Marshall County

Overall, we expect to have \$165 million in projected regional impact: 6k per student investment (414 new school-aged children = \$2.5 M); 5% impact of trails on home values (\$5 M); \$67k average median home value (\$38 M home property value); 67K and anticipated business output (\$111 M potential economic output). As the letters in our RDP show, there is tremendous support for our projects.

## Future Investment\*

Describe how future investment will be attracted to the region.

Currently, future investment opportunities are attracted to the region through the Marshall County website, Marshall County Economic Development Corporation's (MCEDC) communication channels and website, through the individual towns' redevelopment commissions, websites, and social media pages, through Marshall County Community Foundation, and through the South Bend - Elkhart Regional Partnership website. Each of the towns and the County have produced marketing videos that showcase the quality of life and benefits of locating in Marshall County. These are posted to the MCEDC site and the communities' sites.

In 2018, throughout the regional planning process for our 2018 Regional Stellar Communities application, we also created a Marshall County Crossroads Stellar brand that has a website, social media pages, and grassroots marketing channels, such as an email list. Marshall County is also creating its own brand and marketing initiatives that coincide with our Stellar marketing mission. We will use these materials to:

\* Promote Marshall County's regional vision, a Marshall County Quality of Life Plan, and our Regional Development Plans (both Regional Cities and Stellar Communities RDP).

\* Continue to create and disseminate communication materials, such as email, video, and social media posts that promote our Marshall County Quality of Life Plan, our Stellar Communities RDP and Regional Cities RDP, and the successful implementation of these plans and projects.

\* We are also creating commercials as one of our workforce recruitment projects, which will give us the television advertising opportunity to advertise our regional efforts and achievements.

\* We will also continue to promote our plans and successes via traditional news stories, radio, and television opportunities, which include appearances on the radio, on The Economic Outlook television show, WNIT's Our Town television show, and other news interviews.

We also plan to use our Marshall County Quality of Life Plan and our RDP as communication tools that:

- Advise municipalities and non-municipal groups to adhere to our regional vision and encourage investment and growth in the following areas: quality-of-place projects, housing, health and wellness, the arts and culture, workforce development, education and leadership capacity building, workforce development, and industry growth and entrepreneurship.

- Determine where investments from redevelopment commissions, Town Councils, and the County Council can be made to have the most impact on the quality of life in Marshall County.

- Incite and incentivize businesses and private sector investors to make investments in our communities and the County.

- Leverage the existing business community to expand their businesses or promote investment from new businesses.

- Promote our purpose-driven plans for workforce development, workforce retention and attraction, education and skills training, residential growth, industry growth, and quality-of-life economic drivers.

## Section 11: Sustainability

## Sustainability\*

Discuss how the region will continue to sustain the momentum over the course of the Stellar process period. What processes are in place that will allow the region to continue to move projects forward, include new or updated projects as others are completed or adjustments are needed, and engage new individuals in the process?

We believe in the sustainability of our plan, especially in these key areas. We have developed solid, sustainable processes to manage the Stellar designation period.

**Planning:** In 2019, Marshall County Crossroads team met to discuss feedback from the 2018 Stellar application and made it a priority to sustain regional planning beyond a Stellar-designated implementation period. This will be done with (1) creating a Quality of Life Plan that envisions Marshall County in 20 years and (2) formalizing the regional planning team to sustain planning in Marshall County for the unforeseeable future.

**Project management:** The scope and schedule for our projects are reasonable and sustainable. Each community partner has a stake in the Stellar Plan and will be responsible for the projects in their community; however, we also understand from Culver the intense schedules of a designation. Each of our communities has demonstrated the ability to manage multiple projects, but we are also prepared to use a grant administrator and consultant. Culver's Town Manager Jonathan Leist, with the support of leadership in Culver, has also agreed to serve as a consultant to the towns and Plymouth by organizing one-on-one consultation and group training. Culver's clerk Karen Heim has also offered to aid the towns' clerks and the County as funding is awarded and projects are bid.

**Project Implementation Sustainability:** Our team will request bidders share their sustainability practices with us when bidding on projects. We will share information among the communities for sustainability practices, such as following LEEDS (Leadership in Energy and Environmental Design) guidelines for creating healthy, efficient, green buildings.

**Finances:** We know that great plans need to be funded, so we are committed to partnering with others and we are committed to seeking other grants, investments, and redevelopment funds. For example, Marshall County Community Foundation worked with our Stellar Committee to determine what quality-of-life factors the organization would put into their application for a Lilly Gift VII planning grant, which was submitted in March 2019. The purpose of applying for this grant is to work on key quality-of-life areas that our Stellar Committee is working on while developing a regional Quality of Life Plan. The Lilly Gift VII planning grant focuses on arts and culture, education, and health and wellness. We will apply for the Lilly Gift VII implementation grant, which could fund implementation of our Quality of Life Plan for up to \$5 million. We have also sought other grants for many of the projects we put into our 2018 Stellar RDP. For example, Culver applied for and was awarded an INDOT grant for the Marshall County Stellar 2018 Lake Max Trail project, Phase 3. Bremen applied for and has been awarded an INDOT grant to complete their Main Street project, which spurred the creation of their Jackson Street project, included in the Marshall County Stellar 2019 Plan. Argos applied for a IDNR grant for the Pond Park project and have been awarded it.

**Leadership capacity:** The current leadership team has managed multiple projects in both local and regional initiatives (Regional Cities) in the past. One of the key initiatives we will seek with a Quality of Life Plan is development of leadership. We have already seen the advantages of engaging and involving the Young Professional Network in our plans as well as a more diverse team. Building leadership capacity through youth involvement and diversity and inclusion practices in the decision-making process will be key to sustaining a regional planning effort. Knowing people do leave projects is also a reason we are formalizing the structure of our team. Replacing key members as they must leave is important to us as a practice.

**Consistent and frequent communication with each other and the public:** As noted in the Marketing and Communication section of our RDP, the Marketing and Communications Committee has established marketing and communication channels within each of the communities and across the County. The Marketing Action Plan included in the Appendix section describes the communication methods we will use to market a Stellar designation and to communicate progress throughout the designation period.

## Section 12: Long Term Viability

**Timeline\***

Provide a four year timeline that includes the following:

## 1) Key benchmarks

## 2) Demonstration of how the process will meet the timeline established by OCRA, INDOT, and IHEDA

We can also provide a Timeline and Benchmarks chart that better displays this information. Note: This does not include complementary or service projects.

## Year 1

- Quality of Life Plan Completed
- First quarter:
  - o Complete applications for Argos Pond Park, Argos sidewalks, Bourboun wastewater improvement, Bremen downtown streetscape, Bremen Community Center, LaPaz Water Utility study, Plymouth REES Theatre, Plymouth Greenways Trail, Phase 3 and Plymouth River Park Square, Phase 2.
  - o Aid MCCF with Lilly Gift VII grant application.
- QUARTERLY MEETING WITH STATE AGENCIES
- 2nd quarter:
  - o Complete procurement for Argos Pond Park, Argos sidewalks, Bourboun wastewater improvement, Bremen Community Center, LaPaz Water Utility study, Plymouth REES Theatre, Plymouth Greenways Trail, Phase 3 and Plymouth River Park Square, Phase 2. Bid Bremen streetscape project.
  - o Complete grant applications for Bremen Jackson St., LaPaz splashpad, Plymouth viaduct improvements, County Trail Phase 1, and Electronic message boards.
  - o Complete development agreement and zoning for Plymouth IHEDA housing project.
  - o Complete bidding for Bremen Streetscape.
- QUARTERLY MEETING WITH STATE AGENCIES
- 3rd quarter:
  - o Complete grant applications for Argos Fairground Trail, Bremen Lion's Landing, Culver State St. Trail, and Plymouth Crossroads Plaza.
  - o Complete procurement for Bremen Jackson St., LaPaz splashpad, Plymouth viaduct improvements, County Trail Phase 1, and Electronic message boards.
  - o Complete Contracts for Argos Pond Park, Argos sidewalks, Bourboun wastewater improvement, Bremen downtown streetscape, Bremen Community Center, LaPaz Water Utility study, Plymouth REES Theatre, Plymouth Greenways Trail, Phase 3 and Plymouth River Park Square, Phase 2.
  - o Construction for Bremen Streetscape.
- QUARTERLY MEETING WITH STATE AGENCIES
- 4th quarter:
  - o Complete grant applications for Argos Downtown Square and Bremen Community Pool.
  - o Complete procurement for Argos Fairground Trail, Bremen Lion's Landing, Culver State St. Trail, and Plymouth Crossroads Plaza.
  - o Complete Contracts for Bremen Jackson St., LaPaz splashpad, Plymouth viaduct improvements, County Trail Phase 1, and Electronic message boards.
  - o Begin Design and Engineering for Argos Pond Park, Argos sidewalks, Bourboun wastewater improvement, Bremen downtown streetscape, Bremen Community Center, LaPaz Water Utility study, Plymouth REES Theatre, Plymouth Greenways Trail, Phase 3 and Plymouth River Park Square, Phase 2.
  - o Complete Construction for Bremen Streetscape.
  - o Complete development agreement and zoning for LaPaz IHEDA housing project.
- QUARTERLY MEETING WITH STATE AGENCIES



## Year 2

- First quarter:
    - o Complete procurement for Argos Downtown Square and Bremen Community Pool.
    - o Begin Design and Engineering for Bremen Jackson St., LaPaz splashpad, Plymouth viaduct improvements, County Trail Phase 1, and Electronic message boards.
- QUARTERLY MEETING WITH STATE AGENCIES
- 2nd quarter:
    - o Complete contracts for Argos Downtown Square and Bremen Community Pool.
    - o End design and engineering for Argos Pond Park, Argos sidewalks, Bremen downtown streetscape, Bremen Community Center, Plymouth REES Theatre, Plymouth Greenways Trail, Phase 3 and Plymouth River Park Square, Phase 2. Bid these.
- QUARTERLY MEETING WITH STATE AGENCIES
- 3rd quarter:
    - o Begin design and engineering on Argos Downtown Square and Bremen Community Pool.
    - o End design and engineering for LaPaz splashpad, Plymouth viaduct improvements, and Electronic message boards. Bid these.
    - o Begin design for LaPaz housing.
- QUARTERLY MEETING WITH STATE AGENCIES
- 4th quarter:
    - o End design and engineering on Bourbon wastewater improvement, Argos Downtown Square, Bremen Jackson St., and Bremen Community Pool.
    - o Complete Contract for Culver Park Playground.
    - o Construction for REES and Electronic Message Boards.
- QUARTERLY MEETING WITH STATE AGENCIES

## Year 3

- First quarter:
    - o Letting Argos sidewalks and Plymouth Greenways Trail.
    - o Bidding Bourbon Wastewater, Bremen Lion's Landing
    - o End design for Plymouth Housing.
- QUARTERLY MEETING WITH STATE AGENCIES
- 2nd quarter:
    - o Letting Plymouth Viaduct and Bremen Jackson St.
    - o Construction on Argos sidewalks, Bremen's Lion's Landing, Bourbon Waste Water, and Plymouth Greenways Trail.
    - o Construction for Plymouth Housing.
    - o End design for LaPaz housing.
- QUARTERLY MEETING WITH STATE AGENCIES
- 3rd quarter:
    - o Construction on Bremen Jackson St., Plymouth Viaduct.
    - o Construction on LaPaz housing
- QUARTERLY MEETING WITH STATE AGENCIES
- 4th quarter:
    - o Bidding for Argos downtown square, Bremen Pool, Culver Plyground
    - o Letting for Plymouth Crossroads Park
- QUARTERLY MEETING WITH STATE AGENCIES

## Year 4

- First quarter:
    - o Construction for Argos Downtown Square, Bremen Community Pool, Plymouth Crossroads Park, and Culver Playground
    - o Letting for Argos Fairgrounds trail, Culver State Street Trail, and Country Trail, Phase 1.
- QUARTERLY MEETING WITH STATE AGENCIES
- 2nd quarter-4th quarter: Construction completion

## Current Revitalization Strategy\*

Provide a current revitalization strategy utilizing any of the following techniques:

- 1) Existing comprehensive plans;
- 2) Existing economic development strategic plans;
- 3) Existing downtown revitalization plans; and/or
- 4) Community surveys.

Our Comprehensive Plans and RDP reflect a plan that will strategically grow our region. With over \$33 million in projects, over \$14 million in private investment, \$3.77 million in local investment, and \$2.8 in other funding, we are poised to meet the goals of the Comprehensive Plans and our regional plans (Regional Development Plan and Quality of Life). Impact at the local and regional level will be significant:

**Local community populations:** We should increase population by 2.5%, or about 1,175 people. Growth will occur most where new housing units are underway or planned (Bremen, Culver, LaPaz, and Plymouth).

**School enrollments across the county:** School population should increase by 414 school-aged children, which would result in approximately \$2.5 M investment for our schools.

**Workforce:** The labor force is 23,481 with unemployment at 3.0%. We should increase the force 2.5% annually. These increases will likely have the strongest impact on the businesses expanding in Plymouth and on new businesses coming to Plymouth, Bremen, and Argos.

- **Quality of place:** We specifically want to impact on parks, community centers, gathering places, and trails. The majority of our projects are categorized as place-making projects that will have local and regional impact.

- **Housing options:** Increasing the number of dwelling units from 67 units per year to 125 units on average per year (an increase of 85%) or 625 total dwelling units will attract workforce. Increasing the percentage of homeowners by 5% will bring new dollars to the regional economy. Increasing the number of dwelling units per year over the next 5 years (125 units total of the overall goal of 625 units) for the most vulnerable of Marshall County's housing population (the elderly, the disabled, and the homeless) will prevent them from being displaced because of revitalization. Creating a county-wide owner-occupied housing rehab program to bring older housing stock up to current standards by renovating 10 homes each year for the next 5 years (50 homes total) will keep people in their homes. Though these programs will have regional impact, Plymouth will likely see the most impact with the number of housing units increasing significantly compared to the smaller communities.

**Personal income and median household income:** Increasing per capita personal income and median household income to make them comparable or better than the state average will have regional economic impact.

- **More internal connectivity via trails/sidewalks:** Increasing the number of sidewalks and trails by 146% will impact on property values, adding 5% to home values, or approximately \$5 M. The most impact will occur in the communities that have active trail projects (Argos, Culver, LaPaz, and Plymouth). However, as the regional trail system adds miles, there will be significant regional impact. Overall regional impact on health will also result.

- **Healthier communities:** Launching health initiatives will have regional impact on the health of our citizens by providing more options for recreation and physical activity, nutrition education, access to mental wellness resources, and more access to treatment and recovery options for drug- and alcohol-addicted residents.

- **Arts and Culture advocacy, education, and engagement:** Increasing the number of art and culture education and funding programs, the number of jobs and opportunities for artists to receive compensation, the diversity of engaged artists, and the level of involvement of artists in planning and decision making will have regional economic impact and an effect on tourism.

- **Industry and growth:** Increasing the average wage of the Marshall County workforce by 20% will have regional economic impact as well as local impact.

Regionally, we also expect the following impact:

- Improved physical connectivity between towns and the city of Plymouth
- Improved physical connectivity to visitors

- Improved communication with stakeholders, residents, businesses, and visitors.
- Increased tourism as a result of regional partnering.
- Increased broadband accessibility to impact on current businesses and our ability to attract new business. This also happens to be the number 1 concern of young adults in Marshall County.
- \* Increased collaboration that improves efficiencies and decreases the cost of doing business
- \* Increased engagement and development of leaders for Marshall County

Overall, we expect to have \$165 million in projected regional impact: 6k per student investment (414 new school-aged children = \$2.5 M); 5% impact of trails on home values (\$5 M); \$67k average median home value (\$38 M home property value); 67K and anticipated business output (\$111 M potential economic output). , As the RDP reflects, there is a tremendous amount of activity both locally and regionally, and we are just getting started!

## Financial Sustainability

Provide financial documentation supporting the sustainability and maintenance of the proposed projects (pro forma, user rates, available public financing, other appropriate funding mechanisms, etc.

These should be scanned and uploaded as a single PDF.

Marshall County Financial Resolutions Minutes and Fund Letters of Commitment.pdf

In addition to the community matches (shown in our resolutions), we have raised financial contributions from many of our partners and plan to continue raising funds beyond the 9-20-19 application deadline. Commitments from the following partners are documented:

Marshall County: \$400,000 to support the Regional Trail Master Plan, Phase 1 LaPaz trail, LaPaz splash pad match, and several other projects

South Bend-Elkhart Regional Partnership: \$51,500 for the Career Coaching Service Project (\$50,000) and Diversity Project (\$1,500)

Marshall County Community Foundation: \$37,500 for the Regional Trail Master Plan; \$28,750 for David's Courage (complementary); \$8,260 for Video Production Art Project; \$17,787 for Cycling without Aging

Moon Tree Studios: \$10,500 for art projects

Marshall County Tourism: \$42,500 for Electronic Messaging Boards Project match (\$40,000) and Regional Trail System Master Bike and Pedestrian Plan (\$2,500)

Culver-Union Township and Bourbon Township: \$12,500 to create Quality of Life Plan (The Quality of Life Plan has been fully funded by the communities and these two townships)

Individual private donations: A private donor provided \$2,000 for the regional trail system master plan and \$3,000 for the Self-Healing Community Project. In addition, Dr. Todd Stillson, a member of the Transportation and Trails Committee, also committed \$500.

The Center at Donaldson: \$500 for Regional Trail Master Bike and Pedestrian Plan

Plymouth Public Library: \$1,000 for Regional Trail Master Bike and Pedestrian Plan and \$1,000 for transit bus project

Culver Redevelopment Commission: \$2,500 for Regional Trail System

Plymouth School Corporation: \$2,500 for bus transit bus project

Please also review our Budget and Leverage spreadsheet, which shows how these commitments will be incorporated into our budgets. Commitment letters and resolutions for our matches are included in the RDP and attached here.

## Section 13: Maps

### Region Map

Upload a full color map of the overall project target area for the entire region. Identify regional/partner boundaries on the overall map.

Marshall County County Map 2019.pdf

### Individual Community Maps

Upload full color, individual community maps with the following items identified:

- Past projects
- Current projects
- Proposed projects
- Complementary projects

These should be scanned and uploaded as a single PDF.

Marshall County Individual Community Maps.pdf

## Section 14: SORH - Rural Health Project Proposal

### Assessment\*

Show how a need has been identified and the target population being served. Your answer may include:

- An analysis of collected data from sources such as a Community Health Needs Assessment to show a rural health need in the community. This information can be utilized through a local hospital or a county public health department;
- Research done through an outside expert such as CDC, NIH, or other reputable sources; and/or
- Information on County Health Rankings or ISDH sponsored initiatives.

As identified in the 2018 Community Health Needs Assessment (CHNA), adopted on June 25, 2018, by Saint Joseph Health System (SJHS), Plymouth Medical Center, three of the top five focus areas that the Community Health Needs Advisory Board recommended, based on their analysis of the results of the CHNA as well as community input, are:

1. **Improving Nutrition and Eating Habits:** Improving nutrition was one the most commonly cited topics in all quantitative research for both Saint Joseph and Marshall County participants. "SJHS believes in increasing the quality, availability and effectiveness of educational and community-based programs designed to improve health and fresh food availability and will promote healthy eating habits to enhance quality of life."

2. **Improving Access to Wellness Resources (fresh food, nutrition classes, gyms, etc.):** Health status is related to a number of factors including nutrition and fitness; "...educational and community-based programs are most likely to succeed in improving health and wellness when they address influences at all levels and in a variety of environmental settings."

3. **Increasing Participation in Physical Activities and Exercise Programs:** Regardless of one's current activity level, regular physical activity can impact the health and quality of life of all ages. "Even small

increases in physical activity are associated with health benefits, and this is what SJHS and our partners want to address.”

In addition to the CHNA, the County Health Rankings and Roadmaps, an initiative of the Robert Wood Johnson Foundation, show that the obesity rate in Marshall County stands at around 38% for adults; nearly 30% of adults are not physically active; and over 40% do not have adequate access to locations for physical activity. (Ref: <https://www.countyhealthrankings.org/app/indiana/2019/rankings/marshall/county/outcomes/overall/snapshot>). This is consistent with the data that Ball State shared with Marshall County Crossroads team at the technical assistance meeting, which cited high obesity and inactivity rates.

A number of factors impact obesity rates (gender, income, education levels, and where one lives). Based on the latest State of Obesity report (Centers for Disease Control and Prevention data), obesity rates are higher among Latinos and blacks than among whites; women are more likely than men to have obesity; adults in rural areas are more likely to have obesity than in metropolitan areas; and college graduates are less likely to be obese than those with those who have only a high school education. (Ref: <https://www.ama-assn.org/delivering-care/public-health/adult-obesity-rates-rise-6-states-exceed-35-7>).

At the community level, town-wide assessments and workshops have consistently revealed the need for more opportunities for residents to walk, bike, and participate in wellness activities on a regular basis. At an Active Living workshops in Plymouth and Culver, the need for more opportunities for residents to be physically active was front and center. Residents of Marshall County ranked walking trails and enhancing outdoor spaces as number 1 out of 10 for initiatives they would like to see regional planners implement. At the Ball State stakeholder workshop, stakeholders wrote “trails” more frequently than any other word when asked what they felt would be a game changer for Marshall County.

This Rural Health Proposal—Marshall County Wellness Bucks—directly addresses what our residents want to see and builds upon or benefits from a number of ongoing initiatives currently under way or in the works across the County. Through this project, we hope to better align existing health and wellness services and offer additional activities based on assessments and community input, and then promote them in ways that are engaging and inspiring to all. It is imperative for Marshall County residents’ health and wellness to foster an exercise and nutrition-friendly culture of health where, no matter what one’s fitness or education level, age, gender, income or ability, there are opportunities for our residents to be active, eat healthfully, and participate in a range of wellness initiatives.

## Project Development Plan\*

Describe how other areas have approached the particular rural health issue identified in the Assessment section. You may:

- Look locally. Ask the health experts in the region for ideas of projects and programs that they would like to do but haven’t been able to or what’s been done before that worked but wasn’t sustained.
- Look nationally. There are a number of resources available such as:
  - Rural Health Information Hub
  - NACCHO Model Practices Database
- Be innovative. Develop a project that is unique to the region represented by thinking outside the box and taking modern approaches.

Marshall County Wellness Bucks is a highly collaborative program to encourage and lead Marshall County residents of all ages toward better health and well-being - coupled with a trip to the Wellness Bucks store. Complete a workout, bike to school or work, get a flu shot, take a nutrition class, get a physical exam are just a few of the activities that could qualify for Wellness Bucks. Bucks can then be used to purchase items like activity trackers, bicycles, sports equipment, small kitchen appliances, a group fitness pass, or membership at

the gym. Collaborators include schools, nonprofit organizations, hospitals and healthcare providers, park departments and libraries, restaurants, grocery stores and farmers' markets, fitness centers, and senior residential facilities.

Wellness Bucks are currently being rolled out in Saint Joseph County through the St. Joseph Regional Health System. The SJRHS concept is that students can "earn" Wellness Bucks in a variety of ways. For this Rural Health proposal, we would expand the Wellness Bucks concept to encompass all ages and allow Bucks to be earned within the school and beyond. Examples of how Wellness Bucks can be earned include participating in fitness classes at a local gym, being on a sports team at school or afterschool, attending a healthy eating or cooking class, biking or walking to school or work, taking a family hike, or even changing a policy to promote only healthy snacks and beverages at work or school events. The bucks that people earn can be redeemed at Healthy Bucks Stores that will be both "brick and mortar"—located in an elementary school gym during the weekend when the gym is open or online as part of a Marshall County Healthy Bucks online portal. Items that can be purchased with the Wellness Bucks will promote health and wellness.

In order ensure wellness-related activities are community driven a Wellness Bucks Advisory Committee will be created with health experts, community leaders, parents, students and others to promote buy-in and tap into the expertise and enthusiasm around the county for health and wellness. To help coordinate and catalogue completion of activities, there will be a strong social media component where participants can log in and upload photos and comments about their activities with tie-ins via Facebook and Instagram. There are a number of models that will be examined as potential platforms, such as the Go365 wellness reward program from Humana: <https://www.go365.com/for-business/>

Following is a sample of ways Wellness Bucks can be earned:

\*Open gyms: Community feedback shows that County residents want more recreational spaces and indoor gathering places, especially during winter. To provide opportunities during the winter for families—and all residents—to be more active and participate in educational programs, we propose to pilot a fitness and nutrition events in elementary schools across the county from November through March. The gyms will be open to all residents regardless of age, activity level, or affiliation with the schools. Superintendents have been actively engaged with the Regional Stellar Education and Skills Committee and are aware of the importance of promoting opportunities for fitness and healthy eating. Other programs and events can also be included during the open gym time to address priority areas identified through CHNA and community-wide assessments.

\* Local libraries offering programs and educational classes: libraries across the county are offering exciting and engaging programs - many of which are wellness related. We will tap into the existing array of offerings and build upon them to ensure community needs are met. Examples of programs currently offered in libraries include: Nook Cooks healthy cooking classes for teens; fitness and health classes; nutrition classes for diabetics; and blood pressure screening.

\*Marshall County parks health-and-wellness programs: from free swimming lessons to seasonal exercise classes, trail walks, and cardio classes, along with swimming pools and walking trails, our parks provide ideal venues for engaging in physical activity for all levels.

\* Fitness Facilities, Restaurants, food pantries, and Medical Professionals engagement: we will tap into the existing programming offered through various fitness and sports facilities and will engage with restaurants, grocery stores, food pantries and health care professionals to co-develop innovative and engaging initiatives, events and opportunities.

\* Elderly living facilities: We know older Americans have even more challenges and barriers to being active and purchasing and preparing healthy foods; we will engage with people who serve this population as well as older residents themselves to co-create wellness opportunities to fit their needs. This could also include working with the Stellar Transportation committee to ensure older residents have access to open gyms and other events/classes.

## Implementation Plan\*

Discuss how the regions will work together to ensure that the project is fulfilled. You must include:

- 1) An outline of action steps;
- 2) A list of person(s) responsible; and
- 3) An approximate timeline.

Specific programming and fitness opportunities will be co-created with school leaders and the Stellar Wellness Team. The outline below will serve as a starting point for further discussions and refinement as the goal is to ensure that the Wellness Bucks program is not a one-and-done but more of an avenue to build a culture of health county-wide and is developed, updated, and implemented by and with community members, families, and health and wellness leaders and advocates.

### Action Steps:

- Form Wellness Bucks Advisory Committee (November, 2018): Advisory Committee Co-Leads will be a representatives from the Stellar Health and Wellness team, Tracy Fox, MPH, RD (Culver) and Linda Yoder, United Way, Marshall County and will include include (but not be limited to) other Stellar Health and Wellness team members, other community members with an interest in creating long-term health and wellness opportunities, students and teachers, family members, with representatives from underserved communities, day care providers, and library representatives. The Advisory Committee will be a permanent committee that will meet regularly to refine, modify, and respond to feedback and evaluations from redemption actions and overall participation in wellness efforts.

- Hire a Wellness Bucks Program Administrator (December 2019 - January 2020): Advisory Committee members will develop a position description and advertise across the region, identify potential candidates, interview and hire a Wellness Bucks Program Administrator. All activities described below will be overseen by the administrator in collaboration with the Advisory Committee.

- Establish guidelines for programs and initiatives that qualify for Wellness Bucks (November-December 2018)

- Establish guidelines and logistics for redeeming bucks at brick and mortar locations (November 2019-January 2020)

- Develop timeline for open gyms in coordination with school leaders (November 2019-January 2020); note: and initial kick off (soft-launch) will be planned for January or February, 2020 with some local elementary schools.

- Develop list of appropriate wellness items for Wellness Bucks redemption (November 2019 and ongoing)

- Investigate online portals and options for redeeming bucks virtually (November 2019-February 2020)

- Develop marketing and communication plan to include print, radio and online entities as well as outlets via schools, libraries, parks etc. The communication plan will include strategies to communicate to residents in a coordinated manner with leadership and support from the Marshall County Crossroads Marketing and Communications team, media toolkits will be distributed to all community partners to assure consistent brand management and broad implementation of marketing plans. Kits will include tools to engage regularly and often with the Plymouth Pilot News and all local newspapers, radio, Facebook and other social media outlets, email lists, posters, and brochures.

## Outcome Measures\*

Provide information on how the project's impact will be measured. How does the region know if the project was successful or not? You may include:

- Personal stories of those served;
- Statistical improvements;
- Knowledge increases;

- Lessons learned; and/or
- Rate changes.

Outcome measures will be assessed based on a number of quantitative and qualitative metrics.

Qualitative measures will include:

**Observation:** We can learn a lot by observing activities and events, such as open gyms and classes. We can also learn a lot by listening to community member stories; engaging with children to refine and strengthen not only the Wellness Bucks program, but also the overall culture in the county to one that makes it easy to make the healthy choice and to be physically active. We also will engage with older residents who are more likely to have limited access and abilities to participate in age and fitness level appropriate activities, or to access affordable healthy foods. While there will also be quantitative measures gleaned from events and classes, observing people participating in activities, classes and other initiatives will also provide important insights and perspectives with an on-the-ground view.

**Advisory Group Meetings:** Meetings will be held regularly with documentation of discussions (minutes). In addition – meetings are an effective place for introducing and discussing proposed initiatives and to share ideas. Raising issues during meetings provides a great way to share and inspire ideas and promote open communication. We will also use meetings to develop and refine the overall approach to wellness bucks based on lessons learned and feedback gathered regularly in a number of ways as described here; discussions will also help visioning for the overarching culture of health goal.

**Focus Groups:** Focus groups will be conducted with key stakeholders and will include (but not be limited to) gathering feedback from principals and others responsible for coordinating open gyms; librarians; park superintendents; families and students; older residents; and county leaders. The Advisory Committee will develop a set of guidelines for focus groups to provide consistency across the groups. Information and lessons learned will help inform programming, messaging and the overall health and wellness initiatives. Focus groups also allow for interaction among the members of the group, which often stimulates further discussion and uncovers unanticipated issues and insights.

**Quantitative Methods** will be used to gather information and assess impact as well as modify and refine health and wellness initiatives. Quantitative measures will include:

- Attendance at various events like classes at the library, open gyms, and other events and programs held throughout the county. This would also include looking at trends to determine whether uptake of programs and events has increased or decreased over time.
- Redemption of Healthy bucks will give an indication of not only how many are being redeemed, but also who is redeeming them - demographics – which will help in refining and modifying overall activities to make sure we are meeting those most in need.

Surveys will be used to assess a number of components of health and wellness initiatives, gather ideas on how to build and strengthen not just the Wellness Bucks initiative, but the overall culture of health county-wide; surveys also have the benefit of being able to reach more than focus group participants.

Survey topics will include: Health and wellness behaviors like fruit and vegetable intake, physical activity habits, cooking habits, soda and other sugary beverage intake, changes they have observed regarding wellness options across the county. Survey topics will also be explored through focus groups, the Advisory Committee and observations made in different venues across the county.

Metrics will also be gathered via the various social media platforms from Facebook, Instagram, and via the platform selected to help manage and implement the online Wellness Bucks entries, postings and other data elements.

Regarding measuring rate changes like changes in weight (obesity rates), fitness levels, physical activity habits and dietary intake, we will work with hospital leaders and other health and wellness representatives to assess the different ways we can measure rate changes. Areas to consider are Community Health Needs Assessments to include specific questions tied to Wellness Bucks; monitoring the County Health Rankings that come out annually; and gathering data from the surveys described above.



## Budget\*

Explain how the region will use the funding awarded and provide a timeline of when funding will be used. There is no required format, but ample justification must be provided.

The budget would cover:

Staffing for Open Gym Sessions: \$60 per open gym session X 6 gyms X 20 sessions = \$7,200

This will include having a staff member onsite during the time the gym is open. Each school would receive \$1200 to pay a staff member to be onsite and to secure the gym on closing.

Janitorial Services \$30 per open gym session X 6 gyms X 20 sessions = \$3,600

This would include 2 hours of janitorial services for each gym. Each school would receive \$600 to pay for janitorial services.

Administration of program \$7,500

This would include a project coordinator to work with the Advisory Committee and community partners to manage the overall program to include - but not be limited to: working with school leaders to coordinate open gyms; analyzing platform options for Wellness Bucks administration and redemption; managing the various social media platforms; gathering metrics and coordinating data collection, focus groups, surveys, etc. as described above; monitoring overall engagement; and procuring items for and setting up the Wellness Bucks shops. The coordinator, in collaboration with Advisory Committee members, will coordinate with other entities across the county like libraries, fitness facilities, nursing homes and assisted living facilities (including Garden Courts across the county), grocery stores and restaurants, to identify and help promote wellness initiatives county-wide.

Healthy Bucks Rewards \$51,700

Items, as determined and in line with guidelines established by the Wellness Advisory Committee, will be purchased and stocked in Healthy Bucks shops and will be available for "purchase" during specified times. Costs associated with the online portal as well as any social media related costs (website development, etc.) will also be included in this bucket. Items to be included as part of the Wellness Bucks will all be health-related and may include sports equipment, helmets, cookbooks, crock pots and other small kitchen appliances, coupons for the purchase of produce, fitness devices, and coupons or gift cards to local fitness facilities or classes, etc.

Section 15: Link to Regional Development Plan

## Link your Regional Development Plan Below\*

Be sure to test that it works prior to submitting your application.

[https://issuu.com/troyergroup/docs/2019\\_mc\\_stellar\\_8.5x11\\_final\\_reduced\\_fr=sYjg3NTE0NjgzNg](https://issuu.com/troyergroup/docs/2019_mc_stellar_8.5x11_final_reduced_fr=sYjg3NTE0NjgzNg)

## ***Additional Required Documentation***

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### **Budget and Leverage Matrix**

Upload the completed Budget and Leverage Matrix.

Budget\_and\_Leverage\_Matrix.xls

### **Stellar Research Investment Spreadsheet**

Upload the completed Stellar Research Investment Spreadsheet.

Stellar Research Investment Sheet\_MarshallCounty.xlsx

### **Resumes of Key Project Staff**

These should be scanned and uploaded as a single PDF.

2019 MC Stellar Crossroads Team Bios.pdf

## ***Sign and Submit***

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### **Important Notes:**

- Be sure to review your application for accuracy before submitting. Corrections may not be made after the submission deadline.
- After submitting the application, an automatic email will be sent to the primary contact. To confirm the application was submitted and/or download a copy of the submitted application, go to the "Applicant Dashboard".

### **Authorizing Official\***

Kevin Overmyer

## File Attachment Summary

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### ***Applicant File Uploads***

- Marshall County Steering Committee.pdf
- 2019 MC Stellar Projects.pdf
- Feasibility\_Matrix.xls
- Marshall County Project Floodplain Graphic.pdf
- Marshall County Financial Resolutions Minutes and Fund Letters of Commitment.pdf
- Marshall County County Map 2019.pdf
- Marshall County Individual Community Maps.pdf
- Budget\_and\_Leverage\_Matrix.xls
- Stellar Research Investment Sheet\_MarshallCounty.xlsx
- 2019 MC Stellar Crossroads Team Bios.pdf

Name	Organization/Committee
Kevin Overmyer	President, County Commissioners; Industry and Entrepreneurship Committee Member
Judy Stone	President, County Council; Industry and Entrepreneurship Committee Member
Jon VanDerWeele	Argos Redevelopment; Argos Project Team Member
Mandy Campbell	YPN; Marshall County Council; Argos Project Team Member
Les McFarland	Bourbon Council; Bourbon Project Team Member
Trend Weldy	Bremen Director of Operations; Bremen Project Team Member
Bill Davis	Bremen Redevelopment; Industry Growth and Entrepreneurship Chair
Amber Cowell	Culver Park Superintendent; Public Engagement Member/Leadership Capacity Member
Danielle Maverick	Culver Main Street/Visitors' Center; Public Engagement Member/Marketing and Communications Member
Roger Ecker	LaPaz Council President; LaPaz Project Team Member
Mayor Mark Senter	Mayor of Plymouth; Plymouth Project Lead; Arts and Culture Member
Sean Surrisi	Plymouth City Attorney; Plymouth Project Lead; Industry and Entrepreneurship/Legal Services
Jerry Chavez	MCEDC; Workforce Development Chair
Bryan Howard	YPN; Public Engagement; Leadership Capacity Member
Kerri Langdon Martin	Red Door Marketing; Marketing and Communications
Ty Adley	Marshall County Planning
Cori Humes	Marshall County Tourism; Arts and Culture Committee; Public Engagement
Linda Yoder	Executive Director MCCF/United Way; Health and Wellness Co-Chair
Matthew Celmer	Director of Moon Street Studios; Arts and Culture Chair
Matt Davis	ITAMCO; Education and Skills Training Co-Chair

Andy Hartley	Superintendent of Plymouth Schools; Education and Skills Training Co-Chair
Allie Shook	Plymouth Parks and Rec, Transportation and Trails Chair
Matt VanSoest	Bremen Community Cares President; Public Engagement Chair
Jonathan Leist	Culver Town Manager; Projects Committee Chair
Marty Oosterbaan	MCEDC Board; Culver Plan Commission; Marketing and Communications Chair
Mike Overmyer	Township rep
Angie Rupchock-Schafer	Director of Communications for MCCF; Diversity and Inclusion Chair
Bill Keyser	MCEDC Board member; Housing Co-Chair
Brent Martin	Arhitect; Housing Co-Chair
Tracy Fox	Nutrition Expert; Health and Wellness Co-Chair
Michelle Peters	St. Joseph Regional Medical Center, VP of Community Wellness; Health and Wellness Adviser
Donny Ritsema	MACOG (Michiana Area Council of Governments)
Zach Dripps	MACOG (Michiana Area Council of Governments)
James Turnwald	MACOG (Michiana Area Council of Governments)
Ginny Munroe	Project Manager; Leadership Capacity Chair; Consultant
Mike Reese	Consultant at Troyer Group

## Contact Information

kgovermyer@gmail.com

msjude55@hotmail.com

theweele@gmail.com

makeofferwithmandy@yahoo.com

lmcfarland@bourbon-in.gov

weldyt@mediacombb.net

[bill.l.davis58@gmail.com](mailto:bill.l.davis58@gmail.com)

acowell@townofculver.org

culverlakemaxinkuckeecenter@gmail.com

Roger.Ecker@forwardair.com

mayor@plymouthin.com

cityattorney@plymouthin.com

Jerry@marshallcountyedc.org

bjhoward@usgranules.com

kmartin@openthereddoor.com

tadley@co.marshall.in.us

ceh@visitmarshallcounty.org

lyoder@marshallcountycf.org

mcelmer@poorhandmaids.org

madavis@itamco.com

ahartley@plymouth.k12.in.us
parkrec@plymouthin.com
matt@anconconstruction.com
jleist@townofculver.org
moosterbaan302@comcast.net
movermyer@jmceainc.com
arschafer@marshallcountycf.org
bkeyser42@gmail.com
brent@srkmarch.com
tracy@foodnutritionpolicy.com
petermic@sjrmc.com
dritsema@macog.com
zdripps@macog.com
jturnwald@macog.com
gmunroe@troyergroup.com
mwr@troyergroup.com

**QUALITY OF  
OUR SPACES**





# ARGOS POND PARK

Argos Pond Park is an 11-acre park on the southwest side of town that has a large pond surrounded by a large area of green space. The park is across the street from the Marshall County Fairgrounds and in close proximity to the Argos Manufacturing Center, which will be the home of Sequel Wire and Cable LLC which plans to expand the facility and create 120 jobs by 2024. Another proposed Stellar project in Argos is to develop a multi-use trail that connects Pond Park to the Fairgrounds and neighborhoods east of the Fairgrounds. The trail project combined with proposed sidewalks will connect Pond Park to the Town Park and adjacent neighborhoods.

There are minimal amenities in the park currently, and little work has been completed over the last five years in the park. With the location of Pond Park and the proposed community connections, it is critical to provide unique and appealing amenities to park users. This was identified in the current five year parks master plan, and the Parks Board decided to create a site-specific master plan for the park. The master plan calls for improvements including a walking trail, fishing piers, gazebo, pavilion, bridge, picnic shelters, a play area, restroom building, and parking lot. Potential uses for the park include family outings, fishing, walking/hiking, and events and gatherings such as weddings.

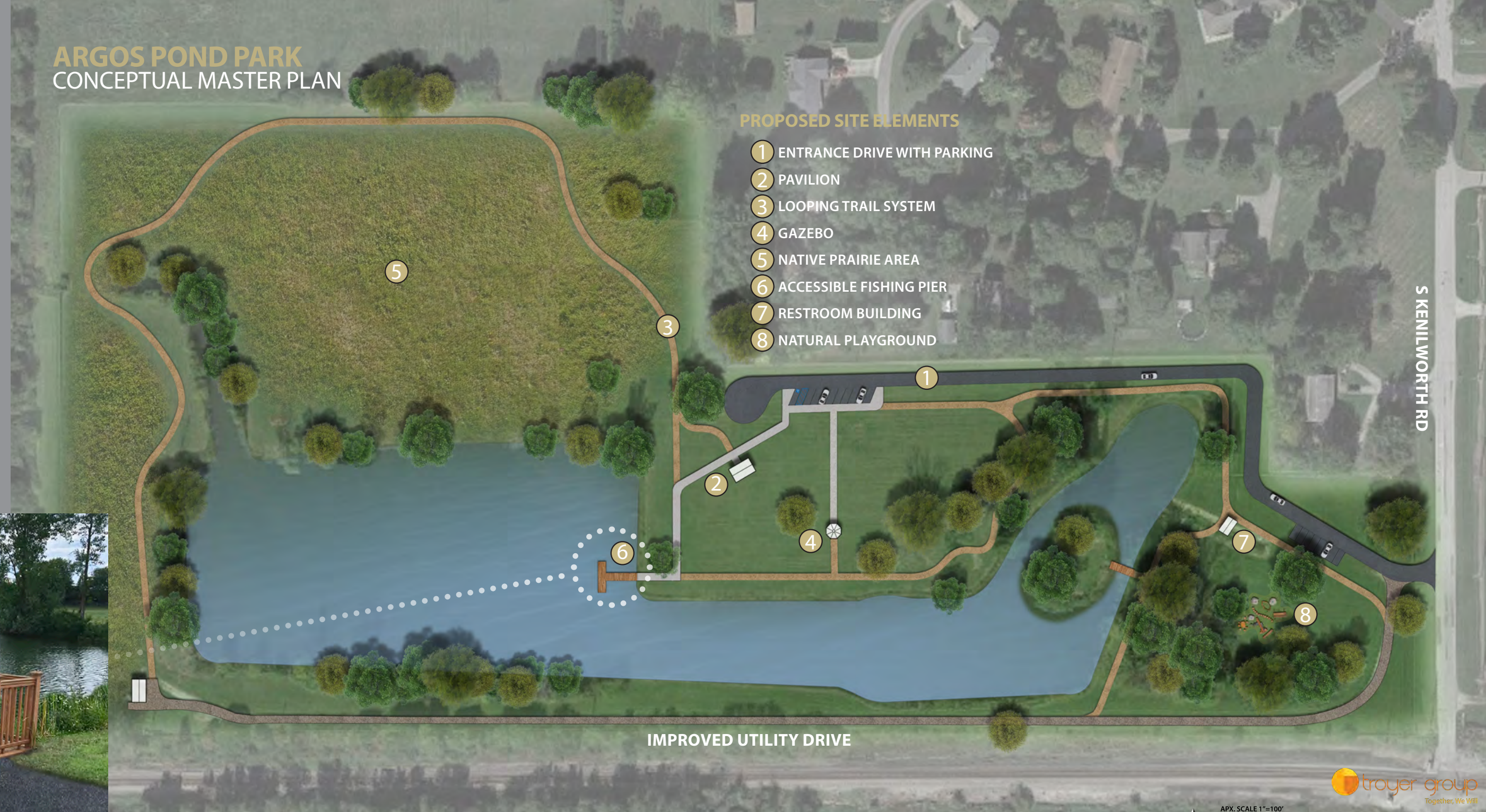
## STELLAR PROJECT

The Parks Board was awarded a Land and Water Conservation Fund grant through the Indiana Department of Natural Resources to help fund \$500,000 of improvements in the park. This includes the parking lot, walking trail, native plantings, fishing piers, picnic shelter, and a play area. The Parks Board will find out in October if they are awarded LWCF funding. If awarded funding, the town would like to fund the remaining items in the master plan through the Stellar Communities program. This includes the restroom building, gazebo, and foot bridge.

The Town of Argos owns the property for which the improvements are proposed, and there are no known environmental impacts or floodway concerns. Because Argos received the LWCF funding, this project will be one of the year 1 projects in the Stellar Plan.



## ARGOS POND PARK CONCEPTUAL MASTER PLAN



### PROPOSED SITE ELEMENTS

- 1 ENTRANCE DRIVE WITH PARKING
- 2 PAVILION
- 3 LOOPING TRAIL SYSTEM
- 4 GAZEBO
- 5 NATIVE PRAIRIE AREA
- 6 ACCESSIBLE FISHING PIER
- 7 RESTROOM BUILDING
- 8 NATURAL PLAYGROUND

S KENILWORTH RD

IMPROVED UTILITY DRIVE



APX. SCALE 1"=100'

QUALITY OF OUR SPACES  
PLACES

# ARGOS DOWNTOWN SQUARE

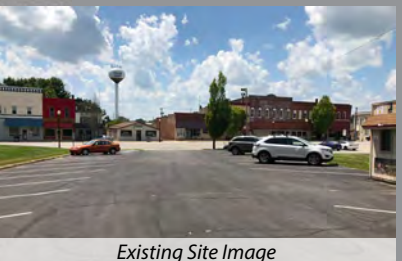
Argos needs a spark to draw more people to the downtown and improve the downtown economy. While there are some community assets in the downtown such as the library, shops, and restaurants, there is no public space that draws people downtown or is well-suited for hosting events. There is approximately 1 acre of open space in downtown Argos that is comprised of several parcels of land located on the southeast corner of Michigan St and State Rd 10. The town owns two parcels and the others are owned by Speedway. The town has a public parking lot on their parcels, and the Speedway gas station is no longer open but Speedway Super America still owns the land. The town has had some preliminary discussions with the owner, and there is interest in discussing acquisition if the Downtown Square project could move forward.

The goal of the park is to attract people downtown and provide a benefit to the current downtown businesses, attract new businesses, and give residents a space that improves their quality of life. In order to achieve this, the Downtown Square will create a beautiful space that will attract people on a day to day basis with the interactive fountain, outdoor seating, depot building with historical information, depot building with historical information and activities, and lawn and landscaped areas for relaxation.

## STELLAR PROJECT



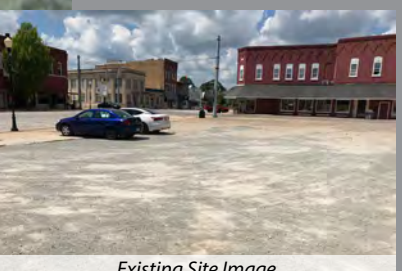
- A . Added Bike Lanes**
- B . Streetscape Improvements**
- C . Interactive Water Feature with In-Ground Sprays**
- D . Performance Stage**
- E . Amphitheater Seat Walls**
- F . Seating and Shade Sails**
- G . Train Depot**
- H . Market Area**
- I . Possible Food Truck Location**



Existing Site Image



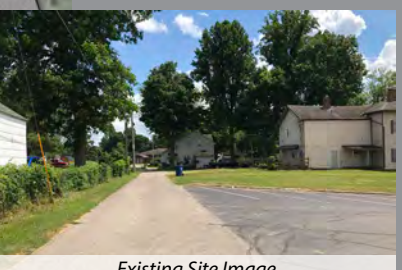
Existing Site Image



Existing Site Image



Existing Site Image



Existing Site Image

Currently the site has the abandoned gas station, degraded asphalt and gravel parking areas, retaining walls, lawn area, and the asphalt public parking lot. The proposed park includes a train depot style building, amphitheater, interactive fountain, farmers market or event space, and parking. The depot building will create a space for historical information and displays, concessions, restrooms, and a space that can be used for activities during events. The space around the depot will be flexible to provide outdoor seating, area for pop-up tents and food trucks, and ample pedestrian circulation. The site has a natural slope that will work very well for creating an amphitheater for concerts and events. The amphitheater could have four seat walls and a stage and provide seating for up to 200 people. The stage would also be visible from the depot building and flexible event space. An interactive fountain will provide a visual interest from the Michigan St & SR 10 intersection and a white noise buffer between the intersection and the amphitheater. Many trees will be planted to help define the space while adding natural beauty and providing shade.

The downtown square will add another park and public space to the already robust parks system, furthering the town's commitment to its slogan "A Town Within a Park". Maintenance will be provided by the town and its parks department and streets department. In addition, partnerships with local businesses and community groups will be sought to provide additional maintenance for landscaping, clean up days, etc.



Example interactive water feature



Example market area



Example terraced lawn seating



Example shade sails and amphitheater

# BREMEN

## JACKSON FLEX STREET & GATHERING SPACE

The Town of Bremen has been involved in OCRA's Hometown Collaboration Initiative over the last year, and one of the key discussion items is the rejuvenation of the downtown area. From streetscape improvements to events and festivals, it is a strong desire to get more people downtown to create a vibrant downtown rich with prosperous businesses. During the many stakeholder and public engagements sessions, it was brought up frequently that one of the amenities lacking in the downtown area is a community gathering space that can serve as an attraction and also host events such as the farmers' market, festivals, performances, food trucks, and other gatherings.

A visually appealing and functional community gathering space will bring people into downtown rather than just driving through. Creating a more vibrant downtown will not only benefit downtown businesses, but also help other area businesses and schools by improving quality of life. Combined with the streetscape improvement initiative, there is a great opportunity to create a vibrant downtown that showcases Bremen's history, culture, and potential.

Initial discussions propose a covered yet open structure that could house the farmers market and provide shelter for other gatherings and events. Parking, pedestrian access and circulation, and adding amenities that create a unique space will make this design succeed as an important downtown space.



### S Jackson Flex Street

S Jackson Street is currently where the farmer's market and some other street events are held. The street is bordered by a bank, a parking lot, the historic standpipe, a residential property that is being acquired, and the Bremen Fire Department. With minimal traffic, S Jackson street has the potential to be utilized as a flex street, which allows for daily traffic and parking while being flexible and accessible for events and festivals. Flex streets do not have curbs, which allows accessibility and functionality throughout the streetscape for people. Flex streets operate as a shared space between vehicles and pedestrians, acting as an extension of the plaza area that organizes circulation.



Flex street example - Park Lane in Kirkland, Washington.

### Downtown Gathering Space

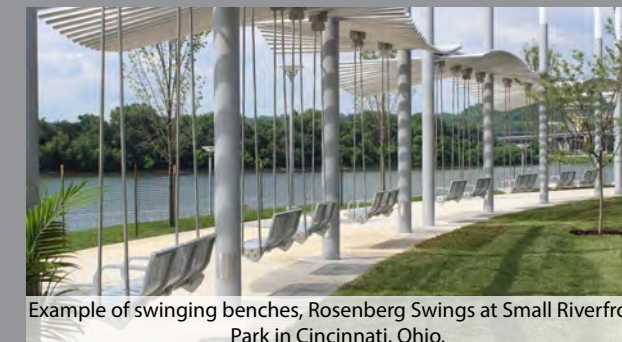
The farmer's market and festivals in Bremen are an important part of the culture. They bring the community together. These festivals are held in the current streetscape; however, it has limitations and doesn't adequately accommodate the town. Space and amenities are limited. A designated, multi-use gathering space will provide a spacial, lively environment for town events and will operate as a pocket park when it's not in use.

