Crawfordsville, Indiana Action Plan

2016-2017

Prepared by:
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April 19, 2017

The following goals, objectives, and initiatives outlined in this plan are the result of the cooperation between Ball State University, the Indiana Housing and Community Development Authority (IHCDA), and the Sunshine Society at Crawfordsville High School in the 2016-2017 My Community, My Vision program. The subject matter of this Action Plan are recommendations made by Ball State and Sunshine Society students. This plan is intended for the use only in Crawfordsville, Indiana and Montgomery County. All information presented is perceived correct at the current time: April 19, 2017.

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Acknowledgements

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Madelynn Hensley, Student
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Executive Summary

Purpose

"Brain drain", a problem facing many rural communities in Indiana, occurs when teenagers and young adults, leave their hometown and move to a larger metropolitan area. The larger metropolitan area offers a different lifestyle, culture, job opportunities, and varying recreational activities when compared to young adults' rural hometowns.

Crawfordsville is a community known for the all-male liberal arts Wabash College, General Lew Wallace Study, Henry S. Lane House, and Montgomery County Rotary Jail Museum. These attractions are not enough to keep the young adults in Crawfordsville after high school graduation. To reverse the "brain drain" in Crawfordsville, one component of the plan is to promote more youth oriented activities and shops in the downtown area. By focusing on goals and objectives that young people have outlined for the city, Crawfordsville can begin to attract and retain more of those young people and capitalize on the distinctive talents that they possess.

Goals

Over the course of the 2016-17 school year, Crawfordsville High School students developed five goals, objectives, and initiatives for attracting youth back to the city:

1. Improve & enhance main thoroughfares in Crawfordsville

Washington and Market Streets are the main thoroughfares that run north-south/ east-west in Crawfordsville. To decrease noise pollution and increase greenery in the downtown, students decided upon "Main Street Trees" as their first initiative.

Street trees planted along Washington and Market Streets would create a physical buffer between pedestrians and motor vehicles.

2. Create an identity for Crawfordsville

Crawfordsville is currently lacking any gateway signage that welcomes visitors to their city. The second initiative, "Welcome to Crawfordsville" addresses that problem. The use of underutilized lots in the community can enhance the beautification of downtown and create an identity for Crawfordsville. The gateway signage can be drafted by Crawfordsville High School art students and voted on by community residents. The final design can be adopted as the "brand" for the City of Crawfordsville and as a potential Snapchat geolocation filter.

3. A youth voice in the city government

Many cities in Indiana already have a Mayor's Club or Youth Advisory Council. Initiative three, "Youth Advisory Council" would establish a similar program in Crawfordsville. The creation of a Youth Advisory Council allows for the Mayor to receive feedback from the youth of Montgomery County. All high schools in Montgomery would recommend three to five students to serve on the Mayor's Youth Advisory Council. This council would meet once a month to discuss the future of Crawfordsville.

4. Increase downtown youth oriented "hangouts" after 5:00 pm

High school students are attracted to the downtown but are lacking spaces to hangout after school and especially after 5:00 pm. Crawfordsville High School dismisses students at 3:45 pm and with most stores closing at 5:00 pm, this does not allow for any time to gather in the downtown.

Initiative four "After 5" plans to create events that the entire community can come together and interact with one another. Sunshine Society would operate a community dinner for the "First Friday" event in Crawfordsville. This community dinner is to serve all of the Crawfordsville residents and build a stronger sense of community.

5