The goal of the Downtown Gathering Space is to meet both the spatial and cultural needs of the town while also providing more amenities and a beautiful space for when the area isn't in use. Amenities will include an open-air pavilion, an entertainment area, open seating, a stage, open lawn, swinging benches, an entry feature, and a plaza space. These amenities will enhance the farmers' market and other events that already create a festive and welcoming culture in Bremen.



Entry feature example - gateway in Carmel, Indiana.

The concept of the flex street and gathering space as a whole is openness. The entire area is focused around free movement and unhindered access. This open space concept encourages community interaction and inclusion for all. Together, these two spaces create an environment perfect for the Town of Bremen festivals and weekly events. The area creates a hub for people to enjoy the environment, entertainment, and most of all, their fellow community members.



Example of swinging benches, Rosenberg Swings at Small Riverfront Park in Cincinnati, Ohio.



In reviewing FEMA Floodway maps, the proposed renovation project is not located in any floodplain or floodway. No issues or special permits are expected from state agencies.

The Town of Bremen is in good standing with the state funding agencies. Town leadership has worked with state agencies previously and currently on other projects, and also is working with a grant administrator.

The town owns the parcel for the gathering space and the remaining work will be within the Jackson Street right of way. The Town Council has passed a resolution approving funding the local match for the project.

# BREMEN

## DOWNTOWN STREETSCAPE REVITALIZATION

Due to long standing needs for reconstruction, INDOT is funding the IN-331 (Plymouth Street) pavement project. With this opportunity, the Town of Bremen decided to redevelop the design of their Main Street to make the streetscape more functional for all users. The purpose of the design is to guide the infrastructure improvements initiated by the state's IN-331 redevelopment project and the proposed streetscape improvement project.

The IN-331 project includes full depth reconstruction within the downtown district from Montgomery Street intersection to the Washington Street intersection. Beyond the downtown district, the project will include resurfacing and restriping.

The goals for the redevelopment are to increase usage of the downtown area, create an inviting environment for residents and visitors, increase streetscape safety, and draw attention to the downtown business district, all while maintaining the historic characteristics of the Town identity. The project focuses on improving street conditions, as well as addressing other infrastructure needs such as accessibility, lighting, parking, and streetscape amenities. Making these improvements will help the Town reach long-term goals of improved community access and increased business use, which in turn produce a higher quality of life for residents and higher economic returns for the Town.

## STELLAR PROJECT

Through the long-term goals of enhancing the community streetscape, improving business curb-appeal, and increasing economic returns, the following objectives were developed and implemented into this project. These design objectives were developed through analysis of inventory, public feedback, and case studies.

- Provide outdoor seating spaces by increasing sidewalk space
- Improve pedestrian safety through defining spaces
- Slow traffic speed by narrowing lane widths
- Provide new connections to town via bike lanes

Enhance overall streetscape aesthetics through the addition of planters, banners, lighting, and street trees

Some of the key features of the streetscape development include narrowing the driving lanes to 12'-0", the addition of bike lanes,

increased sidewalk areas by 2'-0" on each side of the roadway, and defining sidewalk zones into store front, pedestrian, and amenity zones.

The new streetscape design allows for further community access and interaction by providing a mixed-use space, where people can utilize the area for multiple purposes alongside other community members. The pedestrian-oriented streetscape, along with added amenities will attract more people to the downtown, so businesses can expect an increase in visitation and spending.

INDOT is beginning construction on the Plymouth Street roadway rehabilitation in July of 2020. The Town of Bremen desires to construct the streetscape simultaneously to minimize closures and impact to downtown businesses. An existing conditions survey is completed and the engineering will begin in the fall of 2019 so the project is ready to bid in late spring 2020.



# BREMEN COMMUNITY POOL

The Bremen Community Pool originally opened in 1964 and has been a staple asset in town ever since. The pool attracts an average of about 150 visitors per day in the summer. In addition to being a place for families to relax and have fun, the pool has a very popular swim lessons program in which many residents participate. The pool is open from early June to early August, corresponding with when children are out of school for the summer.

Although the pool is popular and a valued asset, there have been maintenance concerns lately that continue to propose problems to the town. The pvc liner was replaced in 2004, but continues to have leaks that stem from structural concrete issues. In addition to concrete and liner cracks, there are also improvements needed for ADA accessibility. It is now getting to the point that it is too expensive to keep making repairs, and a complete renovation will be more cost advantageous.

While stakeholders were looking into renovating the pool facility, it was discussed how to make the facility more appealing and increase its value as an asset to the community. While a typical outdoor pool still has value in today's recreational needs, many communities have seen an increased usage in alternative types of aquatic play such as splash pads and zero depth entry pools.

The town is looking to create an upgraded aquatics facility that will truly be an asset to the community. Increasing recreational

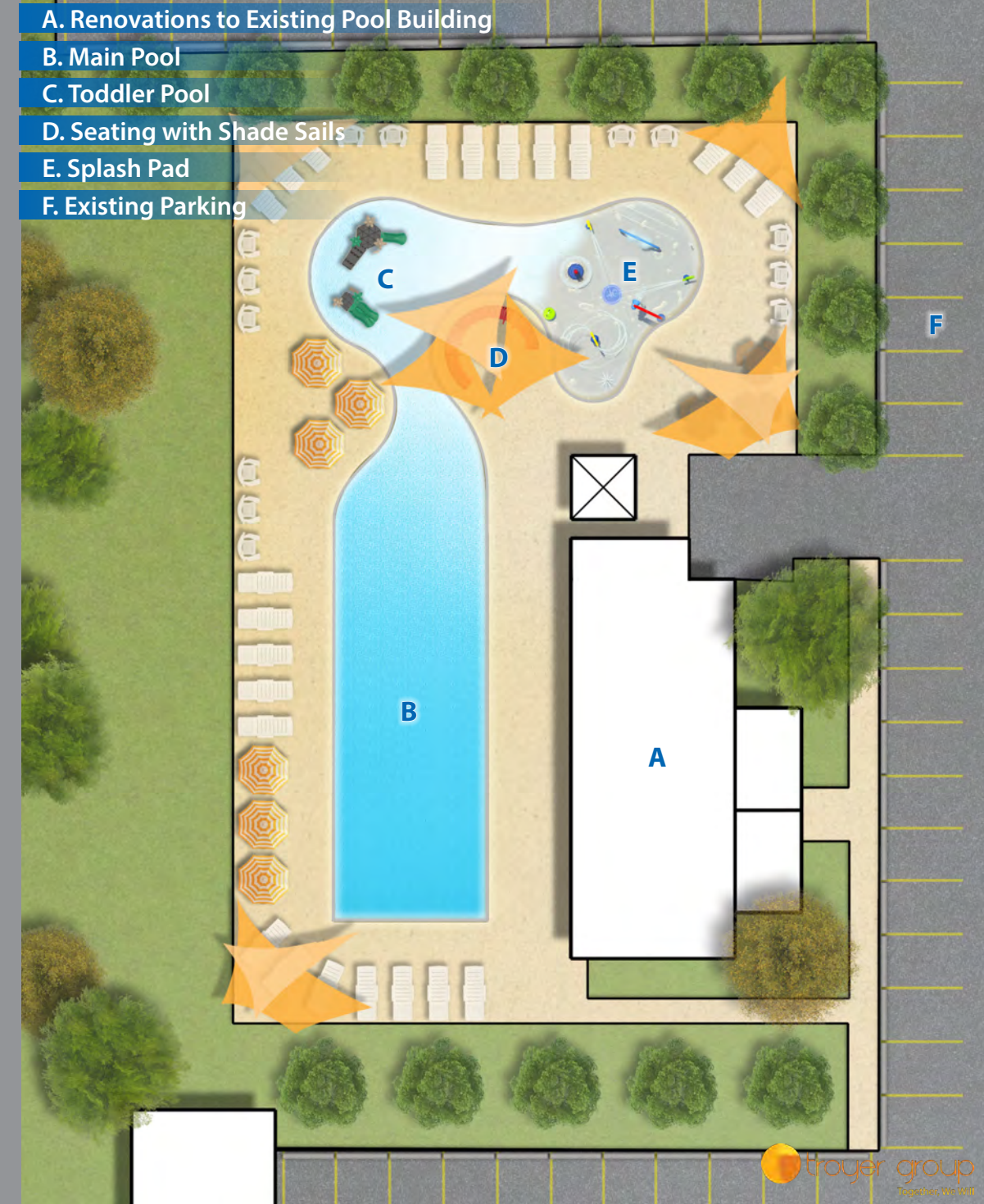


opportunities and quality of life will help attract families to the town, and support workforce development and retention as well as increasing school population.

In reviewing FEMA Floodway maps, the proposed renovation projects are not located in any floodplain or floodway. No permitting issues are expected with any state agencies.

The Town of Bremen is in good standing with the state funding agencies. Bremen has completed work with state agencies previously, and is currently working with OCRA in its Hometown

## STELLAR PROJECT



Collaboration Initiative. Through discussions for HCI, great support has been shown by town leaders and stakeholders for the pool and other local projects.

The town owns the property and the parks department is prepared to close the current pool facility to build a new facility. The Town Council has approved a resolution for funding the local match portion of the project. The next steps would be securing consultant services to provide a feasibility study and cost estimation for a proposed aquatics facility.



# BREMEN

## LION'S LANDING

Lion's Landing is a redevelopment project at the intersection of Plymouth Street and Bowen Avenue in Bremen. The project aims to redevelop the northwest and southeast quadrants of the intersection and to enhance the immediate east/west and north/south corridor. The northwest quadrant of the intersection is a blank slate brownfield site (already remediated), and is currently owned by the Town of Bremen. The proposal looks to beautify this quadrant with streetscapes, a community message board, and a hard surface pad to be used for temporary installations and pop up farmer vendors. The southeast quadrant of the intersection is a 2,000 sq ft. historic appropriate gas station, currently on the market for \$149,000. The most recent former use of the building was a veterinary clinic. The corridor immediately adjacent to the intersection would be enhanced with new sidewalks, crosswalks, landscaping, and a tree row – further allowing the intersection to be defined as a node of interest within the community. The Lion's Landing project's purpose is twofold. One, to immediately redevelop a heavily traveled intersection within the community and two, to infuse the site with programming and activities that foster education, health/wellness, business, and tourism.

The Town of Bremen currently owns the northwest quadrant of the project. Although no immediate plans for development or sale of this property, the Town of Bremen has expressed interest in defining it as an attractive, blank slate intersection which could be developed in the

future. Bremen Public Schools, partner two and located one block immediately to the south, has expressed interest in using the intersection as a "front door step gateway" to the school campus. The school system is the southernmost school within the athletic conference and visiting teams enter the school campus via the intersection. The intersection acts as a primary first impression to the school system. Other partners identified for this project could be the Bremen Chamber of Commerce, Marshall County Tourism, local food pantries, and specific classes within Bremen High School such as Ag/Landscaping and Challenge Based Learning Curricula.

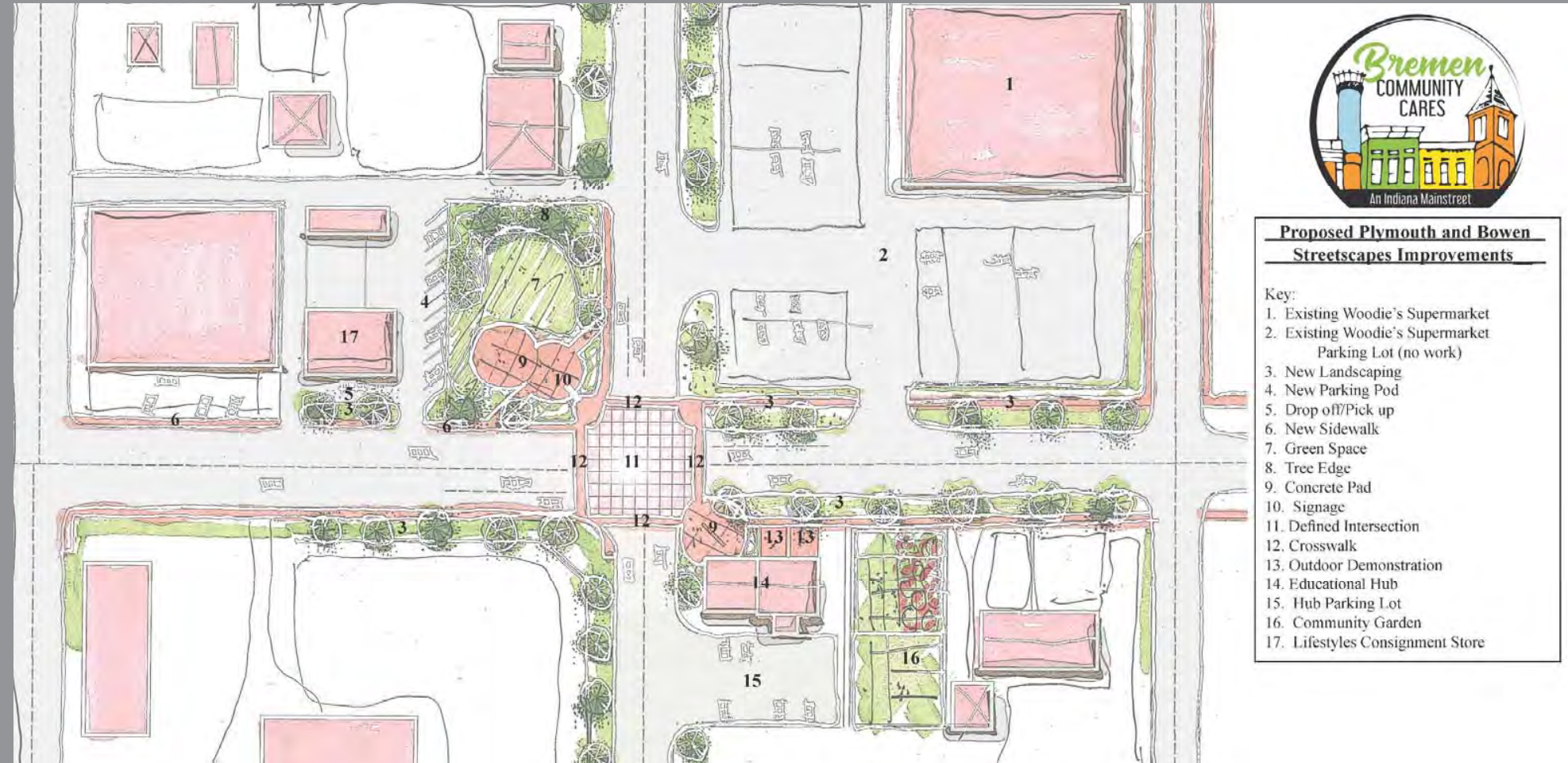
During the Hometown Collaboration Initiative, survey results identified approximately 48% of respondents did not think our community had access to fresh, locally sourced foods. Other respondents, providing input on community image and place making, identified the branding and image of Bremen from the north 331 corridor needed immediate attention. The 2015 comprehensive plan also identifies the north 331 corridor as a visible avenue needing significant attention. A Challenge Based Learning Project during the 2018-2019 school year presented a health and wellness project that provided the community access to fresh vegetables with community gardens. The next course of action for the research team would be to identify specific sites for implementation. During the course, a need for collaborative studio space – somewhat in a business setting – would have been desired as students worked vigorously beyond the normal school day hours. Recently, at a student symposium, students identified a need for an outlet – a place where they could sell art and/or music.

## STELLAR PROJECT

In addition, the school could use the building as a parent resource hub amid the safety and security concerns our society faces, as well as a team store for athletic merchandise, etc. Furthermore, the parks and trails subcommittee has also identified a county wide network with the towns acting as nodes or points of interest. The site would enhance this project by providing visitor information or bike rentals. Another project within the quality of life plan is a community message board. This site would be a key location for such signage as it is the most heavily traveled intersection within the community.

The physical building portion of Lion's Landing allows for the retail sale of student art and talent within a venue. A key barrier at a recent student symposium, identified by the students, was the lack for an art gallery type space to display or sell art. Incorporation of art as a temporary installation within the streetscapes would also be achieved. Health and wellness for community members would be enhanced through access to community gardens, fresh/local foods, and bike stations. Furthermore, Bremen restaurants could have access to the community gardens as a way to incorporate such food into their menus and entrées. Education could be enhanced through demonstrations, parent support amenities, tinkering studios, or lab space. A tourism component has been identified as the building and site could serve as an information center, bike rental node, viewing gallery, or retail sales.

The feasibility and capacity of the project is easily obtainable given a partnership and funding source between the Town of Bremen and Bremen Public Schools.



# CULVER

## PARK PLAYGROUND & SOCIAL SPACE

Culver-Union Township Park has great assets including Lake Maxinkuckee, the beach, Beach Lodge, historic train depot, amphitheater, iconic lighthouse, Lake Max Trail, and more. Culver is seeing the positive impact of the recently completed Damore Amphitheater that utilized IHEDA Patronicity funding. The Town hosted concerts throughout the summer at the amphitheater, providing residents a fun evening activity while bringing people to the park and Lakeshore Drive business area. Even with the positive momentum in the town's park, two major amenities that are lacking are unique play opportunities and a space for outdoor festivals and events. Currently events such as Taste of Culver, Lake Fest, and the Farmers Market are held in the park. The events are successful and draw people to the park, but the space is not conducive to larger crowds and lacks accessibility and seating. The existing playground near the depot is in poor condition and not accessible for all users, and therefore does not get used very frequently.

The goal of the project is to transform an under-utilized area into a vibrant space that will provide a one-of-a-kind play experience in Marshall County, integrated with a gathering space that provides access for all users, plenty of seating, and ample space for pop-up tents, performances, and circulation. The playground will include a unique central climbing feature that mimics the historic lighthouse, a secondary feature with a nautical theme, and twin slides that are built into the hill. The existing topography provides

a unique opportunity for integrating built-in slides and play features into the slope. Poured in place safety surfacing will ensure accessibility for all users. The gathering space will provide accessibility and amenities between the depot and west pavilion. This includes a plaza, tables and seating, a small performance stage, and an area with sidewalk access for the farmers market and other events. The site will be easily accessible from the park's parking lot. The Lake Max Trail also runs along the south side of the project site.

The project site is within the existing park owned by the Town of Culver. It is not located within the floodplain and there are no other known environmental impacts. Maintenance will be provided by the town through its parks department. In addition, partnerships with local businesses and community groups will be sought to provide additional maintenance for landscaping, clean up days, etc.

When conducting public engagement at the Taste of Culver event in the park, this project received a positive response with 100% of participants ranking it as a favorite project.

In reviewing FEMA Floodway maps, the proposed renovation project are not located in any floodplain or floodway. No permitting issues are expected.



Example Farmers Market event Space

## STELLAR PROJECT

The Town of Culver is in good standing with the state funding agencies. The town and project team have the capacity to successfully manage and administer this project and have implemented past projects successfully that utilized state funding and grant administration.

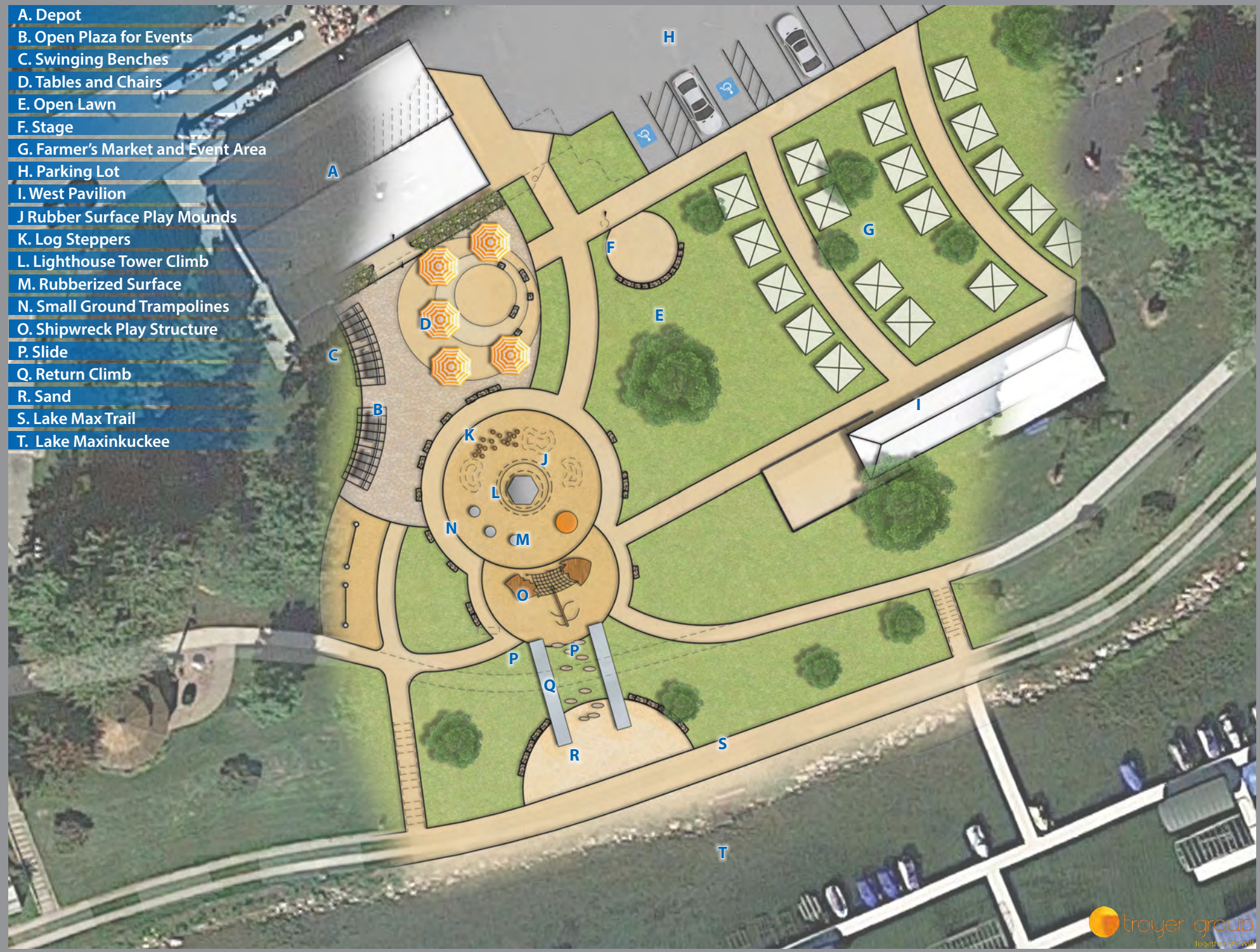
The Town of Culver has committed the matching funds needed for this project.



Example Natural Playground Log Steppers

"We've seen the benefits of a Stellar designation in Culver. With \$1.5 million being invested in our Beach Lodge and the \$90,000 that was invested in our amphitheater, Stellar has transformed the Culver park, but the real transformation is how these projects have already transformed Quality of Life in Culver. With free musical concerts at the amphitheater and the type of programming we have planned for the Beach Lodge, our residents can enjoy music, art shows, fitness activities, family crafts and activities, and educational programs. Our residents and visitors love to come to the park for year-round activities and that's why these investments are so important to us."

-Amber Cowell  
Culver Park  
Superintendent



- A. Depot
- B. Open Plaza for Events
- C. Swinging Benches
- D. Tables and Chairs
- E. Open Lawn
- F. Stage
- G. Farmer's Market and Event Area
- H. Parking Lot
- I. West Pavilion
- J Rubber Surface Play Mounds
- K. Log Steppers
- L. Lighthouse Tower Climb
- M. Rubberized Surface
- N. Small Ground Trampolines
- O. Shipwreck Play Structure
- P. Slide
- Q. Return Climb
- R. Sand
- S. Lake Max Trail
- T. Lake Maxinkuckee



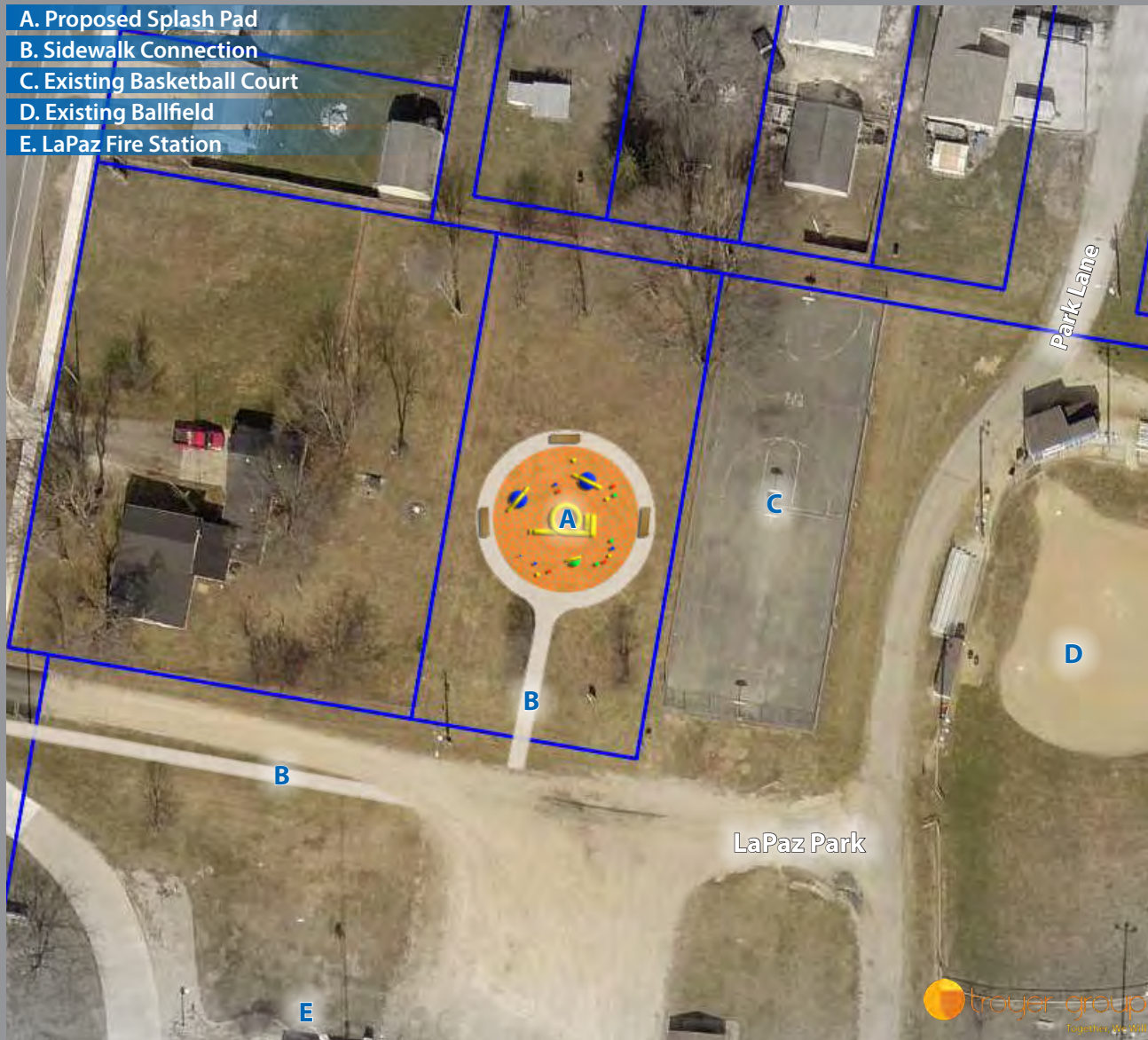
# LAPAZ

## SPLASH PAD

During the Ball State-hosted Stakeholder Workshop, county leaders most frequently chose growth, new business, and amenities as the three words that would be transformational for LaPaz. LaPaz leadership knows that they need to create amenities that appeal to current residents and those who move to their community from the surrounding region. Though main focuses are a water utility study and housing, they also want to create public spaces that will enhance quality of life in their community. Based on engagement with the LaPaz community, the town desires to develop a splash pad to bolster the amenities at the town park and provide a new recreational opportunity for LaPaz families.

The town park is adjacent to the fire station, and there is open space that would be a good location for the splash pad. The proposed splash pad would be a concrete surface with several spray features and play elements. It would utilize a flow-through system as opposed to a re-circulating system to save on construction cost and future maintenance of re-circulating system components. In order to conserve water, a push button activation system would be utilized so water would turn off after 10-15 minutes of use.

The project is feasible and ready to begin design and construction. Town of Lapaz owns the property, the site is not in the floodway, and there aren't other known environmental concerns. The Town committed to a local match of \$10,000, and is working to get financial support from the local Lions Club and church. A portion of the county's financial contribution towards Stellar projects could also be utilized to reach the goal of \$20,000 for the total local match.



*"We have felt the strong support of the Marshall County Crossroads team with this plan. In addition to the water utility study, we are excited about the possibility of bringing a trail, housing, and this splash pad to our community. One of our strengths is our proximity to South Bend and Elkhart. These projects will help us attract people who want to live in a safe, great hometown."*

- Roger Ecker, Town Council

## STELLAR PROJECT

# PLYMOUTH

## MICHIGAN STREET RAILROAD VIADUCT

In 2008 the City of Plymouth commissioned a consultant team to develop a feasibility study regarding the south gateway into the city. Included in the study were improvement projects to the railroad viaduct, Michigan Street, a trailhead, and new development opportunities. Since the completion of the study, the city purchased and demolished a building and created a walkway on the south bank of the Yellow River, improvements have been made to the Michigan St streetscape and a new development with three apartment buildings called River Gate South was completed. The railroad viaduct improvements was a project called out in the study, but there hasn't been funding available to get it accomplished in the last decade. However, in the summer of 2019, volunteers came together with a plan to improve the aesthetics of the railroad viaduct which has been neglected by the railroad company for maintenance for many years. The volunteer group got approval to close portions of Michigan St to prepare, prime, and paint the steel girders spanning Michigan Street and the abutment in the center median.

The remaining portion of the project is to improve the east and west abutments and pedestrian infrastructure approaching and underneath the viaduct. The façade of the existing abutments is in poor condition and will be re-faced with a concrete formliner and stained to mimic natural stone. The sidewalk on the west side of Michigan St is elevated from the road with a sloped concrete retaining wall and has a steel tube guardrail. This wall and guardrail will be removed and replaced to improve safety, function, and aesthetics. Also the sidewalk will be removed and replaced on both sides of Michigan Street.



## STELLAR PROJECT

# PLYMOUTH REES THEATRE

The REES Theatre Project offers to the city of Plymouth a unique opportunity to continue its revitalization efforts with the development of a year-round feature for community connection. The events offered at the theatre will help create a downtown that promotes pedestrian activity, hospitality business, and provides a destination for visitors and community members alike. Investment in The REES Theatre project offers the downtown a redevelopment project that is grounded in both sustainable development and community-centered growth. By anchoring the current progress with The REES Theatre project, the downtown revitalization of Plymouth, Indiana will better the overall quality of place and help us move forward in a systematic and synergistic manner that encompasses housing, goods and services - providing a vibrant community presence.

The REES Theatre project is planned into a four phase renovation process. The first two phases are completed, the third phase is under construction, and the fourth phase is proposed.

Phase 1: The first phase focused on the exterior restoration of the west (front) facade including masonry repair and re-pointing, new steel lintels for windows, and make improvements to the marquee including cleaning, repairing, and adding a new control system. This work has been completed. These improvements are creating a nostalgic impact on downtown Plymouth and provide an opportunity to promote community events through a prominent signage point.



Phase 2: The second phase continued restoration of the exterior and integrated some interior structural renovations. Work included repairing the south parapet wall which was bulging out over the sidewalk, removal of the interior auditorium ceiling that had partially collapsed, and replacement of the roof access stairway that was severely deteriorated. This work has been completed.

Phase 3: The third phase addresses additional structural and building envelope repairs as well as mechanical systems. This phase is currently under construction. Improvements include stabilization of the northeast foundation with piers, removal of the old asphalt built-up-roofing, installation of rigid installation and a new membrane roof, the complete rebuild of

## STELLAR PROJECT



the east CMU wall and a portion of the north wall, installation of roof top HVAC equipment, installation of new electrical service, and structural steel and concrete work inside the building.

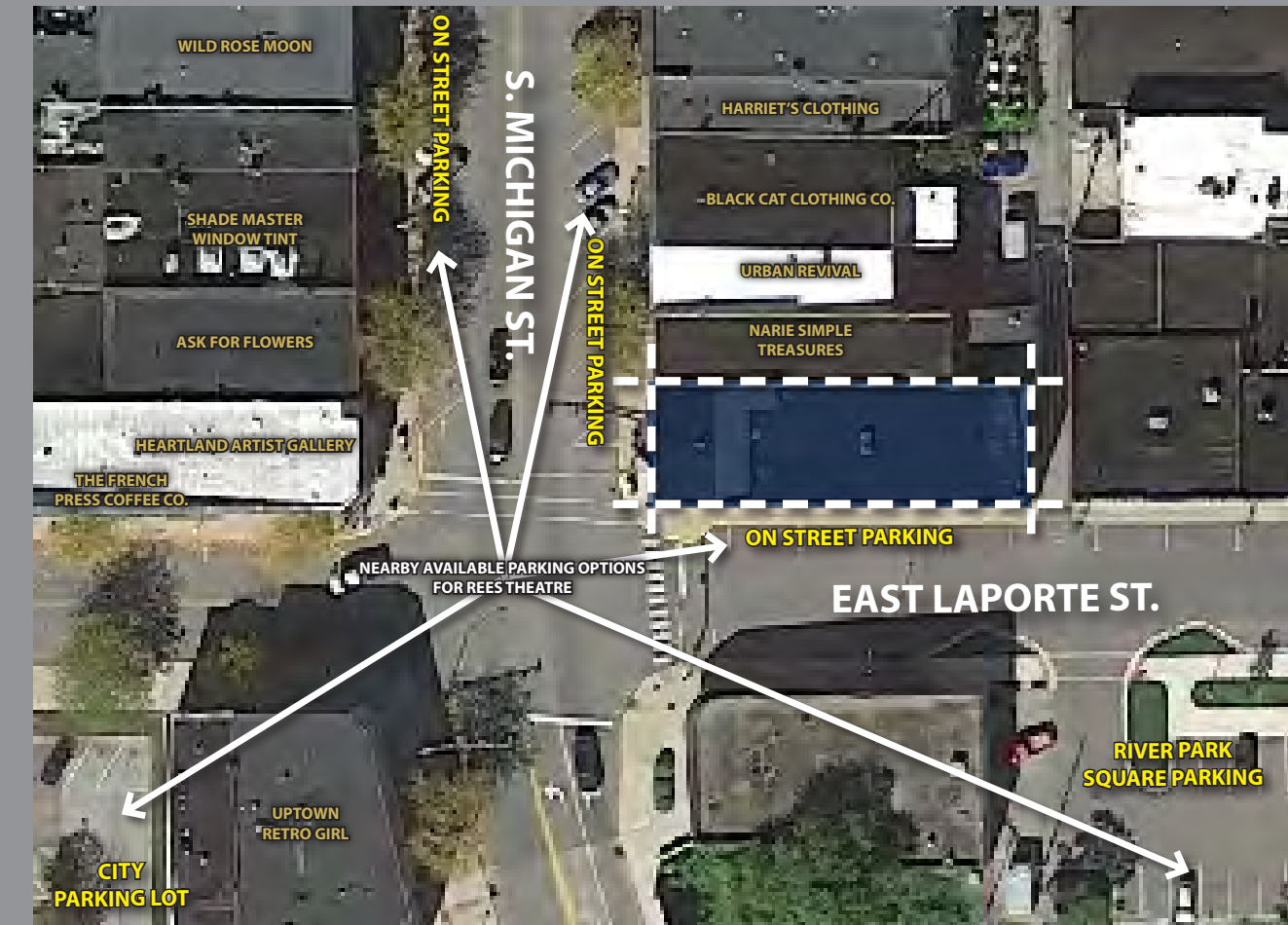
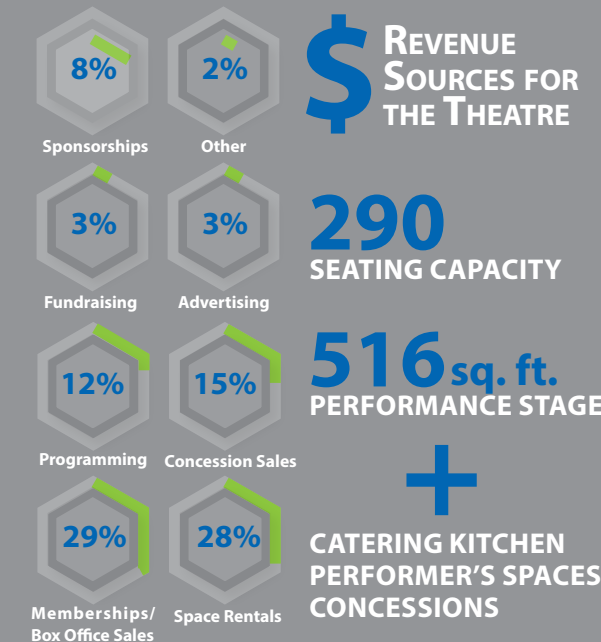
Phase 4: The fourth and final phase includes the work proposed in this project, which focuses on the interior build out. The scope of work includes framing, wall insulation, wall, ceiling and floor finishes, installation of the stage and balcony, installation of auditorium seating tiers, construction of a concessions room, catering kitchen, and dressing rooms, electrical power and lighting distribution, HVAC ductwork, grills, diffusers, plumbing systems and fixtures, stage lighting, audio/visual systems, fire protection, and alarm systems.

The City of Plymouth is in good standing with the state funding agencies. The city leadership and project team have the capacity to successfully manage and administer this project, and have implemented past projects successfully that utilized state funding, multiple phases, and grant administration.

Plymouth's goal is to secure \$3,460,000 by the end of fall 2019 from members of the community and beyond to stay on track for a 2020 grand reopening, which will be the 80th anniversary year for the Rees Theatre.

The project has received private funding, the Project Committee has approved funding of \$575,000, and Regional Cities is providing additional funding.

Once open, it is anticipated the annual operating expenses are to be \$329,000 and the city developed a business plan based on projected annual event revenues that will sustain its operation.



# PLYMOUTH

## RIVER PARK SQUARE PHASE 2 VETERANS PLAZA

In 2010 the City of Plymouth completed a master plan for the development of 10 acres of land adjacent to their downtown that lies in the floodplain of the Yellow River. Since the area often floods, businesses, homes, and parking lots were acquired over time through FEMA dollars and local funds and demolished to set the stage for a city park. Through the master planning process, several main goals were developed for the park. It was desired to have a park with open spaces for recreation and flood management, amenities to attract residents and visitors to the downtown area, and gathering spaces for festivals and events such as the Plymouth Farmers Market.

In 2013 the first phase of River Park Square was constructed and included a restroom and concessions building, interactive fountain, performance stage, and farmers market/event space. The park has been transformational for the city and its quality of life. The farmers market draws large crowds every Saturday, residents enjoy the interactive fountain and other features daily, and the park hosts many festivals and events throughout the year. Perhaps the largest is the Mayor's Month of Music, a concert series each Friday in August. These concerts typically have hundreds of people attend, and some concerts have had over one thousand in attendance.

## STELLAR PROJECT

The 2nd phase of River Park Square includes improvements outlined in the master plan and in community conversations since its adoption. There is great interest to have a Veterans Plaza in Plymouth and River Park Square is a logical location. The plaza would have a focus on honoring local veterans especially in more recent wars. Phase 2 also includes the addition of a natural playground that would be accessible from the main part of the park and the Greenways Trail. The city has several playgrounds in other parks, but this playground would focus on utilizing natural elements to inspire creative play for children and families. Other improvements include a picnic pavilion, sidewalks, and improvements to the performance stage seating area. Since concerts have become so popular and last later into the evening, additional sidewalks for accessibility and lighting for safety are necessary to accommodate the crowds.

The City owns the property and the project could start design upon designation. The project would need a Construction in a Floodway permit from IDNR. This would extend the design and review process a few months, but does not pose any concerns for construction within the designation period. The City has committed a 20% local match for the project.



- A. Existing Greenways Trail
- Phase 2
- B. Veterans Plaza
- C. Pavilion
- D. 8' Sidewalk
- E. Pedestrian Lighting
- F. Natural Playground
- G. Sidewalk Connection
- H. Existing Pedestrian Bridge
- I. Overlook Node
- J. Kayak Launch
- K. River Gate South Housing

# PLYMOUTH

## CROSSROADS PLAZA

The city of Plymouth in collaboration with the Marshall County Historical Museum and Crossroads Center, Marshall County Purdue Extension Office/Master Gardeners Program, and Marshall County Tourism want to create a pocket park that recognizes the five historic byways that traverse Marshall County with four converging at the intersection of Michigan Street and Jefferson Street in Plymouth, Indiana. These historic highways are Lincoln Highway, Michigan Road, Yellowstone Trail, and Dixie Highway. The fifth, The Grand Army, follows the route of U.S. Hwy 6 through northern Marshall County. The roads' collective histories identify why Indiana is called the Crossroads of America. The Marshall County Crossroads regional planning team identifies this project as a keystone project because it meets so many of the goals in the Quality of Life Plan and it builds on the identity of the Crossroads regional planning team.

This commemorative idea was brought before the Arts and Culture Committee stakeholder meeting where it received favorable support and additional input from committee members. Marshall County Tourism Director, Cori Humes, Executive Director, Linda Rippey of the Marshall County Historical Museum and Crossroads Center and fellow committee member, Randy Danielson, approached Mayor Senter about the project and plans for this installation soon started in earnest. The mission of the Historical Museum and Crossroads Center to "Look back and move forward." by educating, collecting stories, and preserving and creating experiences about Marshall County's history fits the mission of this project to tell the story

of the historic crossroads and how they meet at this particular location. Marshall County Tourism is excited about how this project will celebrate Marshall County's identity and how it closely aligns with one of its directives to experience the culture and history of northern Indiana by "driving through the scenic country roads of Marshall County."

Currently, the Crossroads property has one deteriorating building on it, which was once the location of a convenience store, then Subway restaurant and more recently a seasonal fireworks shop. The City of Plymouth would like to improve the site with a pop-up park and amenities that celebrate the location of where the historic crossroads meet. Amenities would include an interactive plaza that is designed to educate visitors about the historic routes that come together at this location, some parking, an area to enjoy picnicking and views of the Yellow River, a play area, and landscaping with safety lighting that showcases the site and natural surroundings. In addition, community wayfinding signs and informational kiosks would describe each of the historic roadways and Marshall County communities. Each of the partners also envisions developing a centralizing art feature to showcase the historic location and the quality of life that is developing along these crossroads.



Existing Site Image

## STELLAR PROJECT

In the Marshall County Crossroads' Moving Forward Survey and Quality of Life Survey, residents in Marshall County cited the need for more parks, trails, and outdoor gathering spaces. In fact, parks and trails ranked the highest among desired quality-of-life initiatives. In addition, residents cited the need to create more identifying cultural and historic aspects of Marshall County's communities. This project meets many of the quality-of-life goals and the desires of residents. In addition, it will greatly improve a site that has been vacant for nearly 10 years.

The owner of the property has it listed for sale and has shown a willingness to sell the property for this project. A preliminary site plan has been developed. The City of Plymouth approved matching funds to support the Stellar Initiative.

The park is proposed to be maintained by the Marshall County Purdue Extension Office, as an ongoing project of its Master Gardeners Program, with permanent and seasonal planting designs to be a project of Purdue University student design services. Additional maintenance and support will be provided by the City of Plymouth Parks Department.



Existing Site Image

*"This historic corner serves as an internal gateway to our community and deserves to be recognized as a cultural landmark."*



**-Randy Danielson**

*Co-Chair REES Project Committee  
Board member St. Joseph Regional Medical Center  
Design Committee member of Discover Plymouth  
Arts and Culture Committee member*



# MARSHALL COUNTY

## REGIONAL MESSAGE BOARDS

### Description

The Marshall County Crossroads' Marketing and Communication Committee, in partnership with the County's Main Street organizations and Visitor Centers and representatives from the towns that don't have Main Street organizations, propose that each community in Marshall County erect an electronic community message board. These message boards would be located at the major gateway into each town. In addition, the Marshall County Economic Development Corporation will erect a larger message board on US 31 outside of Plymouth, modeled after the community messaging board they are erecting on US HWY 30 adjacent to the new Dr. Bardwell Aquatic Center (to be operational in October 2019).

This project recognizes the importance of marketing and communicating our regional work to the communities we live in, and recognizes the value in shaping our communities as destination places. By incorporating a consistent look and feel in the message boards, our rural communities will have one more method of marketing and communicating our regional plans by grouping them with local news and community events.

The electronic boards will also allow us opportunities to cross-promote our communities. This form of communication is especially important to those residents who are not actively engaged on social media. It is also important in creating positive first impressions upon visitors. Many of our communities no longer have a newspaper, and some have only weekly newspapers, so adding this communication tool would provide our citizens and visitors an important way to learn about what is going on locally and in Marshall County.

## STELLAR PROJECT



Finally, these boards will serve as an important component in promoting Marshall County Crossroads and its work creating Great Hometowns, and – hopefully – promoting the Stellar designation.

These community message boards would be managed by the Main Street organizations in Bourbon, Bremen, Culver, and Plymouth. The message boards in Argos and LaPaz would be managed by appointment from their respective town council. The revenue generated from advertising on the message boards will fund Main Street/Visitor Center operations and maintain the boards. In Argos and LaPaz, the determination of how revenue will be used will be determined by their respective town council.

Because we recognize that each community has its own identity, the design of the surrounding landscapes will vary. However, consistency in equipment, together with the development of a design standard informed by our local arts community, will be used to generate a common look and feel for each board, thereby creating a visible display reflecting the common connections shared across our region.

### Budget

US HWY 31 Billboard: \$80,000

6 communities:

\$30,000 for electronic billboard and installation X 6 = \$180,000

Design/landscaping: \$15,000 X 6 = \$90,000

Administration of grant: \$5,000 X 6 = \$30,000

Grand total: \$380,000

Match from Marshall County Tourism: \$40,000

Match from Marshall County: \$40,000



### Maintenance/Sustainability

Each community would determine the placement of the electronic message board and each would be responsible for the long-term maintenance of the signs and landscaping. The Main Street organizations (or appointed representatives) would manage the messaging and revenue generation. This messaging could also be centralized through Marshall County Tourism in collaboration with the Main Street organizations or town representatives in each town. The electronic signs will generate revenue from those who purchase marketing time on them; hence, they can plan for replacement. Shared content will be provided by the Marshall County Crossroads communications and marketing subcommittee in coordination with Marshall County Tourism.

### Partnerships

This project is the result of a collaboration between the Marshall County Crossroads' Marketing and Communications Committee, Marshall County Tourism, the Main Street organizations in the County, and representatives from the towns that do not have a Main Street organization.

### Outcomes

- We expect to improve communication, an important part of the regional planning process and an important means to reach populations who aren't engaged in social media or other forms of media (radio, television, and so on).
- We expect to increase the marketing potential of community events and art-related events not only to full-time residents living in and around our communities, but to visitors who come through our communities for work or other reasons. This is particularly true for the messaging boards on US HWY 30 and US HWY 31, to be seen by a great many non-residents every day.
- We expect to have an impact on tourism in our region by providing another means to promote tourism activities.
- We expect to have an impact on our ability to cross-market regional events, tourism-related activities, and community-related activities.

- We expect to generate higher levels of stakeholder involvement in creating Great Hometowns.

"We're doing a better job in the county to promote and bring new people here to experience what we have in our small, historic downtowns. Having another way to communicate with people who pass through our communities and even current residents who may not use social media the way many marketers do will make us even better at what we do."

- Cori Humes

Executive Director Marshall County Tourism,  
Marshall County Crossroads Committee



# ARGOS FIRE STATION

The Argos Fire Department and its Emergency Medical System (EMS) Department need better facilities in order to more effectively serve the community and prepare for more anticipated growth. The selected site from the Fire Station Feasibility Study previously housed the Argos Public Library. It sits adjacent to the existing combined public safety facility, one block west of the downtown, with frontage along Walnut St. The former library building was recently demolished, clearing the site for potential development. The location constraints of parcel layout and proximity to the existing station make this an ideal location for a new Emergency Services Facility and Fire Station. The current Fire Station is located adjacent to the heart of the downtown, where most buildings are under two-stories. Many of these structures closely hug the right-of-way, reminiscent of the town's history. Accessibility to the S. Michigan St. corridor for the main public safety vehicles is from Walnut St. after exiting the station onto 1st St. The existing Public Safety facility is across 1st street from the Argos Municipal Building and is adjacent to the Town-owned Quonset hut.

The current Fire Department and EMS facility is situated on two parcels which are completely built out, with the plat showing the building portion approximately 5' from the property line on the West and South sides and pavement taking up much of the rest of the parcels. The pavement portion includes a large apparatus drive on the west and a private drive with parking on the East side. The Town owns many of the surrounding parcels, both immediately

adjacent to the existing facility and across the alleyway. The existing building itself is in an 8,700 s.f. Public Safety Facility on the West side of the historic downtown Argos. The station is primarily block wall construction, with some drywall panels on interior walls. The Police Department is also housed here, using approximately 1,500 s.f. for office area and garage space. The station includes four bays, with two vehicles in each bay, except for the first bay which is a single load bay. There are two small offices and two small restrooms off the bays. The main floor also includes a kitchen and meeting room/lounge. A partial second floor includes primarily storage space overlooking the bays and above the Fire offices. The site is not located in any effective or preliminary flood zones, approximately situated 1.14 miles from Myers Ditch, the nearest stream.

Argos Fire and EMS existing facilities, while currently meeting many of the safety needs of the community, have numerous inefficiencies, function and accessibility constraints, and ongoing maintenance concerns as well as health and wellness hazards for the staff. Each of these issues have long term cost implications and prevent more effective community service. In addition, the departments identified a shortfall of approximately 5,700 s.f. of needed space. These spatial constraints compound the situation and add to the growing list of things that impede forward progress. From an energy perspective, the facility had a variety of light fixtures, with some efficient high bay T5's (2 tube, 4' fixture - fluorescent lighting) in the garage area. HVAC system has a forced air furnace recently updated due to mold issues. The garage bays feature inefficient overhead blowers for a heating

system above the vehicles.

While the bay doors are wide and tall enough for current vehicles the space between vehicles is tight. The bays are not drive through so vehicles must be backed-in and stacked two vehicles deep. Damage to building or equipment is common because of backing in and size constraints. More significantly all firefighter gear is hung along the north wall of the bays with only a few feet between the wall and the vehicles. This makes it difficult to maneuver quickly or even open the doors of the vehicles. The large steps into the offices as well as the ramps into the restroom and administrative areas are



distinctive barriers to accessibility throughout the station and should be addressed in any renovation work.

With gear decontamination areas and storage adjacent to existing offices, common areas, and even within the shower area – both Fire and EMS staff face significant health risk hazards from the equipment, gear, and apparatus vehicles. Volunteer Fire and EMS departments are feeling increasingly stressed when it comes to ongoing Recruitment

## COMPLEMENTARY PROJECT

and Retention efforts. An inadequate facility with noticeable defects severely limits this effort.

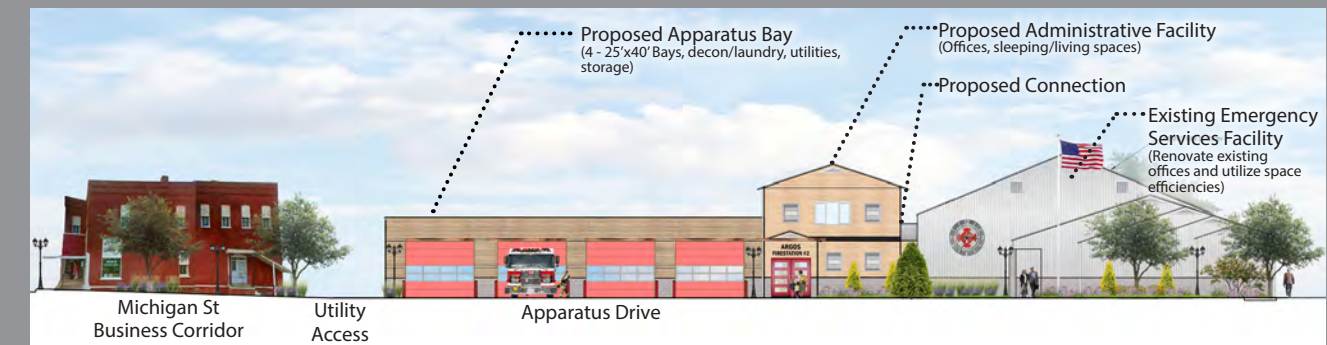
The Town of Argos already owns the identified parcels for the proposed project. With the site being cleared of the former building and adequate utility support, the project is shovel ready.

With improvements to the existing building's energy infrastructure, such as building envelop improvements and fixture upgrades, the facility improvements will alleviate some of the deferred maintenance pressure and optimize energy usage for the building. By selecting a previously developed site within the downtown core of Argos, this project reinforces community density and connectivity. This also protects the surrounding landscape by limiting environmental disturbance and preserving sensitive land. Measures like construction activity pollution prevention and best practice in storm water management will also reinforce the project's environmental focus.

A combined Fire Department and EMS facility reinforces existing collaborations. Currently, the Town is exploring additional cooperation with surrounding Townships for funding.

Operationally, the safety support would broadly benefit the region, providing backup support for and collaboration with the other small municipalities in Marshall County.

A new facility would dramatically improve the operations of the Fire Department and Emergency Services Department, both in the functional layout of the station and its increased capacity. In addition, this location achieves several goals for the Town. First, given the expense of new construction, this option makes the most economic sense with renovation costs being significantly lower than new construction. Second, this site also allows for efficiencies in programming with the new facility



to utilize existing training/meeting rooms, existing apparatus bays for parking smaller vehicles and low use trucks. Next, this site helps develop downtown Argos and reinforces the Walnut St. streetscape at an important catalyst corridor for the community. Safety was also an important consideration at this location with the majority of the population living on the West side of the railroad lines. Lastly, a new facility at this location would improve the health and wellbeing of all the staff, aiding both in recruitment and retention efforts of the departments.



# BOURBON

## GYM RESTORATION

The building known as the Old Gym in Bourbon, IN was built in 1928 on the school as the auditorium/gymnasium and has served the school corporation up to 2019. It is currently in the Register of Historic Places.

This year, the Triton school corporation completed an auxiliary gym addition to the high school to better serve the student athletes. This left the question of what to do with the Old Gym. The Triton School Corporation is accepting requests for proposals that will have financial support to make necessary improvements, such as ADA compliance, repairs to the entry steps, and tuck pointing. The Bourbon Main Street Initiative would like to turn this building into a Community Center that would house an after-school kids club to support the student population and families who need after-school programming and that could be rented for wedding venues, family reunions, and other events. In addition, the Center would be used for arts and culture events, for the popular Bourbon Food Truck Friday events (indoor, winter Truck events), and other Main Street initiatives.

In 2014, a site survey reviewed the building and recommended a list of needed repairs to rehabilitate the building. This was a comprehensive study that showed everything from pin-tucking to a new parking lot. At the time, total costs were estimated to be \$721,000. Bourbon Main Street is currently working with Indiana Landmarks to do an updated survey to establish new cost estimates.

This is a complementary project for Bourbon as it's in the early planning stages and funding has not been secured.



Existing Site Image



Existing Gym Interior

## COMPLEMENTARY PROJECT

# BOURBON

## FIRE STATION

The Town of Bourbon's Fire Department has run out of space to properly service the area and to store necessary equipment, much of which has grown dramatically in size since the beginning of service in 1876. In addition, the clerk's office and Town Council Chambers are also located in the same building as the Fire Department. Storage space and equipment space are maxed.

The department is run with a volunteer staff of about 23 fire fighters. These fire fighters service approximately 4,730 residents in a 49-square mile area, made up of the incorporated town and Bourbon Township. The department received a generous gift of \$188,000 from the trust of Charles and Glendora Compton, residents of Bourbon who loved their hometown.

The town is studying potential locations for a new station and they have discussed the idea of the station housing community space.



## COMPLEMENTARY PROJECT



# PLYMOUTH NEIGHBORHOOD CENTER

The Neighborhood Center, located in Plymouth, Indiana, provides basic needs through a community food pantry and clothing pantry that serves 3,500 people county-wide. It also provides household and utility assistance. The Center serves the low-income population and the homeless population in Marshall County.

The Neighborhood Center currently serves an average of 210 families/month in its food pantry. On Wednesday evenings, the food pantry does not have enough waiting room area and clients have to stand outside. The space for the actual pantry is small and allows only a certain number of households to enter at a time and the space for our food is limited as well. At times, the Center reports that they have to turn food away because of the lack of space to store it.

The Center serves just under 200 families/month in the clothing pantry. Again, the Center has to limit the number of families who can enter the clothing pantry, and they have had to turn away clothing donations because of the lack of storage space. The Center's "closet" area is full and not convenient to shop in. The space is hard to maneuver for wheelchair-bound guests or those with children in strollers.

The Neighborhood Center has developed monthly workshops to educate families about cooking, meal planning, budgeting, and so on; however, the Center has maxed out the space at this facility, making it difficult to implement educational programs that would benefit those who need these types of services.

## COMPLEMENTARY PROJECT

The current Center is land-locked and also suffers from a lack of outdoor space. Though the Center has seen success with the addition of 2 garden boxes that serve as a community garden, they would like to expand their ability to create sustainable food sources. The current garden is a result of partnerships with the Starke County Jail and the Marshall County Soil and Water District. People have been able to pick their own produce when they come to the Center, but because of the limited size of the garden, the Center would like to obtain more outdoor space.

The Center is looking for solutions to address the previously noted challenges, including space for a kitchen and expansion of the current spaces. In addition, the Center would like to build on its partnerships SJRMC (St. Joseph Regional Medical Center), Marshall County Soil and Water District, Marshall County Extension office, Anthem, Beaman Home, and Cultivate Culinary by offering a variety of educational experiences and programming.

This project would create a new facility and the opportunity to expand the Center's current services by getting more into the hands of those in need. It will also provide the opportunity to expand the educational component resulting in lasting change. The Center would be relocated to the former Eagles Lodge property. The owner of this property is amenable to trading his property for the current Neighborhood Center property. The Eagles property will appraise at a higher value than the Neighborhood Center as it offers a larger building and a larger lot.

The Community Garden would move to the

area north of the Eagles building, now a gravel parking lot, with a strip of land fronting Garro to accommodate the next Habitat housing project (4 townhomes are planned for this location). Plum Street needs to be improved, so the City could do street improvements at the same time as construction to widen the street and add new curbs and sidewalks. The Neighborhood Center would like to add a 3,000-square-foot addition to the Eagles building for on grade entry, reception, compliant restrooms, and accessibility to the split-level Eagles Building. The current building needs a new roof. The addition of the space, community garden, and roof would cost about \$750,000.





# BOURBON

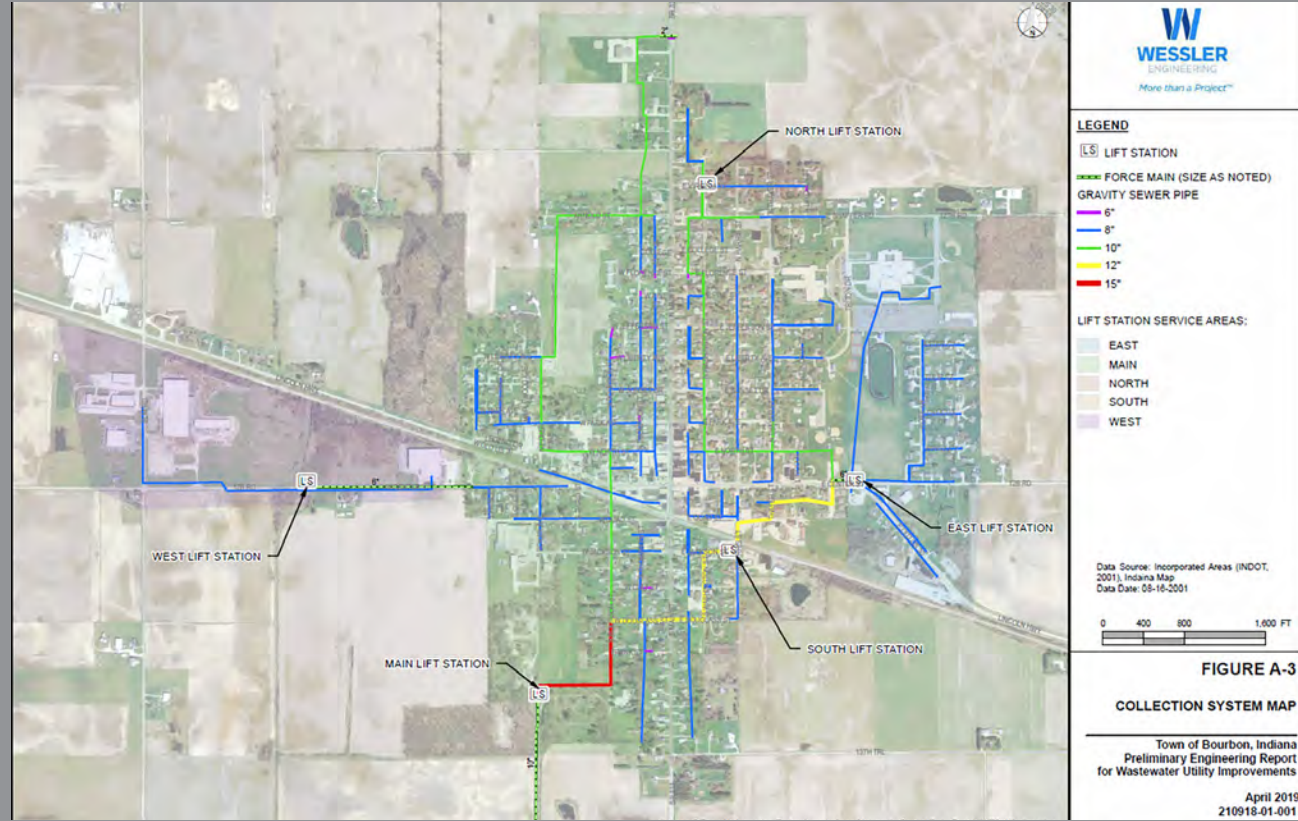
## WASTEWATER UTILITY

Bourbon's primary Stellar project prepares the town for future development (housing and commercial) by completing a major wastewater utility project. Having completed a planning grant, Bourbon's priority is to upgrade its wastewater utility on the north end of town.

This project will follow the recommendation of Wessler Engineering's preliminary engineering report for wastewater utility improvements, conducted for the town of Bourbon in April 2019. The scope of work covered in the engineering report evaluated Bourbon's existing sanitary sewer collection, conveyance, and treatment systems, comprehensively reviewing the existing system, identifying all associated constraints, and suggesting proposed mitigation solutions for the constraints.

The location of the area of the preliminary engineering report is within the existing service area of Bourbon, which is in the Town's corporate limits. Conclusions of the study suggest that Bourbon's collection system needs significant rehabilitation. The report concludes: "The proposed project recommended is a phased approach to the needed improvements on the collection system. Phase 1 involves the rehabilitation of the south and east lift stations to increase capacity and Phase 2 involves the investigation and rehabilitation of the collection system to decrease infiltration/inflow. These phases extend the life of the aging infrastructure and reduce infiltration/inflow, therefore extending the life of the lagoon treatment system."

This project will have a major impact on current users of the utility and it will allow for future commercial and housing development.



Lift Station

Bourbon has committed to the 20% matching funds for this project. In addition, they are ready to begin a construction grant. They worked with Shannon McLeod as the grant administrator for the planning study and will use Shannon's services for administration of the utility grant.



Wastewater Lagoon Treatment

According to the engineering study, completing this project will sustain the life of the lift stations by 20 years, which is important to growing Bourbon.

- There are no floodways or floodplains in the project area.

## STELLAR PROJECT

# LAPAZ

## WATER UTILITY PLANNING STUDY

A major "game changer" for LaPaz would bring a water utility to the town. When surveying stakeholders at a stakeholder meeting Ball State hosted, the idea of a water utility ranked high among responses. LaPaz has plans to bring more amenities such as a splashpad and housing to the town. A water utility would make it more desirable for developers to do a housing project and for commercial development to occur.

When the state diverted US 31 past Plymouth and LaPaz, the construction of the highway created an opportunity for LaPaz to request that utility lines be put in during construction to ensure the future possibility of a water utility. This was done during construction of the US 31 project, so LaPaz is ready to move forward with a water utility study.

In 2023, LaPaz will have paid off a sewer bond, which would put them in a position to do a water utility project. The first step in that process is conducting this study.

This study is important to LaPaz's ability to construct a water utility solution. Bringing this to LaPaz could potentially spur housing and commercial development, a major sustainability factor in LaPaz's future.

The estimated budget for the study is \$30,000-\$50,000, so LaPaz has committed to a \$5,000 match.

## STELLAR PROJECT



# LAPAZ HOUSING DEVELOPMENT

LaPaz has suffered setbacks in the past few years due to the relocation of US 31. US 31 (Now back to its former name, Michigan Road/ Street) passed through the center of Town, generating significant traffic, consisting of shoppers and working commuters traveling between the rest of Marshall County and the South Bend, Mishawaka, and Elkhart areas. Relocation of the highway to the outskirts of town has created issues including the loss of some businesses and associated reductions in tax base. The town is working to creatively reverse these trends through park improvements, sidewalk programs, and active recruiting. One of LaPaz's strengths is its school system and close proximity to South Bend-Elkhart. The community serves as a bedroom community in the region. LaPaz would like to leverage its strengths and build a 20-24 unit Low Income Housing Tax Credit apartment building.

Confirmed need for this project is evidence via two market studies and an appraisal completed for The Paddocks, the IHEDA LIHTC project under construction in Culver. The first study completed in 2018 by Mitchell Market Analysts, Inc. included information from surrounding counties to the south and west as well, which showed a similar need.

The LaPaz Lodge LIHTC project would be an infill project placed on a 2.9 acre-vacant lot owned by David & Susan Albert, a couple that have been past community leaders. They have again stepped up to help their

community by making this property available. The project is bordered by an unimproved street (Troyer St) on one side that could lead to future development. The site fronts on Michigan Street. A bowling alley formerly occupied this site, but it was demolished over a decade ago. The site is currently zoned C-2 and is directly adjacent to a T-1 Town Residential District. A variance would be required for multifamily residential on this site or it could easily be rezoned to match the adjacent T-1 district which allows multi-family residential. The site is large enough to potentially allow a subdivision with a small C-2 Parcel fronting on Michigan Street.



Average Occupancy:	Affordable Housing Properties	Market Rate Properties
2018 Mitchell Market Analysis	95.9%	98.6%
2019 Prior & Associates Market Analysis	97.2%	93.9%
2019 Cushman & Wakefield Appraisal	94.9%	94.4%

## STELLAR PROJECT

The LaPaz Lodge would be situated on Michigan Street, the main street through town, giving easy access to all local amenities. The site is adjacent to the Fire Station and near LaPaz Garden Court, a HUD 202 project completed in 2010. The LaPaz Lodge would be located in close proximity to downtown LaPaz. This makes walking/biking to amenities, local stores, and facilities easy for future residents. The Marshall County Crossroads Transportation and Trails Committee plans to implement Phase 1 of its Regional Trail Plan in LaPaz to bring another amenity to LaPaz and to provide connectivity to Plymouth. This trail would run by the housing development, connecting it to the community

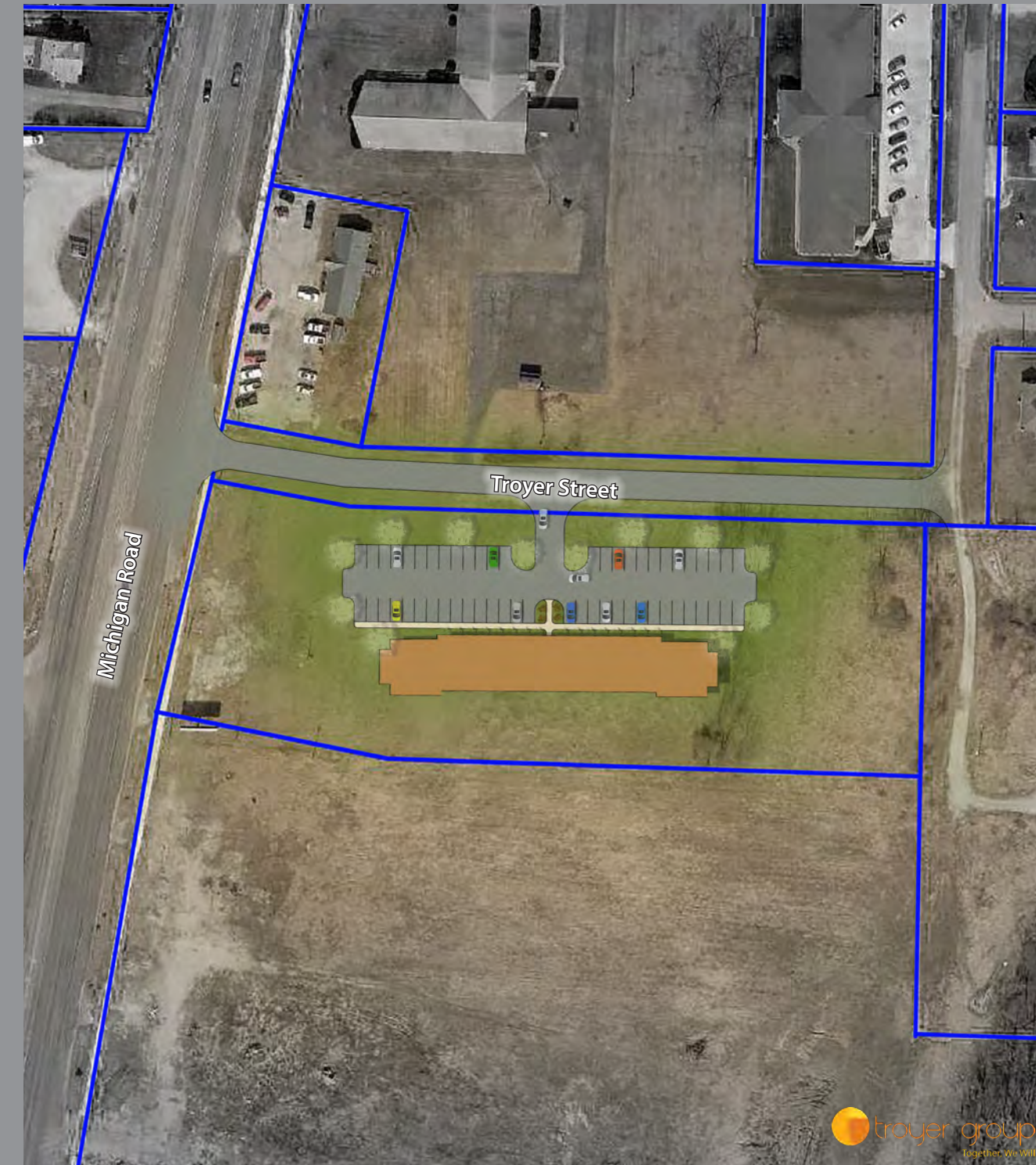
and providing access to a route to Plymouth.

Marshall County Community Foundation takes a leading role in coordinating various support agencies that can service the LaPaz Lodge. Marshall County United Way partners with the Community Foundation in these efforts. Marshall County Council on Aging runs a bus service for their constituents which they have expanded to include other residents in need. All of these organizations are in Plymouth, less than 10 minutes away.

The LaPaz Town Council passed a resolution of support for this LIHTC project. In that resolution, they pledged a 10 year/100% Tax Abatement as well as a waiver of all municipal fees including local building permits and sewer tap fees.

The Marshall County Economic Development Corporation projects a shortage of workers to fill 400-600 new jobs created through recent expansions and new businesses moving to the area. LaPaz's location at the northern edge of Marshall County means LaPaz Lodge will draw from the more populous counties to the north and east as well.

Despite the need, LaPaz would be unlikely to be competitive in a IHEDA LIHTC round without the Stellar set-aside. Coupled with LaPaz's other projects, this would be transformative for the community.



# PLYMOUTH RIVERSIDE MEADOWS

Plymouth, the county seat in Marshall County, has the largest population in the County. The City has a strong need for low-income housing and it has the mass to fill the projected units. Plymouth is centrally located in Marshall County so it can draw from the surrounding area and it is a reasonable commute distance from South Bend, Elkhart, and Mishawaka.

The Marshall County Economic Development Corporation projects a shortage of workers to fill 400-600 new jobs created through recent expansions and new businesses moving to the area in 2019. As demonstrated, there is a shortage of housing stock in Marshall County (and the state of Indiana).

Riverside Meadows would provide 40-44 new workforce housing units through the Housing Tax Credit apartment units, with half to be townhomes in the rent-to-own program. We have confirmed the need for this project via two market studies and an appraisal completed for The Paddocks, the IHDA LIHTC project under construction in Culver. The first study completed in 2018 by Mitchell Market Analysts, Inc. included information from surrounding counties to the south and west as well, which showed a similar need.

Riverside Meadows would be an infill project located in the Riverside Meadows Subdivision. The subdivision was established as an affordable housing, Planned Unit Development (PUD). The PUD zoning allows for the multi-family residences contemplated in Riverside Meadows. This has been reviewed with the Plymouth Plan Commission, Plymouth Building

Inspector and Plymouth Utilities Departments. We plan construction of an apartment building on lot 41. Lots 33 through 39 would be combined into one lot for the townhomes. Plymouth's Subdivision Ordinance allows for lots under one ownership to be combined by their Zoning Administrator without going through a replatting process, thus saving significant time and expense. All utilities are in place, the site has no existing environmental issues, it is outside the flood plain, and overall is "shovel ready!"

Riverside Meadows is located in close proximity to the Greenway Trail that runs through Plymouth. This makes walking/biking to amenities such as Centennial Park, Plymouth High School, local stores and medical facilities easy for future residents. There are expansion plans for the trail bringing further connections. It is also within close proximity to a low-income target area that just fostered a New Markets Tax Credit project including a new Growing Kids Early Childhood Learning Center and a new Aquatics Center. These projects were the result of a collaborative effort, with a partnership between the Plymouth School Corporation, City of Plymouth, and Ancilla College.

The property is currently owned by a partnership controlled by Dr. Todd Stillson who believes strongly in the need for affordable, workforce housing. He is also a member of the Transportation and Trails Committee. He has included a letter of support herein. He has included discounting the property for the LIHTC project, which he considers a good cause.

## STELLAR PROJECT



The original project stalled due to increased costs for construction and financing, preventing the target audience from continuing to fill the remaining lots. Completion of Riverside Meadows will still leave some remaining vacant lots and will catalyze a new surge in single-family homes to infill the rest of the project. It has been presented before the Plymouth City Council and received favorable support. Everyone agrees that this addresses one of the remaining housing issues in Plymouth.

Plymouth has a myriad of support entities that will provide services to the residents of Riverside Meadows. Marshall County Community Foundation is extremely active in the area and have ties to all the other NFP services. They combine with the Marshall County United Way to extend their reach. Marshall County Council on Aging runs a bus service for their constituency and extend this service to others in the community as needed.

Average Occupancy:	Affordable Housing Properties	Market Rate Properties
2018 Mitchell Market Analysis	95.9%	98.6%
2019 Prior & Associates Market Analysis	97.2%	93.9%
2019 Cushman & Wakefield Appraisal	94.9%	94.4%



# MARSHALL COUNTY

## OWNER-OCCUPIED REHAB

When residents of Marshall County were surveyed, they cited repairing existing homes as the number one priority among other housing priorities listed. The Housing Committee and several representatives from the towns who serve on the Marshall County Crossroads Committee say that their communities' housing stock includes a significant number of homes that are in need of repair.

Marshall County intends to apply for the IHEDA Owner-Occupied Rehab program for up to \$500,000. Marshall County has seen a rise in the number of vacant homes in the County, which often results when low-income homeowners cannot afford to invest in their homes, ultimately abandoning them once they have depreciated beyond repair. In addition, Housing Committee members recognize the importance of keeping people in their homes.

Based on community outreach that the Marshall County Crossroads Housing Committee conducted in August and September, the Housing Committee members who engaged with potentially qualifying homeowners believe they can help a minimum of 20 homeowners whose homes need significant repairs. During outreach sessions at which the Housing Committee explained how to qualify for the program, members of the Committee also collected letters and contact information

## STELLAR PROJECT



Example Image - Before



Example Image - Proposed

from homeowners who were interested in applying to the program. The team also utilized the Marshall County Crossroads communication and marketing channels to expand their reach. They have already collected 70 letters of interest. After discussing the plan with IHEDA

to host these sessions, Housing Committee members managed expectations by informing potentially qualifying homeowners that they would accept letters of interest and contact information and be in touch if Marshall County could qualify them for the program.

# ARGOS

## PARK VIEW

Argos is a safe and friendly town to raise a family with the small-town charm that residents have come to value. This core value reflects the Town's emphasis on maintaining its small-town charm while ensuring it has the quality community assets in place that attract to all types of people. In order for Argos to be competitive in today's market, the Town must offer standards that build neighborhoods with lasting value, a range of housing choices, while ensuring homes are affordable for residents at all income levels. An enhanced quality of life comes from stronger communities garnered from social interaction, community involvement, and pride. It also ensures Argos' younger demographic has equal opportunity for the highest quality of education that allows them to receive the resources and services they need to thrive and fully develop lifelong skills.

Stakeholders view Phase Two of the Park View development as complementary to the new manufacturing center in Argos. They believe the development will accommodate housing needed for the incoming workforce. There were also sentiments that the development will address the existing housing shortage. Some stakeholders believe the development will provide housing for middle income families, which currently lack housing options. A local real estate agent expressed how the development will create opportunities for FHA and USDA loans that had not been available.

The location of the development was also viewed as an opportunity. In addition to its proximity to the manufacturing center, the project is also within walking distance to local schools and businesses. Park View may also make Argos more appealing to young families by providing attractive housing options close to local amenities.

In reviewing FEMA Floodway maps, the proposed trail projects are not located in any floodplain or floodway. No permitting issues are expected with state agencies.

The Town of Argos is in good standing with the state funding agencies. Argos has created groups working to implement action items from the comprehensive plan. The Argos Community Development Corporation has been created, which is a non-profit organization that is implementing housing and business development initiatives in the town.

Park View housing development has been discussed among town leadership and has been underway through work by the Argos Community Development Corporation and the housing developer. Based on public feedback received to date, there is great community support for an increased housing options. A letter of intent has been received by the developer for moving forward with Phase 2 of the development. The Town Council approves of the project and has agreed to fund the proposed \$80,000 local match.

## COMPLEMENTARY PROJECT



Example of single family homes to be built in Phase 2

**10 PARCELS ALREADY DEVELOPED**

**14 PARCELS READY TO GO!**

**BEING PLANNED**

**21 ACRES PHASE 2**

**75 ACRES PHASE 3**



# PLYMOUTH PERMANENT SUPPORTIVE HOUSING

It's housing that combines permanent, affordable housing with services that help people live more stable, productive lives. It is not a shelter. There is no set time limit on length of stay. Flexible human services designed to meet the special needs of an individual or family are combined with a stable and affordable place to live.

The Supportive Housing concept serves persons and families with very low or extremely low incomes. Often these are individuals or families who are experiencing homelessness and who would have difficulty maintaining permanent housing without ongoing supportive services. Residents often have a history of homelessness due to persistent obstacles like mental illness, substance use disorders, or chronic medical problems.

In January 2016, Marshall County participated in their first Homeless Point-In-Time Count. Of the 258 persons in Region 2 who were homeless, 17 persons were homeless in Marshall County. For victims of domestic violence only, the Heminger House offers shelter on a temporary basis in Marshall County.

In the fall of 2016, a survey was completed by local volunteers showing a total of 73 people living at the Economy Inn and Red Rock. Twenty-six (26) children between the ages of 1 month to 15 years old were living in these former motels. Rents paid by the families with help from various agencies varied between \$175 and \$225 per week.



4 FEATURES & AMENITIES  
4 ONE-BEDROOM UNITS

10 TWO-BEDROOM UNITS

4 THREE-BEDROOM UNITS

18 TOTAL UNITS

## OVERALL PROJECT BUDGET

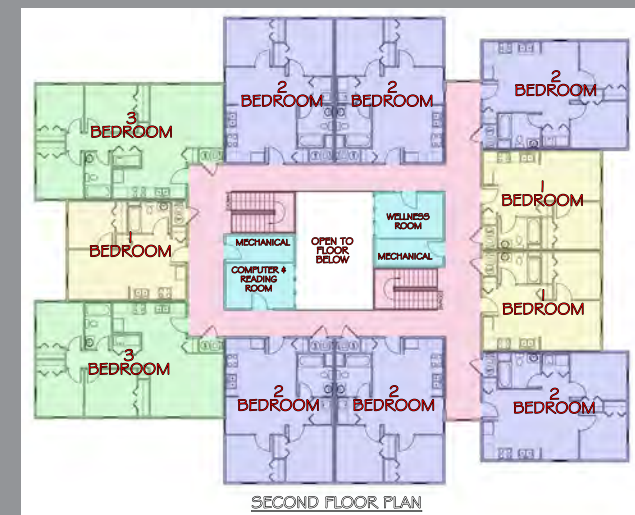
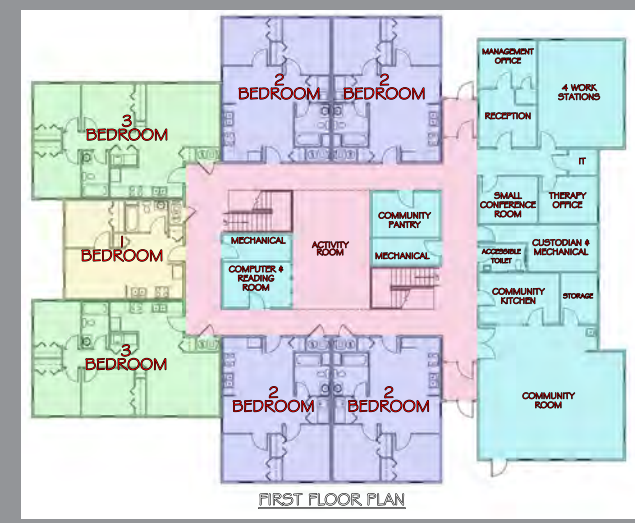
~2,575,000~

The Property Management Agency is the Bradley Company. Bowen Center provides case management, counseling, and therapy services. The Saint Joseph Health System provides health care and Plymouth Community Schools provides adult education. The Heminger House and Neighborhood Center are also project partners, providing support and referrals.

The project has set-aside grant funding in the amount of \$1,785,000 from the Indiana Housing and Community Development Authority (IHCA). These 18 units help meet the Housing Committee's goal to provide 25 units of housing annually for the most vulnerable in Marshall County.

The FHLB grant has been approved and IHCA has released funds for the project. Construction will begin in the spring of 2020.

## COMPLEMENTARY PROJECT



# MARSHALL COUNTY

## HABITAT FOR HUMANITY

When residents of Marshall County were surveyed about quality of life in Marshall County, the category that received the most dissatisfaction was "Diverse and affordable housing options." This was true of each of the communities in Marshall County. Clearly there is a need across the County. One of the goals of the Marshall County Crossroads Housing Committee is to create 25 new dwellings a year for Marshall County's most vulnerable. One of the solutions for bringing affordable housing to the County is a Habitat for Humanity initiative.

Habitat for Humanity is a nonprofit housing organization that works in local communities in the U.S. and in 70 countries worldwide. Habitat's vision is of a world where everyone has a decent place to live. The organization works toward this vision by building and improving homes in partnership with individuals and families in need of affordable housing.

Marshall County's Executive Director of Habitat for Humanity Dean Byers is working with applicants in Marshall County to build 10 new homes: three in Bourbon, three in Argos, and four in Plymouth. The organization is currently accepting applications for these locations.

Applicants must qualify for the program: they must be employed with a consistently steady income and they must be able to sustain a mortgage. Applicants choose from several Universal Design Feature standards for the home.

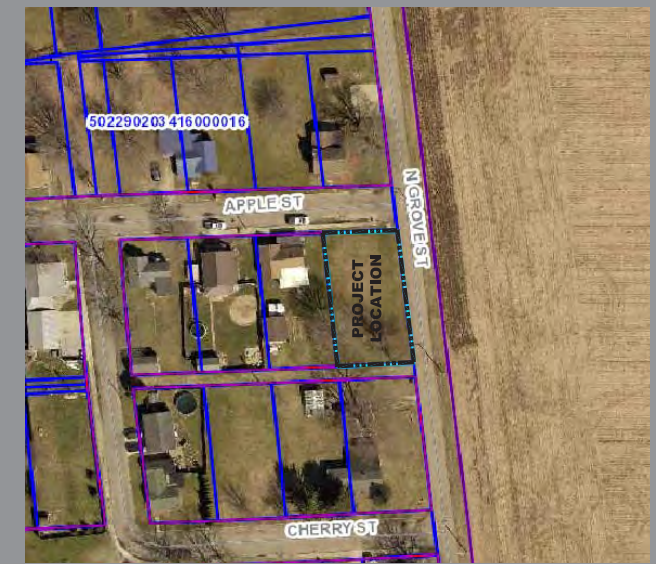


PROPOSED BOURBON SITE SCALE: 1" = 100'-0"



PROPOSED ARGOS SITE SCALE: 1" = 100'-0"

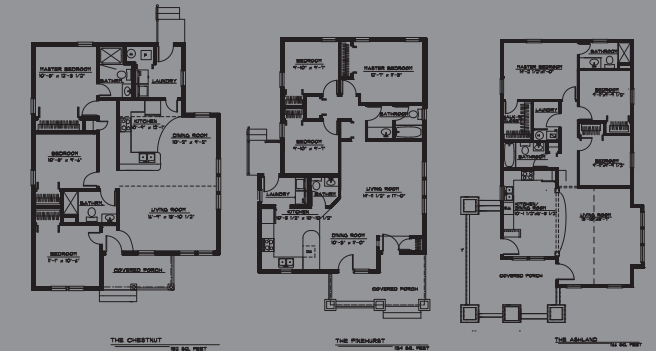
## COMPLEMENTARY PROJECT



PROPOSED ARGOS SITE 2 SCALE: 1" = 100'-0"



One of the Marshall County Habitat for Humanity Homes.



QUALITY OF OUR SPACES  
HOUSING & INFRASTRUCTURE

# PLYMOUTH RAILROAD VIADUCT CLEAN UP AND ART MURAL

In 2008, the city of Plymouth completed a study of the South Gateway to downtown Plymouth. This study included a restoration of an aging Railroad Viaduct, but this project was never completed. The condition of the viaduct got worse during the next decade. The city invested millions in the downtown and River Square Park, but recognized that the viaduct was an eyesore and downplayed the improvements in the surrounding area. The railroad would not address the problem, so local architect Brent Martin and Paul Schoberg, a professional painter, decided to organize a volunteer project to paint it.

Martin and Schoberg raised about \$3,000 to purchase supplies. In addition, others donated equipment, food, and supplies, in excess of \$4,000. Volunteers spent over 500 hours painting the viaduct.

Existing beneath the viaduct, on the west abutment, is a 16' x 7' wide concrete space where the viaduct committee plans to install a mural to further enhance the south entry into downtown Plymouth. This mural is slated to be completed in late Spring/early Summer of 2020, through a community-involved mural contest.

The viaduct committee, in partnership with the City of Plymouth and the Heartland Artists Gallery (a local nonprofit visual arts organization), have collaborated to create a plan for the mural to be completed with public input and painted by a local artist.

## STELLAR PROJECT

Local or regional artists or muralists will submit concept sketches, renderings, photographs, etc. of a mural to be painted on the concrete space beneath the viaduct. Upon receiving submissions in mid-February, members from both the viaduct committee and the Heartland Artists Gallery will pre-select the top 3 designs and present them to the public via the March monthly water bill and the social media accounts of the City of Plymouth, Discover Plymouth, Downtown Plymouth Merchants Group, and the Heartland Artists Gallery. Through these avenues, the public will be able to vote for their favorite design via a ballot included in the water bill, in person at the Heartland Artists Gallery, and online via SurveyMonkey by March 31st.

Winners will be announced by April 1st. Once the winning design is chosen, the winning artist will be notified and entered into a legally-binding contract ensuring that the work is both original and that it will be completed by Saturday, June 20th, wherein the artist will be officially recognized at the Heartland Artists annual Art in the Street Festival. The top 3 finalists will be awarded as follows: The 1st place winner will be awarded the mural project along with a \$1000 commission and a \$500 stipend for supplies, donated by community members and businesses. Second and third place recipients will be awarded \$400 and \$200 respectively, have their designs framed and on display at the Heartland Artists Gallery, and will receive recognition at the Art in the Street Festival.



# COUNCIL FORMATION

## ARTS & CULTURE EMPOWERMENT

**Objective:** As the arts empower individuality through free and open expression, we are called to empower all people through co-creating and sharing community identities and resources.

**Strategy:** Establish a permanent organization/position to nurture the growth of arts & culture in Marshall County.

The formation of an Art Council to serve all of Marshall County and potentially the wider geographic area in the future will empower existing art and culture organizations to collaborate and coordinate on relevant projects and events. One of these events is the annual "Art in the Street" in Plymouth, which is currently hosted by Heartland Artists Gallery. Events like this (and other art-related events) could receive more exposure, more participation from artists county-wide, and more visitors through marketing if artists and event planners collaborated as they have through regional planning. The Art Council would address this need.

The Marshall County Crossroads Arts and Culture Committee intends to initiate an Art Council by continuing the collaborative work that has taken place as a result of regional planning. Both local artists and local art organizations would benefit from an Arts Council as a one-stop-shop for all art and culture-related activities and events in the area. It would have a significant impact on community members by increasing

exposure to art and culture projects through its coordination, facilitation, and promotion of art- and culture-related activities, events, and projects. A majority of arts and culture stakeholders that were engaged expressed a need to create a publicly supported entity to foster and advocate for increased arts and culture programming and education throughout Marshall County. An Art Council will aid the Arts and Culture Committee in sustaining the collaborative efforts that resulted from the regional planning process.

**Sustainability plan:** As the organizations and members of this Council are already active in their respective areas of work, the Council can currently function without monetary funding through continued engagement and ongoing collaboration. In the event an official position is publicly created and funded, partnering organizations and grants can help offset the public costs.

**Partnerships:** All of the organizations represented on the Arts and Culture Committee are non-fiscal partners. MoonTree Studios has committed \$5,000 to the formation of an Art Council in addition to administrative and consultative support. MoonTree will also provide facilities to host meetings and other events in lieu of a brick-and-mortar space for the Art Council.

**Outcomes:** In addition to increasing exposure and education, we intend to increase collaborative projects and undertakings, and

# STELLAR PROJECT

we intend to increase engagement with local artists and community members.

**Metrics:** We will track the number of collaborative projects, events, and other opportunities provided to local artists to measure our success.

**Communication Plan:** In addition to utilizing the Marshall County Crossroads communication and marketing channels, we intend to increase awareness of the Art Council through our own media production project, which is discussed later.



# COMMUNITY ASSESSMENT

## ARTS & CULTURE DIVERSITY

**Goal:** As the arts utilize many different expressive forms to communicate and connect people with their living systems, we are called to embrace the strengthening and unifying qualities of diversity in all forms.

**Strategy:** Increase the diversity of engaged artists in Marshall County.

In order to increase diversity, it is important to know what the baseline is. The baseline for art diversity includes regional demographics as well as an assessment of the diversity of art forms being practiced in the region. The purpose of this project is to compile the relevant data from all available stakeholders and through community engagement in order to establish a starting point from which to work towards increasing the diversity of those participating in the arts and the diversity of art forms being explored. This can be done through a combination of the existing data and compiling new data sets as appropriate.

Because the Marshall County Crossroads team has established an effective public engagement process, communication channels, and relationships in the art community, we think creating an assessment of artists throughout the County is possible and affordable. Using existing data compilation infrastructure and entities, the compilation of the data should be the most resource-intensive component of the project.

**Partnerships:** Heartland Artists and MoonTree Studios have committed to sharing data sets will continue the current evaluation and assessment forms and outreach. MoonTree Studios has committed \$500 to this project.

**Outcomes:** A clearly defined process for evaluating diversity in the arts as well as a baseline to compare future assessments to in order to determine whether we have increased diversity in the arts.

**Metrics:** Establish baseline and gauge rate of diversity growth or diminished.





# COUNTY-WIDE ARTIST RESIDENCY PROGRAM

## ARTS & CULTURE EDUCATION

**Goal:** As the arts help teach us about life, we are called to share education of and through the arts with each and every person to help their personal and professional growth and development.

**Strategy:** Increase art and culture education funding and programming in Marshall County.

An art residency program in Marshall County will serve those living in Marshall County both by bringing in artists from outside of the area to interact with local artists and by providing up-and-coming local artists the opportunity to have access to art resources and guidance through the process of generating and displaying art through conventional and unconventional channels.

**Maintenance plan:** Host sites' existing maintenance plans. (No new facilities are needed.)

**Sustainability plan:** In addition to private donations to support the residency program, resident artists can teach classes and sell work in support of the program. Proceeds would be split between the artists and the host sites.

**Partnerships:** MoonTree Studios and Heartland Artists are committed to sharing resources and access to artists. MoonTree Studios has committed \$2,500 to the initiation of a residency program in addition

## STELLAR PROJECT



to offering administrative and facility support. MoonTree will also commit \$500/year to be a registered member of the Alliance of Artist Communities in order to attract outside artists and bring attention to the residency program.

**Outcomes:** Increase the number of local and non-local artists participating in local art residency programs.

**Metrics:** Number of artists in residence.

**Communication Plan:** In addition to utilizing the Marshall County Crossroads communication and marketing channels, we intend to increase awareness of the residency program through our own media production project, which is discussed later.



# MEDIA PRODUCTION

## ARTS & CULTURE PRESENCE

**Goal:** As the arts call us to live in the present and be in the moment, we are called to bring the arts out into a visible presence for all to see and enjoy at any moment.

**Strategy:** Increase the visibility of local art, artists, and arts & culture organizations in Marshall County.

This media production project will bring more awareness to the arts in Marshall County and it will attract artists to Marshall County. The proposal is for the establishment of a network of centers—one in every town—devoted to the art of producing video content that will directly communicate the involvement of the arts throughout Marshall County. These centers (which could also contain art galleries, performance spaces, and art studios) will produce videos that celebrate and communicate the arts in all their forms and distribute these videos in various media formats. These stories will help send a message that Marshall County is an active, exciting, arts-encouraging environment—one that embraces the work of artists and what their ideas bring to the health and well-being of their communities.

The video productions would take different forms. Some may center on short biographies of area sculptors, painters, dancers, weavers, cabinetmakers, musicians, authors, or playwrights. Others may depict in-depth documentaries that aim to uncover the working relationship of each artist to their



creative process. Still others might involve historical investigations of past artists—the history of the Chief Menominee monument and its creation, for instance. Others could focus on an in-depth review of Culver Academy’s Art Museum, the history of Heartland Artists—or an in-depth review of their latest exhibit—along with commentary from the attendees. Still another could be a longer piece devoted to the development of the REES Theater project and the attendant arts involved, such as architecture, Deco facade restoration, audio engineering, or theater design. Through the integration of artists of all modalities and mediums, and with the combined expertise of creative producers and interested interns from area educational institutions, these centers can provide the building blocks of an exciting arts-based learning environment—providing our County with an array of positive outcomes associated with such processes.

# STELLAR PROJECT



This project is large in scope and for that reason must be broken into three developmental stages:

**Initial Training Stage:** At Wild Rose Moon, trainees will be introduced to the video making process by Wild Rose Moon’s in-house team of experienced producers. Trainees will learn a variety of skills including: simple and effective video production and titling, mixing multi-track sound, cutting from different camera angles, and managing a video production team.

**Community filming, on Campus Completion, Community Distribution:** After stage one is completed, trainees would be encouraged to identify an arts story within their own community that they would like to feature. After drawing up a possible treatment, equipment, shooting and personnel list, they will be asked to engage in the taping of their proposal. Using this raw

footage, the artist will edit their first project at Wild Rose Moon, receiving help, critique, and encouragement along the way. Once completed, the project can be uploaded to YouTube and networked to supporting agencies and groups within the community. At this point, a qualitative review of the project may be undertaken that video records part of the impact of the project within the community.

**Blossoming in Each Community:** With the cooperation of each community, a useful space would be chosen for the placement of new editing facilities that are specifically reserved for the direct promotion of the arts and artists around the community. Independent producers, still associated with Wild Rose Moon, would be available to assist in the development of production at these centers on a part-time basis. These centers could be housed in libraries, schools, rehabilitated downtown buildings,



or service club buildings. If large enough, the centers could provide space for performances, a gallery, music classes, and artist studios.

**Partnership with Wild Rose Moon:** At present, Wild Rose Moon has three independent producers and will provide the training and expertise needed for this project, as well as part of the matching funds. Wild Rose Moon video recordings have made their way into projects executed and produced by John Kennedy of the band, Kennedy’s Kitchen, and its production house was featured last year on Channel 34’s Experience Michiana.

**Metrics:** The number of videos produced, the number of artists and related activities promoted, and the number of art-based centers in the County with video production capability in each community.

# ART TRAIL INSTALLATIONS

## ARTS & CULTURE HOLISTIC HEALTH PROJECT

**Goal:** As exposure to and participation within the arts are integral to individual and social health and wellbeing, we are called to heal and regenerate our hometowns through the growth and nourishment of authentic, dynamic, and inclusive arts communities.

**Strategy:** Integrate the arts into the Marshall County Crossroads Regional Development Plan and Quality of Life Plan.

As exposure to art is an important element of individual and social health and wellbeing, this project is geared towards taking advantage of any opportunity to incorporate art installations into public spaces. This project specifically aims to incorporate sculptures on the regional trail system development. These sculptures would represent the local indigenous communities that inhabited the Marshall County area prior to colonialization. This project would benefit the local community by providing an art and history component to the trail systems, both motivating people to take advantage of the trails and honoring the rich culture and heritage of those who originally inhabited the land.

As noted in the public engagement results, trails rank among the top areas that residents in Marshall County think should be a priority for enhancing quality of life. With art ranking in the top two, we know that putting art installations on trails would meet the expectations of residents and entice visitors

to explore our trails throughout the region.

**Maintenance plan:** The materials used in production of the sculptures should require minimal to no maintenance as they should be able to withstand constant exposure to the elements over a long period of time. Any potential lighting or other amenities included with the sculptures would fall under the maintenance of the community overseeing trail maintenance.

**Partnerships:** MoonTree Studios has committed \$2,500 to the commissioning of these sculptures/installations.

**Outcomes:** Increased presence of art installations representing and created by local Native American artists.



# STELLAR PROJECT



# CULVER

## MAIN STREET MURAL

The Antiquarian Historical Society (AHS) discovered a rotting trellis in Heritage Park. They had to remove it and cut down climbing florals, which created a bit of an eyesore because the blandly painted brick was exposed. The park no longer looked inviting and it's one of the first spots people see when arriving on Main Street.

The Culver Main Street had a mural on its list of placemaking projects. The Director of Culver Main Street and the Culver Visitors' Center, Danielle Mavrack, approached the owner of the building. Danielle is a member of the Marshall County Crossroads Arts and Culture Committee and a member of the Marketing and Communications Committee. She worked with the owner of the building, Elizabeth Beauchamp, to gauge her interest on a shared-cost mural. Elizabeth had recently purchased a custom barn quilt for the same wall (which hadn't been installed) and was very interested in a mural.

Culver Main Street organized the project. First, was finding an artist. Laura Newman, the artist, has strong ties to Culver, as she painted some murals inside Main Street Studio and used to be a barista at Culver Coffee Co., where she also designed and hand-sketched the chalkboard menus. Danielle and Elizabeth also sought support for the project from the Culver Redevelopment Commission (CRC). The total cost of the project was:

- \$3500 for the mural
- \$1,000 for the bark quilt and \$250 for installation of the quilt



Half of the funding was covered by CRC (\$2375), \$1000 was covered by the business owner (plus an additional \$1250 for building repair and prep), and \$1375 was split evenly among the Visitor Center, Culver Chamber of Commerce, and Main

Street organizations. All three organizations agreed that the mural was in line with their individual missions. AHS will play a role as well, as they will cover the replacement of a trellis.

# ARGOS SIDEWALKS & TRAILS



## Marshall St Sidewalk - Stellar Project

This proposed sidewalk will provide safe pedestrian access between the current and proposed residential areas north of Marshall Street to the Town Park.



## Clinton St Sidewalks - Stellar Project

A sidewalk along Clinton Street will provide pedestrian connectivity to the fairgrounds from the town park and residential areas via the complimentary project on Indiana Ave.



## Pond Park to Fairgrounds Trail - Stellar Project

This multi-use trail will connect two key community assets in Pond Park and the Marshall County Fairgrounds.



## STELLAR PROJECT



### Crosswalk Connections

Crosswalks will be utilized in each of the projects to improve pedestrian safety by attracting the attention of drivers to the road crossing. In some high traffic or trail crossing locations, an increased level of traffic calming methods could be used.



### Community Connectivity

Expanding the pedestrian and bicycle infrastructure in Argos will create equitable transportation opportunities for all residents. This infrastructure will increase connectivity throughout the town, improving safety for pedestrians and cyclists.

## W MARSHALL ST SIDEWALK CONNECTION

### Project Location



Walkability and active transportation projects have received great support from the public during engagement meetings and through public input surveys. Some of the most prevalent comments received are that trails improve health, promote alternative access to community assets, improving quality of life, promotes feeling of community, increases

connectivity of the community to its own assets and outside areas. Currently there is no pedestrian infrastructure on the north side of Argos. This project will be the first phase of connecting northern residential areas and the proposed Colonial Estates with the Town Park, school, and eventually the downtown area and fairgrounds.



The Marshall St sidewalks project will connect residential areas on the north side of town to the Town Park and its trail system. It will also connect these residential areas to the future development proposed near US 31 along Freedom St. The sidewalks will be separated from the roadway, and include crosswalks at intersections to provide safe, equitable access for residents. The sidewalk will be located on the north side of Marshall Street within the existing right of way.

## CLINTON ST SIDEWALK CONNECTION

Argos has many assets in the community including its Town Park, the school campus, Marshall County Fairgrounds, and Pond Park. However, these assets are lacking connectivity through pedestrian infrastructure. With the small geographic size of Argos these assets are within walking distance of each other, but the current transportation infrastructure does not provide safe passage for pedestrians or cyclists. The Town is working on plans to provide sidewalks and trails to connect these assets. The current trail in Argos Community Park stops near the intersection where SR 10 meets Indiana Ave and turns south. This project would construct sidewalks along SR 10 and Clinton Street to provide connectivity between Town Park and the Marshall County Fairgrounds.

Currently INDOT is in the engineering phase of improving curb ramps at intersections along SR 10 in Argos. One of these intersections is at SR 10 and Clinton St. The proposed sidewalk will tie into these curb ramps to work towards the long range goal of the state and its communities to provide safe, accessible intersections and pedestrian infrastructure.

The goal is to develop all sidewalks in the project within the existing right of way. A location control route survey will be obtained at the beginning of the engineering phase to determine exact right of way lines. The sidewalk route options will be reviewed with town personnel and property owners to determine the best route.

Project Location



## STELLAR PROJECT



## POND PARK TO FAIRGROUNDS MULTI-USE TRAIL CONNECTION

Project Location



The Town of Argos has applied for Land and Water Conservation Fund dollars to help fund improvements at Pond Park. Other improvements at Pond Park are included in this Stellar Regional Development Plan. With plans for increased traffic to Pond Park and its proposed recreational trail, it is important to provide pedestrian and bicycle access to Pond Park from other parts of Town. The adjacent Marshall County Fairgrounds also draws large crowds and has a great amount of pedestrian traffic both within its boundaries and from nearby neighborhoods in Argos. The proposed trail will connect Pond Park to the

Fairgrounds, traverse the Fairgrounds property, and connect to West Street on the east side of the Fairgrounds. This will connect the Fairgrounds and Pond Park to adjacent neighborhoods and downtown Argos.

The trail is proposed to connect Pond Park to the Fairgrounds via the existing right of way for Kenilworth Rd. The Town has been in discussion with the Marshall County Fairgrounds Board to acquire an easement or develop an agreement that has the Marshall County Fairgrounds Board as the sub-recipient for the trail project.

# CULVER

## CASS, SLATE & JEFFERSON TRAIL

Culver completed a bicycle and pedestrian master plan in 2016 that outlined potential trail routes around Lake Maxinkuckee, throughout the town, and future connections to regional trails. The plan helped spark the development of Lake Max Trail, which has the first phase completed, the second phase in engineering, and the third phase just beginning engineering. The second phase of the Lake Max Trail was one of the projects funded by Culver's 2017 Stellar Designation. Two of Culver's other Stellar projects was the Sandhill Farms housing development and the West Jefferson Streetscape. This proposed trail project will connect these three Stellar Communities projects and the Culver Elementary School.

The proposed trail will have three segments. The first segment connects Sandhill Farms to Slate Street. The second segment is along Slate Street between West Jefferson St and the Culver Elementary School. The third segment is along West Jefferson Street connecting the streetscape project to downtown Culver to the Lake Max Trail Phase 2 project. These three short trail segments will greatly benefit the pedestrian and bicycle connectivity in Culver, providing safe routes to many important community assets and residential areas.

The town is working with the developer of Sand Hill Farms to create a connection from

Sandhill Farms to Cass Street. It is anticipated that the rest of trail routes will be located within the existing right of way. A location control route survey will be obtained to verify right of way limits. Culver has experience working with INDOT through the Stellar Communities program, as they are currently working together on three project funded by INDOT through Culver's 2017 Stellar Designation.

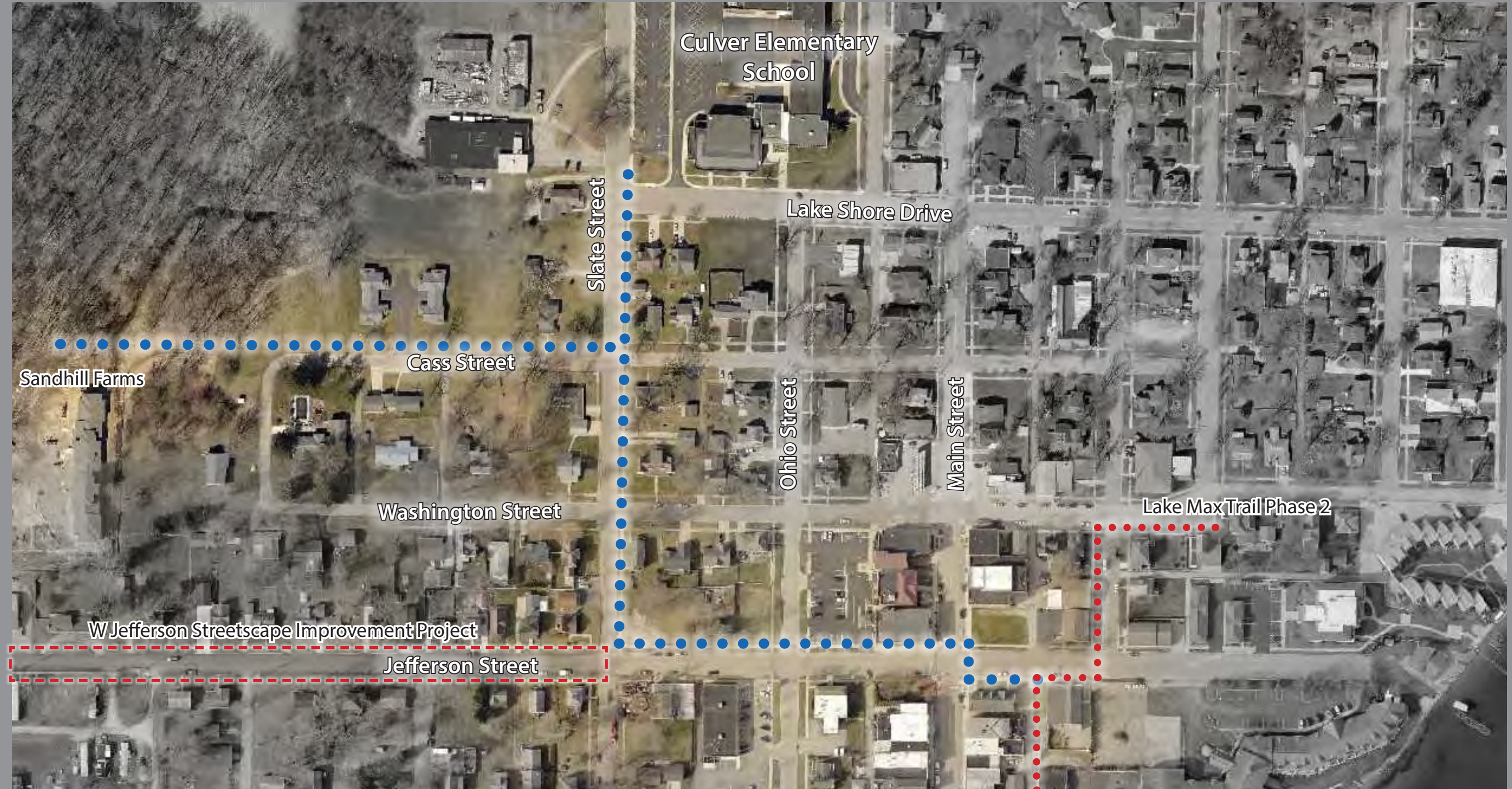


Existing Conditions - Jefferson St



Existing Conditions - Slate St

## STELLAR PROJECT



# PLYMOUTH

## GREENWAYS TRAIL PHASE 3

Almost twenty years ago Plymouth completed a Greenways Trail Master Plan that determined trail routes and connectivity throughout the city, connecting key assets such as the schools, parks, and downtown. The plan outlined prioritization of implementation phases. The first phase of the Greenways Trail was completed fifteen years ago and traversed Centennial Park, the Conservation Clubhouse, and connected to Plymouth High School and terminated at Founders Park just north of Jefferson Street. The second phase picked up at Founders Park and headed south connecting to River Park Square at Garro Street. This phase was completed in 2019.

The third phase of the Greenways Trail will connect phase 2 with the recently completed River Gate South housing development. The trail will wind through River Park Square connecting to amenities in the park, as well as the historic pedestrian bridge across the Yellow River that connects River Park Square to neighborhoods to the east. This bridge received funding from INDOT for rehabilitation and is currently in the engineering phase. The Greenways Trail was included in an IDNR Lake and Rivers Enhancement (LARE) Planning Grant that Plymouth Parks received in 2016 for bank stabilization for the Yellow River in River Park Square. The LARE process and report also included permitting with the state agencies for the riverbank restoration, a kayak launch, a pedestrian bridge between River Gate South and River Park Square, and the Greenways Trail Phase 3. All four projects were in the same area and were planned for implementation in the next couple of years.

The Construction in a Floodway permit

that was received as part of the LARE process expires in October 2019. In hopes of completing the project before the permit expired, the city applied for Next Level Trails funding for Phase 3 of the Greenways Trail in January 2019, but unfortunately was one of the many communities that were not selected for funding due to the overwhelming response for trails in the state of Indiana. Since the hydraulic modeling has been completed for the Greenways Trail Phase 3 as part of the LARE project, the permitting process with the state agencies should be simplified for implementation of the project through the Stellar program.

The Greenways Trail Phase 3 will be constructed of asphalt, winding through the wooded areas along the Yellow River through River Park Square. It will connect with amenities planned in the River Park Square Phase 2 project that is also included in the Stellar Regional Development Plan. The trail includes two overlook nodes that will be constructed of concrete and pavers, and will have benches and litter receptacles. The trail will connect with the recently completed kayak launch, and end at the recently completed pedestrian bridge that connects to River Gate South.

The city owns the land for the project and the trail has been included in public engagement processes for both the Greenways Trail Master Plan and the River Park Square Master Plan. Survey is completed for the project.

## STELLAR PROJECT



Existing Site Images



Existing Site Images



Existing Site Images

- A. Proposed Greenways Trail Phase 3
- B. River Overlook Node
- C. Existing Pedestrian Bridge
- D. River Gate South Housing
- E. Existing Greenways Trail Phase 2



# MARSHALL COUNTY

## PUBLIC TRANSIT PROJECT

Throughout the regional planning process, regardless of which committee has discussed its initiatives—from Education and Skills to Health and Wellness—transportation has risen to the top when it comes to challenges that create obstacles to our work. How do we get students without transportation to a centralized Education and Skills Center? How do we get low-income, transportation-challenged residents to health and wellness resources that are currently available or that we could make available? How do we ensure our residents can enjoy our quality-of-life assets in the County if they cannot get to them? How do we respond to the youth in our County who have shared with us that they want to be able to attend Food Truck Fridays in Bourbon, park events in Culver, and other planned social activities that aren't just related to sports events? For many residents, transportation is a barrier that inhibits them from experiencing important social and civic services, community assets, and the many aspects of our great hometowns.

In rural Indiana, it is challenging to address the magnitude of the problem with limited resources. Transportation concerns, especially in rural areas, have consistently been listed in community needs assessments all over the nation for decades. In Marshall County, transit has been a major concern in needs assessments

## STELLAR PROJECT



and strategic plans conducted by our hospitals (Saint Joseph, Bremen Hospital) social services (REAL Services), and government entities. Available transportation not only reduces a serious disadvantage among the most vulnerable (elderly, disabled, low-income), but it also greatly benefits the community as a whole. A nationwide assessment by the Transit Cooperative Research Program (Sponsored by FTA) revealed that the average ratio of benefits to costs among the 22 rural transit systems examined was 3.12 to 1. The average net earnings growth differential between rural counties with transit vs. without was 11%, with an average annual economic impact per county from transit of \$1,092,293! These economic impacts were calculated to include direct (employment, human investment, health & social services, shopping), indirect (employers who see increased work hours & reliability, and health & social service who may gain more customers and increased services),

and induced (attracting more businesses, improving the environment, and helping older people remain independent and delay going to expensive care facilities) benefits.

The county most closely resembling Marshall County in this study was Sweetwater County, WY, which has a similar population to Marshall County. The following benefits were documented:

- Access to employment: \$327,600
- Access to Medical/social services: \$36,000
- Rides to school-age children of working parents: \$29,372
- Access to shopping, recreation, other personal services: \$25,475
- Access to educational and counseling services: \$542,840
- Enabling the continuation of Independent living: \$720,000

TOTAL: \$ 1,681,287 per year

This report goes further by recognizing the characteristics of systems that were most successful in generating economic impacts and explaining how rural transit systems can increase the economic impact in their counties. The most successful systems focused on specific trip types, established strategies for serving these particular trips, and worked with service characteristics that can be controlled by transportation system planners. The trip types that lead to the largest economic benefits include employment trips, education and training trips, medical trips, and trips that promote independent living. Transit systems first need to create an inventory of the destinations of desired trips, then trips must be offered at the times required by the nature of the trip purpose, and finally trips must be affordable, which can be facilitated by forming partnerships and establishing a multi-rider route system.



In Marshall County, we have worked to get the right people and resources to collaborate with our Quality of Life Committees, residents, and businesses to solve the transportation issues we face. Partners involved in this collaboration include Marshall County Public Transit, Young Professionals of Marshall County, On-My-Way Pre-K providers, Marshall-Starke Head Start, Plymouth Community School Corporation, Marshall-Starke Development Center, health

professionals, and Marshall County Public Transit.

To assess the current needs and/or barriers in Marshall County, we had a group of social work masters' students conduct a survey through an interview process; these interviews are still underway, but they have also set the groundwork for solutions that can meet some immediate needs. One of these solutions is our public transit service project. During this survey process and from communications between the Transportation and Trails Committee and Education and Skills Committee, we have discovered numerous transportation issues. One anecdotal example involves our ability to impact on early education. In this example, we have 4 potential students for the On My Way Pre-K class in Plymouth who can't enroll due to lack of transportation. Plymouth School Corporation picks up 3 preschoolers and Head Start picks up 2 in the same neighborhood as the 4 potential students who cannot enroll. We know that potential solutions for these scenarios exist. In this case, the Plymouth School Corporation could pick up all 9 children, On My Way Pre-K could help fund the transportation with increased funding they get from the extra 4 children, and Head Start could contribute by providing an aide on the bus.

Another solution for transportation problems is to create a public transit system. We know this is a costly proposal, so our plan is to pilot a program in Plymouth, build on this program to ensure sustainability, and then expand the program into the other communities in Marshall County. Currently, public transit is a demand-response system, which limits the number of trips/people who can be transported. Creating bus stops using the same spots that the school systems use would immediately increase awareness by being more

visible and more easily accessible, especially to non-English speakers. Additional enticements for people to use the bus route system would be the low cost of \$1 per ride and no waiting times (scheduled stops and times). The pilot program would start with 1-3 bus stops on a single route (possibly on weekends) to shopping destinations or events, especially those proposed by the Stellar Health & Wellness Project (open gyms on weekends, nutrition/cooking classes), or by the Education Committee, such as vocational classes or employment training opportunities. These bus stops would be placed in the locations of an existing bus stop used by the school system. We would like to start with a total of 6 bus stops at a cost of \$5,000 each.

We have begun the work of funding our first transit project with funding partners to include: Marshall



County Public Transit, Plymouth Community School Corporation (PCSC), The Plymouth Public Library, Saint Joseph Health Systems, and the City of Plymouth.



# MARSHALL COUNTY

## COUNTY TRAIL SYSTEM PHASE 1: OLD US 31 TRAIL

Marshall County is investing in a Regional Trails Master Plan to develop strategic implementation strategies to connect the communities within the county and tie into regional trail systems. Funding for the master plan has been obtained through the Marshall County Community Foundation, Marshall County Council, some Town Councils, and private donations. This plan will look at potential trail routes and develop a prioritization strategy that analyzes location, connectivity impact, right of way, timeline, cost, and potential funding sources. The plan is expected to be underway in the fall of 2019 with a completion in early of 2020.

Although the county's trail master plan has not started, active transportation planning has been in progress over the last decade. MACOG's regional long term Active Transportation Plan looked at regional trail routes and connectivity. One of the major planned routes was along old US 31 heading south from South Bend through Lakeville and LaPaz to Plymouth. When US 31 shifted east to bypass Lakeville and LaPaz, a wide existing roadway and right of way were left behind that see much less vehicular traffic now. This would make an ideal location for a multi-use trail providing a north-south connection between South Bend and Plymouth. In Marshall County, a logical first phase would be to start in LaPaz and head south to eventually connect to Plymouth.

This project will be analyzed further detail in the trail master plan, and a final route and location for the first phase of the county trail system will be determined. The county has allocated \$200,000 over the next four years to provide a 20% local match on a 1 million dollar phase 1 project for the county trail.

# STELLAR PROJECT



# MARSHALL COUNTY

## COUNTY TRAIL SYSTEM MASTER PLAN

Residents of Marshall County and stakeholders in the County continually rank trails as one of the top two quality-of-life features they desire. In a “Moving Forward” survey in 2019, residents ranked parks, trails, and outdoor gathering spaces as the top three priorities for Marshall County. At the 2019 Ball State stakeholder meeting, when stakeholders were asked to describe what they thought would be a game changer for Marshall County, the word trails ranked highest among all other words.

Marshall County understands the value of a regional trail system and how it can impact on well-being, recreation, mental wellness, and economic vitality. In addition, the Trails Committee understands the value of connectivity to those who do not have access to transportation. Over 25% of Marshall County residents meet ALICE (Asset Limited, Income Constrained, Employed) requirements. Connecting highly used resources, industry, and schools through a Regional Trail network can remove barriers for many of our most vulnerable residents. The Regional Trail System is and will be designed for all to use with a key focus on connecting our most underserved populations with their most needed resources.

Geographically, Marshall County is located near the popular Nickel Plate, the Pumpkinvine, and U.S. BR35. Currently, there are plans in St. Joseph County to expand its



trail south to the northern border of Marshall County. Opportunities to connect regionally are available and Marshall County is communicating with partners inside and outside of the County.

Marshall County communities are also working on their own trails. Argos plans to complete its sidewalk/trail initiatives to connect each of their parks and the fair grounds. Culver is working on Phase 2 of the Lake Maxinkuckee Trail and it has received funding from INDOT to complete Phase 3. Plymouth has completed Phase 1 and 2 of the Greenway Trail and is working on funding Phase 3.

Partnering with MACOG (Michiana Council of Governments), the Committee began to establish goals and objectives. The Marshall County Crossroads Regional Trails Committee has the mission to not only be the Cross(roads) of America, but also the Cross(Trails) of America! The Committee imagines eventually connecting to Indiana’s visionary trail or a national trail such as the Great American Rail-Trail; however, the current priority is to complete a county-

## COMPLEMENTARY PROJECT



wide Bicycle and Pedestrian Master Plan. The Committee saw the value of Culver’s Bike and Pedestrian Plan and the value of a study for future grant applications. In addition, regional planning efforts have resulted in some positive outcomes related to trails, including:

- Plymouth and Culver adopting Complete Street Policies.
- A team from the Marshall County Crossroads Committee receiving a grant to attend the Walkability Institute (see the Key Achievements section of the RDP). This team completed an action plan to improve walkability in Marshall County. This plan is included in the Appendix section.
- Argos, Culver, and Plymouth developing new trail projects.
- MACOG adopting a Complete Streets Policy.
- The Marshall County Crossroads Regional Trail System Committee (a subcommittee of Transportation and Trails) starting to seek funding for a regional trail system study.

As a result of the previous work and communicating it throughout the County, the Committee fully funded the project by raising funds from these sources:

- Marshall County Community Foundation: \$37,500
- Marshall County: \$25,000
- Center at Donaldson: \$500
- Plymouth Public Library: \$1,000
- Private citizen donations: \$2,500
- Culver Redevelopment Commission: \$2,500
- Marshall County Tourism: \$2,500

The Trails Committee, including members from MACOG, also started identifying potential routes to connect each of the communities and trails outside of Marshall County. A member of the Trails Committee is on the Steering Committee for MACOG’s Trailbranding work, another member of the team works with Elkhart County Community Foundation to secure funds to connect Bremen to the Pumpkinvine, and one member works with Starke County on future trail development in the Southeast corner of the County connecting in to the BR35. Collectively, this team is also working with the Education and Skills Committee and Transportation Committee members to determine priority connections to get students and workforce where they need to go safely and without a vehicle.

The Trail Committee have identified a route from Plymouth to LaPaz; because of the width of old 31, the Committee believes this is the most shovel-ready, low-cost, project to start the regional system. In addition to developing the Regional Trail System Study, the Committee will focus on the Plymouth-LaPaz connection. This Trail is highlighted as a future/projected trail on MACOG’s Active Transportation Plan.





# BOURBON

## INDUSTRIAL DEVELOPMENT

Bourbon has a unique position as a very accessible community nestled just off of US 30 halfway between Plymouth and Warsaw. A parcel of land just off of US 30 on the north side of Bourbon is planned to be a commercial and industrial development. This location is ideal for such a development, both as a service area for travelers on US 30, and also industrial development with ease of transportation access and affordable quality housing in Bourbon for workforce.

During stakeholder engagement, items that were mentioned as important project elements include: adding unique features such as a hospitality site with a dog and childrens' park for the rest stop, attracting visitors to town and not just the rest area or industrial site, integration of economic development tools such as trades education in schools, cross-county regional needs, and relationship between business growth and housing.

This development will ideally proceed simultaneously with the Cedar Rd housing development since each project will help support the other. The proposed commercial development will create a large growth in tax increment financing available to the town. According to preliminary projections by the engineer, the development could yield almost \$500,000 annually for the TIF district.

The town has agreed to extend water and utility infrastructure into the development site. Gravity sewer is available for the planned



hospitality site, but a lift station will be necessary for the industrial site.

In reviewing FEMA Floodway maps, the proposed renovation project are not located in any floodplain or floodway. No issues or special permits are expected from state agencies.

The Town of Bourbon is in good standing with the state funding agencies. Town leadership has been working with the developer and engineer and the partnership has clear paths for financing and collaboration to make the project successful.

Bourbon has already completed preliminary engineering assessments for the residential

development. This includes multiple cost estimates, financing options and partnerships, and other information for total project costs and expected revenues. It is anticipated that the project will be a private-public partnership that would provide support and equity to the developer that requires the developer to fund the development up front and be reimbursed through tax increment as build out occurs. The town will extend water and sewer infrastructure to the development. The property meets the requirements for annexation and the town plans to annex the land soon. The developer owns the land and it is located within town limits.

## COMPLEMENTARY PROJECT

# BOURBON, LAPAZ & PLYMOUTH

## MANUFACTURING CENTERS

In June 2018, Marshall County leaders gathered for a ribbon cutting ceremony on the newly erected Manufacturing Center in Argos. The center, a \$2.8 million investment, received \$400,000 in funding from Regional Cities. The new Center is part of Argos's 75-acre industrial park. It's a 50,000 square-foot building that can expand up to 300,000 square feet.

In August 2019, Marshall County Economic Development Corporation's President and CEO Jerry Chavez announced that Sequel Wire and Cable, a start-up manufacturer, would be making a \$53 million investment in the facility and production equipment. This investment will bring 120 jobs to Argos. The Center will be expanded to 162,500 square feet and it's expected to be operational in 2020. The business will create wire and cable products.

In addition to new jobs, the business expects to offer one of the most competitive wages in the region, meeting the goal to increase per capita income and household income. Marshall County Economic Development Corporation and the towns of Bourbon and LaPaz, as well as the city of Plymouth, plan to develop three more centers in Marshall County.



Example Manufacturing Center



Example Manufacturing Center



## COMPLEMENTARY PROJECT



## RURAL HEALTH PROJECT: WELLNESS BUCKS

Marshall County Wellness Bucks is a highly collaborative program to encourage and lead Marshall County residents of all ages toward personal well-being and a trip to the Wellness Bucks store. Complete a workout, bike to school or work, get a flu shot, complete an athletic event, get a physical exam, choose a healthy snack—all of these activities and much more will qualify for Wellness Bucks that may be used to purchase items such as activity trackers, bicycles, sports equipment, small kitchen appliances, a group fitness pass, or membership at the gym.

Collaborators include schools, nonprofit organizations, hospitals and healthcare providers, park departments and libraries, restaurants, grocery stores and farmers' markets, fitness centers, and senior residential facilities. This program ties to Marshall County Crossroad proposals from the Trails and Arts Committees and the Education and Transportation Committees.

As identified in the 2018 Community Health Needs Assessment (CHNA), adopted on June 25, 2018, by Saint Joseph Health System (SJHS), Plymouth Medical Center, three of the top five focus areas that the Community Health Needs Advisory Board recommended, based on their analysis of the results of the CHNA as well as community input, are:

### 1. Improving Nutrition and Eating Habits:

Improving nutrition was one the most commonly cited topics in all quantitative research for both Saint Joseph and Marshall County participants. "SJHS believes

in increasing the quality, availability and effectiveness of educational and community-based programs designed to improve health and fresh food availability and will promote healthy eating habits to enhance quality of life."

### 2. Improving Access to Wellness Resources (fresh food, nutrition classes, gyms, etc.)

Health status is related to a number of factors including nutrition and fitness; "...educational and community-based programs are most likely to succeed in improving health and wellness when they address influences at all levels and in a variety of environmental settings."

### 3. Increasing Participation in Physical Activities and Exercise Programs

Regardless of one's current activity level, regular physical activity can impact the health and quality of life of all ages. "Even small increases in physical activity are associated with health benefits, and this is what SJHS and our partners want to address."

In addition to the CHNA, the County Health Rankings and Roadmaps, an initiative of the Robert Wood Johnson Foundation, show that the obesity rate in Marshall County stands at around 38% for adults; nearly 30% of adults are not physically active; and over 40% do not have adequate access to locations for physical activity. (Ref: County Health Rankings: <https://www.countyhealthrankings.org/app/indiana/2019/rankings/marshall/county/outcomes/overall/snapshot>). This matches data Ball State shared with the Marshall County Crossroads team at its technical assistance meeting, which cited high obesity rates and inactivity rates.

A number of factors impact obesity rates,

## STELLAR PROJECT

including gender, income, education levels, and where one lives. For example, based on the latest State of Obesity report (based on Centers for Disease Control and Prevention data), obesity rates are higher among Latinos and blacks than among whites; women are more likely to be obese than men and are more likely to have severe obesity, adults in rural areas are more likely to have obesity than those in metropolitan areas, college graduates are less likely to be obese than those with those who have only a high school education, and adults with higher incomes are less likely to be obese. (Ref: <https://www.ama-assn.org/delivering-care/public-health/adult-obesity-rates-rise-6-states-exceed-35-7>).

At the community level, town-wide assessments and workshops have revealed the need for more opportunities for residents to walk, bike, and participate in wellness activities and initiatives on a regular basis. For example, Active Living workshops in Plymouth and Culver revealed the need for more opportunities for residents to be physically active. Residents of Marshall County ranked walking trails and enhancing outdoor spaces as number 1 out of 10 for initiatives they would like to see regional planners implement. At the Ball State stakeholder workshop, stakeholders wrote "trails" more frequently than any other word when asked what they felt would be a game changer for Marshall County.

In April 2019, a team of Marshall County leaders was selected through a competitive grant process to participate in a week-long Walkability Workshop through the National Association of Chronic Disease Directors to develop a county-wide action plan with benchmarks and goals that are currently being acted upon.

"The proposed health and wellness projects in this Stellar grant are imperative to provide more opportunities for kids and adults to be physically active. We see in our clinic and throughout the county and the country that obesity, diabetes, and heart disease are negatively impacting many residents. So, the easier we can make it for residents, especially kids, to be active every day, the better our chances of preventing chronic diseases down the road." Dr. Byron Holm, Health Officer of Marshall County

This Rural Health Proposal—Marshall County Wellness Bucks—reflects what our residents would like to see and builds upon or benefits from a number of ongoing activities and initiatives currently under way or in the works across Marshall County. Through this project, we hope to better align existing health and wellness services and offer additional activities based on assessments and community input, and then promote them in way that is engaging and inspiring to all. It is imperative for Marshall County residents' health and wellness to foster an exercise and nutrition-friendly culture of health where, no matter what your fitness level, education level, age, gender, income or ability, there are opportunities for you to be active, eat healthfully, and participate in a range of health and wellness initiatives.

### Marshall County Wellness Bucks: Incentivizing Fitness and Healthy Eating

#### What They Are

Wellness Bucks are currently being rolled out in Saint Joseph County through the SJHS Community Health and Well-Being Department with a focus on school children. The concept is that students can "earn" Wellness Bucks in a variety of ways throughout the school day. For

this Marshall County Stellar Rural Health proposal, we would expand the Wellness Bucks concept to encompass all ages and allow Wellness Bucks to be earned in a variety of ways—within the school and beyond. Examples of how Wellness Bucks can be earned include participating in fitness classes at a local gym, being on a sports team at school or in an after-school sports program, attending a healthy eating and/or cooking class, riding a bike or walking to school or work, taking a family hike, changing a policy to promote only healthy snacks and beverages at work or school events, etc. The bucks that people earn can then be redeemed at Healthy Bucks Stores that will be both "brick and mortar"—located in an elementary school gym during the weekend when the gym is open or online as part of a Marshall County Healthy Bucks online portal. Items that can be purchased with the Wellness Bucks will promote health and wellness. Examples include jump ropes, balls, bike helmets, weights, healthy cooking cookbooks, fresh produce, fitness devices, etc.

#### How they work

In order to accommodate the variety of wellness-related activities and to build community excitement and engagement, there will be a strong social media component to the Wellness Bucks initiative. Participants will be encouraged to upload photos and comments about the wellness activity they are participating in via Facebook and Instagram using the @MCWellnessBucks tag. There are a number of models in place now that can serve as examples as we build out the platform, such as the Go365 wellness reward program from Humana: <https://www.go365.com/for-business/>

In some cases, photos can serve as "proof" that someone was participating in a fitness activity (like hiking at Indiana Dunes, kayaking in the

Yellow River, or biking along the Culver Bike/Ped path). Wellness Bucks will also be given to people who participate in the variety of activities that will be offered during the open gyms in the winter months (details follow).

"Motivation is what gets you started. Habit is what keeps you going." Jim Ryun (Olympian)

#### Communication

The county-wide Wellness Bucks initiative will be communicated to residents in a coordinated manner with leadership and support from the Marshall County Crossroads Marketing and Communications team and through a variety of ways. Media toolkits will be distributed to all community partners to assure consistent brand management and broad implementation of marketing plans. Kits will include tools to engage regularly and often with the Plymouth Pilot News and all local newspapers, radio, Facebook and other social media outlets, email lists, posters, and brochures.

Following is a list of various ways that Wellness Bucks can be earned. This list is not exhaustive and will be expanded and honed through ongoing engagement with school leaders, health and wellness advocates, students, local Extension agents, library representatives, restaurants, fitness and senior residential facilities, businesses, nonprofit organizations and other community leaders.



## RURAL HEALTH PROJECT: INSPIRING HEALTH & WELLNESS EVERYDAY

### USING SOCIAL MEDIA TO SHARE SUCCESSSES

Wellness Bucks should be viewed as a starting point; a way to inspire residents to be more active and eat better through fun and engaging initiatives with some incentives as a jump start. But earning and redeeming Wellness Bucks is not the ultimate goal. The ultimate goal is for residents, county leaders, and organizations across the county to embrace healthy eating and physical activity as a way of life that promotes healthy lifestyles becoming the norm. In addition to establishing healthy habits for families, creating a culture of health also means helping others meet their goals, especially those in need.

An important component of Wellness Bucks will be an online portal where anyone (once registered) can share their stories and photos of ways they are being active or eating better, as well as ways they are helping others be healthy. Whether kayaking or tubing on one of our many lakes or the Yellow River, participating (or planning) a local fun run/walk, hiking through the bird sanctuary on the campus of Culver Academies, playing in one of many Argos parks, volunteering at the local food pantry or organizing a food drive, making fitness and healthy eating a normal way of life, and helping others, should also be recognized and celebrated. The @MCWellnessBucks tag line will ensure posts are captured and photos and stories are shared to build momentum and inspire others to join the movement.



### **Kick-Off**

Wellness Bucks – Open Gyms kick-off events will take place at several elementary schools in November, ideally on the same day (likely a Saturday) throughout Marshall County, as a way to introduce families (open to all – not just the school community) to Wellness Bucks and the open-gym concept. During the kick-off events, health experts and community partners will be on-hand to share information about the various health and wellness initiatives they offer and provide instructions on tie-ins with the Wellness Bucks program.



### **Sustainability Plan**

We are working on establishing funding resources through a United Way Impact grant. We are also soliciting in-kind donations from companies, such as gym memberships or gift cards, group fitness passes, and entrance into one fitness class at the various places that offer classes. We think businesses that sell fitness products or services will be interested in giveaways as incentives to get people to try their products or services. These giveaways can help stock the wellness shops.



## RURAL HEALTH PROJECT: OPTIMIZING PROGRAMS & LEVERAGING RESOURCES

### **Local Libraries**

Local community libraries are gems of the community, not only offering places for residents to check out books, use the internet or do research, but many libraries offer programs and educational classes that can be integrated into the Wellness Bucks initiative. Examples of classes and events being offered currently in public libraries across the county include:

### **Plymouth Public Library**

Nook Cooks: Offered for and provides the opportunity to cook a recipe from start to finish with techniques and processes that assist in building life skills. Techniques are demonstrated by a staff member, but the teens complete all cooking tasks themselves. The library also offers a variety of fitness and health classes throughout the year. As you can see from the letter of support from the library, we are collaborating with our libraries to integrated their health-and-wellness programs into our own.

### **Culver Public Library**

Free Nutrition Classes: Participants learn the basics of how to choose healthy foods and cook affordable, delicious meals; offered by Purdue Extension Agents.

Fitness glasses: Seated fitness classes are offered weekly all year.

As you can see from the library's letter of support, we are working to integrate their health-and-wellness programs into our quality-of-life plans.

### **Bremen Public Library**

Blood pressure screening: Offered in cooperation with Saint Joseph Health System first Wednesday of each month.

### **Food Pantries and Libraries**

New Heading = Food for Fines: In partnership with local food pantries, all public libraries throughout the county allow residents to “pay” book fines with non-perishable food donations to benefit the local food pantries.

### **Parks**

Many of our Marshall County parks have health-and-wellness programs. For example, at the Culver Park, free swimming lessons are offered to residents of Marshall County. The Plymouth Park has free seasonal exercise classes, trail walks, and cardio classes. Bremen and Plymouth have pools. Argos has walking trails, sports fields, and other programs.

### **Businesses: Fitness Facilities, Restaurants and Grocery Stores**

A variety of programs at fitness facilities across the county may qualify for Wellness Bucks including swimming, yoga, martial arts, dancing, cycling, rock wall climbing, obstacle courses and cardio/strength group fitness classes. The Fitness Forum Sports and Wellness Center, for instance, promotes “exercise as medicine” and provides nutrition coaching and medical weight management. Additional partners may include The Zone Sports Complex of Northern Indiana, the Dr. Susan Bardwell Aquatics Center, Ace Fitness, Seigfried Fitness Center at Culver Academies, b FIT in Bremen, Expressions Dance Studio and the Lifplex Dance Academy.

Restaurants and grocery stores may participate as well by offering healthy eating options. A special recognition program will incentivize business

participation while raising community awareness of nutritional options that encourage healthy choices.

### **Medical Professionals**

Medical professionals could offer Wellness Bucks for getting a vision exam or seeing the dentist or keeping cholesterol or blood pressure in check. They will also be engaged in the initiative early on to determine, based on their clientele and their needs, the types of programming and initiatives that will work best and are appropriate to address health and wellness concerns and conditions.

### **Schools**

Educators across the spectrum, from early childhood, K-12, post-secondary and adult education, offer activities that could qualify for Wellness Bucks including sports, marching band, and potentially clubs. In addition, new initiatives may be explored such as the program modeled in Dubuque, Iowa, at the Alternative Learning Center where students earn PE credit for doing yardwork for the elderly and disabled. We will work with Marshall County Crossroads Education and Skills Committee in partnership with health experts to determine qualifying activities in the schools.

### **Senior Centers and Nursing Homes**

Opportunities exist to include and expand health and wellness programs offered at senior centers and nursing homes. Cycling Without Aging (a complementary project) is a unique opportunity for intergenerational interaction and participation at multiple ages with the Wellness Bucks which may be earned by volunteer cyclists and seniors as they are able to experience the healthy benefits of being outdoors.

## OPEN GYMS

### Description

Community engagement has shown that Marshall County residents want more recreational spaces and indoor gathering places especially during the winter months when weather and conditions are not conducive to extended outdoor adventures. In an effort to provide more opportunities during the winter months for families and all residents to be more active and participate in engaging educational programs to help plan, shop and prepare healthy snacks and meals, we propose to “open gyms” in several elementary schools across the county from November through March. The gyms would be open to all residents regardless of age, activity level, or whether they are affiliated with the school in any way. Elementary principals and other school leaders will be engaged in setting up the procedures and developing a set of guidelines to ensure buy-in and investment. Many education leaders have been actively engaged with the Marshall County Crossroads Education and Skills Committee and are fully aware of the importance of promoting more



opportunities for fitness and healthy eating county-wide and are eager to ensure schools are part of the solution.

While specific programming and fitness opportunities will be co-created with school leaders and the Marshall County Health and Wellness Committee, examples of potential programs include:

- Informal unstructured gym time where basketballs are available for pick-up games; space for people to walk or jog on their own or with friends
- Activities and games to accommodate different skill levels and ages
- Short interactive cooking classes based on the proven “Share Our Strength Cooking Matters” course will be open to those interested, with food and cooking appliances offered as incentive (i.e. crock pots)

In addition to fitness and healthy eating opportunities, other programs and events can also be included during the open gym time to address some of the other priority areas identified through the County-wide health assessments and the Quality of Life Survey that included questions about health and wellness. For example, addressing mental health issues is a priority of Saint Joseph Regional Medical Center, so programs and activities that promote mental health and well-being could include yoga, tai chi and qi gong that combine low-impact, slow, deliberate movements, meditation, and breathing exercises that can accommodate practically any fitness level and are great for

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beginners and people with health conditions. Dental and oral health issues also rose to the top in the assessment so educational activities on dental health and wellness from local dentists and hygienists can also be offered as classes.

Funds for this project would be used for the purchase of indoor games that school gyms don’t currently utilize (to keep a variety of options available and fresh options). Examples include:

- Giant, inflatable bowling sets
- Giant chess games and checkers
- Flexible indoor playground equipment
- Yoga pads for exercise classes and other programming opportunities

Funds would also be used to provide supervision of the open gyms and janitorial services.

### Sustainability

To avoid burdening the schools with annual costs to keep the Open Gym concept sustainable, we would evaluate potential funding sources through the communities, local businesses, the hospitals and other health-related organizations.



## AQUATICS CENTER SWIMMING LESSONS

The new Aquatics Center in Plymouth, Indiana has its ribbon cutting ceremony in October 2019. This project (and the Early Childhood Learning Center located right next to it) are the first New Market Tax Credit project completed in Marshall County. With the completion of the building, newly hired staff is working hard to launch programs, schedule trainings and events, and promote opportunities for the facility.

One of the key initiatives for the facility is to offer wellness programs, including water safety classes and swimming lessons. This service project would provide the Aquatics Center the capability to offer free swimming lessons (scholarships to attend the classes) and water safety classes to families who cannot afford them.

Why is there a need for this program? According to a recent study out of the University of Nevada-Las Vegas and University of Memphis, a high number of children are at risk for drowning. “According to the study, 64 percent of young African-Americans, 45 percent of Hispanics and 40 percent of Caucasians have little to no swimming ability. The study also found that nearly 87 percent of those with little to no swimming ability plan to visit a swimming facility at least once this summer.” Minorities and low-income families are at higher risk of losing a loved one to a drowning.

Director of the Aquatics Center Carrie Shadek plans to educate families about water safety and ensure that the availability of swimming lessons will decrease the risk to Marshall County kids. She is rolling out a schedule and plan for offering swimming lessons to residents and

nonresidents of Marshall County. These lessons would occur throughout the year with a stronger emphasis on lessons in the winter months when there is less to do indoors.

The Aquatics Center Director will work with the Education and Skills Committee to roll out the project with the aid of the schools. Lessons at the Aquatics Center will be offered to low-income families at an aggressively discounted rate or for free.

With revenue coming in for the swimming lesson program and with time to build the program and interest in it, the Aquatics Center would look at sustaining the scholarships through corporate sponsorships, funds from engaged nonprofits such as Boys and Girls club, and revenue from the program.

### Budget

\$20,000 a year X 2 years - \$40,000  
Matching funds: \$8,000

## STELLAR PROJECT



# SELF-HEALING COMMUNITY

## Description

When going to the doctor for a wellness visit, the first questions often asked are around the patient's medical history. Based on the patient's response, the doctor can then determine what health risks the patient may be subject to and then advise the patient accordingly. Like the risk factors collected from a medical history, Adverse Childhood Experiences (ACEs) can inform an individual of their risk for developing chronic diseases later in life, such as diabetes, depression, or substance use disorder. ACEs are types of abuse, neglect, or trauma that a child received or witnessed another individual in their household receiving prior to the age of 18. The rate of substantiated cases of child abuse and neglect per 1,000 children under the age of 18, calculated by the Indiana Department of Child Services, shows that this indicator increased between 2014 and 2016 in the State of Indiana from 16.2 to 18.6 per 1,000 (Indiana Youth Institute, 2018). In an effort to create a better community, Beacon Community Impact (BCI), a partner serving on the Marshall County Crossroads Health and Wellness Committee, is focusing on reducing Adverse Childhood Experiences and trauma in youth and adults of Marshall County.

BCI has trained professionals from Bowen Center and Community Hospital of Bremen to become master trainers of ACEs. Master trainers are able to educate their staff around the effects of trauma and teach staff how to avoid re-traumatizing a client. BCI has seen much success from this training and has received requests from the community to provide more work around ACEs. In an effort to do so, BCI plans to work with community members in Marshall

County to develop a self-healing community. The self-healing community model builds on Marshall County's current capacity to improve health, safety, and productivity for current and future generations. This involves improving the mental, physical, and emotional health of Marshall County's community members. By doing so, BCI will be able to achieve its goal of reducing the effects of ACEs.

Certain programming is necessary for BCI and Marshall County to promote a self-healing and trauma resilient community. BCI plans to offer three programs that address this need, including ACE Interface Training, Question Persuade Refer (QPR), and Dame tu Mano (Your Health Matters). These programs all work in tandem to improve the health of the community through the intersection of body, spirit, and mind.

The first training (ACE Interface) will be provided to schools, churches, local businesses, and government agencies within Marshall County. This will be delivered around a three-tiered approach that begins with increasing awareness, improving knowledge, and, finally, creating action (behavior change). ACE Interface is currently offered to community members in both Elkhart County and St. Joseph County.

QPR is a suicide prevention training that empowers all people, regardless of background, with the skills they need to make a positive difference in the life of someone they know. The training offers life saving techniques that allows communities to effectively intervene on the behalf of suicidal and in-crisis people. The training is currently offered in St. Joseph County and Elkhart County schools, but the resource is not currently being offered in Marshall County.

The last program that we would like to build into this healthy community framework is Dame tu Mano. This initiative is designed to build a healthy mind,

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body, and spirit through local health resources. The program will educate the community on healthy dietary options, physical fitness, and community engagement. The program is currently being offered to Hispanic/Latina women in Elkhart County. The facilitator for this program is bilingual and provides culturally relevant health information to his participants. A participant of the Dame tu Mano reported extreme depression due to the loss her son who died of suicide. Since joining this initiative, she verbalized that her mental health and physical health have greatly improved. She also mentioned that she has found a wonderful support system through this community engagement initiative.

We would like to hire two full-time individuals to focus on this initiative in Marshall County. Our cost will also cover rental facilities for various community engagement activities.

### Evidence of Need

According to research accumulated by the Indiana Youth Institute, "child maltreatment is associated with physical injuries, delayed physical growth and neurological damage, as well as depression, suicide, alcoholism, criminal behavior, and future abuse as an 'adult'. In Marshall County, the rate of child abuse and neglect grew from 10.2 per 1,000 children in 2015 to 12.7 in 2016. In addition, mental wellness programs are in short supply in Marshall County as identified in the Community Health Needs Assessments conducted by both hospitals. The Marshall County Crossroads' public engagement activities related to quality of life also show that residents see a need for more mental wellness programs.

### Sustainability Plan

This project, in addition to other community health programs under BCI are in a multi-year process to move to sustainable practices that will allow community health workers to be a formal component

of the health system. Guided by recommendations from papers by Dr. E. Lee Rosenthal and recent policy from the Indiana Health Coverage Program (IHCP), which includes all programs covered under Indiana Medicaid, adding coverage for Community Health Workers (CHWs) on July 1st, 2018, our program's sustainability plan had four components. Three of these are already incorporated into our activities and will be sustained during this grant. The fourth will be a key administrative development to allow these activities to be continued beyond the length of the grant.

- Professional development, including academic and career training.
- Standards for training and certification.
- Standardized measures for evaluation of community programs and CHWs.
- Sustainable financing for CHWs. The availability of financing is a direct result of the recent policy mentioned above, and means that CHWs who have met state determined core competencies that provide the following services when supervised by a physician or physician assistant, can be reimbursed for their services through Medicaid and CHIP:
  - Patient education for managing physical or mental health (in conjunction with a healthcare team).
  - Cultural Facilitation between a patient and their healthcare provider when language or socioeconomic status is a barrier to communication.

### Partnerships

BCI is partnering with Systems of Care in Marshall, Elkhart, and St. Joseph counties to help establish relationships and deliver programming in the region.

### Outcomes

Goal: Increase engagement and support for community members who are impacted by trauma or ACEs

- By end of FY 2020, 50% of Dame tu Mano participants will have reduced the number of days they engaged in no leisure time physical activity
- By end of FY 2020, 50% of community member participants will have reduced their number of poor physical health days
- By end of FY 2020, 50% of community member participants will have reduced their number of poor mental health days
- By end of FY 2020, 75% of QPR participants will have increased knowledge around suicide prevention
- By end of FY 2020, BCI will deliver 5 ACE Interface trainings to 200 community members

### Communication or Marketing Plan

BCI has multiple channels for marketing the program to the community. Two associates are members of the Systems of Care Consortium where they are able to promote the activities to other health care entities in the county. The organization is also connected with the school system, where they currently provide programming during the summer and during the school year. BCI holds an Health Resources and Services Administration (HRSA) Opioid Implementation Planning grant in Marshall County, which is working with multiple partners to plan a strategy to reduce the opioid epidemic. ACEs fall well within this plan and can be marketed as an addition to other planned services.

BCI also has an associate in Marshall County down monthly to provide maternal and child health programming to community members. She will be able to promote activities to participants during

her visits and offer incentives for attendance. BCI has a digital learning specialist who can promote all events on the organization's Facebook page and other social media channels to ensure that the program has wide visibility.

Finally, BCI will utilize the marketing and communication channels set up through the Marshall County Crossroads regional planning team, which has already had far-reaching impact in Marshall County. The collaboration among the communities has resulted in communication in multiple locations on social media and in traditional communication media formats.

### Expected Obstacles

As with many initiatives around mental health, stigma can reduce the amount of community members who are willing to participate. However, BCI has a regional initiative called the Mary Leighton Oare Impact Series, which is working to reduce the stigma around mental health issues. The initiative is being carried out in all three counties (Elkhart, St. Joseph, and Marshall). The work of the self-healing community initiative is closely tied to this work and is complementary to other activities being carried out in Marshall County.

In addition to the Leighton Oare Impact Series previously mentioned, BCI has a 2-year grant with the Division of Mental Health and Addiction, Indiana Family and Social Services Administration for the Indiana State Opioid Response. Substance use disorder is closely linked to ACEs and traumatic events. The goal of this project is to increase the number of opioid use disorder patients enrolled in MAT, thereby decreasing the number of opioid overdoses. By doing so, this regional effort has close ties to the self-healing community initiative.





## OPIOID PREVENTION, TREATMENT & RECOVERY

Project HOPE is a collaboration of health care professionals and stakeholders awarded a Rural Communities Opioid Response Program [RCORP]-Planning grant from the Health Resources and Services Administration (HRSA). The RCORP-planning grant is intended to reduce the morbidity and mortality associated with opioid overdoses in high-risk, rural communities by strengthening the capacity of multi-sector consortia to strategically plan initiatives that will benefit Marshall County. A project director, a community liaison, enFocus and a grant writer have been hired to help create this Consortium to employ best practices for preventing opioid addiction, treating the disorder, and expanding recovery options.

Through a planning period (June 2019-May 2020), Project HOPE will accomplish the following:

- Development of a strategic plan for addressing OUD prevention, treatment, and recovery in Marshall County, IN
- Development of a workforce plan for OUD prevention, treatment, and recovery services
- Development of a sustainability plan for OUD prevention, treatment, and recovery services
- Increase in community capacity to provide Medication Assisted Treatment (MAT)
- Increase in community awareness of OUD and prevention, treatment, and recovery services

Thus, the Consortium must address the need

for opioid addiction prevention, treatment, and recovery. Activities led by enFocus will begin by assessing the current state of opioid-related overdoses in Marshall County, and develop strategies to educate vulnerable demographics of Marshall County Communities. The team will assist in gathering evidence-based information of Marshall County to guide eventual implementation of new best practices that improve the options available at various stages for individuals afflicted with opioid use disorder in the county.

In building this momentum, Project HOPE plans to submit for a RCORP-Implementation grant from HRSA to enact the identified strategies and plans that would most positively affect Marshall County's vulnerable OUD population.

Over the course of the planning grant, a detailed analysis of Marshall County will occur. This analysis will illuminate areas of need through evidence-based techniques. Quantitative and qualitative approaches are being utilized.

The Project HOPE sustainability plan will be developed in April 2020 and will incorporate the following:

- Organizational and programmatic capacity for long-term sustainability
- Effective communications strategies among the established consortium members and to key audiences, such as policymakers, community leaders, and target populations
- Ongoing evaluation and performance improvement processes
- Activities to operationalize the proposed strategic and workforce plans beyond the

## COMPLEMENTARY PROJECT

planning grant period

- Tactics to maintain affordability and accessibility of OUD prevention, treatment, and recovery services

Implementation activities will be primarily funded through an RCORP-implementation grant.

To date, 29 organizations have committed to this project in order to implement innovative solutions that address OUD in Marshall County. The organizations are listed below. Two unaffiliated peer recovery coaches are also included in the consortium. Together, this consortium will put forward an RCORP implementation grant proposal to HRSA, asking for an award amount of approximately \$1 million.

Consortium members include:

- 1st Source Bank
- Argos Medical Center
- AIDS Ministries/AIDS Assist
- Beacon Community Impact
- Bowen Center
- Bremen Public Schools
- Community Hospital of Bremen
- David's Courage
- enFocus
- Indiana University South Bend
- Marshall Co. Community Corrections
- Marshall County Community Foundation
- Marshall County Crossroads Regional Planning Team
- Marshall County Health Department

- Marshall County Probation
- Marshall County Prosecutor's Office
- Michiana Behavioral Health
- Oaklawn
- United Way of Marshall County
- Triton School Corporation

- Plymouth Community School Corporation
- Saint Joseph Health Systems

We hope to address OUD through prevention, treatment, and recovery. To prevent OUD, we will collaborate with local school systems to provide OUD education at a younger age and therefore increase adolescent knowledge of opioids use/misuse. To treat OUD, we will train Marshall County physicians in administering medication assisted therapy (MAT). We will also provide incentives to physicians to attract and retain them in Marshall County. To address recovery, we will increase awareness of peer recovery coaches and provide incentives to attract and retain them in Marshall County. Through change management principles and close collaboration with consortium members, we also hope to overcome stigmas associated with drug addiction.

Metrics for measuring success fall into one of three categories: general, prevention, treatment, and recovery.

*General Metrics*

- No. of OUD cases with a mental health diagnosis
- Rate of occurrence of OUD with incarcerated individuals
- Rate of opioid use [by opioid type]
- No. of children in foster care

*Prevention Metrics*

- Adolescent knowledge of opioids use/misuse
- Rate of opioid use/misuse
- No. of OUD prevention center
- No. of chronic pain patients with opioid prescriptions
- No. of needle exchange centers

*Treatment Metrics*

- Rate of relapse to emergency room (ER)
- % of incarcerated individuals receiving MAT
- No. of providers implementing MAT
- Referrals from ER to primary care
- % capacity of treatment centers
- No. of opioids prescriptions

*Recovery Metrics*

- Length of time drug-free in recovery
- No. of recovery centers & coaches
- No. of recovery coaches at correctional facilities
- % capacity of recovery coaches
- No. of individuals receiving recovery coaching
- Employment options for individuals in recovery
- Housing options for individuals in recovery

Primary data collection is taking place through community surveys and stakeholder focus groups. Secondary data collection will occur through the following publicly available databases:

- Center for Disease Control (CDC)
- Indiana State Department of Health (ISDH)
- Family and Social Services Administration

(FSSA)

- Data Assessment Registry Mental Health & Addiction System (DARMHA)
- INSPECT – Searchable Database for Controlled Substance Dispensation
- Substance Abuse and Mental Health Services Administration (SAMHSA)
- National Survey on Drug Use and Health (NSDUH)

Our consortium will be made aware of progress through monthly consortium meetings. Trainings of physicians will take place in collaboration with local providers. Availability of recovery coaches and mental health providers will be communicated in collaborations with the local school systems and community service organizations, such as Bremen Public Schools and the Boys and Girls Club of Marshall County. Community Table, a network of government entities, faith-based organizations, nonprofits and individuals addressing social service issues in Marshall County, will be a strong partner in communication efforts.



## CYCLING WITHOUT AGING

Cycling Without Aging is a movement started in 2012 in Copenhagen. It began with the goal of helping the elderly get back on their bicycles while at the same time implementing a solution to address limited mobility. The answer was a trishaw. Program founder, Ole Kassow, started offering free bike rides to local nursing home residents. The movement has since spread to 40 countries around the world. The program builds bridges between generations, provides elderly citizens an opportunity to remain an active part of society and the local community.

Volunteers (pilots) sign up for bike rides with the elderly as often or as rarely as they want to. The program is driven by the individuals' motivation. The program promotes mental health and well-being, empowers and promotes the social inclusion of all irrespective of age, provides access to a safe, affordable, accessible and sustainable transport system, and aligns with Marshall County goals to adopt and implement integrated policies and plans towards inclusion.

The Maria Center for senior citizens at Donaldson in Marshall County is an affiliate of the Cycling Without Aging program, one of 1,600 chapter locations worldwide. Plans are to expand the program to each community in Marshall County. Volunteers and riders will qualify for Marshall County Wellness Bucks. The parks, trails in each of our communities, and the Marshall County Regional Trail System will provide necessary infrastructure to support safe biking and, in partnership

with the Marshall County Arts Council, engaging trails.

Guiding principles of the program include generosity and kindness and slowness that allows a sense of the environment. They also include storytelling and building relationships among the elderly, between pilots and passengers, nursing home employees and family members. These relationships build trust, happiness, and quality of life and allow people to age in positive context.



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## DAVID'S COURAGE

David's Courage is a non-profit and located on Lincoln Highway in Plymouth. It originated as a result of a partnership with Marshall County, which deeded the building (once known as the Shady Rest home) to David's Courage. It also involves a partnership with Marshall County Community Foundation and the United Way, which have provided financial support and fundraising support.

David's Courage is a faith-based drug and alcohol transitional home for men and women. We are seeking to provide a safe and caring environment that is conducive to recovery and change. There are many transitional homes around the country for men and women. David's Courage however, will be the first transitional home in Marshall County. It will have a lasting impact on each man and woman that walks through our doors, and in return, it will have a lasting impact on each family, and the county as a whole.

### Implementation

By creating a transitional home for men and women dealing with drug and alcohol abuse issues, we will work with them through the entire recovery process. Our board of directors, as well as therapists, a clinical secretary, medical supervisors, technicians, 24-hour staff, nutritionists, and residents will all make up the team that will make David's Courage a possibility. Over the course of nine to twelve months, each resident will be required to attend therapy, participate in

community service, work through a twelve-step program, take life-skill classes, attend to daily chores, transition into the workforce, partner in a mentorship, and heal relationships with family through counseling. All of these do not only work on healing abuse issues faced by each resident, but they focus on healing the entire person. They work towards that long-lasting healing that is so crucial for all involved.

### Outcome Measures

The outcome of David's Courage is to help each resident become a productive, trustworthy, taxpaying citizen. They will have worked through spiritual, emotional, physical, and financial healing while in our program. Upon leaving the doors of David's Courage, they will have the tools, resources, skills, and confidence to resist

## COMPLEMENTARY PROJECT

temptations and triggers that might lead them to fall back into previous habits and addictions. The mentorship will continue and lead to weekly communication and encouragement, even after leaving David's Courage, ensuring that they are not alone in continuing the fight for freedom from addiction. Through David's Courage, we are seeking a long-lasting healing.

Marshall County itself will see specific outcomes such as lower inmate counts, resulting in lower costs for the jail, and lower costs for taxpayers. Not only this, but David's Courage is aiming to see less drug- and alcohol-related accidents and deaths, lower rates of disease transmission, less broken families, and less addiction overall. Again, we will heal each resident, which will heal families and the community as a whole.



## VETERAN'S RECRUITMENT

The goal of the Marshall County Workforce Development-Recruitment Program is to grow our local workforce by attracting retiring veterans to the area with the assistance of the Transition for Veterans Program Office. We will do this by creating an online job portal and making it available to military bases outside of Indiana. The website will connect job seekers to Marshall County employers, provide them with information about our community's quality of life and place, and incentivize their relocation. Ultimately, this program will ensure that local businesses have access to many qualified workers so that they can continue growing and expanding.

To sustain business growth, we must recruit a workforce from outside of our community. In 2017, MCEDC conducted a series of one-on-one interviews with local business leaders to look at workforce development issues. After interviewing nearly 30% of Marshall County manufacturers, we found that there are almost 200 currently open positions, most of which employers have rated as serious vacancies. Marshall County's unemployment rate is 3.2% according to the Indiana Department of Workforce Development (July 2018). This suggests that our workforce is not large enough to sustain our business growth. Furthermore, employers estimated that they will create over 600 new positions in the next 2 years, meaning that to facilitate planned business growth, we need to increase the workforce immediately.

Additionally, according to the U.S. Department of Defense, over 250,000 service personnel

are transitioning from military service to private sector employment every year. Indiana has the nation's lowest unemployment rate for veterans according to the U.S. Bureau of Labor Statistics' Employment Situation of Veterans report (2016). Only 1.8% of veterans were unemployed in Indiana in 2016, which speaks to how much our employers value veterans. However, this is not the case throughout the country, where several states have veteran unemployment rates that are three times higher than Indiana's. Attracting these veterans to our community would meet two needs: employing qualified workers and facilitating local business expansion.

The Marshall County Workforce Development-Recruitment Program will assist veterans in finding work and strengthening our workforce for local businesses. The program will consist of an online job portal that targets retiring veterans looking for work and connects them to Marshall County employers. The job portal will reach veterans at the following military bases: Ft. Riley, KS and Great Lakes, IL. The portal will be beta tested with strategic employers prior to launch to ensure functionality. This portal will accomplish a variety of goals, including:

- Allow job seekers to upload resumes onto website, as well as search and view job postings
- Allow employers to upload job postings onto the site, as well as search and view resumes
- Use algorithms to match military to civilian skill sets
- Provide job seekers with information about employers and the area to incentivize their

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*The traveling Viet Nam Memorial Wall Came to Plymouth in September 2019*

relocation, including employer promotional videos featuring veterans

Partners include:

- Notre Dame University
- Senator Joe Donnelly (connecting Marshall County directly to the Department of Defense TAP office)
- South Bend Elkhart Regional Partnership -Talent Attraction Retention
- WorkOne
- Elkhart County Economic Development Corporation

## BUSINESS ASSISTANCE PROGRAM

MCEDC and Technical Assistance partners (SCORE, SBDC, CDC, USDA and SBA or Local Mentors and Local Banks) are offering businesses assistance that will take the form a Micro-Loan Program and E-Hub. Businesses can seek assistance with or receive advice with:

- Strategizing and Planning (Business Plan Development and Review, Financial Forecasting, and Business Financing Consulting)
- Legal Business Formation Advice
- Business Structure Advice for New Businesses
- Mentoring for Startups and Entrepreneurs

## MICRO-LOAN PROGRAM

Through a USDA grant, MCEDC and the Town of Culver will partner to launch a Micro-Loan program that targets commercial businesses and retail businesses. MCEDC plans to expand the program across the county to include small and emerging commercial businesses, retail businesses, and industrial businesses.

## COMPLEMENTARY PROJECT



Committed to the future of rural communities.



## MCEDC COMMUNITY BILLBOARD & PIDCO-MCCF BILLBOARD

Marshall County Economic Development Corporation is partnering with St. Joseph Regional Medical Center to place a billboard on US 30 near the new Aquatics Center in Plymouth. The purpose of this billboard is to market events and activities in Plymouth and Marshall County. Given its prime location in proximity to the Life Plex, the billboard will also promote healthy activities taking place at the fitness and health center.

Another high-impact / low-cost complementary project is a new partnership between PIDCO (Plymouth Industrial Development Corporation) and the Marshall County Community Foundation (MCCF). A major component of Marshall County Stellar Crossroads' vision is to convert individuals currently traveling through the "Crossroads" of Marshall County—especially the intersection between US 30 and US 31 roadway corridors—into Marshall County residents. The proposed US 30 billboard partnership between PIDCO and the MCCF will be a highly visible statement in an area frequented by these target future residents.

Currently, PIDCO has ownership of the billboard space on US 30. The PIDCO Board of Directors, upon hearing the mission of the Marshall County Stellar Crossroads team members at one of the county-wide stakeholder meetings, approached the MCCF Executive Director about a potential partnership. In particular, the question was asked: "How may we show how PIDCO and the MCCF have partnered together in the past? How does this speak to our Regional Planning Crossroads' concept for Marshall County's future?"

## COMPLEMENTARY PROJECT

PIDCO will be paying rental fees for the US 30 billboard. The MCCF is paying for design. The design for the billboard prominently features "Marshall County Crossroads" and aligns with the Marketing and Communications Committee Stellar Crossroads branding guidelines. Language about connecting and collaborating—all with the goal to make Marshall County a better place to live, work and play—will help travelers see how PIDCO and MCCF are part of the Stellar Crossroads Initiative.

This PIDCO/MCCF Stellar Crossroads billboard will be the first in Marshall County. An additional Marshall County Stellar Crossroads Special Project—electronic billboards placed in all Marshall County municipalities in strategic, highly frequented spaces—will further augment the visual impact of this initial billboard.



**QUALITY OF  
OUR CAPACITY**



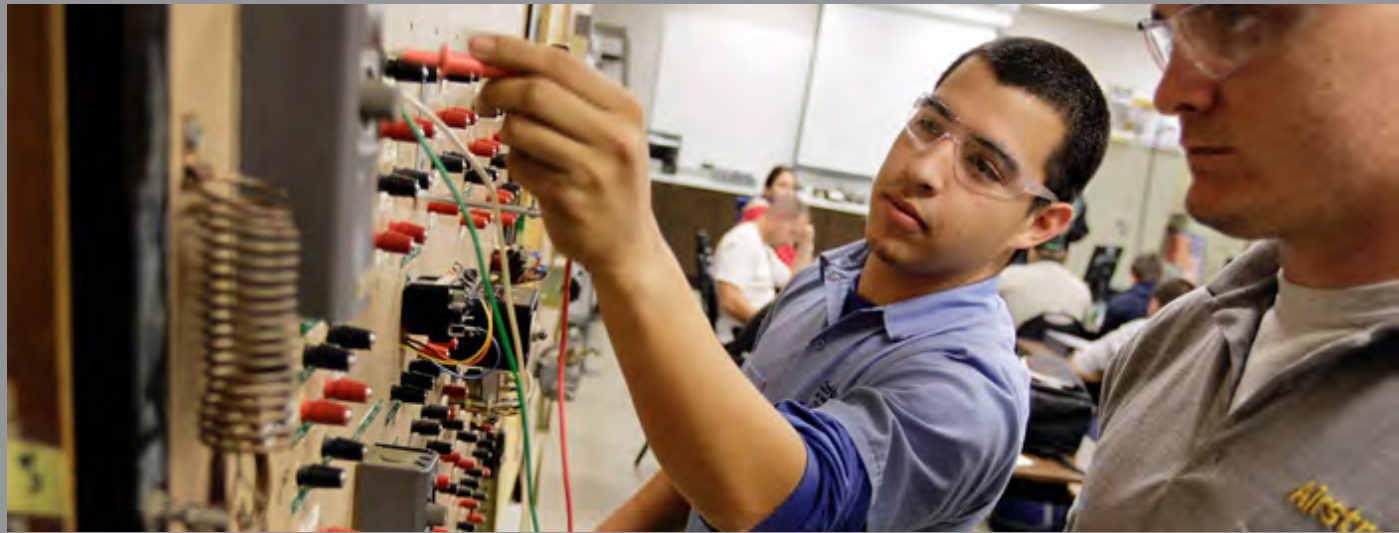
# IGNITE TRADE PROGRAM

The Marshall County Crossroads' Education and Skills Committee in partnership with local industries are looking to close the skills gap for high wage high demand jobs in the community. The team has identified future business needs in our region and is working with local DOD contractor MxD to develop a curriculum that will continue giving the students the best education possible while incorporating hands on learning and tying it back to specific careers and industries in the community.

This project recognizes our region has had a declining growth rate since 2010 and yet our industry foothold continues to grow. In an effort to stop the steadily declining population the team believes by working with local industry in our school system we can educate students on high skill/high wage jobs in our region and convince more of them to stay local instead of moving out of our state to jobs with maybe a higher pay wage but higher cost of living as well.

This project also recognizes the growing need of our skilled trade's work force and through the Ignite curriculum we believe we will be able to show students the many different career paths and choices they can choose from. The Ignite curriculum seems to be the right fit because it is adjustable based off of future county needs, if we have a new employer come in that will need robotic technicians the change in classroom will be as easy as adding the training setup and offering the course to students. This project plans to work side by side with industry partners to help identify what skills are needed

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and use their expertise in the classroom working with the students on a monthly basis.

This project understands the importance of life-long learning and plans to evolve into being available to our local industry partners to train and work with their employees in the facility. We would also plan to involve some post-secondary options inside this facility that would work towards training everyone from just graduating high school, to adult education, and even our Latino population to gain transferable certificates towards future degrees, as well as being industry recognized around our region.

In reviewing data from the Department of Workforce Development the team identified over 33% of the workforce in Marshall County is involved in manufacturing and the other two largest workforces was healthcare and school staff at 10% each. The team recognized from these stats if we do not do something different to promote hands on learning being followed up with involvement from industry partners to show and work along-

side the students how these skills and their talents can be used for careers later on in life we will continue to lose future workforce and possibly lose some industry. We recognized our baby boomers are starting to retire and leaving large gaps in our workforce which are imperative to our county in which we must make those jobs more efficient or entice and find well suited students for these jobs and encourage them to use the skills they are gifted with in jobs that match their strengths.

### Budget

- Teacher: \$50,000
- Amatrol Training Equipment:
  - \$100,000 PLC Training Equipment
  - \$50,000 Cybersecurity Equipment
  - \$50,000 Networking Equipment
  - \$50,000 Hydraulic/Mechatronics
- Equipment Building Modifications: \$150,000
- Existing Equipment Maintenance and Upgrades: \$50,000
- Grand total: \$500,000
- Match: \$100,000
- \$50,000 match from South Bend-Elkhart Regional Partnership

### Maintenance/Sustainability

The largest factor that will help this project succeed and be able to be sustained for the long term is the industry partners the team is developing. By school system and industry working together we will stretch industry's way of thinking by getting continuous feedback from education and partnering with higher education in our future advancements. The program will also show education how what they are teaching is actually being used every day in the field through the partnerships. The program will be a win-win for both sides and as the returns are noticed industry will continue to invest and keep advanced training funded in our schools.

### Outcomes

- We expect our workforce to be healthier because our local students will find an industry partner by their Senior Year
- We expect industry will begin to see the importance of good teachers and figure a way to help better fund our schools in area's that may be lacking.
- We expect to fill the jobs the retirees are starting to retire from and because students will have a better understanding what is supposed to happen in the workforce the new hires will make an impact sooner and increase our efficiencies through tech advances.
- We expect with a healthy county in which students understand where their strengths can be used we will have less job vacancies and longer employment history with their employer because employers will be more invested in their workforce.

### Partnerships

This project is the result of a collaboration between the Marshall County Crossroads' Education and Skills Committee, ITAMCO, Hoosier Tire, and local industry partnerships ...



# CAREER COACHING PROGRAM

## Description

The Marshall County Crossroads' Education and Skills Committee in partnership with local industries are looking at a solution to educate our students on specific career opportunities available in the community that will help keep students local to fill our workforce as well as set them on a clearly communicated pathway that will hopefully reduce college debt and reduce our counties poverty level.

This project started with the state department of workforce development pointing out of the students that start their high school career in Indiana in 2017 56% of students will go to college of which 37.5% will graduate after 6years with roughly 10-15% of those with a degree will find a job in their degree related field! The team has identified we have over 62% of our high school population that will not complete an entire degree and more than 20% of those who do complete there'sdid not need that degree in the first place.

In a community that graduates 700 students a year, if 43% of our students go to college but do not complete their degree based on the DWD facts and the average cost of college as released by the Indy Star for 2019 being \$45,243 that means Marshall County spends over \$11.3 Million on post-secondary education that is not being used. This creates early debt, effects mental health and wellness, and hurts our county all



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because the student may not have been aware of the opportunities that existed and how their skill set fit with specific career choices.

This project also helps keeps students local because career coaches will be required to visit a different industry and do an externship at least 2-3 days per month with higher expectations when school is out of session. Career Coaches will build a relationship with our local industry that will help change the narrative in our community showing both sides they are important and needed by one another. After the relationship is built Career Coaches will have a better understand of the opportunities that exist in the county when they are talking to students, will be able and expected to set up job shadow opportunities, internships, special class speakers, and help industry Human Resources when they are looking for individuals that would be a great fit and match well with the students interests and goals.

Lastly, in order to keep sustainability as the Career Coaches are working with students and identifying their career goals, those that are interested in marketing, videography, or anything related to producing networking video's will be tasked each year with creating short video's identifying different career

opportunities in the county. The team identified every year will work with the Career Coach to identify county needs, new skills needed, and innovative opportunities across the county and create 5-10 minute promotional videos that can be played in schools.

## Maintenance/Sustainability

In order to sustain and maintain career coaches over time the team would plan on having industry partners not only help fund by paying a tech fee to use the industry lab and also go towards the Career Coaches but also as



some employees near retirement or go into retirement industry could supply a few career coaches. Once industry starts seeing the return from students entering the workforce with clear expectations and goals in sight as well as more students staying in the county it will be much easier to gain more industry partners.

## Outcomes

- We expect to stop our current net migration decline.
- We expect more support for our academics by industry because there is a connection being made through the Career Coach.
- We expect to see the number of students who decide to pursue the college path will have a clearer understanding of what courses they need to major in so they don't spend expensive time on the wrong major.
- We expect to see a decrease in the debt of our 18-25 year old population because the Career Coach will be able to direct them into a long term career path with continuing education as they need it possibly paid for by their employers.

## Partnerships

This project is the result of a collaboration between the Marshall County Crossroads' Education and Skills Committee, ITAMCO, Hoosier Tire, and local industry partnerships ...

## Budget

- 12 Career Coaches:\$360,000
- Camera and Marketing Equipment:\$5,000
- Local Industry & Post-Secondary lessons:\$25,000
- Grand total:\$390,000
- Match:\$78,000



## LATINO FEST

### Goal

Support arts and culture initiatives that encourage the largest ethnic and cultural minority—the Latino and Hispanic community—and other cultures in our communities to celebrate their unique artistic and cultural contributions while simultaneously building bridges with the majority White/Anglo population of Marshall County.

### Project 5a

Create a bilingual, coordinated marketing and communication strategy to attract more participation in the Latino Festival from the White/Anglo population.

### Strategy

A bi-lingual, coordinated marketing and communications strategy will lift up the Latino Festival as open to all the residents of Marshall County—with special outreach to the majority White/Anglo population. The goal is to raise White/Anglo attendance at the Latino Festival by 25% in the first year of implementation.

The Marshall County-based Latino Festival, typically held in Plymouth in September in River Park Square, is experiencing exponential growth, year-to-year. This celebration of the arts and culture of the Latino/Hispanic community in Marshall County features food vendors, entertainment, music and fun for adults and children alike. However, many members of the White/Anglo community are self-selecting themselves out of attendance, in the misguided belief they are not welcome/invited to this special celebration.



Social media outreach for the Latino Festival is already robust on Facebook, in both Spanish and English language versions. A multi-channel marketing/communications strategy will be implemented—including use of existing Marshall County Stellar communications channels—that raises excitement and interest about the special, inter-cultural artistic experiences available at the Latino Festival. Targeting Marshall County-based radio, print and regional TV outreach opportunities to explore the welcoming nature of the Latino Festival will raise White/Anglo attendance of the Latino Festival.



## STELLAR PROJECT

### Project 5b: Latino Fest Flag Project Strategy #2

Celebrate the Latino and Hispanic Community by enhancing cultural identity and awareness at the Latino Fest.

The Marshall County-based Latino Fest would like to display flags the festival. These would celebrate the many countries and heritages represented among festival organizers and participants. The flags would be stored by one of the organizers of the festival, Norma Rodriguez who is the Bilingual Family Services Coordinator of La Paloma Welcome Center and a member of the Diversity and Inclusion Committee. The flags the Committee would like to purchase include: Brazil, Bolivia, Costa Rica, Guatemala, Ecuador, Honduras, El Salvador, Nicaragua, Puerto Rico, Columbia, Cuba, Dominican Republic, Peru, Mexico, Spain, Venezuela, Ecuador, and Texas, the countries and state from which many Marshall County immigrants came from as either first- or second-generation immigrants.

## CIVIC DINNERS

### Goals

Create opportunities that build trust, increased participation, and engagement between racial/ethnic communities. In order to close the gap between the growing Hispanic/Latino community in Marshall County and the White/Anglo community, we will support, encourage, and promote opportunities that bring people together.

### Strategy

Hold Civic Dinners of curated participants from the Hispanic/Latino community and the White/Anglo population. A meaningful conversation over food can spark real and lasting change. For example, the Marshall County Sheriff hosting a Civic Dinner centered around concerns from the Latino/Hispanic community regarding participation in the 2020 U.S. Census could help create trust and build greater participation rates in the Census.

Currently, there is a communication gap between the growing Hispanic/Latino community in Marshall County and the White/Anglo community. There also exists a gulf between recent immigrant waves from Mexico and Honduras. Faith, community, and business leaders report anecdotally little to no dialogue/engagement between the different racial/ethnic communities within Marshall County.

In specific Marshall County communities, the percentage of the minority population is much higher than countywide statistics. In Plymouth, again as of the census of 2010, the racial makeup of the city was 80.80% White

## COMPLEMENTARY PROJECT



(8,026 people) and 14.99% of the population was Hispanic or Latino (1,505 people). In Bremen, as of the 2010 census, the town was 86.5% White (3,992 people) and 18% of the population was Hispanic or Latino (826 people). It is expected the numbers of the Hispanic/Latino population has grown substantially since 2010 across all of Marshall County (source: <https://www.census.gov/data/datasets/2010/demo/popest/modified-race-data-2010.html>). The number of households identifying as from “two or more races” is also expected to rise across Marshall County (Michiana on the Move Transportation Plan 2045).

A civic dinner (<https://about.cividdinners.com/>) is a platform that brings people together to have conversations that matter. The idea is to transform dinner tables into forums for positive social change.

How a Civic Dinner works:

- 1) Host
- 2) 6-10 diverse guests
- 3) 3 big questions
- 4) Equal time to share
- 5) One voice at a time to speak

The Civic Dinners model would be leveraged to specifically foster discussions around areas

targeted as “high needs” by the Marshall County Stellar Diversity and Inclusion Committee and discern how best to address these needs in a comprehensive, culturally sensitive, and inclusive manner.

Potential topics include (but will not be limited to):

- Why is participation in the 2020 U.S. Census vital for the Hispanic/Latino community in Marshall County?
- How will participation in the 2020 U.S. Census not result in a family or individual being reported to authorities who could arrest/prosecute undocumented individuals?
- What roadblocks currently exist to entrepreneurial growth within targeted female/minority populations in Marshall County and what is the best way to overcome them?

The Diversity and Inclusion Committee also plans to work with the Marshall County Crossroads Public Engagement Committee to bring more awareness to the regional planning team about how to engage underrepresented populations.

We are currently working with area restaurants to provide meals. We have not identified funding through Stellar that would be available, so we intend to fund this project locally.



## HUSTLE SBE BUSINESS BOOTCAMP

### Goal

Improve Marshall County's Metropolitan Statistical Area percentile rank of minority income disparity from the 15th percentile to the 80th percentile by 2025 is the goal.

### Strategy

Empower minority/ female students and high-potential individuals with entrepreneurial education and networking opportunities.

### Proposed Project

The Diversity and Inclusion Committee proposes a project that creates entrepreneurial, business, and nonprofit engagement opportunities for minority, female, and high-potential individuals (HPIs) in Marshall County. An HPI is defined as someone from a minority population who has already 1) built a business; and/or 2) expressed interest and has clear goals in mind re: entrepreneurial goals; and/or 3) has a constituency already built around themselves that the Diversity and Inclusion Committee could help her/him leverage to their highest potential.

In order to increase the number of minority and women owned businesses/firms, Marshall County will create a talent pipeline that encourages the targeted populations to enjoy the high quality of life in Marshall County and become active participants in Marshall County's communities via civic engagement, mentorship, and scholarship opportunities.



## COMPLEMENTARY PROJECT

Marshall County is located in an MSA that comprises St. Joseph County, Elkhart County, and Marshall County. A Metropolitan Statistical Area (MSA) is an area containing a large population center and adjacent counties with a high degree of integration with that center, as measured by commuting patterns. (Source: [https://www.stlouisfed.org/~media/files/pdfs/bullard/remarks/2017/bullard\\_bistate\\_development\\_luncheon\\_6\\_october\\_2017.pdf](https://www.stlouisfed.org/~media/files/pdfs/bullard/remarks/2017/bullard_bistate_development_luncheon_6_october_2017.pdf))

The Indiana Regional Cities Initiative helps communities across Indiana come together to transform their regions into nationally-recognized destinations to live, work, and play. With employers continually stressing the need for a large, skilled workforce, Indiana is building upon its strong economic foundation to create a quality of place that attracts and retains future generations of Hoosiers.

In 2015, that need led seven Indiana regions to collaboratively create compelling strategic regional development plans. The South Bend – Elkhart Regional Partnership (which includes Marshall County) was one of seven Indiana regions to collaboratively create strategic regional development plans (<https://www.iedc.in.gov/>

[programs/regional-cities-initiative/home](https://www.iedc.in.gov/programs/regional-cities-initiative/home)).

In Marshall County, the per capita income for “White alone” households was \$25,073; for Hispanic / Latino households, the per capita income was \$13,395; for Black or African American households, the per capita income was \$12,889, and for homes consisting of two or more races, the per capita income was \$10,412 ([https://factfinder.census.gov/faces/tableservices/jsf/pages/productview.xhtml?pid=ACS\\_17\\_1YR\\_S1901&prodType=table](https://factfinder.census.gov/faces/tableservices/jsf/pages/productview.xhtml?pid=ACS_17_1YR_S1901&prodType=table)). Median household income in the past 12 months is measured in 2017 inflation adjusted dollars. Currently Marshall County's national MSA percentile rank of minority income disparity is in the 15th percentile.

This project will aim to improve the disparity. Marshall County D&I Committee will connect HPIs with entrepreneurial education/networking opportunities by leveraging the South Bend – Elkhart Regional Partnership HPI training scholarships and Business Bootcamp events for Marshall County minority/female entrepreneurs. South Bend – Elkhart Regional Partnership “Hustle SBE” Business Bootcamp is a free business boot camp targeted specifically for women and minority entrepreneurs.

## SPANISH LANGUAGE INFORMATION SHARING

### Goal

Communicate Marshall County Crossroads' information in both Spanish and English.

### Strategy

Place all Marshall County Stellar Crossroads communications (email, social, print) in both Spanish and English language versions.

As demographics approach anticipated levels of 25–30% Hispanic/Latino in some municipalities within Marshall County, Spanish-language versions of all Marshall County Crossroads marketing and communications materials are imperative to reach all residents and to best craft high-quality hometowns that are inclusive to all community members. This effort started with the public engagement activities at which we created Spanish-language versions of the project boards and Quality of Life survey so that our Spanish-speaking residents could more easily understand the projects and survey and give their input. Members of the Public Engagement Committee explained that the response to this effort was positive.

To communicate effectively the scope and nature of the Marshall County Stellar project proposals, we need to meet people where they live, in the language they use day-to-day. A rising percentage of Marshall County's population speaks Spanish as their primary language, with English and Spanish spoken by the first-generation children of immigrants. Just as community engagement work was conducted by the Marshall County Stellar Committee in both English and Spanish, so too must follow-up dialogue with the communities of Marshall County be bi-lingual to ensure greater

## COMPLEMENTARY PROJECT



buy-in and trust in the proposed projects from lingual, cultural, and ethnic minorities.

Diversity and Inclusion Committee members are reaching out to area public and private school systems to gauge the plausibility of engaging Spanish level-4 high school students as translators for Marshall County Stellar communications and marketing initiatives. It is hoped these students could both translate English into Spanish as well as count that work towards needed volunteer hours for high school graduation. We believe we can continue to utilize the resources in Marshall County to continue with these efforts without additional funding.



# U.S. CENSUS FULL PARTICIPATION

## Goal

Create a trusting culture that encourages participation in the 2020 census. In order to increase participation in the 2020 census, which many Hispanic/Latino members fear doing, we will create a trusting culture that encourages participation.

Due to the political turmoil surrounding the 2020 census, the Marshall County Stellar Diversity and Inclusion Committee will share information via trusted sources surrounding the importance of full participation in the 2020 U.S. Census.

Many members of the Hispanic/Latino community—in particular, those who are undocumented—are fearful of participation in the U.S. Census. Without full participation, Marshall County will not have an accurate count of the growth of the Hispanic/Latino population across our counties and will miss out on potential funding opportunities to

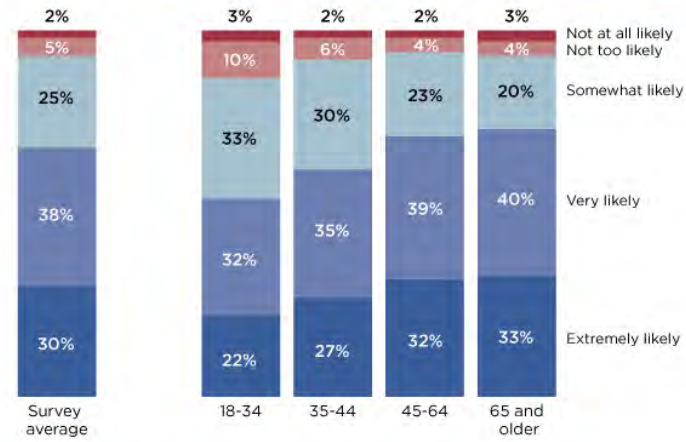
address the needs of marginalized/vulnerable members of this population.

Education about participation in the 2020 U.S. Census will be accomplished via the Civic Dinners model described in Project #2 in this D&I Committee proposal, community information sharing events, and leadership from area churches/businesses/school systems/etc.

As with many project proposals from the Diversity and Inclusion Committee, there is no budget attached to this project. Rather, as we build capacity and public discourse around diversity and inclusion in Marshall County, participation in the 2020 U.S. Census will be an important component of those discussions, community engagement sessions, booth space at the Latino Fest, etc.

## COMPLEMENTARY PROJECT

### How Likely Would You Be to Fill Out the Census Form?



Notes: All estimates were rounded so that the sum of estimates equals 100 percent.

United States Census Bureau | U.S. Department of Commerce Economics and Statistics Administration U.S. CENSUS BUREAU census.gov | Source: 2020 Census Barriers, Attitudes, and Motivators Study (CBAMS) Public Use Microdata Sample



## YOUTH LEADERSHIP MARSHALL COUNTY

The goal for Leadership Capacity Building is to inspire Marshall County's younger generations (teens to 20 something-year-olds) to participate in decision-making processes that will utilize their passion, energy, and skills to bring solutions to our challenges, thereby transforming our youth into leaders in our County.

Students from across the County gathered at Swan Lake Resorts with leaders from the Marshall County Crossroads Committee and subcommittees. They shared their ideas about the Quality of Life Plan and their own experiences in the County. Marshall County Crossroads formed a team to begin addressing leadership capacity. This Youth Engagement Workshop has created momentum and the desire to take action to make youth engagement a part of decision making. As a result, planning has started on a service project that would close the gap between decision makers and Marshall County youth to build leadership capacity in Marshall County.

In order to continue engaging youth to make them part of the decision-making process and simultaneously build their leadership skills and soft skills, the Leadership Capacity Building Committee proposes that a partnership with Leadership Marshall County to create a program that pairs youth with leaders from across the County to join the decision-making process. A youth-only leadership Advisory Council could advise municipal leaders, business leaders,

nonprofit leaders, and so on. The Advisory Council could work on real-world challenges, such as how to design space in a park of one of our municipalities.

Currently, leadership opportunities for youth in Marshall County are limited. Formalized leadership training isn't part of school curriculums. It's typically part of a club or after-school organization, and even then, it may be a subobjective of the overall mission of that club or organization. Examples of where youth may find these leadership opportunities include Boys and Girls Clubs, participation on sports teams, participation in Future Farmers of America, and other youth-related clubs. Though Marshall County Leadership and Young Professionals of Marshall County have had success with leadership-focused programming, these are primarily adult-based programs. Marshall County needs to provide opportunities for teens to practice leadership, so we believe a partnership with Leadership Marshall County and Young Professionals of Marshall County to develop an Advisory Council would be a start.

### *Strategies for achieving the goal of this project will involve:*

- Research existing leadership capacity-building programs in the County.
- Research and develop potential partnerships that might have the capacity for building the program.
- Engage with leaders from schools, businesses, municipalities, and other organizations to assess what opportunities

## COMPLEMENTARY PROJECT

might exist for youth to engage in decision making.

- Engage with youth to determine their interest in a leadership capacity-building program.
- Build consensus for a program.
- Develop a pilot program that might lead to opportunities for scalability and funding.
- Create a strategic plan for scaling, funding, and sustainability of the program.

### *Desired Project Outcomes*

- Youth engage in project-based learning while working on real-world challenges. They develop knowledge of how businesses work, how local community development works, and so on. They also develop critical thinking skills, communication skills, confidence, positivity with participation in the program, and other leadership-related skills.
- Youth become actively engaged in decision making in Marshall County, creating a more personal stake in the community for them.
- Marshall County youth come out of the program with some leadership training and practice, better preparing them for college, the workforce, a trade, or other opportunities.
- Businesses and communities benefit from having our youth (and their skill set) help solve their challenges.
- The youth who stay in our communities will have engaged in leadership work, giving them a better sense of the communities in which they live, work, and play and making them more likely to get actively engaged as adults.

"The Marshall County Stellar Student Conference was very impactful. Multiple students from various Marshall County schools attended this event at Swan Lake. The conference consisted of an intro, then lead into different rotation groups where we talked about different areas within the community, and concluded with food and some final thoughts. I was able to learn things about the community that I did not know, or had not even thought about until mentioned at this event. I was also able to voice my opinion and actually be heard from important community members.

My favorite part of this experience was learning about the different aspects of our towns. I was able to learn about the ideas being proposed, the art work in our towns, the diversity aspect, the health departments in our county, and much more. I was very interested in the surveys part of our time there because we got to vote on how we thought different things in the county were ran. The answers were not just the generic answers either, we were able to voice opinions through this. Not only did we get to speak up during the surveys, but at every "station" we rotated to we were able to give our input. I felt like they were actually taking our ideas and thoughts into consideration. It is not very often that the youth of communities can actually be heard and it was very nice to see that they actually wanted to take the time to listen to us. I know that in some way the different voices of the youth were heard and will impact future decisions.

Overall I thought this conference was very educational. I originally thought it would just be a fun thing to get out of school, but learned about things that I wasn't expecting. I am very glad that I had the opportunity to, not only meet new people, but gain my knowledge of Marshall County. I hope that this is something that becomes a yearly thing or that schools could begin to incorporate because I think it is important to hear the voices of younger generations in a respectful manner."

**-Whytnie Miller** Student

## MARSHALL COUNTY YOUTH HAVE A VOICE



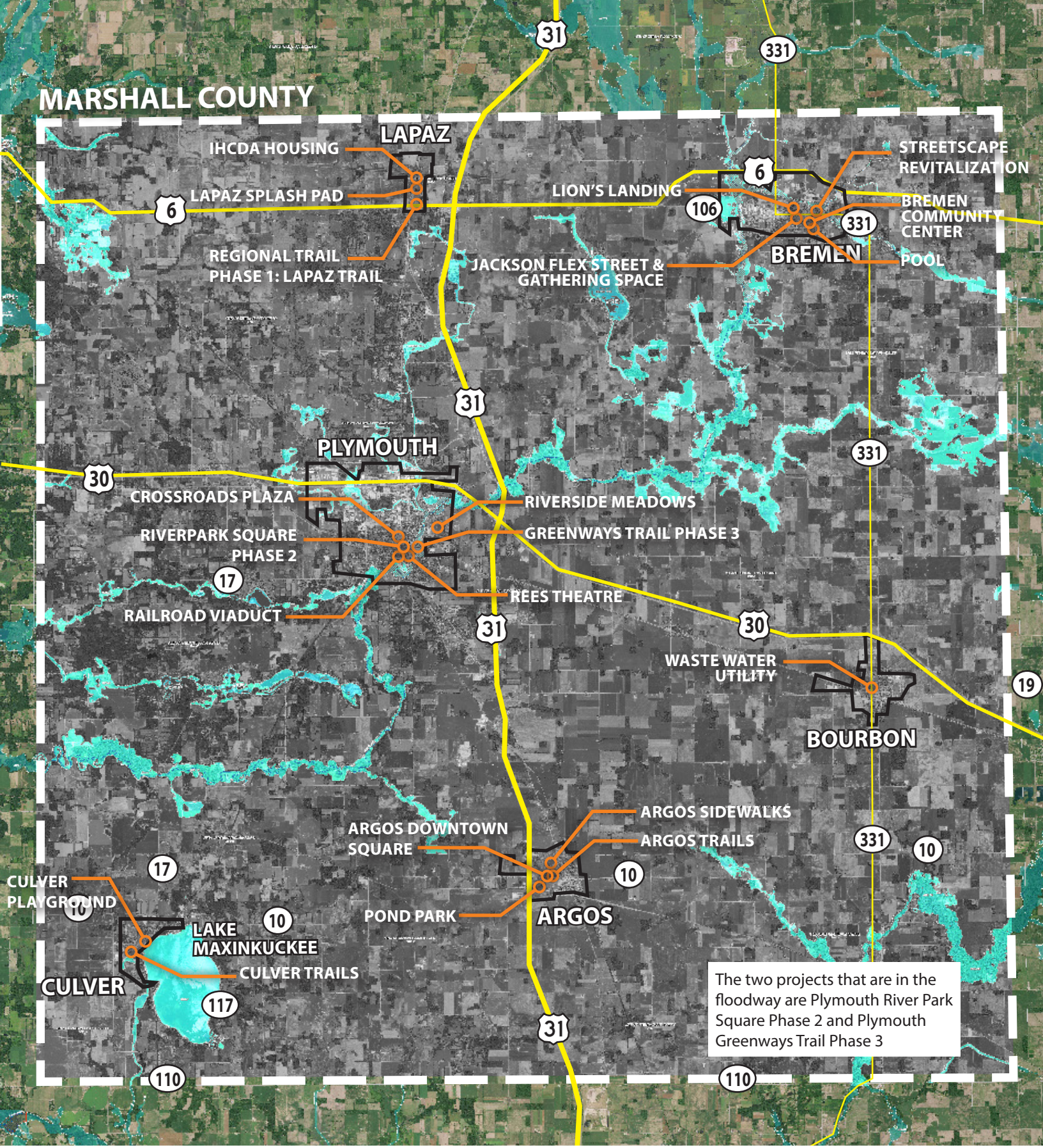
Dear Mr. Jennings,

I, on behalf of all the members of STUCO that attended the Stellar Grant Conference, would like to thank you for the opportunity to share our ideas and thoughts with the grant committee. I believe everyone had a good time and loved sharing their ideas! This was a well-organized event in which we could have fun sharing our thoughts while being part of something big for our community. Everything went smooth with transportation leading everyone to get to the conference and back home safely! Thank you for this outstanding opportunity, and I hope to see more opportunities for students in the future to experience events like this! It was truly an outstanding experience in which us students could represent our school and community in an important way!

Sincerely,

Corey Schmidt

Project Name	Financing		Site Control			Environmental Review			Schematic Design			Architectural/ Prelim Engineering Documents		
	Identified	Unknown	Complete	Ongoing	Not Started	Complete	In Process	Not Started	Complete	In Process	Not Started	Complete	In Process	Not Started
Argos Pond Park	x		x					x	x					x
Argos Downtown Square	x			x				x	x					x
Argos Sidewalks	x		x					x	x					x
Argos Pond Park-Fairgrounds Trail	x			x				x	x					x
Bourbon Wastewater Improvements	x		x					x	x					x
Bremen Downtown Streetscape	x		x					x	x					x
Bremen Jackson St Gathering Space	x		x					x	x					x
Bremen Community Pool	x		x					x		x				x
Bremen Lions Landing	x			x				x	x					x
Bremen Community Center	x			x				x	x					x
Culver Slate St & Jefferson St Trail	x		x					x		x				x
Culver Park Playground & Social Space	x		x					x	x					x
LaPaz LIHTC Housing	x			x				x		x				x
LaPaz Water Utility Study	x			n/a			n/a			n/a			n/a	
LaPaz Splash Pad	x		x					x		x				x
Plymouth Riverside Meadows Housing	x		x					x		x				x
Plymouth Rees Theatre	x		x				x		x				x	
Plymouth River Park Square Phase 2	x		x					x	x					x
Plymouth Greenways Trail Phase 3	x		x					x	x					x
Plymouth Viaduct/Michigan St Improvements	x		x					x		x				x
Plymouth Crossroads Park	x			x				x		x				x
County Trail Phase 1	x		x					x		x				x
County Owner Occupied Rehab	x			n/a			n/a			n/a			n/a	
County Veterans Recruitment	x			n/a			n/a			n/a			n/a	
Community Message Boards	x		x					n/a		n/a				x
Open Gym Service Project	x			n/a				n/a		n/a			n/a	
Video Production Art Project	x			n/a				n/a		n/a			n/a	
Art Council	x			n/a				n/a		n/a			n/a	
Artist Residency Program	x			n/a				n/a		n/a			n/a	
Art Community Assessment	x			n/a				n/a		n/a			n/a	
Art Installation on Regional Trail	x			n/a				n/a		n/a			n/a	
Plymouth Art Mural	x			n/a				n/a		n/a			n/a	
Swimming Lessons - Low/Mod Income	x			n/a				n/a		n/a			n/a	



# MARSHALL COUNTY

The two projects that are in the floodway are Plymouth River Park Square Phase 2 and Plymouth Greenways Trail Phase 3

## Marshall County Floodways & Floodplains

# TOWN RESOLUTIONS

## ARGOS

### RESOLUTION 2019-12

#### RESOLUTION AUTHORIZING FUNDS FOR PUBLIC IMPROVEMENTS

WHEREAS, the Town of Argos has applied to be named a part of the Marshall County Stellar Community and has adopted a Marshall County Stellar Communities Strategic Investment Plan to demonstrate financial support for community improvements within the Town of Argos; and

WHEREAS, The Argos Town Council has identified certain projects and improvements and funds to be pledged and authorized for said projects and improvements.

Now, **THEREFORE, BE IT RESOLVED** by the Town Council for the Town of Argos, Marshall County, Indiana:

1. The Argos Town Council pledges and will authorize the total expense of approximately Four Hundred Fifteen Thousand Dollars (\$415,000,.00) from town and park department funds to finance improvements and to implement the Stellar projects for the Town of Argos. Project 1: adding, improving and renovating sidewalks (\$60,000); Project 2: Design, construction and development of a walking trail connecting our school, community park, pond park and fairgrounds (\$80,000); Project 3: Design and Plan Downtown Greenspace, Historical Depot, parking (\$220,000), and Project 4: Pond Park Gazebo and Restroom Facilities ( (\$55,000); and any additional Stellar Communities projects as necessary over the course of a potential Marshall County Stellar Communities Designation Period.

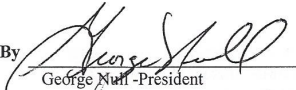
2. The Argos Town Council intends to approve and execute the necessary contract agreements on behalf of the Town to complete the projects and improvements listed herein for the purposes of the Stellar Community Project if the funds are awarded.

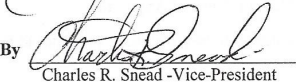
The Argos Town Council may pursue additional grants that would be of assistance in funding additions to the proposed projects and improvements thereon.

3. The funding herein will be coupled with the additional funding to be approved by the Argos Redevelopment Commission, and additional Stellar Communities program partners, and in-kind donations to provide matching funds for the Stellar Community Strategic Improvement Plan over the course of the Stellar program.

PASSED AND ADOPTED by the Town Council of the Town of Argos, Indiana, on the 7th day of August 2019.

#### ARGOS TOWN COUNCIL TOWN OF ARGOS, INDIANA

By   
George Nuff - President

By   
Charles R. Snead - Vice-President

By \_\_\_\_\_

By   
Suzanne Umbaugh - Member

By   
Shawn Harley - Member

ATTEST:  
  
Lisa Mullaney - Clerk-Treasurer

# BOURBON

RESOLUTION <sup>A</sup>1-2019

## RESOLUTION AUTHORIZING FUNDS FOR PUBLIC IMPROVEMENTS

WHEREAS, Marshall County has applied to be named an Indiana Regional Stellar Community and is in the process of creating a Stellar Communities Strategic Investment Plan to demonstrate financial support for community improvements within Marshall County and the Town of Bourbon specifically; and

WHEREAS, The Bourbon Town Council has identified certain projects and improvements and funds to be pledged and authorized for said projects and improvement.

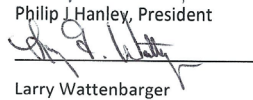
Now, THEREFORE, BE IT RESOLVED by the Town Council for the Town of Bourbon, Marshall County, Indiana:

1. The Bourbon Town Council pledges and will authorize the expense not to exceed Two Hundred Eighty Thousand (\$280,000.00) from town funds to finance the design and construction of a Fire station (\$120,000.00), and Construction upgrade to Wastewater Utility East and South Lift Stations (\$160,000.00); plus complimentary projects Wastewater Infiltration pipe lining, Commercial development to the north of the Town of Bourbon and a Community Center/Old Gym.
2. The Bourbon Town Council intends to approve and execute the necessary contract agreements on behalf of the Town to complete the projects and improvements listed herein for the purpose of the Marshall County Crossroads Stellar Community Initiative if the funds are awarded. The Bourbon Town Council may pursue additional grants that would be of assistance in funding additions and manhours to the proposed projects and improvements thereon.

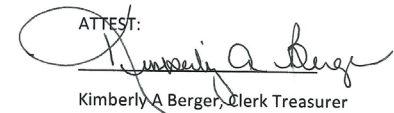
PASSED AND ADOPTED by the Town Council of the Town of Bourbon, Indiana this 10<sup>th</sup> day of September, 2019.

### BOURBON TOWN COUNCIL

  
Philip J. Hanley, President

  
Larry Wattenbarger

  
Les McFarland

ATTEST:  
  
Kimberly A. Berger, Clerk Treasurer

# BREMEN

## RESOLUTION No. 2019-19 OF THE TOWN COUNCIL OF THE TOWN OF BREMEN, INDIANA

### A Resolution Pledging Funds for Public Improvements through the Stellar Communities Program

WHEREAS, the Town of Bremen has participated in the Marshall County Stellar Project through its representatives and actively supports the efforts of the program as well as neighboring communities; and

WHEREAS, the Town of Bremen has an interest in providing safe, modern and attractive public spaces to enhance the quality of life for its residents and visitors; and

WHEREAS, the Town of Bremen has an interest in providing, maintaining and improving its community swimming pool facility for the health and enjoyment of its residents and visitors; and

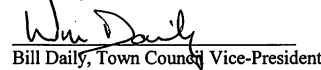
WHEREAS, the Town of Bremen desires to enhance and improve its downtown neighborhood by increasing and improving the available public gathering spaces.

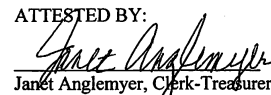
THEREFORE, BE IT RESOLVED, as follows:

The Town Council of the Town of Bremen declares its intent to invest up to One Million Three Hundred and Ten Thousand Dollars (\$1,310,000) towards the Stellar Projects, which include: Community swimming pool facility, Jackson Street Project in the downtown area, the Bremen Community Center (the Old Lutheran Church), Lion's Landing and the Downtown Streetscape Improvements Project upon Marshall County's successful designation as a Stellar Community by the Indiana Office of Community and Rural Affairs.

Dated this 9<sup>th</sup> day of September, 2019.

  
Mike Legman, Town Council President

  
Bill Daily, Town Council Vice-President

ATTESTED BY:  
  
Janet Anglemeyer, Clerk-Treasurer

# CULVER

## RESOLUTION 2019-004

### RESOLUTION AUTHORIZING FUNDS FOR PUBLIC IMPROVEMENTS

WHEREAS, Marshall County has applied to be named an Indiana Regional Stellar Community and is in the process of creating a Stellar Communities Strategic Investment Plan to demonstrate financial support for community improvements within Marshall County and the Town of Culver specifically; and

WHEREAS, The Culver Town Council has identified certain projects and improvements and funds to be pledged and authorized for said projects and improvements during the Stellar Designation.

Now, THEREFORE, BE IT RESOLVED by the Town Council for the Town of Culver, Marshall County, Indiana:

1. The Culver Town Council pledges and will authorize the expense of approximately Eighty Thousand Dollars (\$80,000.00) from town funds to finance the design and construction of additional bicycle and pedestrian trail facilities in the Town of Culver, including improvements on Slate Street, Cass Street, and Jefferson Street.

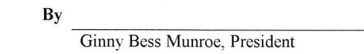
2. The Culver Town Council pledges and will authorize the expense of approximately one hundred twenty thousand (\$120,000) for permanent outdoor improvements to Culver Park, a project referred to as Event & Play Space at Culver Park. Improvements will include, but not be limited to, the addition of a plaza area gathering space, and a nature based play area and equipment on the west end of Culver Park.

3. The Culver Town Council intends to approve and execute the necessary contract agreements on behalf of the Town to complete the projects and improvements listed herein for the purposes of the Marshall County Crossroads Stellar Community Initiative if the funds are awarded. The Culver Town Council may pursue additional grants that would be of assistance in funding additions to the proposed projects and improvements thereon.

4. The funding herein will be coupled with the additional funding to be considered by the Culver Redevelopment Commission, and additional Stellar Communities program partners, and in-kind donations to provide matching funds for the Stellar Communities Strategic Investment Plan over the course of the Stellar program.

PASSED AND ADOPTED by the Town Council of the Town of Culver, Indiana, on the 23<sup>rd</sup> day of July, 2019

### CULVER TOWN COUNCIL TOWN OF CULVER, INDIANA


By   
Ginny Bess Munroe, President

By   
Bill Githens, Vice-President

By   
William Clevenger

By   
Joel Samuelson

By   
Rich West

ATTEST:  
  
Karen Heim, Clerk-Treasurer

2019-004

2019-004

# LAPAZ

## ORDINANCE 2019-010

### An Ordinance Rezoning Certain Property Within the Jurisdiction of the Town of Culver and its 2 Mile Boundary

WHEREAS, the Culver Plan Commission, after legal notice and public hearing thereon, has favorably recommended to the Culver Town Council, by a vote of eight (8) ayes to zero (0) nays, to properly rezone to Planned Unit Development (PUD) from the current zoning of Suburban Residential (S-1) the following parcel:

The parcel located on Cavalier Drive, parcel number 502117403045002014.

WHEREAS, the Culver Town Council having received and reviewed said recommendation and after conducting a public hearing on July 23, 2019 thereon believes that said rezoning is in keeping with the Comprehensive Plan.

NOW, THEREFORE, BE IT ORDAINED by the Town Council of the Town of Culver, Indiana as follows:

Section 1. The parcel indicated in the paragraph below be rezoned from S-1 to PUD.

The parcel located on Cavalier Drive, parcel number 502117403045002014

Section 2. This Ordinance shall be in full force and effect from and after its passage, and due publication, if required to become effective.

PASSED AND ADOPTED by the Town Council of the Town of Culver, Indiana, on the 23<sup>rd</sup> day of July, 2019.

By Ginny B. Munroe  
Ginny Bess/Munroe, President

By Joel Samuelson  
Joel Samuelson

By Bill Githens  
Bill Githens, Vice-President

By William C. Cleavenger  
William Cleavenger

By Rich West  
Rich West

ATTEST:  
Karen Heim  
Karen Heim, Clerk-Treasurer

2019-010

## RESOLUTION No. 2019-02a

OF

### THE TOWN COUNCIL OF THE TOWN OF

LA PAZ, INDIANA

#### A Resolution Pledging Funds for Public Improvements Through the Stellar Communities Program

WHEREAS, the Town of La Paz has participated in the Marshall County Stellar Project application through its representatives and actively supports the efforts of the program in conjunction with its neighboring communities; and

WHEREAS, the Town Council of the Town of La Paz believes that a water utility may be necessary to improve the health and safety of the Town's current residents and to attract commercial and industrial development to the community;

WHEREAS, the Town of La Paz has an interest in increasing and updating the available housing stock within its municipal limits; and

WHEREAS, the Town of La Paz has an interest in providing its community with facilities for the health and enjoyment of its residents and visitors; and

#### THEREFORE, BE IT RESOLVED, as follows:

The Town Council of the Town of La Paz declares its intent to dedicate the La Paz Town Park ground for the construction of a splash pad, to allocate Ten Thousand Dollars (\$10,000.00) to pursue a site design, and to submit the splash pad as a project in the Stellar Communities Initiative.

#### BE IT FURTHER RESOLVED:

The Town Council further desires to incentivize the construction of new housing on S. Michigan Street by waiving utility connection fees, approving a ten-year 100% tax abatement for the proposed project, and facilitating the sale of the real estate to the proposed developer.

#### BE IT FURTHER RESOLVED:

The Town Council desires to explore the potential benefits and costs of creating a water utility to serve the La Paz community by allocating Five Thousand Dollars (\$5,000.00) to pursue a water utility planning grant.

Dated this 1st day of August, 2019.

Roger Ecker  
Roger Ecker, President

ATTESTED BY:

Lorraine Dove  
Lorraine Dove, Clerk-Treasurer

Kelli Chavez

Ryan Young  
Ryan Young

# PLYMOUTH

## RESOLUTION NO. 2019-869

### RESOLUTION OF THE CITY OF PLYMOUTH CONFIRMING SUPPORT FOR THE MARSHALL COUNTY CROSSROADS STELLAR INITIATIVE

WHEREAS, the City of Plymouth, has partnered with Marshall County, the Town of Argos, the Town of Bourbon, the Town of Bremen, the Town of Culver, and the Town of LaPaz, to apply for designation as an Indiana Stellar Community. The group, known as the Marshall County Crossroads, is building upon our communities' longstanding tradition of collaboration in drafting a regional development plan and a quality of life plan. Some goals of the plan are to attract new population growth, to improve quality of place, to improve individual health, to increase personal income, and to build great hometowns. Key to that plan are a number of transformational projects, which will be accomplished through a combination of private, state, and local funding. The purpose and intent of this resolution is to confirm the City's financial support for necessary matching funds for the Stellar Communities program.

NOW, THEREFORE, BE IT RESOLVED by the Common Council of the City of Plymouth, Indiana, as follows:

Section 1. The Plymouth Common Council, in conjunction with the Plymouth Redevelopment Commission, pledges that it has already, or will authorize the expenditure of necessary local matching funds for its Stellar Communities projects at the necessary time, upon designation as a Stellar Community. Those projects include, the Rees Theater Renovation (\$575,000 in Redevelopment matching funds), the Old Firehouse Renovation/Entrepreneurship Hub (\$240,000 in matching funds), Greenways Trail Phase 3 (\$60,000 in matching funds), River Park Square Phase 2 (\$140,000 in matching funds), Michigan Street/Railroad Viaduct Improvement Project (\$160,000 in matching funds), Crossroads Pocket Park (\$160,000 in matching funds), Riverside Meadows Housing Development (no match required, but will consider other incentives, including potential tax abatement, as may be merited).

Section 2. The Council intends to approve and execute the necessary agreements on behalf of the City to complete the projects and improvements listed herein for purposes of Stellar Communities if such funds are awarded. The City may pursue additional grants that would be of assistance in funding additional portions of the proposed projects and improvements thereon.

The funding herein may be coupled with additional funding by the Redevelopment Commission, and Stellar Communities program partners, and in-kind donations to provide matching funds for the Stellar Communities regional development plan over the four-year Stellar program.

PASSED AND ADOPTED by the Common Council this 9<sup>th</sup> day of September, 2019.

Mark Senter  
Mark Senter, Presiding Officer

ATTEST:

Jeanine M. Xaver  
Jeanine M. Xaver, IAMC/CMC, Clerk-Treasurer



# MEETING MINUTES

## MINUTES MARSHALL COUNTY COUNCIL MEETING AND 2020 BUDGET HEARING MONDAY, SEPTEMBER 9, 2019

BE IT REMEMBERED: That on Monday, September 9, 2019, the Marshall County Council met in a public meeting at the Marshall County Building, Room 203, 112 W. Jefferson Street, Plymouth, Indiana, at 9:00 a.m. pursuant to the call of the County Auditor. Board members present were the Honorable Judy Stone, President; Penny Lukenbill, Vice President; Jon VanVactor, Heath Thornton, James Masterson, Mandy Campbell, Jack Roose and County Auditor, Julie A. Fox. The meeting was opened with the Pledge of Allegiance and the business at hand was heard.

### PUBLIC INPUT

There was no public input.

### SOIL & WATER CONSERVANCY DISTRICT

District Coordinator Debbie Palmer requested approval of an additional appropriation in the amount of \$3,059 to hire an interim replacement position for training purposes. Mrs. Palmer will be vacating her position on November 1, 2019. The Council thanked her for her services.

### ADDITIONAL APPROPRIATIONS ORDINANCE 2019-1(10)

**CCD:** Heath Thornton moved, second by Penny Lukenbill, to approve the additional appropriation of \$65,000 into Software Maintenance for Hyperwave (telephone). Motion carried 7-0.

**CUM CAP DEVELOPMENT:** Jack Roose moved, second by Jim Masterson, to approve the additional appropriation of \$42,000 into Software Maintenance for security enhancements and Microsoft licensing. Motion carried 7-0.

**REASSESSMENT:** Penny Lukenbill moved, second by Jack Roose, to approve the additional appropriation of \$25,814 into Computer Software for GIS Pictometry Data Sharing. Motion carried 7-0.

**GENERAL FUND/SOIL AND WATER:** Heath Thornton moved, second by Mandy Campbell, to approve the additional appropriation of \$3,059 into Wages District Coordinator to hire for interim District Coordinator vacancy. Motion carried 7-0.

**COMMUNITY CROSSINGS:** Heath Thornton moved, second by Jon VanVactor, to approve the additional appropriation of \$250,660.10 into Fund 9007 for Dogwood Road, \$95,377.58 into Fund 9008 for 11<sup>th</sup> Road, \$186,857.25 into Fund 9009 for North Michigan, \$91,987.50 into Fund 9010 for Dogwood Road, and \$196,500 into Fund 9011 for 9B Road, representing the 75% match for Community Crossings Grant. Motion carried 7-0.

### TRANSFER REQUESTS ORDINANCE 2019-2(8)

**CLERK:** Jack Roose moved, second by Mandy Campbell, to approve the transfer request of \$2,000 from Repair Furniture and \$998 from Bank Service Fees into Office Equipment in the total sum of \$2,998 to replace a shredder. Motion carried 7-0.

### AUDITOR'S REPORT

August 12, 2019 Minutes: Jon VanVactor moved, second by Jim Masterson, to approve the meeting minutes of August 12, 2019 as presented. Motion carried 7-0.

August 20, 2019 Budget Hearing First Reading Minutes: Jack Roose moved, second by Heath Thornton, to approve the minutes of the 2020 Budget Hearing First Reading meeting of August 20, 2019 as presented. Motion carried 7-0.

### COUNCIL ITEMS ORDINANCE 2019-04(4)

Jim Masterson moved, second by Penny Lukenbill, to approve the Ordinance 2019-04(4) to establish new funds: 8807-CHIRP-ICJI Grant, 9006-OCRA Stellar Reg RDP Grant, and 8817-E-911 Grant as presented. Motion carried 7-0.

### ORDINANCE 2019-3(8) AMENDING SALARY ORDINANCE 2019-3(7)

Jon VanVactor moved, second by Mandy Campbell, to approve Salary Ordinance 2019-3(8) to amend Salary Ordinance 2019-3(7) increasing the total number of Turnkey/Dispatchers from eight to eleven as presented. Motion carried 7-0.

### ORDINANCE 2019-3(9) AMENDING SALARY ORDINANCE 2019-3(7)

Penny Lukenbill moved, second by Jack Roose, to approve Salary Ordinance 2019-3(9) to amend Salary Ordinance 2019-3(7) for the Probation Officer salary as presented. Motion carried 7-0.

### RESOLUTION 2019-5

Auditor Fox requested the Council's signatures on Resolution 2019-05 for an Additional Court as presented. Jon VanVactor moved, second by Jim Masterson, to approve Resolution 2019-05 for an Additional Court as presented. Motion carried 7-0.

### 2020 COUNCIL MEETING SCHEDULE

Jack Roose moved, second by Penny Lukenbill, to approve the 2020 Council Meeting Schedule as presented. Motion carried 7-0.

### SHERIFF

Sheriff Matt Hassel requested approval of a probationary pay waiver for Cullen Smith, explaining that he worked for the department before and will not require training. Penny Lukenbill moved, second by Jim Masterson, to approve the probationary pay waiver for Cullen Smith as presented. Motion carried 7-0.

Sheriff Hassel updated the Council on the current numbers in the jail explaining that bunkbeds are being purchased and additional money may be requested to cover the costs.

### HEALTH DEPARTMENT

Director Christine Stinson requested permission to apply for several grants. Ms. Stinson presented the Asthma Grant, a pilot, reimbursable grant for \$2,200. This grant will allow house assessments to determine asthma triggers in the home and will allow for the purchase of mold and ammonia testing equipment. Jon VanVactor moved, second by Mandy Campbell, to grant permission to apply for the Asthma Grant as presented. Motion carried 7-0.

Ms. Stinson also requested permission to apply for two federal annual grants. The Local Health Trust Agreement Grant in the amount of \$25,000 and also the Local Health Maintenance Fund Grant in the amount of \$33,000, both help to support the food position salary and the part-time nursing position. Jon VanVactor moved, second by Heath Thornton, to grant permission to apply for the Local Health Maintenance Fund Grant as presented. Motion carried 7-0. Penny Lukenbill moved, second by Jim Masterson, to grant permission to apply for the Local Health Trust Agreement Grant as presented. Motion carried 7-0.

### COMMISSIONERS – HIGHWAY FUNDING

Commissioner Stan Klotz requested the Council consider funding additional highway projects for the remainder of the year in the amount of \$600,000. The Council had discussions regarding the request.

### MARSHALL CO CROSSROADS STELLAR PROJECT UPDATE

Jerry Chavez, MCEDC, Ginny Munroe, President Culver Town Council, and Sean Surrisi, City of Plymouth Attorney, presented the Quality of Life Plan for Marshall County and the budget plan for the Crossroads Stellar Communities application. The intent of the presentation was to secure the Council's support of \$400,000 over the four-year implementation. The Council discussed the Quality of Life Plan. Mr. Chavez, Ms. Munroe, and Mr. Surrisi thanked the Council for their continued support and cooperation.

Penny Lukenbill moved, second by Heath Thornton, to pledge \$400,000 total for the four-year implementation of the Crossroads Stellar Communities application. Motion carried 7-0.

Jack Roose moved, second by Jim Masterson, to provide a letter of support for the OCRA Stellar Communities application. Motion carried 7-0.

### SURVEYOR

Surveyor Craig Cultice requested permission to equip the two new trucks his department will be receiving. Mr. Cultice explained he will need approximately \$2,000 after using existing funds from his budget. The Council had discussions about the request. The Council suggested the funding come from the Commissioner's Budget not the Surveyor's Budget. Mr. Cultice also stated he would be purchasing a van out of the Perpetuation Fund as the current van is having several issues.

RECESS TAKEN AT 10:36 A.M. and RECONVENED AT 10:51 A.M.

### 2020 BUDGET HEARINGS

### MARSHALL COUNTY SOLID WASTE MANAGEMENT DISTRICT

Director Marianne Peters presented the Solid Waste Management District budget: 2020 Budget is \$373,410; Estimated Civil Max Levy is \$235,000 for the remainder of this year and the Property Tax Cap Credit Estimate is \$15,500. Council made no adjustments. Jon VanVactor moved, second by Jack Roose, to adopt the 2020 Marshall County Solid Waste Management Budget on first reading as presented. Motion carried 7-0.

### CONVENTION AND VISITORS BUREAU 2020 BUDGET

Heath Thornton moved, second by Penny Lukenbill, to adopt the Convention and Visitors Bureau 2020 Budget in the total sum of \$368,700 as presented. Motion carried 7-0.

### WIC FISCAL YEAR 2020 BUDGET

Jon VanVactor moved, second by Jim Masterson, to adopt the WIC Fiscal Year 2020 Budget in the total sum of \$219,594.39; \$209,405.39 as the WIC NSA Budget and \$10,189 as the WIC Peer Counselor Budget; noting the fiscal year begins October 1<sup>st</sup>. Motion carried 7-0.

### MARSHALL COUNTY

**Commissioners:** The total budget submitted is \$4,814,902. Reducing Group Health Insurance by \$280,000; reducing Professional Services by \$10,000; reducing Legal Services by \$10,000; reducing Insurance by \$25,000; and reducing Repair Buildings and Structures by \$55,000. President Stone requested the Council vote on moving the Human Resource position to the Commissioner's Budget. The vote was 5-2 in favor.

**Drainage Board:** The total budget submitted is \$8,450. No reductions were made.

**Rainy Day Fund:** The total budget submitted is \$300,000. No reductions were made.

**Cumulative Capital Development (CCD):** The total budget submitted is \$949,917. Reducing Communications Equipment by \$50,000.

**County IV-D Incentive:** The total budget \$4,900. No reductions were made.

**Buildings and Grounds:** The total budget submitted is \$596,961. Reducing Wages-Clerical by \$3,500; and reducing Repair Buildings and Structures by \$70,000.

**Highway:** The total budget submitted is \$4,573,230. No reductions were made.

**Cum Bridge:** The total budget submitted is \$1,193,497. No reductions were made.

**Local Roads and Streets:** The total budget submitted is \$650,000. No reductions were made.

**General - Sheriff:** The total budget submitted is \$2,233,408. Reducing Wages-Clerical by \$1,500; reducing Wages-Overtime by \$10,000; reducing Vehicle Repair by \$7,000; reducing Vehicle Purchase by \$64,000; reducing Vehicle Accessories by \$14,000; reducing Radios and Accessories by \$5,000; and Computer Equipment by \$2,000.

**General - Jail:** The total budget submitted is \$1,357,171. Reducing Wages-Overtime by \$6,000; reducing Wages-Cook PT by \$5,000; reducing Radio Repair by \$2,500; and reducing Radio and Accessories by \$5,000.

**LIT Special Legislation – Correctional Facility:** The total budget submitted is \$2,881,147. Reducing Wages Turnkey/Dispatcher PT by \$15,000; and reducing Machinery and Equipment by \$100,000.

**Extradition/Sheriff Assistance:** The total budget submitted is \$37,000. No reductions were made.

**Misdemeanant-County Corrections:** The total budget submitted is \$123,000. No reductions were made.

**Sex/Violent Offender Administration:** The total budget submitted is \$12,000. No reductions were made.

**Statewide 911:** The total budget submitted is \$701,313. Reducing Group Health Insurance by \$6,400.

**Central Dispatch:** The total budget submitted is \$184,061. No reductions were made.

**DARE:** The total budget submitted is \$25,000. No reductions were made.

**DEA Forfeiture:** The total budget submitted is \$35,000. No reductions were made.

**Lake Enforcement DNR Grant:** The total budget submitted is \$63,000. No reductions were made.

**Clerk:** The total budget submitted is \$451,060. Reducing Wages-Clerical by \$7,000.

**Voter Registration:** The total budget submitted is \$38,919. No reductions were made.

**Election Board:** The total budget submitted is \$87,860. No reductions were made.

**Clerk's Records Perpetuation:** The total budget submitted is \$22,500. No reductions were made.

**Clerk IV-D:** The total budget submitted is \$9,700. No reductions were made.

**Treasurer:** The total budget submitted is \$165,620. No reductions were made.

**Recorder:** The total budget submitted is \$115,316. No reductions were made.

**ID Security Program:** The total budget submitted is \$8,000. No reductions were made.

**Surveyor:** The total budget submitted is \$178,080. Reducing Vehicle Repair by \$1,000.

**Coroner:** The total budget submitted is \$105,191. Reducing Morgue Supplies by \$500; reducing Fuel by \$500; and reducing Office Furniture and Fixtures by \$22,750.

**LEPC:** The total budget submitted is \$23,000. No reductions were made.

**Assessor:** The total budget submitted is \$195,976. Reducing Wages-Deputies by \$37,400.

**Sales Disclosure-County Share:** The total budget submitted is \$6,650. No reductions were made.

**Reassessment:** The total budget submitted is \$479,514. No reductions were made.

**Prosecutor:** The total budget submitted is \$544,987. Reducing Travel and Mileage by \$1,000.

**Pre-Trial Diversion:** The total budget submitted is \$312,377. No reductions were made.

**Prosecutor IV-D under County IV-D Incentive:** The total budget submitted is \$82,566. No reductions were made.

**Prosecutor Community Corrections Pros Felony Diversion:** The total budget submitted is \$59,300. No reductions were made.

**Extension:** The total budget submitted is \$247,537. Reducing Office Supplies by \$3,000; reducing Professional Improvement by \$400; reducing Travel and Mileage by \$500; and reducing Computer Maintenance by \$900. Ms. Richey noted that the Extension Department leases their computers from Purdue.

**Veterans Service Officer:** The total budget submitted is \$52,637. No reductions were made.

**Plan Commission:** The total budget submitted is \$132,876. Reducing Wages-Overtime by \$500; reducing Wages-Code Enforcement Officer by \$500; reducing Vehicle Maintenance Supplies by \$500; reducing Travel/Mileage by \$250; reducing Training by \$250.

**Board of Zoning Appeals (BZA):** The total budget submitted is \$5,150. No reductions were made.

**Building Commission:** The total budget submitted is \$81,890. Reducing Wages-Clerical by \$500, reducing Wages-Inspector PT by \$5,000; reducing Vehicle Maintenance Supplies by \$2,000; reducing Vehicle Repair by \$500; and reducing Training by \$1,000.

**Information Systems:** The total budget submitted is \$158,833. No reductions were made.

**Cumulative Capital Development (CCD):** The total budget submitted is \$949,917. No reductions were made.

**Museum:** The total budget submitted is \$125,430. No reductions were made.

**Historical Society:** The total budget submitted is \$46,000. No reductions were made.

**Superior Court #1:** The total budget submitted is \$344,997. Reducing Wages-Department Head by \$5,000; reducing Wages-Overtime by \$2,500; reducing Wages-Court Bailiff by \$2,693; reducing Office Supplies by \$1,000; reducing Office Machine Supplies by \$500; reducing Pauper Counsel by \$22,000; reducing Grand and Petit Jurors by \$3,000.

**Superior Court # 2:** The total budget submitted is \$613,188.70. Reducing Wages Department Head by \$5,000; reducing Wages-Clerical by \$1,000, reducing Wages-Court Bailiff by \$2,693; reducing Wages-Law Clerk by \$5,000; reducing Office Supplies by \$726; reducing Office Machine Supplies by \$524; reducing Jury Supplies by \$50; reducing Jury Meals by \$80; reducing Uniforms/Clothing by \$331; reducing Pauper Counsel by \$20,000; reducing Computer Programming by \$980; reducing Travel/Mileage by \$525; reducing Printing and Advertising by \$21; reducing Printed Forms by \$250; reducing Insurance-Liability by \$200; reducing Repair Furniture and Equipment by \$100; reducing Postage by \$203; reducing Dues and Subscriptions by \$429; reducing Grand and Petit Jurors by \$275; reducing Office Furniture and Fixtures by \$200; and reducing Unified Law Library by \$855.

**Community Corrections:** The total budget submitted is \$370,429.73. No reductions were made.

**Community Corrections-Jail Treatment:** The total budget submitted is \$145,026. No reductions were made.

**Community Corrections-CCPI:** The total budget submitted is \$437,464.84. No reductions were made.

**Drug Free Community:** The total budget submitted is \$92,200. No reductions were made.

**Circuit Court:** The total budget submitted is \$302,712.45. Reducing Wages-Court Bailiff by \$2,693; reducing Pauper Counsel by \$2,500; and reducing Office Equipment by \$5,000.

**Probation:** The total budget submitted is \$615,723. Reducing Travel/Mileage by \$1,000.

**Adult Probation Administrative:** The total budget submitted is \$137,848. No reductions were made.

**Supplemental Adult Probation:** The total budget submitted is \$16,500. No reductions were made.

**Community Corrections-Probation:** The total budget submitted is \$130,042. No reductions were made.

**Weights & Measures:** The total budget submitted is \$22,296. No reductions were made.

**EMA:** The total budget submitted is \$68,380. No reductions were made.

**Soil & Water:** The total budget submitted is \$36,981. Reducing Longevity by \$500.

**Health Department:** The total budget submitted is \$554,552.80. Reducing Wages-Clerical by \$9,500; reducing Printing and Advertising by \$500; reducing Miscellaneous Printing by \$1,000;

reducing Telephone by \$1,500; reducing Other Repairs by \$200; reducing Contractual Services-Laboratory by \$6,300; reducing Postage by \$100; and reducing Office Furniture & Fixtures by \$500.

**Local Health Maintenance:** The total budget submitted is \$33,139. No reductions were made.

**Local Health Department Trust Account:** The total budget submitted is \$25,093. No reductions were made.

**Auditor:** The total budget submitted is \$408,287. Reducing Wages-Deputies by \$36,481; reducing Wages-Clerical by \$10,000; and reducing Wages-Overtime by \$6,000. Council clarified that the number of deputies will remain at seven and will not be reduced due to the Human Resource position moving to the Commissioner's budget.

**Plat Mapping:** The total budget submitted is \$43,300. No reductions were made.

**Auditor Ineligible:** The total budget submitted is \$14,000. No reductions were made.

**County Officials Training Fund:** The total budget submitted is \$10,000. No reductions were made.

**Council:** The total budget submitted is \$75,595. No reductions were made.

### **2020 WAGES**

Discussion was held concerning employee wage increases and the Compensation Study by Waggoner, Irwin, Scheele & Associates. **Jack Roose moved, second by Heath Thornton, to accept the recommended wage rate by Category as presented by the Sub-committee, which is based on the Waggoner, Irwin, Scheele classification system and utilizing the current internal wages as the basis. Motion carried 7-0.**

Auditor Fox presented a request from the Marshall County Aquatics Center for funding. The Council had discussion about the request. No action was taken.

The Council thanked Auditor Fox, Mrs. Stull, and the Auditor's staff for all of their time and efforts in preparing the budget. The budget will be adopted on October 14, 2019.

### **ADJOURNMENT**

After the appropriate documents had been signed and with no further business to come before the Council, **Heath Thornton moved, second by Jim Masterson, to adjourn. Motion carried 7-0.**

# LETTERS OF FUNDING SUPPORT



## Plymouth Public Library

201 N. Center St. Plymouth, IN 46563 | P:(574) 936-2324 F:(574) 936-7423 | www.MyPlymouthLibrary.org

September 4, 2019

Indiana Office of Community and Rural Affairs  
Attn: Stellar Communities Review Committee  
1 North Capital Avenue  
Indianapolis, IN 46204

Dear Committee Members,

Plymouth Public Library strengthens and enriches our community by providing opportunities to connect, discover, and experience. And that is why we are excited and pleased to support the Marshall County Stellar Crossroads Initiative.

Friends of Plymouth Public Library is committed to giving \$1,000 to the Stellar Communities bus stop project in Plymouth, and \$1,000 to the Stellar Communities bike trail to connect the county. These projects are part of the Marshall County Crossroads Regional Development Plan and align perfectly with the library's mission of creating opportunities of connection, discovery, and experience for our community. This letter is to certify that we intend to contribute to the total cost of the project, regardless of the amount of matching funds Plymouth raises for the project.

Sincerely,

Heather Barron  
Library Director

Connect. Discover. Experience.



Administrative Office  
P.574.936.3115 • F.574.936.3160  
611 Berkley Street • Plymouth, IN 46563

Office of the Superintendent

September 18, 2019

Indiana Office of Community and Rural Affairs  
Attention: Stellar Communities Review Committee  
1 North Capital Avenue  
Indianapolis, IN 46204

Dear Stellar Review Committee,

Please accept this letter of financial support that details the willingness of Plymouth Community School Corporation to contribute \$2,500 toward the bus stop project as identified in Marshall County Crossroads Regional Development Plan. This project was created through the Transportation Committee of Marshall County Crossroads and will be a collaborative effort of the City of Plymouth, Plymouth Community School Corporation, and the Marshall County Council on Aging.

Access to transportation is a growing need for many in Marshall County. This project will create safe bus stops for Marshall County Council on Aging to utilize in their efforts to expand access to the current public transportation system they provide. While it will start small by offering transportation from the stops to specific locations such as the grocery stores or other retail locations throughout the city, it will quickly expand as it grows in usage. Additionally, the bus stops will be placed in locations that are common bus stops for PCSC. The shelters created from this project will enhance the safety of the bus stops currently being utilized by PCSC students in these locations. They will also be used to provide transportation to parents to our schools on the evenings of parent teacher conferences or other major events located at the schools.

Increasing access to transportation for our residents, creating safer bus stops for our students, and increasing parental participation in school events with their students will all contribute significantly to improving the quality of life in our community, which is why we are proud to offer financial support for the bus stop project.

Sincerely,

Andy Hartley  
Superintendent

www.plymouth.k12.in.us



September 16, 2019

Marshall County Community Foundation Grant Committee  
2680 Miller Drive  
Plymouth IN 46563

Dear Committee Members,

I am writing you today in support of the regional bike and pedestrian trail master plan effort led by Allie Shook from the Marshall County Crossroads regional planning team.

The Town of Culver completed a bike and pedestrian master plan in 2016 with the assistance of Troyer Group. Since completing that plan, the town has committed over \$420,000 in local funds towards trail development in and around Culver and has been awarded \$2,000,000 in INDOT funds for trail projects.

We fully support this initiative and believe it will be the first step in attracting additional funds for a regional trail network to serve Marshall County, a network that will help connect our communities and tie us into existing regional networks such as the Pumpkinvine Trail, Saint Joe River Greenways, the Nickel Plate Trail, and the American Discovery Trail, which are all major trail networks within a few miles of Marshall County. As such, the Town of Culver has committed \$2,500 towards this project through our redevelopment commission. We are excited by the spirit of collaboration and public input surrounding this project and look forward to the development of a robust active transportation network in our communities over the next decade.

Thank you for your time and consideration of this valuable effort.

Sincerely,

Jonathan Leist  
Culver Town Manager

200 East Washington, Culver, Indiana 46511  
p 574.642.3140

www.townofculver.org

364 Pine Crest Dr  
Bremen, IN 46506

Dear Stellar Committee,

I am a life-long member of the Bremen community and current president of Historic Bremen, Inc., which runs the Bremen Historic B&O Train Depot and Bremen History Center. I have so far donated \$5000 to the Bremen Community Center project run by Bremen Community Cares and up for consideration as a Stellar project. I am now pledging an additional private gift of \$20,000 towards the acquisition of the property in order for the organization to begin making the necessary improvements for renovation and restoration as soon as possible. I hope this underscores my personal belief in the value of the project and the commitment of the community in general. I and the rest of the board of directors of Historic Bremen are excited at the prospect of saving such a historic building in our community and restoring it to be a vibrant and useful part of Bremen again.

Sincerely,

Derek Jensen



2680 MILLER DRIVE, SUITE 120  
P. O. BOX 716  
PLYMOUTH, INDIANA 46563  
OFFICE 574.935.5159  
MARSHALLCOUNTYCF.ORG



2680 miller drive, suite  
120  
p. o. box 716  
plymouth, indiana 46563  
office 574.935.5159  
marshallcountycf.org

Indiana Office of Community and Rural Affairs  
Attn: Stellar Communities Review Committee  
1 North Capital Avenue  
Indianapolis, IN 46204

Indiana Office of Community and Rural Affairs  
Attn: Stellar Communities Review Committee  
1 North Capital Avenue  
Indianapolis, IN 46204

September 19, 2019

September 19, 2019

Dear Committee Members:

Dear Committee Members:

This letter is to certify matching gifts were made by a Marshall County Community Foundation (MCCF) fundholder to support two Marshall County Crossroads projects that are included in the 2019 Stellar Regional application.

The Marshall County Community Foundation (MCCF) Board of Directors is pleased to confirm \$116,972 in grant support for projects included in the 2019 Marshall County Crossroads Regional Stellar application. The collaboration of over 100 community leaders and the engagement of hundreds of Marshall County residents representing diverse populations in developing a Marshall County Quality of Life Plan and the 2019 Regional Stellar application has created a strong new dynamic for strategic investment that will guide our work as a region over the next twenty years. We believe this work is so vital to the health and vitality of our communities that MCCF has also invested \$29,684 in Lilly GIFT VII Planning Grant funds to support the development of the Marshall County Quality of Life Plan by specifically working with Arts and Culture, Education and Health and Wellness stakeholders.

The donor, who wishes to remain anonymous, holds a donor-advised fund at MCCF. This particular fundholder now lives outside of Marshall County, but keeps close ties to our community with her yearly gifts to various Marshall County nonprofits and program initiatives via her donor-advised fund.

Details of the current grant commitments include \$37,500 in support of a Bicycle and Pedestrian Master Plan for Marshall County, \$28,750 in support for David's Courage, \$17,767 in support for Marshall County Public Transit through the Marshall County Council on Aging, and \$14,955 in support of arts projects for Culver Main Street Corporation, Heartland Artists and Wild Rose Moon. This funding will be used to support the media production project proposed by the Arts and Culture Committee (\$8,260), a creative place-making project at the firehouse in Culver (\$4,250) and pop-up art exhibits hosted by Heartland Artists (\$2,445).

A gift of \$3,000 was designated to the Marshall County Crossroads Stellar Health and Wellness Committee, dated July 30, 2019. A gift of \$2,000 was given to the Marshall County Crossroads Stellar Regional Trails Special Project Committee, dated July 30, 2019.

It is a pleasure to empower MCCF fundholders to support the collaborative projects that are addressing quality of life issues in Marshall County.

Acting as a convener and catalyst for positive change is an important role of the Marshall County Community Foundation. We are an enthusiastic partner with the Marshall County Crossroads Committee and fully support the opportunity to achieve more measurable impact with these strategic investments. This talented and committed team is already making a significant difference in the future course and direction of our region. The Stellar designation would accelerate these bold plans and this great work. Thank you for your consideration.

Respectfully,

Respectfully,

Linda Yoder, Executive Director  
Marshall County Community Foundation

Kevin Boyer, Board Chair  
Marshall County Community Foundation

COMMUNITY-MINDED PARTNERS • TRUSTED INVESTORS • VISIONARY THINKERS • OPPORTUNITY CONNECTORS



SOUTH BEND | ELKHART  
REGIONAL PARTNERSHIP

September 19, 2019

Indiana Office of Community and Rural Affairs  
Attn: Stellar Communities Review Committee  
1 North Capital Avenue  
Indianapolis, IN 46204

RE: Letter of Commitment

Dear Stellar Committee Members,

Please find this letter to affirm the Labs for Industry Futures and Transformation (LIFT) Network's financial commitment of \$50,000 to Marshall County in order to support capacity building efforts related to education and workforce alignment. In this effort, we have requested the partnership of the Marshall County Community Foundation to steward the \$50,000 in funding to help Marshall County prepare for Applied Learning Programs, such as Apprenticeship and Internship placements within local industry.

We anticipate that this operating grant will serve to establish a foundation in Marshall County that enables robust and comprehensive industry and education partnerships for years to come. SBERP looks forward to the continued engagement and leadership of Marshall County public-private leaders within our committees, as we advance the shared goals of regional talent development and economic prosperity. The vibrancy of Marshall County is critical to our growth as a region.

Should any questions arise regarding this letter of commitment or our strong support of education-workforce leadership in Marshall County, please do not hesitate to contact me at 574-344-4686 or by email at [Remberton@SouthBendElkhart.org](mailto:Remberton@SouthBendElkhart.org).

Best,  
SOUTH BEND – ELKHART REGIONAL PARTNERSHIP

Regina Emberton  
President CEO



Indiana Office of Community and Rural Affairs  
Attn: Stellar Communities Review Committee  
1 North Capital Avenue  
Indianapolis IN 46204

Dear Committee Members:

This letter is being written to serve as indication of Marshall County Tourism's financial support of the Marshall County Crossroads Regional Stellar Initiative, Regional Message Boarding. We, at Marshall County Tourism, strive to conduct marketing and sales programs to attract visitors to our county. Through this, we are dedicated to enhance our area's image so the county can derive the economic and social benefits of a prosperous tourism industry.

Marshall County Tourism believes investing in message boarding in every major to each community in Marshall County will not only assist in promotions of local events, news, etc., but will also bring a sense of community through community collaboration providing a sense of pride.

Our board of directors has agreed to support this effort financially, with \$40,000.00 over 4 years. We have worked for twenty plus years to connect, collaborate, and create projects to promote regional tourism, we understand the importance of regional tourism impact to our county and Northern Indiana. With the goal of Regional Stellar Initiative being very similar, we support Marshall County in working together to create projects and plan to make Marshall County a better place to live, work, and explore.

In conclusion, Marshall County Crossroads Regional Stellar Initiative Regional Message Boarding will drive tourism for Marshall County. Marshall County Tourism is happy to partner with Marshall County in promoting this program in our overall goal to drive economic development through tourism.

Sincerely,

Corine Humes  
Executive Director

201 North Michigan Street | Plymouth, IN 46563 | 574-936-1882 | [visitmarshallcounty.org](http://visitmarshallcounty.org)

September 4, 2019

Indiana Office of Community and Rural Affairs  
Attn: Stellar Communities Review Committee  
1 North Capital Avenue  
Indianapolis, IN 46204

Dear Committee Members:

I am writing you today in support of the Marshall County Crossroads Stellar Initiative. In particular, as Director of the Diversity and Inclusion Committee of the South Bend and Elkhart Regional Partnership (SB-ERP), I want to voice my support for the Diversity and Inclusion Committee work and projects proposed by the Marshall County Crossroads Stellar Initiative.

The goal of the Diversity and Inclusion Committee is to “Improve the South Bend – Elkhart Region’s national MSA percentile rank of minority income disparity from the 15<sup>th</sup> percentile to the 80<sup>th</sup> percentile by 2025.”

Marshall County is a member county of the South Bend - Elkhart Regional Partnership. The Chair of the Diversity and Inclusion (D&I) Committee for the Marshall County Stellar Crossroads Initiative is also a member of my Regional D&I Committee. The goals for diversity and inclusion as laid out in Marshall County Stellar Crossroads align with and will directly feed into regional work around this important workforce development, quality of life, and economic vitality indicator.

The South Bend - Elkhart Regional Partnership is committed to providing \$1,500 in match funding for High Potential Individuals as identified by the Marshall County Stellar Crossroads D&I Committee to attend regional entrepreneurial boot camps. In addition, we commit to providing entrepreneurial scholarship opportunities – each at a value of \$750 – to young women and minorities identified by the Marshall County D&I Committee.

Acting as a catalyst for conversations and positive change in relation to diversity and inclusion in the workforce and our communities is an important part of the work of the South Bend - Elkhart Regional Partnership. Thank you for the opportunity to impact many lives through this important work.

Sincerely,



Bethany Hartley, Director

Diversity and Inclusion Committee, South Bend - Elkhart Regional Partnership

 SAINT JOSEPH  
HEALTH SYSTEM

PLYMOUTH  
MEDICAL CENTER

September 18, 2019

Marshall County Community Foundation Grant Committee  
2680 Miller Drive  
Plymouth, IN 46563

Dear Committee Member,

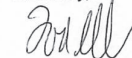
I am writing today to express my support for our regional bike and pedestrian trail master plan that is being presented as part of the efforts being directed by Allie Shook through Marshall County Crossroads regional planning team.

The current Greenway Trail in Plymouth has been a wonderful addition to the health and well being of our community. I believe it would be beneficial to connectivity and health of our community to further develop our current state and tie it into the larger bike and pedestrian trails in our region.

As a physician I believe that a fully developed bike and pedestrian trail system would further enhance our citizen’s health, provide a peaceful sense of well being as the trails highlight the natural resources of our area, and serve as corridors for connecting communities socially and economically within our county and region.

To this end I am committing at least \$500 toward this endeavor and would consider a large gift as further development unfolds.

Sincerely,



Tod Stillson MD  
Plymouth Family and Internal Medicine Downtown

sjmed.com

Medical Centers

**Mishawaka Medical Center**  
5215 Holy Cross Pkwy.  
Mishawaka, IN 46545  
574.335.5000

**Rehabilitation Institute**  
80205 Bodnar Blvd.  
Mishawaka, IN 46544  
574.335.8800

**Plymouth Medical Center**  
1915 Lake Ave.  
Plymouth, IN 46563  
574.948.4000

Senior Services

**Holy Cross**  
17475 Dugdale Dr.  
South Bend, IN 46635  
574.247.7500

**Saint Joseph PACE**  
250 E. Day Rd.  
Mishawaka, IN 46545  
574.247.8700

**St. Paul's**  
3802 S. Ironwood Dr.  
South Bend, IN 46614  
574.284.9000

**Trinity Tower**  
316 S. Dr. Martin Luther King Jr. Blvd.  
South Bend, IN 46601  
574.335.1900

**VNA Home Care**  
3838 N. Main St., Ste. 100  
Mishawaka, IN 46545  
574.335.8800

510 W. Adams St., Ste. GL-50  
Plymouth, IN 46563  
574.335.7950

Community-Based Programs

**The Foundation**  
707 E. Cedar St., Ste. 175  
South Bend, IN 46617  
574.335.4540

**Health Insurance Services**  
5215 Holy Cross Pkwy.  
Mishawaka, IN 46545  
1.855.88.SJMED (1.855.887.5633)

**Outreach Services**  
215 W. 4th St., Ste. LL201  
Mishawaka, IN 46544  
574.335.3898

**Physician Network**  
707 E. Cedar St., Ste. 220  
South Bend, IN 46617  
574.335.8758

Indiana Office of Community and Rural Affairs

September 16, 2019

Stellar Communities Review Committee

1 North Capital Avenue

Indianapolis, IN 46204

Dear Stellar Committee Members,

MoonTree Studios is an art-eco-spirituality center located in Marshall County. As our mission encourages us to explore the interconnectivity of all life, we recognize the instrumental role of cooperation and collaboration in the process of community building. As a co-creative process, community building involves bringing people together to work towards a unified vision. If the vision is too limited or exclusive, divisions arise that isolate community members from one another. However, if the vision is one of unity through diversity that celebrates the unique and authentic expressions of individuality that make communities so vibrant, then truth, beauty, and goodness are more probable outcomes.

Through my experience working with Marshall County Crossroads, as chair of the arts and culture subcommittee, I have experienced an open and active desire from a majority of leaders and stakeholders to work towards a more inclusive and culturally vibrant future for this area. I continue to be inspired and encouraged by the work of the committee and other members of the Marshall County community. I have witnessed passionate individuals overcome municipal, cultural, and social barriers in order to contribute to the vision of Marshall County that unites all of its great hometowns.

This vision is not just about Marshall County, but extends well beyond the county lines. From home to hometown to county to state to region to nation to planet, we are inextricably linked with one another and our health and wellbeing are mutually interdependent. What we create and build here is not just for Marshall County residents, but for all people, everywhere. Physically located amidst crossroads, Marshall County is also at a symbolic intersection of old and new, traditional and innovative, conservative and progressive, industrial and ecological. In a polarized world, Marshall County is in a unique position to serve as a bridge that brings people together from all walks of life. The cooperation needed to get there is the vision itself. Sharing our “One Vision” of diversity and inclusion with all those who pass through the crossroads is part of ensuring the continued growth and evolution of our “Great Hometowns”.

In pursuit of a more diverse and inclusive Marshall County, MoonTree Studios is committing \$10,500 to be used for the creation of an art council (\$5,000), the establishment of a county-wide residency program (\$2,500), a community art assessment (\$500), and public art installations along the proposed trail system (\$2,500). Through these projects, MoonTree is investing in the arts and culture of Marshall County as a means of bringing all people together and co-creating a community that highlights everyone’s inherent truth, beauty, and goodness.

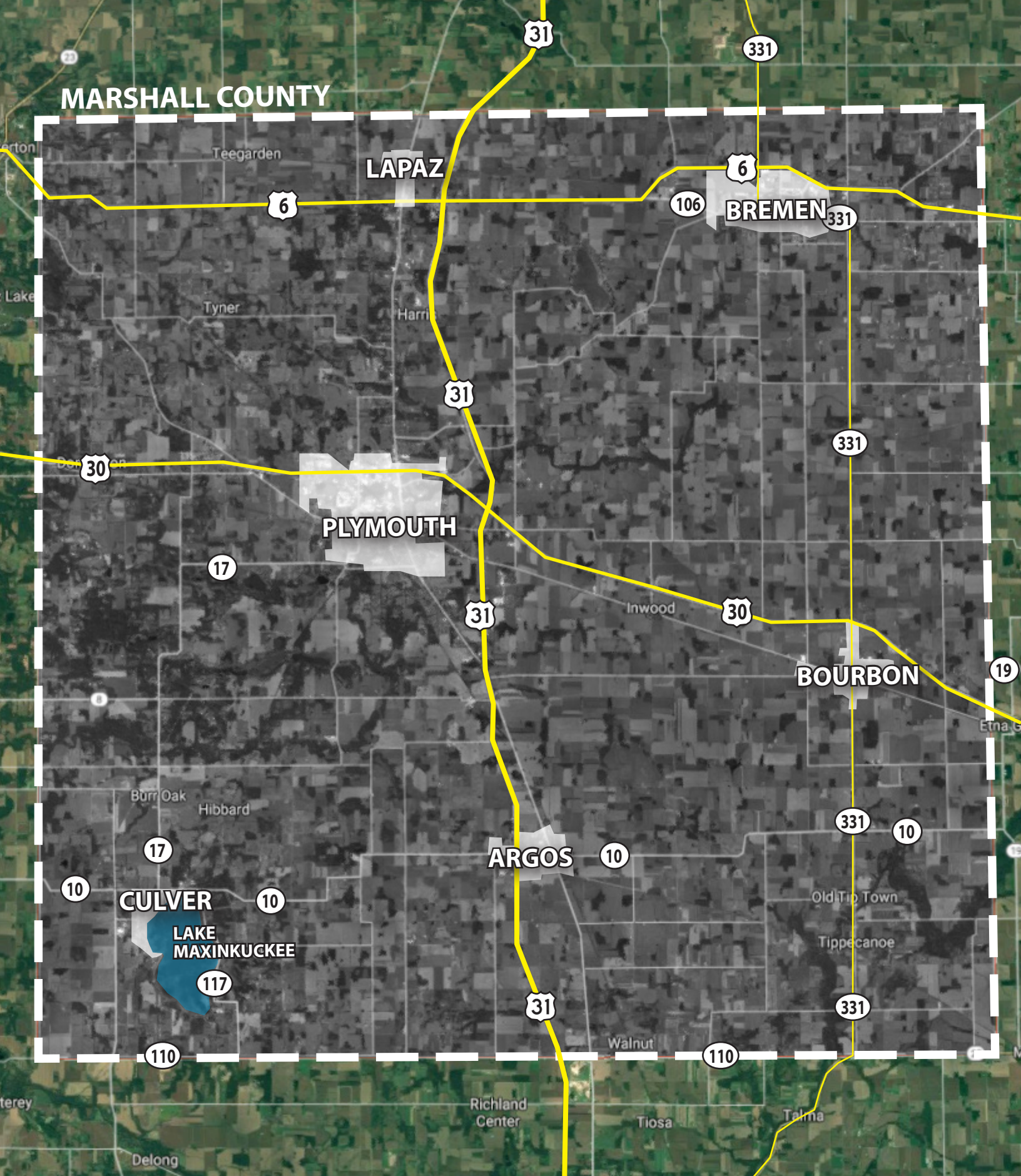
Thank you for your consideration and all you do for the communities of Indiana,



Matthew Celmer

Director, MoonTree Studios

# MARSHALL COUNTY



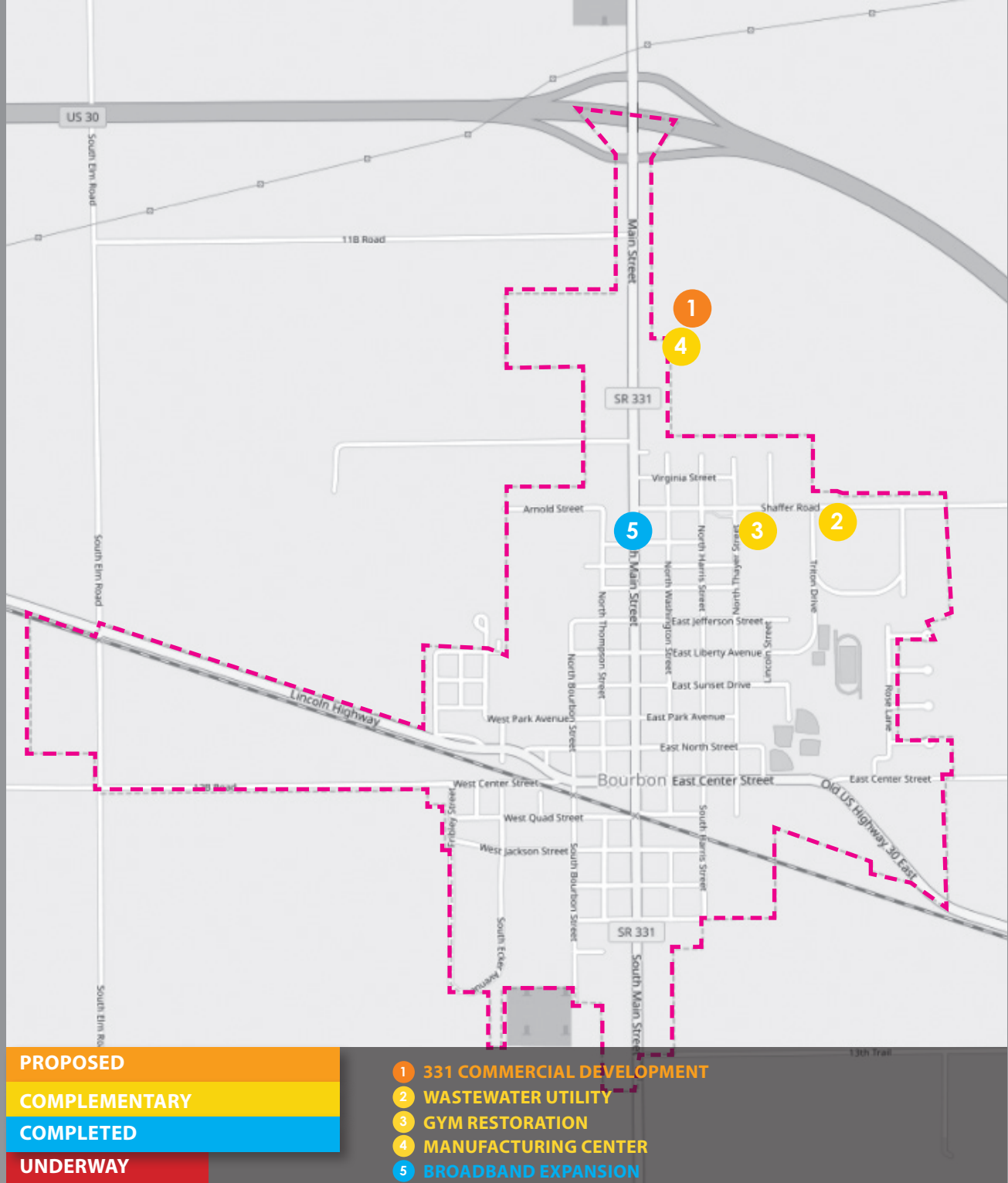
# ARGOS

Argos's Stellar projects focus on trails and sidewalks that will connect the parks that create Argos's "town within a park" vision. These will not only connect Pond Park and Unity Park, but they will also connect Pond Park to the Argos Fairgrounds' community center, which is a county project funded by OCRA. Argos will also invest funds in new or enhanced gathering spaces with their Pond Park project and downtown greenspace revitalization. Argos is also investing in housing and a fire station (complementary projects).



# BOURBON

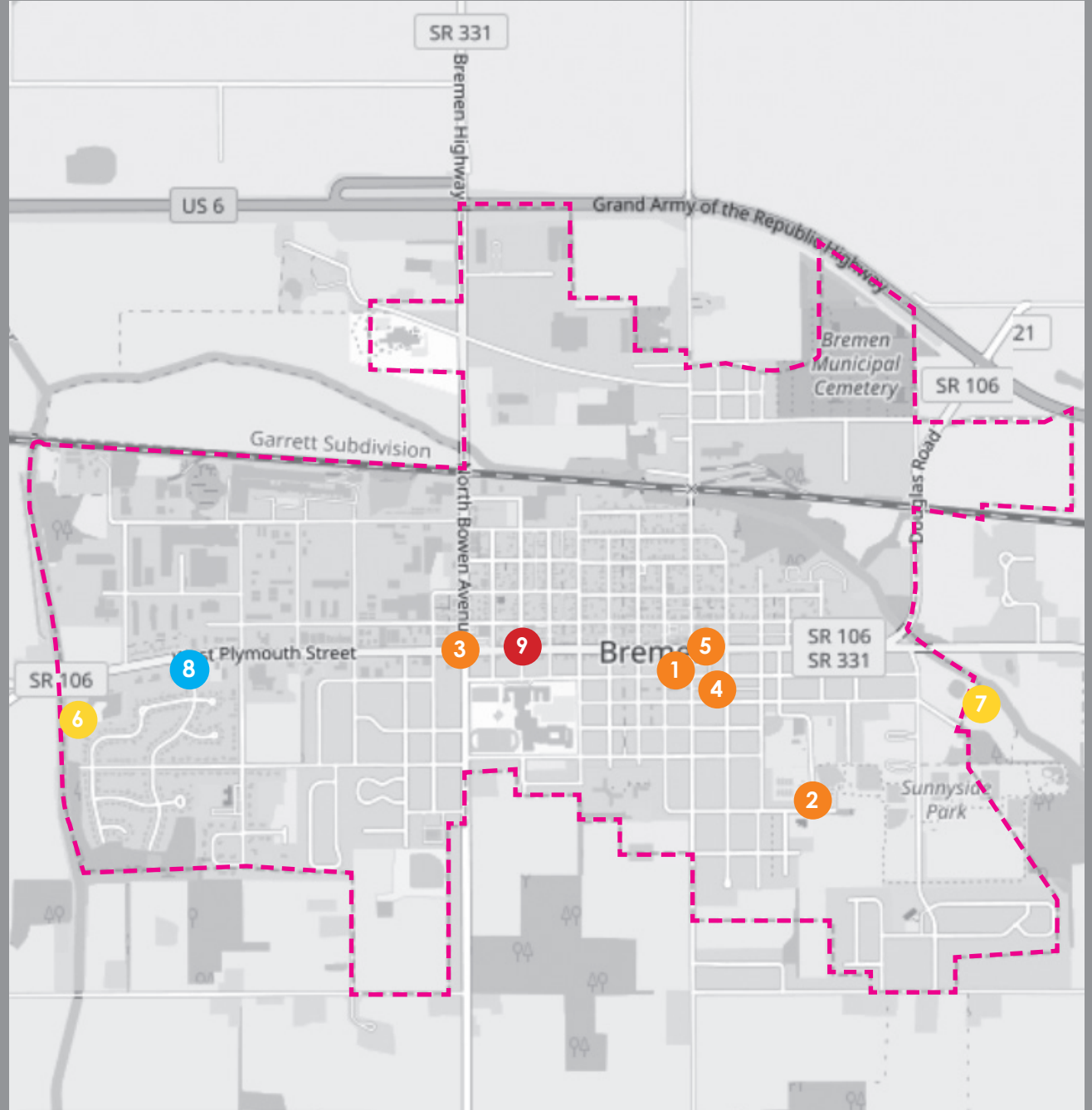
Bourbon's primary Stellar project prepares the town for future development by completing a major wastewater utility project. Having completed a planning grant, Bourbon's priority is to upgrade it's wastewater utility on the north end of town. Complementary projects include a fire stations, the restoration of the old school gym, a manufacturing center, and a commercial development.





# BREMEN

Bremen's Stellar projects invest in the downtown Main Street corridor, where the town is currently implementing a downtown master plan. Bremen received an INDOT grant to implement the plan. The Jackson Street flex street Stellar project will create a gathering space just off of Main Street where a pavilion, outdoor seating, and stage will host the Farmers' Market and other community events. One block off of Main Street on South Street, Bremen would also like to rehabilitate St. Paul's Lutheran Church to add a new community center. In addition to these projects, Bremen plans to improve and enhance the intersection of Bowen Avenue and Plymouth Street, a major intersection and gateway into the town. Finally, Bremen plans to upgrade a community pool and create a kayak launch (complementary project) that will connect Bremen to Plymouth's kayak launch.



- PROPOSED
- COMPLEMENTARY
- COMPLETED
- UNDERWAY

- 1 JACKSON STREET DOWNTOWN RENOVATION & GATHERING PLACE
- 2 COMMUNITY POOL
- 3 LIONS LANDING
- 4 COMMUNITY CENTER
- 5 DOWNTOWN STREETScape IMPROVEMENTS
- 6 KAYAK LAUNCH
- 7 POMEROY HOUSING PH. 2
- 8 INFRASTRUCTURE FOR SUNRISE MEADOWS DEVELOPMENT
- 9 PLYMOUTH ST. PAVING

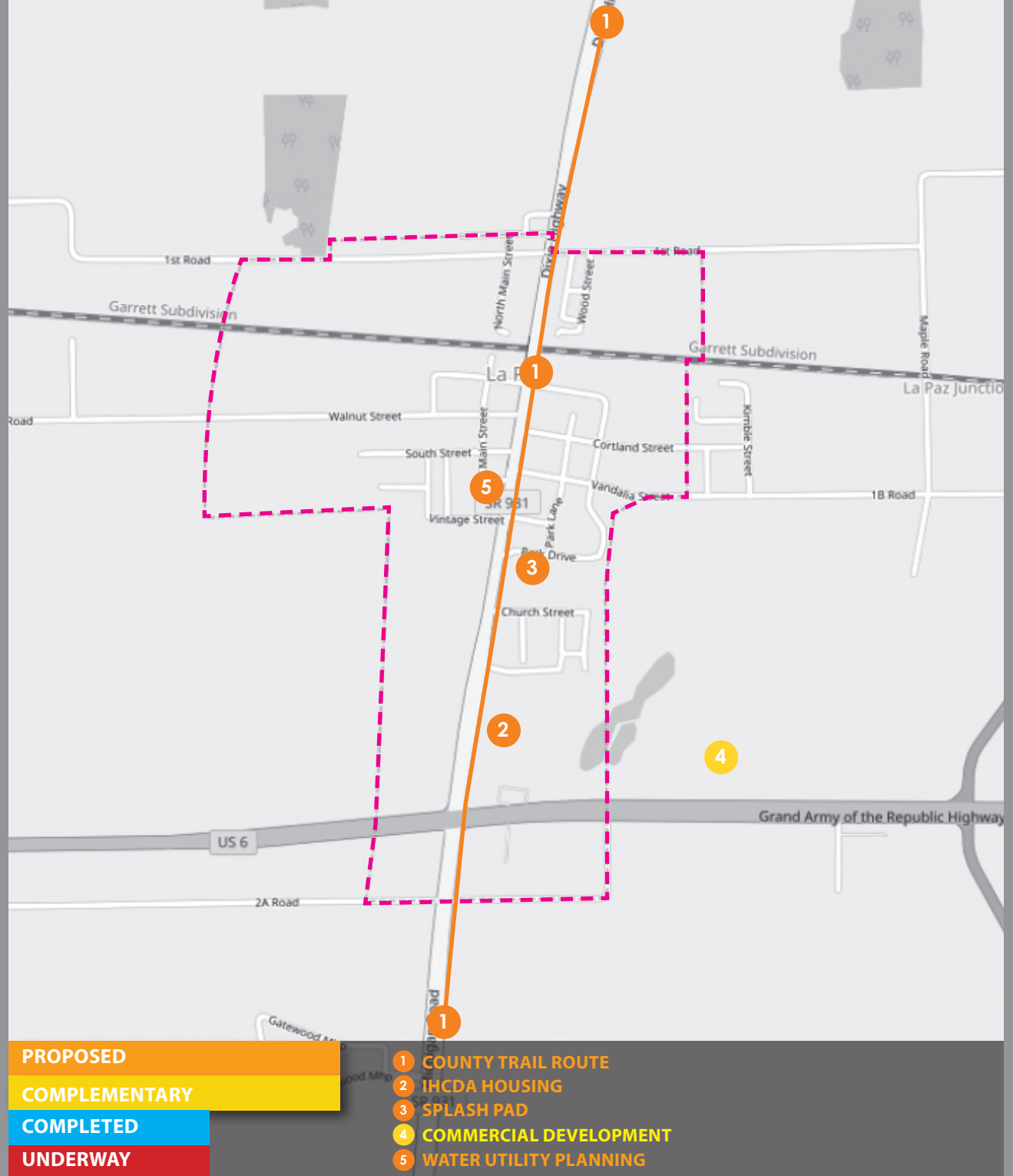
# CULVER

Culver's Stellar projects build on the town's previous Stellar designation. The town plans to connect their new housing development on the west end of town to the school and downtown district via a new trail section. In addition, Culver plans for a major park project with the buildout of a natural playground that takes advantage of the topography of the property and the views of the lake. This natural playground will feature multiple playing areas and a patio/outdoor seating area that would accommodate large groups during the numerous park events and festivals Culver hosts in its park.



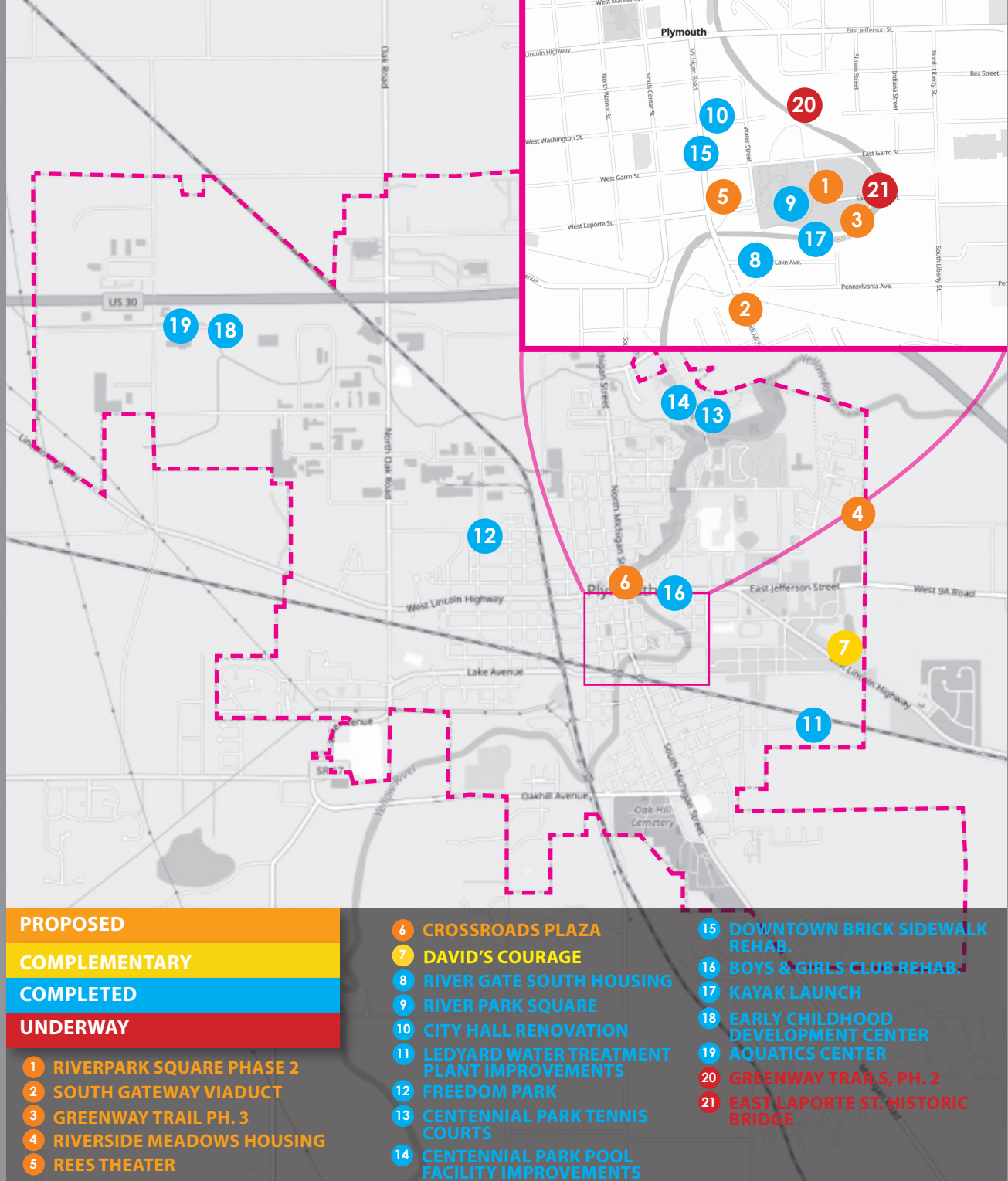
# LAPAZ

LaPaz plans to invest in housing on its main street corridor and a splash pad at their park. North Township owns the other half of the LaPaz Park and it will provide the water service for the splash pad. LaPaz would also like to conduct a utility study to look at solutions for bringing a water utility to the town. In addition, the Regional Trail System that the Transportation and Trails Committee is working on plans to start the project in LaPaz; the trail would connect the northern end of the County to the town of LaPaz, starting a trail that would eventually connect LaPaz to Plymouth.



# PLYMOUTH

Plymouth's Stellar projects will invest in the downtown district, River Square Park, and other areas of the city where they have made recent investments. Projects include the renovation of the Rees Theatre, completion of Phase 3 of their Greenway Trail, the enhancement of an existing railroad viaduct, and park playground as well as a veterans' memorial project. In addition, Plymouth plans to add a housing development for low-to-moderate income residents. The city will also create a pocket park that recognizes the five historic byways that traverse Marshall County with four converging at the intersection of Michigan Street and Jefferson Street.



- PROPOSED**
  - COMPLEMENTARY**
  - COMPLETED**
  - UNDERWAY**
- 1 RIVERPARK SQUARE PHASE 2
  - 2 SOUTH GATEWAY VIADUCT
  - 3 GREENWAY TRAIL PH. 3
  - 4 RIVERSIDE MEADOWS HOUSING
  - 5 REES THEATER

- 6 CROSSROADS PLAZA
- 7 DAVID'S COURAGE
- 8 RIVER GATE SOUTH HOUSING
- 9 RIVER PARK SQUARE
- 10 CITY HALL RENOVATION
- 11 LEDYARD WATER TREATMENT PLANT IMPROVEMENTS
- 12 FREEDOM PARK
- 13 CENTENNIAL PARK TENNIS COURTS
- 14 CENTENNIAL PARK POOL FACILITY IMPROVEMENTS

- 15 DOWNTOWN BRICK SIDEWALK REHAB.
- 16 BOYS & GIRLS CLUB REHAB.
- 17 KAYAK LAUNCH
- 18 EARLY CHILDHOOD DEVELOPMENT CENTER
- 19 AQUATICS CENTER
- 20 GREENWAY TRAILS, PH. 2
- 21 EAST LAPORTE ST. HISTORIC BRIDGE

Stellar Project Name	Total Project Cost	Private Investment	Local Leverage	Other Sources (foundations, etc.)	Gap	% of Local Leverage
Argos Pond Park	\$ 775,000.00		\$ 305,000.00	\$ 250,000.00	\$ 220,000.00	72%
Argos Downtown Square	\$ 1,100,000.00		\$ 220,000.00		\$ 880,000.00	20%
Argos Sidewalks	\$ 300,000.00		\$ 60,000.00		\$ 240,000.00	20%
Argos Pond Park-Fairgrounds Trail	\$ 350,000.00		\$ 80,000.00		\$ 270,000.00	23%
Bourbon Wastewater Improvements	\$ 800,000.00		\$ 160,000.00		\$ 640,000.00	20%
Bremen Downtown Streetscape	\$ 1,100,000.00		\$ 320,000.00		\$ 780,000.00	29%
Bremen Jackson St Gathering Space	\$ 1,300,000.00		\$ 260,000.00		\$ 1,040,000.00	20%
Bremen Community Pool	\$ 2,500,000.00		\$ 500,000.00		\$ 2,000,000.00	20%
Bremen Lions Landing	\$ 800,000.00		\$ 160,000.00		\$ 640,000.00	20%
Bremen Community Center	\$ 350,000.00	\$ 35,550.00	\$ 70,000.00	\$ 18,000.00	\$ 226,450.00	35%
Culver Slate St & Jefferson St Trail	\$ 400,000.00		\$ 80,000.00		\$ 320,000.00	20%
Culver Park Playground & Social Space	\$ 600,000.00		\$ 120,000.00		\$ 480,000.00	20%
LaPaz LIHTC Housing	\$ 5,234,500.00	\$ 4,224,500.00	\$ 10,000.00	\$ 1,000,000.00	\$ -	100%
LaPaz Water Utility Study	\$ 30,000.00		\$ 6,000.00		\$ 24,000.00	20%
LaPaz Splash Pad	\$ 125,000.00		\$ 25,000.00		\$ 100,000.00	20%
Plymouth Riverside Meadows LIHTC Housing	\$ 9,990,000.00	\$ 8,740,000.00	\$ -	\$ 1,250,000.00	\$ -	100%
Plymouth Crossroads Park	\$ 800,000.00		\$ 160,000.00		\$ 640,000.00	20%
Plymouth Rees Theatre	\$ 3,400,000.00	\$ 1,775,000.00	\$ 575,000.00	\$ 300,000.00	\$ 750,000.00	78%
Plymouth River Park Square Phase 2	\$ 700,000.00		\$ 140,000.00		\$ 560,000.00	20%
Plymouth Greenways Trail Phase 3	\$ 300,000.00		\$ 60,000.00		\$ 240,000.00	20%
Plymouth Viaduct/Michigan St Improvements	\$ 600,000.00		\$ 160,000.00		\$ 440,000.00	27%
County Trail Phase 1	\$ 1,000,000.00		\$ 200,000.00		\$ 800,000.00	20%
County Owner Occupied Rehab	\$ 500,000.00		\$ -		\$ 500,000.00	0%
Community Message Boards	\$ 400,000.00		\$ 50,000.00	\$ 40,000.00	\$ 310,000.00	23%
Rural Health Wellness Bucks	\$ 70,000.00		\$ -		\$ 70,000.00	0%
County Public Transit Bus Stops	\$ 30,000.00		\$ 6,000.00	\$ 3,500.00	\$ 20,500.00	32%
Open Gym Service Project	\$ 50,000.00		\$ 10,000.00		\$ 40,000.00	20%
Media Production Art Project	\$ 50,000.00		\$ 10,000.00	\$ 8,260.00	\$ 31,740.00	37%
Art Council	\$ 25,000.00		\$ 5,000.00	\$ 5,000.00	\$ 15,000.00	40%
Artist Residency Program	\$ 12,500.00		\$ 2,500.00	\$ 2,500.00	\$ 7,500.00	40%
Art Community Assessment	\$ 2,500.00		\$ 500.00	\$ 500.00	\$ 1,500.00	40%
Art Installations on Regional Trail	\$ 25,000.00		\$ 5,000.00	\$ 2,500.00	\$ 17,500.00	30%
Latino Fest Flagpoles and Flags	\$ 5,000.00		\$ 1,000.00		\$ 4,000.00	20%
Plymouth Heartland Artists Mural	\$ 5,000.00		\$ 1,000.00		\$ 4,000.00	20%
Swimming Lessons - Low/Mod Income	\$ 40,000.00		\$ 8,000.00		\$ 32,000.00	20%
Totals	\$ 33,769,500.00	\$ 14,775,050.00	\$ 3,770,000.00	\$ 2,880,260.00	\$ 12,344,190.00	63%
Complementary Projects	Total Project Cost	Private Investment	Local Leverage	Other Sources (foundations, etc.)		
County Trail System Study	\$ 70,500.00	\$ 8,000.00	\$ 25,000.00	\$ 37,500.00		
Ignite Skills Trade Program	\$ 300,000.00		\$ 60,000.00			
Community Career Coach Project	\$ 390,000.00			\$ 50,000.00		
Argos Fire Station	\$ 2,000,000.00					
Bourbon Gym Restoration	\$ 800,000.00					
Bourbon Fire Station	\$ 2,000,000.00	\$ 188,000.00	\$ 120,000.00			
Plymouth Neighborhood Center	\$ 750,000.00					
Argos Park View	\$ 2,860,000.00	\$ 2,460,000.00	\$ 80,000.00			
Plymouth Permanent Supportive Housing	\$ 2,575,000.00		\$ 290,000.00	\$ 2,285,000.00		
Plymouth Habitat for Humanity	Ongoing					
Culver Main St Mural Placemaking	\$ 4,750.00	\$ 1,000.00	\$ 2,375.00	\$ 1,375.00		
Bourbon Industrial Development	\$ 2,750,000.00	\$ 2,600,000.00	\$ 30,000.00			
Bourbon, LaPaz, Plymouth Industrial Centers	TBD					
Cycling without Aging	\$ 70,000.00			\$ 17,767.00		
Self Healing Community Project		\$ 3,000.00				
Opioid Response Program	TBD			100% local funding		
David's Courage Building Improvements	\$ 150,000.00	\$ 121,250.00		\$ 28,750.00		
Veteran's Recruitment	\$ 400,000.00			\$ 40,000.00		
Business Assistance/Micro-Loan Program	TBD			USDA & MCEDC funded		
MCEDC Billboard	TBD			MCCF & PIDCO funded		
Hustle SBE Business Bootcamp	TBD			\$1,500 + \$750 each scholarship		
US Census Full Participation	n/a			100% local funding		
Spanish Language Information Sharing	n/a			100% local funding		
Civic Dinners	TBD			100% local funding		
Youth Leadership Marshall County	n/a			100% local funding		

Leverage Resource	Proposed (P) or Committed (C)	Amount	Designated Project
Town of Argos	C	\$ 60,000	Argos Sidewalks
Town of Argos	C	\$ 80,000	Argos Pond Park to Fairgrounds Trail
Town of Argos	C	\$ 55,000	Argos Pond Park
Town of Argos	C	\$ 220,000	Argos Downtown Square
Town of Bourbon	C	\$ 160,000	Bourbon Sewer & Lift Stations
Town of Bremen	C	\$ 1,310,000	Bremen Projects (Unrestricted)
Town of Culver	C	\$ 80,000	Culver Slate St & Jefferson St Trails
Town of Culver	C	\$ 120,000	Culver Park Playground & Social Space
Town of LaPaz	C	\$ 10,000	LaPaz Splash Pad
Town of LaPaz	C	\$ 50,000	LaPaz Water Utility Study
Town of LaPaz	C	\$ 10,000	LaPaz LIHTC Housing (amount estimated)
City of Plymouth	C	\$ 575,000	Plymouth Rees Theatre
City of Plymouth	C	\$ 140,000	Plymouth River Park Square Phase 2
City of Plymouth	C	\$ 60,000	Plymouth Greenways Trail Phase 3
City of Plymouth	C	\$ 160,000	Plymouth Michigan St & Railroad Viaduct
City of Plymouth	C	\$ 160,000	Plymouth Crossroads Park
Marshall County	C	\$ 200,000	County Trails Phase 1
Marshall County	C	\$ 200,000	Unrestricted - broken down as follows
- Marshall County	C	\$ 50,000	Community Message Boards
- Marshall County	C	\$ 1,000	LaPaz Water Utility Study
- Marshall County	C	\$ 15,000	LaPaz Splash Pad
- Marshall County	C	\$ 60,000	Ignite Skills Trade Program (complementary)
- Marshall County	C	\$ 25,000	County Trails Master Plan (complementary)
- Marshall County	C	\$ 10,000	Open Gym Service Project
- Marshall County	C	\$ 6,000	County Public Transit Bus Stops
- Marshall County	C	\$ 10,000	Media Production Art Project
- Marshall County	C	\$ 5,000	Art Council
- Marshall County	C	\$ 2,500	Artist Residency Program
- Marshall County	C	\$ 500	Art Community Assessment
- Marshall County	C	\$ 5,000	Art Installations on County Trails
- Marshall County	C	\$ 1,000	Plymouth Art Mural on Viaduct
- Marshall County	C	\$ 8,000	Low-Mod Income Swimming Lessons
- Marshall County	C	\$ 1,000	Latino Fest Flagpoles & Flags
Marshall County Community Foundation	C	\$ 37,500	County Trails Master Plan (complementary)
Marshall County Community Foundation	C	\$ 28,750	David's Courage (complementary)
Marshall County Community Foundation	C	\$ 8,260	Video Production Art Project
Marshall County Community Foundation	C	\$ 17,767	Cycling Without Aging (complementary)
Marshall County Tourism	C	\$ 40,000	Community Message Boards
Marshall County Tourism	C	\$ 2,500	County Trail Master Plan (complementary)
Private Donation	C	\$ 2,000	County Trail Master Plan (complementary)
Private Donation	C	\$ 3,000	Self Healing Community Project (complementary)
Culver Redevelopment Commission	C	\$ 2,500	County Trail Master Plan (complementary)
IDNR Land and Water Conservation Fund	P	\$ 250,000	Argos Pond Park
South Bend/Elkhart Regional Partnership	C	\$ 50,000	Community Career Coach (complementary)
South Bend/Elkhart Regional Partnership	C	\$ 1,500	Entrepreneurial Boot Camps
South Bend/Elkhart Regional Partnership	C	\$750 each	Entrepreneurial Scholarships
Moon Tree Studios	C	\$ 5,000	Art Council
Moon Tree Studios	C	\$ 2,500	Artist Residency Program
Moon Tree Studios	C	\$ 500	Community Art Assessment
Moon Tree Studios	C	\$ 2,500	Art Installations on County Trail
Wild Rose Moon Studio	P	\$ 1,740	Video Production Art Project
United Way of Marshall County	P	\$ 25,000	Unrestricted - Project(s) TBD
Culver-Union Township, Bourbon Twp	C	\$ 12,500	Quality of Life Plan (complementary)
Dr. Tod Stillson	C	\$ 500	County Trail Master Plan (complementary)
The Center at Donaldson	C	\$ 500	County Trail Master Plan (complementary)
Plymouth Public Library	C	\$ 1,000	County Trail Master Plan (complementary)
Plymouth Public Library	C	\$ 1,000	County Transit Bus Stops
Plymouth Schools	C	\$ 2,500	County Transit Bus Stops

<b>Stellar Project Name</b>	<b>Total Project Cost</b>	<b>Private Investment</b>	<b>Local Leverage</b>	<b>Other Sources (foundations, etc.)</b>	<b>Gap</b>	<b>% of Local Leverage</b>
LaPaz LIHTC Housing	\$ 5,234,500.00	\$ 4,224,500.00	\$ 10,000.00	\$ 1,000,000.00	\$ -	100%
Plymouth Riverside Meadows LIHTC Housing	\$ 9,986,872.00	\$ 8,736,872.00	\$ -	\$ 1,250,000.00	\$ -	100%

City Capital Stellar Tab
City Capital Non Stellar Tab
Private Capital Stellar
Private Capital NonStellar
Other NonCapital Investments
Real Estate
Economic Development



This tab is where you will list each Stellar project you plan to include, a description of it, the year you plan to make the matching dollar investment, and the amount of dollars you plan to match.

These are projects or investments your town has made in projects that aren't part of the Stellar Plan. These could be complementary projects, recent investments you've made in the Stellar area, etc. See examples from last year to understand these and add any that should be added.

These are private investments that have been made in any of your Stellar projects. If a developer is giving you land for your project or donating to the project, you would list it with a value. You can see examples of Culver's on this list. Only list those things that will be contributions to your Stellar projects that private investors are making (not the city or town).

This tab is where you will list any new investments in your community that are not part of the Stellar project list. For example, Culver has a new Dollar General store coming to town. We would list it as a private investment in the community that has nothing to do with our Stellar projects.

These are investments your town has made in non capital projects, such as a façade program or an event that draws tourism. See examples. We are missing these for some towns.

List any real estate transactions you are aware of in your stellar area. Examples include subdividing of land for sale, land sales, or new or existing home or commercial sales.

Include any specific or reasonably anticipated new jobs, new businesses, and or new private commercial development anticipated as direct or indirect result of a stellar designation during the upcoming 4 year period.

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## City Capital Investments - Stellar Area

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Argos Downtown Greenspace revitalization

Argos Pond Park Update

Argos Sidewalk

Argos Walking Pathway

Bourbon Cedar Rd Housing

Bourbon Commercial Development

Bourbon Firestation

Bourbon Wastewater Utility Improvement  
Project (Phase 1)

Bremen Community Center (Old Lutheran Church)

Bremen Downtown Jackson St. Pavilion/Event Area

Bremen Pool

Culver Lake Max Trail Phase 4

Culver Park Event & Play Space

Plymouth Crossroads Park

Plymouth E-Hub Firehouse Restoration

Plymouth Greenways Trail Phase 3

Plymouth Michigan Street/Railroad Viaduct  
Improvement Project

Plymouth Rees Theatre

Plymouth River Park Square Phase 2

Plymouth Riverside Meadows Housing  
Development

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**Description: Please provide a description of the investment. Example: " 8 lights on Main Street and Harrison Road"**

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Develop outdoor terraced Greenspace, reconfigure parking, construct historic train depot Gazebo, picnic shelter, restroom, sidewalk access

Walnut Street-State rd 10; Clinton St to Weidner

4H fairgrounds Pond Street to West

Starter home development

The proposed commercial development will create a large growth in tax increment financing.

Housing of Emergency Services

Wastewater Lift Station Improvements

A Historic building in the community renovated for gatherings/weddings, recitals or performances...

A visually appealing and functional community gathering space will bring people into downtown.

A new pool for Bremen's park.

extension of bike trail connecting housing developments with public schools, downtown

construction of open plaza, seating, and play space at the west end of Culver park

acquire delapidate building located at the northeast corner of the crossroads of the Michigan Road/Dixie Highway and the Lincoln Highway/Yellowstone Trail, demolish the building and construct a pocket park celebrating these historic transportation corridors, including information displays, attractive plantings, a parking area, and picnic area/overlook on the adjacent Yellow River

renovation of the firehouse to convert it into an e-hub

construct trail linking Greenways Trail Phase 2 through River Park Square to the South Gateway footbridge, which was constructed in 2018 with public-private investment, with additional linkage to the Historic East LaPorte Street Footbridge

streetscape improvements

renovation of the Rees Theatre to make it a multi-purpose community building for events

construct the second phase of urban park designed to mitigate flood risk by removing numerous structures within the Yellow River floodplain while creating a community gathering space within the downtown, includes a pavillion, natural playground, veterans memorial plaza, sidewalk and lighting improvements

approximately 48 unit apartment/townhome development using the LIHTC program, with the development ideally located near schools, parks and trail system, a local church, a mental health care provider, and grocery and other shopping

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Type based upon 4 Categories of: Building Renovation, Building Construction, Housing/Residential, Infrastructure)	Year
Building Construction	2023
Building Construction	2022
Infrastructure	2021
Infrastructure	2021
housing	2021
Commercial development	2021
Building Construction	2021
infrastructure	2021
building construction	2022
building construction	2020
building construction	2021
infrastructure	2023
construction	2022
infrastructure/building construction	2020-22
building renovation	2020
infrastructure	2021
infrastructure	2022-23
building renovation	2020
building construction	2021
building construction	2021-22

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**Investment Amount**

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\$ 1,100,000.00

\$ 275,000.00

\$ 300,000.00

\$ 400,000.00

\$ 228,000.00

\$ 30,000.00

\$250,000.00

\$130,000.00

\$ 50,000.00

\$230,000

\$ 500,000.00

\$ 400,000.00

\$ 600,000.00

\$160,000.00

\$240,000.00

\$60,000.00

\$160,000.00

\$575,000.00

\$140,000.00

approximately \$80,000.00 in utility infrastructure previously installed to prepare for development, tax abatement

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t to be considered

City Capital Investments - NonStellar Area (i.e., streetscape, facades, etc)	Description: Please provide a description of the investment. Example: " 8 lights on Main Street and Harrison Road"
Argos: Broadband Expansion	Expand dark fiber into the community.
Argos: Community Crossing Grant	upgrade roads Woodlawn, Colonial, Westview
Argos: Community Crossing Grant	
Argos: Community Development Corporation	Not for profit organization to initiate housing, small business and improve the housing within the town
Argos: Manufacturing Building	50,000 square foot shell building expandable to 300,000.
Argos: MCCF Fire Washer and Dryer	Invest in new Washer and dryer for Firehouse
Argos: Pond Park development	Walking Trail, Pavillion, and Fishing Pier LSWC
Argos: Reservoir Upgrades	An existing water reservoir, which was taken off line a number of years ago, was renovated and put back online
Bourbon: Annexation	Annexation of 80 acres to expand an existing business.
Bourbon: Broadband Expansion	Expand dark fiber into the community.
Bourbon: Park Restroom Renovation	Renovation to existing Restroom and flooring in Community Room.
Bourbon: Sidewalk	10 blocks of new sidewalks/Sidewalks within parks
Bourbon: Wastewater Extension	Sewer extension to Commercial Development North
Bourbon: Water Line Improvement	New water service improvement and upgrades
Bremen: 12" Water Main	Installed a 12" water main loop on Alexander St. to support a new housing development
Bremen: 6" Water Main	Installed a 6" water main through the Town Park
Bremen: Annexation	Annexation of 26 acres to expand an existing business.
Bremen: Bowen Sub Station	New line/circuit constructed from Bowen Ave. sub station to Universal Bearings expansion
Bremen: Bowen Sub Station	Construction underway of extending circuit from Bowen Sub Station to Copperfield Way for future Southwire expansion
Bremen: Destiny Sub Station	1 1/2 mile of line /circuit constructed from Destiny sub station to Copperfield Way for Southwire expansion
Bremen: Downtown Renovations	Main Street Bremen will be updated and renovated
Bremen: Ferric Tank	WWTP, installed new 5,000 gallon double wall Ferric tank Moving 3 phase service for 2 WWTP lift stations; replacing aged underground residential infrastructure at
Bremen: Future 2019	Meadowlark Ln.; converting overhead to underground at Timberwood; Building 3 Phase line to serve new annexed area on N. Center St.
Bremen: Grant St. & Birkey St.	Underground infrastructure installed for new residential area

Bremen: Lift Station Rehab and/or Relocate	WWTP, 8 lift stations getting new pumps, controls and piping; 3 getting generators; 3 getting relocated
Bremen: Marshall Street Lift Station	New 3 Phase service installed to WWTP lift station
Bremen: Mike's Custom Painting	New 3 Phase service installed at new building
Bremen: Next Gen Industries	New 3 Phase large service installed
Bremen: O'reilly's Auto Parts	New 3 Phase service installed
Bremen: Parkview Storm Sewer	Repairing the failing storm sewer in Parkview Subdivision
Bremen: Replaced Drive Units	WWTP, replaced both secondary drive units due to Flood Damage
Bremen: School Infrastructure	New football field lights, concession stand and street lights
Bremen: Storm & Sanitary Lines	Extending the storm & sewer lines on Center St., north to SR 106
Bremen: Street Light Fixture Upgrade	75 street lights upgraded to LED on Plymouth St. & Bowen Ave.
Bremen: Street Lights	Installed Ornamental Street Lights at High School
Bremen: Sunrise Meadows Development	Underground infrastructure installed for Residential/Condos
Bremen: Utilities GIS System	Purchased a new GIS System for the Town utilities
Bremen: Water Tower	Repainted our 250,000 gallon water tower
Bremen: Water Tower	Repainted our 300,000 gallon water tower
Bremen: Water Treatment Plant	Built a new 1.4 mgpd Water Treatment Plant
Culver: Lake Max Trail Phase 1	new 8 foot wide bike and pedestrian trail through Culver Park
Culver: Ace Hardware stormwater extension	stormwater service extension to new hardware store
Culver:Micro Loan Program	USDA-MCEDC Partnered to develop a Microloan program for commercial/retail business in Culver. This pilot program will be expanded across Marshall County as part of MCEDC Entrepreneurship Ecosystem Development
Culver: Lakeshore Drive & Culver Park crosswalks	installation of 4 new stamped concrete crosswalks near Culver Park
Culver: New water plant	New water plant to service entire Culver utility customer base
Culver: New water tower	New water tower to serve northeast portion of Culver
Culver: Redevelopment façade grants	appropriated \$30,000 for a 50/50 façade grant program
Culver: Sand Hill Farms water, sewer, street extension	installation of new street, water, storm water, and sewer service for apartment buildings
La Paz: Michigan Rd Project	Highway planning and reconstruction
Plymouth: Airport AWOS II Weather Station Project	Automated Weather Station purchased and installed to give pilots automatic Plymouth weather updates
Plymouth: Airport Corporate Ramp Reconstruction	Removed cracked concrete and replaced with new concrete in two phases
Plymouth: Airport Hangar Taxiway Rehabilitation Project	New asphalt added around hangars and taxiway at Plymouth Municipal Airport
Plymouth: Airport Runway Rehabilitation and Widening Project	Airport improvements



Plymouth: Airport Terminal/M Hangar/Fuel Farm Improvements	Upgrades to Terminal building, including bathroom and office space renovation, Main Hangar, and Fuel Farm, including new pumps and paymnet systems
Plymouth: Beerenbrook St. Storm Sewer Improvements	stormwater service extension
Plymouth: Boys & Girls Club Sewer Line Improvements	Sewer relocation to support Boys & Girls Club building expansion
Plymouth: Candy Lane Storm Sewer Project	Installed new storm sewer to alleviate chronic drainage problems in the Candy Lane neighborhood
Plymouth: Centennial Park Main Restroom Renovation	Renovated fixtures in Centennial Park rest room facility
Plymouth: Centennial Park Shuffleboard Court Improvements	Resurfacing shuffleboard courts, project completed entirely through volunteer labor
Plymouth: Centennial Park Swimming Pool/Pool House Renovation	New pool liners installed, pool house renovations including new toilets, sinks, mirrors, showers, and partitions
Plymouth: City Hall & Chamber of Commerce Building Renovation	City purchased Chamber of Commerce building, renovating both facilities and doubling capacity of City Council Chambers
Plymouth: Downtown Brick Sidewalk Rehabilitation Project	Brick sidewalks cleaned and renovated throughout downtown to beautify area
Plymouth: East LaPorte St. Historic Footbridge Restoration	Restoration project for historic pedestrian bridge originally built in 1891
Plymouth: Fast Pitch Softball Diamond Improments	Installation of new fencing and backstop
Plymouth: Fire Department Training Tower	Fire training facility constructed adjacent to Marshall Co. Jail
Plymouth: Freedom Park (All Inclusive Playground)	New constuction of quality of place asset
Plymouth: Gateway Signage & Billboard Campaign Phase 1	3 signs constructed at major entryways and 4 billboards purchased
Plymouth: Gateway Signage & Billboard Campaign Phase 2	3 additional gateway signs constructed, lighting added to improve visibility, and billboards updated
Plymouth: Greenways Trail Phase 1 River Bank Stabilization Project	Stabilized riverbank along the Yellow River and Greenway Trail in Centennial Park
Plymouth: Greenways Trail Phase 2	New pedestrian footbridge over Yellow River connecting River Park Square to existing trail system and Founders Park
Plymouth: Harrison St. Stormwater Project	Purchased and demolished 2 houses, created detention area
Plymouth: Hoham Dr. Reconstruction & Widening Project	Improvements and widening Hoham Drive, including turn lane to accommodate truck traffic, improved drainage, etc.
Plymouth: Indoor Aquatics Center Project	27,000 square foot building including 10-lane pool, 2 diving boards, 2 family changing rooms, and seating for 350 people
Plymouth: LaPorte St. to Oakhill Ave. Water Main Extension	New water service improvement and upgrades

Plymouth: Ledyard Water Treatment Plant Improvement Project	Renovation of existing plant and water main extension
Plymouth: Manufacturing Center and Industrial Park Development	MCEDC will develop the next industrial park by acquiring 75 acres and developing a manufacturing center to attract a other manufacturing company to the community
Plymouth: Lift Station Replacement Projects (Candy Lane & Ledyard St.)	Installed new lift stations
Plymouth: Marshall County Community Foundation/Early Childhood Learning Center Project	Future home to Growing Kids Learning Center, Marshall County Community Foundation, and United Way
Plymouth: Mary Beth Hunter Tennis Complex	Remodeled facility to include 10 lighted tennis courts
Plymouth: Michigan St. & Oakhill Ave. Traffic Light	Installed traffic light at Michigan Street Oakhill Avenue
Plymouth: Nixon Field Baseball Stadium Light Upgrades	New constuction of quality of place asset
Plymouth: Nixon Field Baseball Stadium, Field, & Fence Renovation	New infield, sod, fence work, and masonry improvements to the stadium seating area
Plymouth: North Water Tower Renovation Project	Repair and Repaint 1,000,000 gallon water tower
Plymouth: Pioneer Dr./Commerce St. Improvement Project	Improvements and widening of portions of Pioneer Dr. north of U.S. 30 and the adjacent Commerce St.
Plymouth: River Gate South Apartments & Pedestrian Bridge Project	40-unit apartment complex in downtown Plymouth including pedestrian bridge to connect apartments to River Park Square
Plymouth: River Park Square	New constuction of quality of place asset
Plymouth: River Park Square Kayak Launch	ADA-accessible launch in River Park Square with sidewalk leading from parking lot to kayak launch
Plymouth: Updating Airport Master Plan	Future expansion plans for the next 10-15 years at Plymouth Municipal Airport
Plymouth: Wastewater Treatment Plant Improvement Project	Replacement of roof at Ledyard Water Treatment Plant filter building
Plymouth: Water Main Replacement Projects (Grand St. & Liberty St.)	Installed new water mains
Plymouth: Wayfinding Signage & Billboard Campaign	24 wayfinding signs installed throughout the city
Plymouth-Goshen Trail Water Main Extension	Completed loop of water system at the city's northern limits

**Type based upon 4 Categories of: Building Renovation,  
Building Construction, Housing/Residential,**

<b>Infrastructure)</b>	<b>Year</b>	<b>Investment Amount</b>
infrastructure	2016	\$ 200,000.00
Infrastructure	2017	\$ 1,200,000.00
	2017	\$ 148,000.00
Buidling renovation/construction	2018	\$ 200,000.00
building construction	2018	\$ 2,000,000.00
Infrastructure	2017	\$ 6,000.00
Infrastructure	2019	\$ 250,000.00
renovation	2017	\$ 250,000.00
infrastructure	2017-2018	\$ 60,000.00
infrastructure	2016	\$ 160,000.00
Building Renovations	2017	\$ 20,000.00
infrastructure	2017-2019	\$ 80,000.00
infrastructure	2018	\$ 43,000.00
infrastructure	2018-2019	\$ 100,000.00
Infrastructure	2016	\$50,000
Infrastructure	2017	\$15,000
Infrastructure	2018	\$350,000
Infrastructure	2015	
Infrastructure	2018	
Infrastructure	2014	
Infrastructure/Building Renovation	2020	INDOT (\$1.3 million), Town Funds (\$500,000), RDC Grant (\$500,000)
Infrastructure	2019	\$35,000
Infrastructure	2015	

Infrastructure	2018-2019		\$1,000,000
Infrastructure	2018		
Infrastructure	2019		
Infrastructure	2019		
Infrastructure	2019		
Infrastructure	2019-2020		\$500,000
Infrastructure	2018		\$160,000
Infrastructure	2018		
Infrastructure	2020-2021		\$1,000,000
Infrastructure	2013		
Infrastructure	2019		
Infrastructure	2016 & 2019	\$	180,000.00
Infrastructure	2013		\$30,000
Infrastructure	2016		\$158,000
Infrastructure	2018		\$225,000
Infrastructure	2015		\$3,200,000
infrastructure	2018	\$	140,000.00
infrastructure	2016	\$	50,000.00
	2019	\$	110,000.00
infrastructure	2016	\$	75,000.00
infrastructure	2017	\$	1,100,000.00
infrastructure	2017	\$	600,000.00
building renovations	2015-current	\$	110,000.00
infrastructure	2018	\$	700,000.00
infrastructure	2015	\$	11,575.00
infrastructure	2017	\$	150,000.00
infrastructure	2018-19		\$36,000.00
infrastructure	2018	\$	240,000.00
infrastructure	2015	\$	2,500,000.00

building construction	2018-19		\$35,000.00
infrastructure	2015	\$	450,000.00
infrastructure	2016	\$	140,000.00
infrastructure	2019		\$1,200,000.00
building renovations	2016	\$	90,000.00
infrastructure	2017	\$	10,000.00
building renovations	2016	\$	200,000.00
building renovations	2018	\$	2,500,000.00
infrastructure	2016	\$	200,000.00
infrastructure	2018, ongoing	\$	1,500,000.00
building construction	2019, ongoing		\$42,000.00
building renovations	2016	\$	200,000.00
infrastructure	2015	\$	300,000.00
infrastructure	2015	\$	100,000.00
infrastructure	2016	\$	50,000.00
infrastructure	2016	\$	50,000.00
infrastructure	2018-19	\$	950,000.00
infrastructure	2017	\$	100,000.00
infrastructure	2018, ongoing	\$	2,150,000.00
building constuction	2018, ongoing	\$	9,000,000.00
infrastructure	2015	\$	500,000.00

infrastructure	2016	\$	3,400,000.00
building construction/infrastructure	2019	\$	2,500,000.00
infrastructure	2019		\$200,000.00
building constuction	2018-19	\$	2,000,000.00
infrastructure	2017	\$	2,000,000.00
infrastructure	2017	\$	330,000.00
infrastructure	2014	\$	200,000.00
infrastructure	2018-19	\$	110,000.00
infrastructure	2019		\$275,000.00
infrastructure	2019, ongoing		\$2,000,000.00
building constuction	2018, ongoing	\$	11,500,000.00
infrastructure	2014	\$	2,000,000.00
infrastructure	2018-19		\$38,000.00
infrastructure	2018, ongoing	\$	230,000.00
infrastructure	2018	\$	11,000,000.00
infrastructure	2019		\$200,000.00
infrastructure	2017	\$	35,000.00
infrastructure	2017	\$	550,000.00

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<b>Private Capital Investments - Stellar Area</b>	<b>Description: Please provide a description of the investment.</b>
	<b>Example: " 8 lights on Main Street and Harrison Road"</b>
Bourbon Cedar Rd Housing	Starter home development
Bourbon Commercial Development	The proposed commercial development will create a large growth in tax increment financing available to the town.
Culver Event and Play Space	improvements to the west end of Culver Park to tie together west pavilion, depot, and playground area
Culver Sandhill Farm Apartments	24-unit apartment building
Culver Sandhill Farm Housing	36-unit IHEDA tax credit apartment building
Plymouth Crossroads Park	preliminary/conceptual design services
Plymouth Michigan Street/Railroad Viaduct Improvement Project	resurfacing and repainting of railroad viaduct
Plymouth Rees Theatre	renovation of the Rees Theatre to make it a multi-purpose building for events, including private donations
Plymouth Crossroads Park	preliminary/conceptual design services

**Type based upon 4 Categories of: Building  
Renovation, Building Construction,  
Housing/Residential, Infrastructure)**

	<b>Year</b>	<b>Investment Amount</b>
housing	2021	\$ 18,000,000.00
commercial development	2022	\$ 2,600,000.00
construction	2022	\$5,000
housing / residential	2017-2018	\$2,640,000
housing / residential	2018-2019	\$4,000,000
infrastructure/building construction	2019	donated by design professional
infrastructure	2019	approximately \$2,500.00 in private c
building renovation	2020	\$ 2,150,000.00
infrastructure/building construction	2019	donated by design professional



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donations to cover paint and other supplies as well as approximately 250 volunteer labor hours to execute the job

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## Private Capital Investments - NonStellar Area

Argos: Manufacturing Center

Argos: Park Pet Waste stations

Bourbon: Acapulco II

Bourbon: Create ur Canvas

Bourbon: The Standard

Bourbon: Dollar Store

Bremen Housing: Alex Patrick Dr.

Bremen Housing: East bike St.

Bremen Housing: East South St.

Bremen Housing: Grant St.

Bremen Housing: Rolling Meadows

Bremen Housing: South Jackson St.

Bremen: Bremtown Kitchens

Bremen: Casey's General Store

Bremen: Gen-Y Hitches

Bremen: Mike's Custom Painting

Bremen: O'reilly's Auto Parts Store

Bremen: Paul Davis Restoration

Bremen: Pro-Tech Rafters, Floor Joists & Sidewalls

Bremen: Simon Miller Plasma Cuting

Culver: Main Street Bed and Breakfast

Culver: MJs Sweet Tooth

Culver: Ringer Golf Carts

Culver: Ace Hardware

Culver: Bourbon Street Pizza

Culver: Maple Ridve Villas Condos

Culver: Sallie's By the Shore

Plymouth: Aeromotive, Inc.

Plymouth: Airport Solar Farm

Plymouth: Autumn Trace

Plymouth: Bomarko, Inc.

Plymouth: Boys and Girls Club

Plymouth: CTE Solutions

Plymouth E-Hub Firehouse Restoration

Plymouth: Harrington Noodles

Plymouth: High School Football Stadium and Turf Project

Plymouth: Hoosier Racing Tire, Corp.

Plymouth: Indiana Wheel Company

Plymouth: INDOT Subdistrict/Maintenance Facility

Plymouth: New Lincoln Jr. High School Project

Plymouth: Pretzels, Inc. Expansion

Plymouth: Pretzels, Inc. Expansion Phase 2

Plymouth: Pretzels, Inc. Production Facility



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**Description: Please provide a description of the investment. Example: " 8 lights on Main Street and Harrison Road"**

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- Construction of 50,000 sq. ft. shell building
- Doggie Bag Dispener
- New Mexican Restaurant on Center Street
- New retail store on Main Street
- New Ice Cream Store on Main Street
- New retail store
- Residential development of 4 homes
- Residential development of 3 homes
- Residential development of 2 homes
- Residential development of 4 homes
- Phase 2 of Bremen's housing projects to provide 30 single-family homes at market price.
- Residential development of 9 homes
- New Building Addition
- New Business
- New Business
- New Building
- New Business
- New Building
- New Business
- New Business
- 12 unit overnight accomodations
- new candy and baked goods store
- new golf cart rental and service business
- New retail store on SR 10
- New restaurant on Lakeshore Dr.
- 30-unit condominium development
- New ice cream store Main St.
- The buildout of the first private hangar at the Plymouth Municipal Airport
- The buildout of a solar farm.
- Buildout of new 56 unit senior/assisted living facility
- Buildout for company expansion
- Renovation of the Boys and Girls Club building for expansion
- Buildout for company expansion
- renovation of the firehouse to convert it into an e-hub, including private financing by the buildings primary tenant, Marshall County Economic Development Corporation
- The buildout of a production facility for a private company.
- Upgrades at the football stadium
- Buildout for company expansion
- The buildout of a production facility for a private company.
- Construction of a maintenance facility
- New building construction
- Buildout for company expansion
- Buildout for company expansion, to triple production capacity
- The buildout of a production facility for a private company.

Buildout for company expansion

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**Type based upon 4 Categories of: Building Renovation, Building Construction, Housing/Residential, Infrastructure)**

	<b>Year</b>
Building Construction	2017
	2018
Building Renovation	2019
Building Renovation	2019
Building Renovation	2018
Building Construction	2018
Housing/residential	2017-2019
Housing/residential	2018
Housing/residential	2018-2019
Housing/residential	2017-2019
Housing/residential	2016-2019
Housing/residential	2018-2019
Building Construction	2019
Building Construction	2018
Building Renovation	2019
Building Construction	2019
Building Construction	2019
Building Construction	2019
Building Renovation	2019
Building Renovation	2019
Building Renovation	2018
Building Renovation	2019
Building Renovation	2019
Building Construction	2016
Building Renovation	2017
Building Construction	2016-2017
Building Renovation	2017
Building Construction	2019
Building Construction	2016
Building Construction	2019
Building Construction	2019-20
Building Construction	2018
Building Construction	2019

building renovation	2020
Building Construction	2019
Building Construction	2017
Building Construction	2019
Building Construction	2019
Building Construction	2017
Building Construction	2018-20
Building Construction	2018
Building Construction	2019-20
Building Construction	2017





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**Investment Amount**

\$2,100,000

\$800

\$25,000

\$10,000

\$20,000

\$1,000,000

\$905,000

\$ 10,000.00

\$ 10,000.00

\$ 10,000.00

\$ 400,000.00

\$ 35,000.00

\$ 7,000,000.00

\$ 25,000.00

\$70,000.00

\$ 500,000.00

\$9,000,000.00

\$5,000,000.00

\$ 2,000,000.00

\$3,675,000.00

\$ 560,000.00

\$600,000.00

\$ 800,000.00

\$2,800,000.00

\$23,000,000.00

\$ 7,600,000.00

\$ 33,000,000.00

\$ 9,000,000.00

\$73,000,000.00

\$ 18,000,000.00

\$ 60,000,000.00

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**Private Non - Capital Investments \*Ex: new events(i.e., Festivals) , programs, marketing campaigns, merchant trainings)**

Argos Folker Festival
Argos Summer Kickoff Festival
Argos TGIF
Bourbon
Bourbon
Bourbon
Bourbon
Culver Visitor's Center New Resident Guide and marketing efforts

**City Non - Capital Investments \*Ex: new events(i.e., Festivals) , programs, marketing campaigns, merchant trainings)**

Argos Façade Program
Argos Memorial Park Monument
Argos Park Disc Golf Course
Argos Park Volleyball Court
Argos Splash Pad
Bremen Downtown Facade Program
Bremen Firemen's Festival
Bremen Oktoberfest
Bremen Summer's End Festival

Culver "Choose Culver" campaign

Culver Park programming

Plymouth 2018 Long-Term Flood Relief Effort

Plymouth Community Revitalization Rebate Program (Façade Grants)

Plymouth Downtown 2nd Firdays/Other Events

Plymouth Downtown Tractor Show

Plymouth Encore Performing Arts Concert Series

Plymouth End of Summer Bash

Plymouth Farmers' Market

Plymouth Holiday Parade & Christmas Tree Lighting

Plymouth Latino Festival

Plymouth Logo & Branding Campaign

Plymouth Mayor's Month of Music August Concert Series

Plymouth Mayor's Blood Drives

Plymouth Mayor's Prayer Breakfast

Plymouth Mayor's Youth Council Adopt-A-Street

Plymouth Mayor's Youth Council Earth Day Cleanup

Plymouth Summer Sippin' Brew Fest

Plymouth Yellow River Festival

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Description	Stellar Area (Y/N)	Year
July one day tram tour, historic William Folkker Masonry Homes		2018
Two day festival the 4th weekend in June		2017,18,19
3rd Friday in June, July, August, September.		2019
The Town of Bourbon partnered with Jordan Fuller to provide Food Trucks, Craft Vendors and Entertainment one Friday per month from May through October to promote tourism to our downtown.	Yes	2017
The Town of Bourbon partnered with Susie Schaetzle in providing land in the center of town for vendor spaces for the Market to encourage downtown visitors	Yes	2019
The Town of Bourbon budgets \$5,000 per year for activities for citizens throughout the year. Easter Egg Hunt, Summer League, Fall Costume Party	Yes	ongoing
Annual Christmas Tree Lighting	Yes	ongoing
The town partnered with the Visitor's Center and our Main Street organization to create a new community event calendar online, a new resident attraction guide, and we are working on similar support documents and information for businesses to create a series of Culver related videos to promote on social media, and create a Culver ambassadors program to attract new investment.	yes	2017, ongoing

Description	Stellar Area (Y/N)	Year
The Town of Argos created a façade program to benefit local businesses.	yes	2016
Park feature, amenities at park	yes	2018
A splash pad for the park	yes	2015
The Town of bremen created a façade program to benefit local businesses.	Yes	2017-2019
5 day carnival & fireworks in the park	Yes	0+ years & ongoing
2 day downtown festival	Yes	ongoing
1 night downtown festival by: Chamber of Commerce	Yes	2015-ongoing
Marketing campaign for Culver's population and economic growth in partnership with the Visitor's Center and Main Street. The theme will be incorporated into video for social media distribution, and flyers for marketing at schools and employers in Culver.	yes	2018, ongoing

The Culver Parks and Recreation Department department budgets \$8,000 per year for events in the park, which in the past has included music, movies, and dances, animal shows, etc.	Yes	2017, ongoing
Plymouth initiative	yes	2018
Plymouth initiative	yes	2018
Street events encouraging patronage of downtown merchants	yes	periodic/ongoing
Exhibition of antique/new tractors and power equipment	yes	annual
Summer concert series at Centennial Park	yes	annual
September Concert Event in River Park Square	yes	annual
Located in River Park Square	yes	May-Oct annual
Seasonal celebration	yes	annual
Plymouth cultural festival	yes	2017, ongoing
Plymouth marketing initiative	yes	2014
Plymouth art initiative	yes	2015, ongoing
Blood donation events (every 56 days)	yes	2012, ongoing
Annual event of fellowship & reflection raising money for local Boy Scouts of America Troops & Packs	yes	annual
Private Street Cleanup Program	yes	ongoing
All-City Cleanup lead by youth	yes	annual
Beer Tasting event in River Park Square	yes	annual
Located in River Park Square	yes	annual

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**Investment Amount**

10,000/year
1,000/year ACDC
\$10,000
\$5,000

\$5,000  
\$3,000

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\$5,000

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**Investment Amount**

\$40,000
\$20,000
\$60,000
\$50,000
ig

\$10,000

\$9,000

\$200,000.00/staff

20% of cost

staff organization

staff organization

ark & staff organizatio

staff organization

ark & staff organizatio

staff organization

ark & staff organizatio

\$30,000.00

ark & staff organizatio

facilities/staff

staff organization

staff/signage

staff/materials

ark & staff organizatio

ark & staff organizatio



<b>Real Estate Transactions - Stellar Area</b>	<b>Number</b>	<b>Year</b>
Culver: Arms Length	3	2018-19
Culver: Other		
Culver: Long-term Lease Agreements		
Culver Total	3	
Argos: Arms Length	5	2018-19
Argos: Other		
Argos: Long-term Lease Agreements		
Argos Total	5	
Bourbon: Arms Length		
Bourbon: Other		
Bourbon: Long-term Lease Agreements		
Bourbon Total		
Bremen: Arms Length	8	2017-18
Bremen: Other		
Bremen: Long-term Lease Agreements		
Bremen: Total	8	
La Paz: Arms Length		
La Paz: Other		
La Paz: Long-term Lease Agreements		
La Paz: Total		
Plymouth: Arms Length	7	2018-2019
Plymouth: Other		
Plymouth: Long-term Lease Agreements	2	2019
Plymouth: Total		
Marshall County: Arms Length		
Marshall County: Other		
Marshall County: Long-term Lease Agreements		
Marshall County: Total		

**Total Value of Transactions**

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\$400,000

(existing homes sales in Stellar area)

current AV over \$1,000,000

to

150,000

162,000,000

11,000,000

<b>Economic Development</b>	<b>Number</b>
Bourbon: Anticipated New Business	2
Bourbon: New jobs created	20
Bremen: Estimated amounts of new investments	\$50,000,000+
Bremen: New Business	2
Bremen: New jobs created	175
Culver: Estimated amounts of new investments	\$2,000,000
Culver: New Business	8
Culver: New jobs created	75

Year (Since Designation)	Description
1.5 Yrs 1.5	Anticipated Convenience store/Gas Station/Restaurant, Pharmacy
1.5 Yrs	Southwire and Universal Bearings planned expansions
8 months	Based off anticipated investments in renovations of existing commercial buildings and retail shops, and ACPI Wood Products, and new housing developments. Estimated number of storefronts expected to be opened and renovated in the next four years, including restaurants, hardware, retail, and entertainment related businesses.
0	This includes an anticipated expansion at ACPI Wood Products over the designation period, who would benefit greatly from new workfroce housing in Culver for employees.
0	

# STELLAR COMMITTEE

## PROJECT LEADS



**KEVIN OVERMYER**

Kevin is the President of the County Commissioners. He has been a commissioner since 1999. Kevin also serves on the Board of Directors of IACC (Indiana Association of County Commissioners), the Board of Directors for AIC (Association of Indiana Counties), and the MACOG Policy Board. He is a member of the State 911 board and the US 31 Coalition Board. Kevin lives in Burr Oak where he owns the Burr Oak Whistle Stop. He is the Project Leader, representing the County, on the Marshall County Crossroads Committee.



**JUDY STONE**

Judy is an entrepreneur and business owner of JFD Properties. Judy has served on the Marshall County Council since 2006 and is currently the President of the County Council. She is a member of Marshall County Central Dispatch Committee, MACOG (and past president), the Shady Rest Board, the Marshall County Community Corrections Advisory Board, the Personnel Committee, and the Plymouth Moose Lodge. She has also been a member of the Marshall County Health Board. She serves on the Industry Growth and Entrepreneurship Committee as well as the Workforce Development Committee.



**LINDA YODER**

Linda is the Executive Director of both the Marshall County Community Foundation (MCCF) and the United Way of Marshall County (UWMC). Linda is a graduate of Goshen College, where she received a BS in Organizational Leadership.

Linda has over 35 years experience in the nonprofit sector, working extensively in building collaborations and mobilizing resources to focus on long-term solutions to community issues. MCCF and UWMC facilitate community investment in nonprofit organizations and charitable causes to build the strength and vitality of Marshall County communities.



**SEAN SURRISI**

Sean has served as the Plymouth City Attorney since 2012. In that role, he has worked to advance a number of Mayor Mark Senter's economic development and quality of place initiatives, including Plymouth's important Regional Cities projects. Sean is a graduate of DePauw University and the Valparaiso University Law School. He is a past-president of the Indiana Municipal Lawyers Association and currently serves as chairman of the Marshall County Election Board. Prior to joining the Plymouth-staff, Sean was part of a regionally prominent civil trial practice. He grew up in Culver where he still resides with his family and is a board member of Grace United Church of Christ.



**JONATHON LEIST**

Jonathan is the Culver Town Manager. He is responsible for daily operations for the Town of Culver. Jonathan served on the Culver Stellar Committee as co-chair in 2016 and 2017 and currently serves as chair of the Projects Committee and a Culver representative for the Marshall County Crossroads effort. He graduated with an M.P.A. from Indiana State and B.A. from Indiana University Bloomington. Since coming to Culver, Jonathan has received his ERC training from INDOT and is managing the implementation of multiple federally funded projects as a result of Culver's Stellar Designation in 2017.



**KAREN SHUMAN**

Karen has 29 years of experience in education with 15 years as a Biology teacher, 6 years as an Assistant Principal, 6 years as Principal, and 2 years as Superintendent of Culver Community Schools Corporation. She has an Educational Specialist Degree from Indiana State University and a Masters in Curriculum and Instruction with School Administrative Licensure from Illinois State University. Karen served on the Culver Stellar Committee when Culver was designated in 2017 and she currently serves on the Education and Skills Committee for the Marshall County Crossroads team.



**JERRY CHAVEZ**

Jerry is the President/CEO for Marshall County EDC and has worked in economic development for over 20 years, previously working in Arizona, Montana, and North Dakota, with over \$2 billion in capital investment in small markets. Jerry began working for the MCEDC in spring 2014. Jerry is responsible for the development of strategies to attract new businesses, helping existing business with their growth plans, and improving the business climate. These activities combined with others will grow and strengthen the Marshall County economy.

Since he arrived, MCEDC has laid the ground work for planning, as a strategy, for a comprehensive economic development plan across Marshall County. Additionally, under his guidance, MCEDC has been a driving force for the Marshall County Regional Cities project. In 2018, MCEDC will oversee about \$16,000,000 in project development to improve Marshall County's quality of place.



**JORDAN FULLER**

Jordan is a sixth-generation Bourbon citizen. Currently, he is a member of the Public Engagement committee. He created the Bourbon Food Truck Friday event and serves as President of the Bourbon Main Street Initiative. Jordan also serves as President of the Bourbon Township Board, Vice President of the Bourbon Public Library Board, and Board member of Wythougan Valley Preservation. Jordan is the Warranty Manager at Newmar Corporation. He is married to Cindy Fuller. They have three children, Ashlynn, AJ, and Brady. Jordan loves to be outside playing sports or camping and he coaches Youth Soccer.



**MARK SENTER**

Mayor, City of Plymouth Mark has been the Mayor of Plymouth since 2008, and in that time, he has focused on building a more efficient government, attracting new private investment, and enhancing public spaces throughout the city. Mark led the development of River Park Square, an urban park which has been a catalyst for much activity in the city's downtown core. Before becoming mayor, Mark served 28 years with the Indiana State Police - 21 of those years as a detective. Mark's many other leadership roles include membership on the Accelerate Indiana Municipalities board of directors, and service as past-president of the Indiana Conference of Mayors. Mark mentors the next generation of regional leaders through his work with the Mayor's Youth Council and the Leadership Marshall County development academy. He serves on the Marshall County Crossroads Committee and Project Committee.



**REV. FERNANDO M. JIMENEZ**

Rev. Jimenez is an ordained Minister in the Roman Catholic Church. He is the Minister for the Bremen Catholic Church where his role is to administrator the sacraments, lead the liturgies, and educate the congregation in how to live a good, moral life. Rev. Fernando is bilingual, aiding his work on the Diversity and Inclusion Committee. He has also served on the executive leadership team for the Center for Healing and Hope in Goshen, Indiana, and he has participated on the Latino Advisory Committee for the City of Goshen. Rev. Fernando serves on the Diversity and Inclusion Committee.



**GINNY MUNROE**

Ginny is a Community Development Manager for the Troyer Group. She is also completing her third term on the Culver Town Council where she has been the President of the Council for 8 of the 12 years she has served. Ginny also sits on the Culver Boys and Girls Club Board and she is a member of LIFT, an organization that "lifts" women through friendship and mentoring. Ginny has a comprehensive understanding of the Stellar Communities program and her leadership experience in Culver culminated in Culver achieving a Stellar designation.



**MEWSETTE CARTWRIGHT**

Mewsette is the LifePlex Dance Academy (LDA) Director in Plymouth, Indiana. She has an associate degree in Business Administration from Ancilla College and is the Fitness Forum Group Exercise Director. Mewsette has danced for over 20 years as a Contemporary dancer and Ballroom dancer. In 2010, she became a nationally certified ballroom (DVIDA) Dance Instructor. She also has several certifications (NETA & YogaFit) as a group Yoga Instructor, yoga Trapeze Instructor (YogaBody), and as a certified NDCA. She also completed her Module 1 level Acrobatic certification (AAC). Mewsette started a not-for profit dance troupe in Marshall County. The Las Chicas Troupe (Latin style) performs at local events in the County and in South Bend.



**ANGIE  
RUPCHOCK - SCHAFFER**

Angie is the Director of Development and Communications for the Marshall County Community Foundation (MCCF). Angie serves on the Marshall County Stellar Committee as Chair of the Diversity and Inclusion (D&I) Committee, and is a member of the D&I Committee for the South Bend – Elkhart Regional partnership. Angie is Chair of the Marshall County Food Council and has served as a member of the Board of Directors for the national, faith-based hunger/poverty advocacy organization, Bread for the World, since 2013. Angie came to the MCCF with 13 years of experience directing an international marketing and communications team for the non-governmental organization, Church World Service.



**CORINE HUMES**

Corine has served as Executive Director of Marshall County Tourism for 5 years and began her career in tourism in 2009. Cori serves as a representative on the Marshall County Crossroads Steering Committee where she also serves as an active member on the Communications and Marketing, Public Engagement, and Arts & Culture subcommittees. Cori is a graduate of Leadership Marshall County, a select program designed to cultivate potential community leaders, and subsequently became a member of their Board of Directors. Through her directorship, Cori has been part of many projects promoting Marshall County including the Indiana Bicentennial Celebration -- integrating the Indiana Torch Relay-- and the Plymouth Gateway/Wayfinding Committee. She is a newly elected board member for the Indiana Foodways Alliance. Cori has been given the significant honor to serve as the Grand Marshall of the 2019 Marshall County Blueberry Festival, the county's signature annual event. This honor was bestowed in recognition of Cori's strong work in finding new ways to promote Marshall County as a tourist destination.



**ADAM THADA**

Adam is the Director of Ecological Relationships at The Center at Donaldson, where he coordinates land stewardship, ecological education, and sustainability initiatives. The Center is home to over 1,000 acres of wetlands, lakes, prairie, forest, and farm fields. It also serves as a laboratory for environmental learning with features such as rain gardens, renewable energy systems, energy-efficiency buildings, a recycling program, an agricultural school, and various habitat restoration projects. Adam's background includes the non-profit, government, and private sectors, working primarily in ecological consulting and non-profit administration. He is an advocate for green infrastructure and connecting people with natural communities.



**JACKIE WRIGHT**

Jackie has served as Executive Director of Marshall County Council on Aging for the past 33 years. In that time, Jackie has been instrumental in achieving the agency's mission to keep people independent, launching numerous programs and projects including Marshall County Public Transit, People's University, the Senior Guide, and the Senior Expo, while also providing essential services such as paratransit transportation for elderly and disabled and Meals on Wheels. Jackie is a lifelong resident of Marshall County. She currently serves on the Quality of Transportation committee.



**BRYAN HOWARD**

Bryan is currently the Quality Assurance Manager at U.S. Granules Corporation, a prominent manufacturer in the aluminum industry, located in Plymouth, IN. He has been with the company for eight years. Bryan serves as an active member in the Young Professionals Network – Marshall County (YPNMC), a personal and professional development program in Marshall County that encourages young professionals to take ownership and get involved in their community. He has helped organize and take part in several of the group's events and projects. In addition to being a member of YPNMC, Bryan also volunteers on the Restructuring Committee for Discover Plymouth (Plymouth's Main Street Organization), a non-profit organization comprised of local business leaders and community members that collaborate with other local organizations to revitalize downtown Plymouth.



**CAITLIN STEVENS**

Caitlin has been with the Michiana Area Council of Governments for over 5 years. She currently works as a Principal Transportation Planner and received her Master's in Regional and Community Planning from Kansas State University. Through her time at MACOG, she has worked with many communities in Marshall County on short and long-range transportation planning items, as well as active transportation initiatives meant to address current and future transportation needs for residents and visitors alike. Caitlin serves on the Transportation and Trails Committee.



**KERRI MARTIN**

Kerri inherited her family's entrepreneur gene. Throughout childhood she saw firsthand the strength, hard work, and dedication owning a business required. But she also saw the joy it brought. She has taken those lessons, added a bachelor's degree from Purdue University, and combined it with more than 17 years of experience working in the marketing industry. She also enjoys painting doors red (read that story online at [OpenTheRedDoor.com](http://OpenTheRedDoor.com)).

Kerri launched Red Door Marketing in 2015. She partners with sole-entrepreneurs, business owners, and nonprofit organizations to take branding, projects, ideas, creative work, promotions, and presentations from blah to beautiful.



**ALBERT HANSELMAN**

Albert is beginning his sixth year as the Director of Career and Technical Education CTE for area school corporations. Prior to becoming CTE director, Albert spent 26 years at Culver Community Schools, serving 14 years as the high school principal. Albert administers a number of career and technical education programs for area schools. During his tenure as director, the district has started new programs in aviation, culinary arts, welding technology, and industrial automation and robotics.



**GILLIAN SHAW**

Gillian is the Program Director of Research and Development at enFocus. Gillian graduated from Monmouth University in 2012 with a B.S. in Chemistry and the University of Notre Dame with Master's degrees in Organic Chemistry (2015) and Entrepreneurship (2016). Gillian moved on from academia to become an enFocus Fellow executing on several healthcare-driven projects, including her current entrepreneurial effort, Healthy Points, the recent co-winner of the McCloskey New Venture Competition Community Grand prize (2018). In her current role at enFocus, Gillian connects problems with innovative ideas in the hope of making this region a test-bed for meaningful and impactful applied research. She brings her leadership experience to Project HOPE in advising and delivering on grant activities.



**BRIAN MAIN**

As Bremen's only full-time parks and recreation employee, Brian directs all aspects of the town's 115-acre park system, including a seasonal staff of 25 employees. In his six years leading the park system, Brian has created new recreational opportunities and delivered numerous new facilities to the Bremen community. He strives for continual improvement and enjoys finding ways to make Bremen and the surrounding area even more enjoyable for residents and visitors. The Indiana Parks and Recreation Association chose Brian as their Distinguished Young Professional in 2018.



**MIKE REESE**

Mike leads the Landscape Architecture and Planning team at Troyer Group, managing projects ranging from master plans to transportation improvements during his 15-year career. Driven by a passion to help communities improve quality of life, health, and well-being, Mike has worked with many cities and towns on planning and implementing multi-modal transportation improvements, parks improvements, and creating high-quality public spaces. One of Mike's most rewarding achievements during his career was helping the Town of Culver earn Stellar Communities Designation in 2017, and he is excited to continue that momentum by working with all of the communities in Marshall County.



**MATTHEW CELMNER**

Matthew is the director of MoonTree Studios in Donaldson, Indiana. He was born in South Bend, Indiana and graduated from Loyola University of Chicago in 2010 with a Bachelor of Science in Communication and a minor in Theatre. He received his Master of Liberal Studies degree from Indiana University of South Bend in 2017 upon the completion of his thesis, *The Rebel Communication Theory: Existentialism, Naturalism, and Communication in the 21st Century*. He served a year with the American Red Cross through the AmeriCorps Indiana Response and Preparedness Corps. He currently serves as the chair of the Marshall County Arts and Culture committee.



**JAMES TURNWALD**

James and the staff at MACOG have assisted Marshall County with transportation planning and INDOT grant administration as the regional planning organization for Marshall County. He has been with the Michiana Area Council of Governments (MACOG) since 2008 and became the Executive Director in 2014. During his tenure at MACOG, James has focused on economic and community development, multi-hazard mitigation, freight and transportation planning, and grants administration. He was part of the management team in Northern Indiana's Regional Cities planning process.



**MATT DAVIS**

Matt is the Manager of Training, Organizational Development, and Community Outreach for ITAMCO. He has served on the South Bend-Elkhart Regional Partnership Workforce and Education Committee as the Chair for the past 2 years. He is a member of the Plymouth Chamber of Commerce and a board member for Plymouth High School's Advisory board (grows the CNC program), the LBA for Plymouth Wesleyan Church, and a board member for Leadership Marshall County. Matt has also served on Triton's Advisory Council and Kosciusko County's Intercession Advisory board. Matt is a graduate of Ball State University with his B.S. in Business Administration and completed his Master's in Business Administration from Indiana Wesleyan. Matt serves as Co-Chair for the Marshall County Crossroads' Education and Skills Committee.



**MARTIN OOSTERBAAN**

Martin is a representative for the Town of Culver on the Marshall County Crossroads Steering Committee, where he serves as Chairperson of the Communications and Marketing subcommittee. Marty also serves as a member of the Culver Planning Commission and is a member of the Marshall County Economic Development Corporation board of directors.

Marty is a recent retiree following a 35-year career as a senior executive at both CNA Insurance and the American International Group, having profit and loss responsibilities for underwriting operations covering commercial risks worldwide. Married to a teacher, Marty has a deep interest in education, and serves as Secretary of the Executive Advisory Board at Northern Illinois University's College of Business (Finance), and also as an advisor to the President of Marian CHS (Chicago Heights, IL). A lifelong visitor to Marshall County, since moving to Culver in 2017 Marty has become active in the community, serving on the Lake Fest and school referendum organizing committees in 2018. He authored the Complete Streets Resolution passed by the Culver Town Council and is now leading its implementation. Marty graduated with honors from Northern Illinois University with a BS in Finance, and holds a Certificate of Advanced Executive Education from The Wharton School of Business at the University of Pennsylvania. He holds designations as a Chartered Property and Casualty Underwriter and as an Associate in Risk Management. He was awarded the Alumnus of the Year honor from Northern Illinois University's College of Business – Department of Finance -- in 2013.



**JANIS EBERLY**

Janis works for the Plymouth Public Library. Among many services, she now offers her own program creation, Family Tea Time, once a month to help families connect to each other and the offerings of the library. She also conducts outreach programming for the library by facilitating programs in two senior living communities in Plymouth to help engage older adults through literature and movie nights. Janis believes that Marshall County is a Stellar Community because there are so many individuals who serve their community from a place of love. Many residents already give their time and talents simply because of who they are, people who genuinely care about one another and want to see the quality of life continue to improve for everyone. Janis heard about the Marshall County Crossroads team and the Stellar initiative and became a member of the Arts and Culture Committee.



**TY ADLEY**

Ty is serving as a Special Projects Committee member for the Marshall County Communities Crossroads Stellar initiative. Ty is a longtime resident of Northern Indiana is thrilled to be back to serve the community he grew up in. He is the Director of the Marshall County Plan Commission which engages in the comprehensive planning for the County. He received his Bachelor's and Master's from Ball State University in Urban Planning Development and Urban and Regional Planning respectively.



**MICHELLE PETERS**

Michelle Peters is Vice President of Community Health & Well-Being Northern Indiana. In this role, Peters leads, develops, and oversees the outreach strategies and implementation of policy, system, and environmental-change strategies in communities throughout our region. She uses resources and partnerships to focus on those who are poor and vulnerable and addresses the social factors of health.

Michelle also served as the director of Community Health & Well-Being and director of Outreach Services for St. Joseph Health Systems. She began at SJHS in 1983 as a nursing assistant, and later worked as volunteer coordinator/university liaison, service coordinator of Community Outreach and manager of Outreach Services. She has served on several community boards including Oaklawn Foundation, Goodwill Industries of Northern Indiana, Big Brothers Big Sisters St. Joseph County and Penn Harris Madison Education Foundation. She is also a founding member of Dr. Angie's Dental Health Exchange and St. Joseph County Health Alliance.



**ALAINA PARRISH**

Alaina is the Active Transportation Planner with the Michiana Area Council of Governments (MACOG) and is serving on the Regional Trails Team. Alaina promotes bicycling and walking throughout the region by working to improve infrastructure and programming available to cyclists and pedestrians. Most recently, Alaina worked with Marshall County to secure funding to attend the Walkability Action Institute. Prior to her role at MACOG, Alaina graduated from The Ohio State University with a B.S. in City and Regional Planning.



**KIM OVERMYER**

Kim has worked for Marshall-Starke Head Start/Early Head Start for 35 years. Kim was a Head Start Teacher for 17 years and then became the Parent Involvement Manager in 2001. In 2015 she became the Parent, Family, Community Engagement Manager and she also works closely with Jeanette to oversee all the components for ERSEA and she supervises all the Family Resource Workers. When Kim was a lead teacher for the Head Start Program she obtained her CDA (Child Development Associates) through the Federal Head Start CDA Credentialing Process. She also graduated Summa Cum Laude from Ancilla and a member of Phi Beta Kappa. Kim has lived and raised her family in Marshall County (Plymouth) for 37 years.



**BRANDON BERGER**

Brandon has served Plymouth Community School Corporation for the past 2.5 years in the Transportation Department and most recently was named Director of Transportation as of July 1st, 2019. Brandon attended St. Mary's of the Woods College majoring in Elementary Education with a focus on Reading Interventions and has spent several years working in elementary education helping educate the young minds of our future prior to working for Plymouth Community Schools. Brandon is a life-long resident of Plymouth and a proud graduate of Plymouth High School. Brandon and his wife Jill reside right in the heart of downtown Plymouth along with their two children.



**ALLISON SHOOK**

Allison is the Recreation Director for the Plymouth Park Department. In this role, Allie looks for ways to offer free opportunities for our citizens and visitors alike to get and stay healthy! Allie serves as the Special Projects Chair for Marshall County Crossroads and as chair of the Regional Trails Committee. Allie is a lifelong Marshall County resident. She graduated from Indiana University with distinction. She returned home to serve her community and start a family. Allie serves as the President of her local Main Street group, Discover Plymouth. She also serves on the Marshall County Board of Health and the Plymouth Community School Corporation School Board.



**DANIELLE MAVRICK**

Danielle is a representative for the Town of Culver on the Marshall County Crossroads Steering Committee, where she serves on the Communications and Marketing subcommittee. Danielle also serves as Executive Director for both the Culver Lake Maxinkuckee Visitor Center and Culver Main Street organizations and is Secretary for the Culver Chamber of Commerce. Danielle started and maintains a creative services business, and she helped open a brick and mortar creative space here in Culver— Main Street Studio.



**MINDY LANGDON**

**Mindy** was born and raised in Plymouth. She graduated from Plymouth High School in 1976 and then attended Ball State University where she graduated with a bachelor of science degree in 1980.

Mindy worked WCTW/WMDH Radio in Sales/Marketing. She also worked for St. Michael School as a Special Needs Aide. Today, she's the Community Relations Director at the Marshall County Museum, which is located in downtown Plymouth.



**LINDA RIPPY**

**Linda** grew up in Kosciusko County and moved to Plymouth in 1957 when she was 16. She worked for two general practitioners for 25 years and in 1992 was hired at the Marshall County Museum and hold the position of Executive Director.

She has served on various boards and organizations such as: Relay for Life, Plymouth Public Library, and Plymouth Chamber of Commerce. She continues to be active in the Plymouth Kiwanis Club, P.E.O. Club, Wythougan Preservation Council, and the Marshall County Tourism board. Since 1992 she has been the county historian.



**JASON MARKER**

**Dr. Jason** is an Associate Director at the Memorial Hospital (South Bend, IN) Family Medicine Residency Program where he is a core faculty member overseeing the training of tomorrow's family medicine superstars. He serves there as the Clinic Director of the E. Blair Warner Family Medicine Center and in that capacity has overseen the development of their Medication-Assisted Therapy program. He is a member of the Michiana Opioid Task Force and also sits on the St. Joseph County Board of Health. He has a long history of involvement in organized medicine, having formerly served as both the President of the Indiana Academy of Family Physicians and President of the American Academy of Family Physicians Foundation, among many other leadership roles at the local, state and national level.



**JEANETTE HORVATH**

**Jeanette** has worked for Marshall-Starke Head Start/Early Head Start for ten years. She holds the position of Family Resource Worker as well as the ERSEA Coordinator. She has loyally served many families throughout her ten years. As the ERSEA Coordinator she has the responsibility of working with enrollment, recruitment, the selection process, eligibility requirements and attendance, among many other duties that she performs. Jeanette is a native of Marshall County. She and members of her family still reside in Marshall County as well.



**DON FOX**

**Don** is a Senior Instructor in Leadership Education at Culver Academies. Mr. Fox returned to Culver, Indiana in 2013, following a 30 year career in the United States Government which culminated with his service as the General Counsel and Acting Director of the United States Office of Government Ethics in Washington, DC, the senior ethics official in the Executive Branch. Mr. Fox's agency was responsible for reviewing financial disclosure reports of Presidential candidates and certifying Presidential nominees including potential cabinet secretaries for potential conflicts of interest. In addition, he led the agency's oversight, policy direction, and training for ethics programs in more than 135 Executive Branch agencies serving 4 million civilian employees and members of the military to prevent and resolve conflicts of interest. Mr. Fox is a noted authority in the area of ethics and has been interviewed and quoted by national media including the New York Times, the Washington Post, Time Magazine, Forbes, CNN Money, CBS, NBC, MSNBC, and National Public Radio.

Within the Culver community, Mr. Fox served as a member of the Town of Culver Stellar Committee, Chair of Friends of Culver Community Schools, and is currently Secretary of the Culver Plan Commission.



**MATTHEW VANSOEST**

**Matthew**, a lifelong resident of Bremen, Indiana graduated from Bremen High School and then attended Ball State University where he earned his Master's Degree in Architecture with a focus in educational design and urban design. He has worked at Ancon Construction since 2010 as a lead designer in their architecture studio. A recipient of the Michiana 40 under 40 award, Matthew currently serves as President and CEO of Bremen Main Street, a project lead for Hometown Collaboration Initiative, the community engagement lead for Marshall County Stellar, and marketing secretary for Lake of the Woods Property Owners Association.



**CHELSEA SMITH**

**Chelsea** is a Business Banker for 1st Source Bank in Plymouth and has worked there for 11 years. She is serving her 3rd term as Trustee for North Township. Chelsea volunteers as Treasurer for the United Way of Marshall County and as Secretary for Marshall County Central Dispatch. She is also a member of the Plymouth Kiwanis and serves on the Marshall County Broadband Committee, and the Quality of Life Industry Growth and Entrepreneurship Committee. Chelsea grew up on her family farm north of Plymouth and is a lifelong resident of Marshall County. She graduated from Indiana University South Bend in 2013 with concentrations in Banking and Finance. She is married to her husband, Matt, of 6 years, and they have 3 children.



**DEBRA FRIAR**

**Debra** is the owner and director of all Small Wonders programs and locations in Plymouth, IN. Debra has been an Early Childhood provider for 20 years and dedicated to community improvements. She is a member of NAEYC and a past board member of Northern Region NAEYC, a member of NAFCC and has participated on several coalition boards to promote Early Childhood development in her community. She is also a member of Tri-Kappa and a current student at Ball State University continuing studies in Early Childhood Education and Special Needs.



**BRENT MARTIN**

**Debra** is the owner and director of all Small Wonders programs and locations in Plymouth, IN. Debra has been an Early Childhood provider for 20 years and dedicated to community improvements. She is a member of NAEYC and a past board member of Northern Region NAEYC, a member of NAFCC and has participated on several coalition boards to promote Early Childhood development in her community. She is also a member of Tri-Kappa and a current student at Ball State University continuing studies in Early Childhood Education and Special Needs.



**TREND WELDY**

**Trend** is the Director of Operations for the Town of Bremen. Trend was born in Bremen and graduated from Bremen public schools in 1975 and attended Indiana University South Bend for one year. He worked at Hop Cap for three years, Wyatt Elevator for 5 years, Jostens for 32 years, and decided to retire from sales and enter the municipal realm. He has been with the Town of Bremen since 2013. Trend has enjoyed the opportunity to make his hometown a better place to live, work, and play. He is president of the Bremen Chamber of Commerce and he is involved with many other groups including the Hometown Collaboration Initiative, College Success Group, Marshall County Solid Waste, Safe Housing Board of Marshall County, EMA of Marshall County, Board of Zoning Appeals, and Planning Commission. Trend serves on the Marshall County Crossroads committee as a representative for Bremen, and he also serves on the Projects Committee and the Housing Committee.



**ROGER ECKER**

**Roger** has served on LaPaz's Town Council for 12 years. He worked as a mechanic for 18 years and served on the North Fire Department for 22 years, including 4 years as Chief. Roger also served on the EMS service for 10 years and still serves in LaPaz as a Council member and Lion Club member. Roger serves on the Project Committee and Marshall County Crossroads Committee.



**WARD BYER**

**Ward** is the first and current Director of Marshall County Community Corrections. In 2013 after 21 years of full time law enforcement, Ward received a request to take over the leadership of what was then known as Marshall County Court Services. In 2015, he transitioned Court Services to Community Corrections and Marshall County became a grant act county. Ward has been involved in his community for years serving as a Red Cross Volunteer, as well as, a Board Member and Chair of the Boys & Girls Club of Marshall County. Under Ward's leadership the Boys & Girls Club of Bremen was formed which today still serves the children of that community.

Building an organization on the foundation of Evidence Based Practices, Ward has led the charge in implementing programs such as Moral Reconation Therapy, Prime for Life, Money Matters and a substance abuse program within the jail.





**ANNA KIETZMAN**

Anna is a Plymouth native and the President of the Heartland Artists Gallery, a nonprofit art organization in Downtown Plymouth. Anna works with local and regional artists, volunteers, and community patrons to support local art and bring visual arts opportunities and events to the community. Prior to joining Heartland, Anna taught elementary school for 7 years, regularly weaving art into her teaching. Because she could never truly leave the classroom, she also teaches children's art workshops and paper quilling classes at Heartland. Outside of the Gallery, Anna enjoys time with her two sons, Danny & Davey, husband, Russ, and their dog, Samwise. She plays competitive tennis across Northern Indiana, dabbles in new art forms, loves yoga, dance and travel, and serves other local charitable organizations such as the Neighborhood Center and Tri Kappa. She thoroughly enjoys being part of Heartland - supporting its mission to support local art and artists, and is wholly dedicated to helping grow the arts in the Plymouth and Marshall County communities.



**SHANNON MCLEOD**

Shannon is a graduate of Butler University with a B.A. in communications and is an OCRA-certified grant administrator. Shannon has over 20 years of experience writing and administrating state and federal grants on behalf of Indiana municipalities and has overseen millions of dollars in state and federal funding. Shannon has successfully partnered with multiple Marshall County communities to write and administer grants, including the Marshall County Community Center in Argos. Shannon will serve as the grant administrator for the Marshall County Crossroads' OCRA projects.



**DONNY RITSEMA**

Donny has worked with MACOG since June 2015 and has been a valuable member of the organization to manage the community planning program. Throughout his career, Donny has focused on community planning with a particular emphasis on land use and regional transportation planning. His background includes work as a community planner having been involved with developing comprehensive plans, long-range transportation plans, corridor studies, bicycle and pedestrian master plans, and a parks master plan and parking study. His project roles over his career have ranged from assisting the production of projects to recently project management. As a senior community development planner with MACOG, he has been responsible for community engagement, meeting facilitation, visioning, mapping and data analysis, and graphic design. In 2017, Donny became a certified member of the American Institute of Certified Planners (AICP). Donny received his Bachelors of Urban Planning and Development from Ball State University in 2009.



**KEVIN BERGER**

Kevin received his degree in Landscape Architecture from Purdue University. He initially worked at Southern Civil Engineers in Atlanta, Georgia until moving to Indiana in 1990 and becoming President of Easterday Construction Co., Inc. in 2004. He is also President of Sand Hill Farm Development and GP for The Paddocks, LP. Multi-family residential projects include an Area 5 project in Logansport, seven Garden Court HUD 202 projects and Sand Hill Farm apartments in Culver. This Fall, 2019, he will begin construction of The Paddocks, a LIHTC project in Culver. In addition, Kevin is also very active in the community, involved with several different organizations such as, Culver Chamber of Commerce, Plymouth Chamber of Commerce, Associated Builders and Contractors, Marshall County Economic Development Corporation, Marshall County Community Foundation, Plymouth Industrial Development Corporation and Marshall County Stellar Housing Project. Kevin has held different board leadership positions with many of these organizations as well.



**CATE FLANLEY**

Cate is a former high school public educator who graduated from the University of Notre Dame with her Ph.D. in Integrated Biomedical Sciences in May 2019. While at Notre Dame, Cate investigated the potential of vector salivary proteins as vaccine components for protection against leishmaniasis, a neglected tropical disease. Cate engaged in research in Rio de Janeiro, Brazil, as a University of Notre Dame Eck Institute for Global Health graduate fellow and a United States Agency for International Development | Notre Dame Global Development fellow. This exposure to health disparity on a global scale inspired Cate to pivot her future goals to working in public health. As an enFocus Innovation Fellow, Cate brings her unique professional experience to project management and innovative strategic planning to the Project HOPE team.



**EDYIS LIMA**

Eydis moved to South Bend from the Yale-New Haven area to pursue studies in entrepreneurship. She obtained her Master's of Science in Engineering, Science, Technology and Entrepreneurship Excellence Master's (ESTEEM) at the University of Notre Dame in May, 2018. During which, her thesis focused on de-risking the technology and business model of early-phase healthcare startup in the area of cervical cancer. Prior to the ESTEEM program, she obtained her undergraduate degree from the University of Massachusetts Amherst - in Chemical Engineering.

As an Innovation Fellow at enFocus, she brings a distinct angle to problem-solve in the areas of field research, data analytics of medical fields & public health, and financial analysis of health systems. She is particularly passionate about interconnecting the fields of bioengineering and women's health.



**JOHN VANDERWEELE**

John is employed as a Respiratory Biologics Sales Representative with GlaxoSmithKline (GSK) Pharmaceuticals. Throughout his career, he has held several sales and marketing positions in Neuroscience, Cardiovascular, Metabolic, Senior Care, and Oncology. Extensive training in selling process's, marketing, management, data analysis, and health sciences have been a critical part of his career and personal development. Jon was born in Marshall County and is a lifelong resident of Argos, IN. Upon graduation from Argos High School he attended Indiana University, Bloomington, IN. He graduated with a B.S. degree in Public Administration and Environmental Science. Jon is dedicated to his family and public education and has been a staunch advocate of small and rural schools in Indiana. Most recently, he works tirelessly to improve his hometown. Jon servers on several committees to improve economic development, housing, and the infrastructure of Argos.



**RANDY DANIELSON**

Randy is a native of Plymouth. He and his wife Eleanor are retired as owners of Johnson-Danielson Funeral Home. Randy is serves on the board of St. Joseph Regional Medical Center. He also serves on the Design Committee of Discover Plymouth (a Main Street organization), and he is co-chair of the REES Project Committee. Randy and his wife have three children: Olivia, Renee and Mark. Randy serves on the Arts and Culture Committee.



**AMBER COWELL**

Amber is the Park Superintendent for the Town of Culver. She has worked for the park department the past eight years in various positions such as a lifeguard, the Superintendent, and Town of Culver Intern. Amber is part of Culver Kiwanis, Culver Tri-Kappa, and coaches local sports teams. Amber assisted with the Town of Culver's Stellar Designation through her internship position by assisting with the crowdfunding for the outdoor amphitheater in the park.



**LES MCFARLAND**

Les is on the Town Council in Bourbon. He is a Patrol Sergeant for the Marshall County Sheriff's Department. He has also been an Advanced Emergency Medical Technician. He is a member of the Fraternal Order of Police, the Plymouth Kilwinning Lodge, and the Ancient Accepted Scottish Rite. Les is a certified SCUBA diver, a certified chemical breath test operator, a fixed wing private pilot and drone pilot, the owner of McFarland Farms, and a crash data retrieval technician for accident investigation.



**ANNA VOLK**

As an Innovation Fellow at enFocus, Anna has led multiple projects with community health organizations, combining her passions for health and community development. Anna gets really excited talking about how innovative solutions and technology can be incorporated in organizations. She is currently mentoring on a portfolio of projects in Saint Joseph, Elkhart, Marshall and Kosciusko counties, including Project HOPE. Within this project, she is responsible for organizing the enFocus team's efforts and maintaining the timeliness of the project for deliverables for HRSA. Anna graduated from the University of Notre Dame in 2018 with a B.S. in Neuroscience and Behavior.



**BECKY ANSPACH**

Becky is the Resident Manager for Maria Center Independent Living at The Center at Donaldson. She is a graduate of Indiana University with degrees of Associate of Arts – General Studies, Bachelor of General Studies, Master's of Public Management, as well as endorsements of Contemporary Entrepreneurship and Public Management. Becky has worked in the not-for-profit arena for the past 7 years and has served in several office positions on boards for the past 20 years. Her passions include writing grants and evaluating programs.



**ANDREA TAMBURRO**

Dr. Andrea is the Director of the BSW Program in Social Work at Indiana University South Bend. She joined the faculty in 2010. Dr. Tamburro is from Indiana and returned after teaching and coordinating a Social Work and Human Services Open Learning Program (distance education) in Canada. She completed a doctorate in Higher Education Leadership from Simon Fraser University in British Columbia, Canada. The emphasis of her research is Social Work Accreditation and the inclusion of diverse perspectives in Social Work including Indigenous curriculum content. She earned her MSW from the University of Iowa. Her practice experience includes social work with diverse populations in the areas of corrections, mental health, domestic violence, and child protection in urban and rural areas. She is a member of the Shawnee Piqua Tribe, a tribe that is recognized by the State of Alabama.



**ANDREW WIAND**

Andrew received his degree in Biological Sciences from Notre Dame in 2011. During his senior year, Andrew led an innovative independent research project concentrating on antioxidant effects on growth factor pathways in breast cancer cells. Andrew received his Master's of Science from University of Notre Dame's Engineering, Science, Technology and Entrepreneurship Excellence Master's (ESTEEM) program in 2012. Andrew co-founded enFocus in May of 2012 as a student, and was hired as one of the first enFocus Fellows in August 2012. Andrew went on to hold positions such as Senior Fellow Project Manager in 2013 and Director of Operations in 2014. In early 2015, Andrew was hired as Executive Director of enFocus, charged with guiding the organization's growth and business strategy. As Executive Director, Andrew has led the continued growth of the program into two Indiana communities and has managed the completion of over 120 sponsored business and technology projects for over 75 regional companies. These projects have created over \$75 million in business value for sponsoring entities and have attracted over 650 recent graduates to enFocus.



**ZACH DRIPPS**

Zach has been with MACOG since February 2009, initially as a Regional Planner. Most recently, he was promoted to Deputy Director and oversees all planning activities at MACOG. He has a variety of experiences ranging from transportation to community planning and active transportation plans to watershed management. In particular, Zach utilizes technical skills in graphic and web design, data and spatial analysis, and public facilitation to enhance planning projects for key stakeholders and the general public. Zach received his Bachelors of Urban Planning and Development from Ball State University in 2008 and a Master's of Public Affairs from Indiana Wesleyan University in 2015



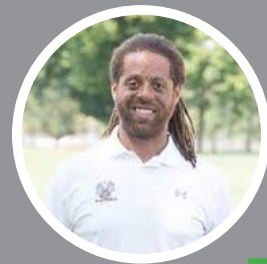
**JANIS HOLIDAY**

Janis is a graduate of the University of Notre Dame, with a B.A. in Psychology and Computer Applications. Janis has been with the Council on Aging for 12 years, and in that time has seen the number of annual trips triple to over 26,000. Marshall County Public Transit currently has 11 vehicles and 15 drivers to serve Marshall County. Janis resides in Plymouth with her husband and their four children. She currently serves on the Quality of Transportation committee.



**MSW GROUP**

Marissa lives in Plymouth, IN and works at the Marshall County Bowen Center in Plymouth. Jessica lives in Plymouth, IN and also works at the Marshall County Bowen Center in Plymouth. Amanda lives in South Bend, IN and works at the Bashor Children's Home in Goshen, IN. Laura lives in Mishawaka, IN and is a stay-at-home mom. Lori lives in Plymouth, IN and works at the Family Justice Center of St. Joseph County in South Bend, IN. All five group members are currently attending Indiana University South Bend, School of Social Work Masters program.



**IBRAHIM FETUGA**

Ibrahim joined Culver Academies in November 2014 as a Major Gifts Officer and Assistant Varsity Football Coach. In 2018, he was promoted to Assistant Director, Admissions Outreach and Visitor Services. In his current role, Ibrahim is responsible for reaching out to community-based organizations that support diverse student populations on behalf of Culver Academies Admissions. Ibrahim graduated from Culver Military Academy in 2001 (BAND) and earned his BA from North Central College in Naperville, Illinois where he played football and excelled in student leadership. Prior to coming back to Culver, he worked in a business development sales role for multiple companies ranging from the Women's National Basketball Association (WNBA) to Careerbuilder.com. Ibrahim is an avid volunteer, sports fan, and a member of Alpha Phi Alpha Fraternity, Inc.



**SCOTT GRAYBILL**

Scott is a 30 year resident of Marshall County, Indiana. He administered the Community Hospital of Bremen for 23 years and oversaw the construction of a new replacement facility. He is currently the Project HOPE Community Liaison. Project HOPE is a HRSA funded opioid grant to develop a comprehensive coordinated prevention, treatment, and recovery plan for Marshall County. Scott recently served as president of the Indiana Rural Health Association and chaired the Indiana Hospital Association's Council on Rural Health. Scott is regularly engaged as a public speaker on health policy issues including presentations for the American Hospital Association and the National Rural Health Association. He is a partner at Greenspire Leader Center, a healthcare consulting firm. In 2016, he completed eight years on an Indiana University School of Medicine Rural Medicine Program admissions committee.

Scott has served on numerous community boards including the United Way of Marshall County and he also co-chaired the annual United Way Campaign for two years. He currently chairs the Bowen Family Medical Scholarship Selection Committee, a Marshall County Community Foundation scholarship fund. He also serves on the board of directors of Timbercrest Senior Living Community. Scott holds two graduate degrees in social work and public administration.



**MARCIA HEINTZBERGER**

MARCIA, certified in the Cecchetti Method of dance, has extensive teaching experience at LifePlex Dance Academy, Plymouth, Dancespace/Chicago Dance Medium, Chicago, Indiana University in South Bend, Flint Dance Studio, Inc. Mishawaka, Southold Dance Theatre, America's Children Tomorrow, Very Special Arts in Indiana, and Fountainhead Tanz Theatre, Berlin. She is a working partner with George Schricker in developing the Wild Rose Moon (Arts in Action in Service to the Community), assistant codirector/event coordinator as well as designer. Mrs. Heintzberger directs artSparks (Imagination on Fire) with George Schricker and Ed Shearer-Berry. Upon her moving to Bremen, Indiana, Marcia began serving as a board member with Encore Performing Arts as acting secretary.

Professionally, Marcia has performed for television locally and abroad Berlin, Edinburgh, plus community and on stage performances as a principal dancer with University of Notre Dame's Shakespeare Festival, and Montford Player's North Carolina, Fountainhead Tanz Theatre, Berlin, Choreographers' Showcase, and Heart/Mind Productions. She has also served as a booking agent and faculty member for Purdue University Dance Department, Southold Dance Theater, Little Snowbird Dance Company of North Carolina, and Artistic Director for her own dance company/Co-Arts Productions and now Alignment In Motion. In her spare time and a change of pace she enjoys utilizing her Interior Design Degree.



**TRACY FOX**

Tracy has over 30 years of experience working at the federal, state and local/community levels and the private sector on food and nutrition policy, legislative and regulatory processes, consensus building, collaboration, and advocacy. Past positions have included analysts with the Department of Agriculture and the DC office of the Academy of Nutrition and Dietetics. Past and present clients include Centers for Disease Control and Prevention, Robert Wood Johnson Foundation, American Heart Association, American Cancer Society, Share Our Strength, Partnership for a Healthier America, National Head Start and public relations firms. Areas of focus include childhood and adult obesity prevention, early care and education, food insecurity, child nutrition and health, rural child hunger, food labeling and marketing. She has presented and spoken at national, state and local venues across the country and is quoted and appears regularly in media outlets. Ms. Fox has led and participated in a number of expert advisory groups and National Academy of Medicine committees to build consensus and develop recommendations on local and state policies to prevent obesity, healthy school meals and snacks, food labeling, sugary beverage intake in pre-school children, and food bank nutrition standards. She has authored or co-authored numerous research reviews and expert panel recommendations and is past President of the Society for Nutrition Education and Behavior.



### MANDY CAMPBELL

Mandy is a realtor at Re/Max Oak Crest in Plymouth and has been selling homes in Marshall County for 8 years. Through Leadership Marshall County, Mandy helped create the Young Professional Network of Marshall County with two other professionals. She currently serves as Past President of YPN and is proud of how the organization has grown. Mandy is also a member of the Marshall County Council and serves on the Marshall County Crossroads Committee, the Special Projects Committees, and the Project Committee. Mandy is Rotary Club members and a parent volunteer with 4H Club. She lives in Argos.



### SUSIE SCHAETZLE

Susie is the owner and artist of Create-UR-Canvas, a step-by-step painting party business. Susie's business began in 2014 when she helped her friend's daughter have a painting party. She has conducted hundreds of parties in private homes, restaurants, coffee shops, colleges, elementary schools, libraries, and outside. In 2019, Susie opened an art studio and gift shop in her hometown of Bourbon, Indiana. The shop offers over 20 consignment ladies' handmade items. Susie also hosts painting parties in the shop. Susie's passion for teaching and children has led her to create an after-school program for the local elementary school called "Art After School."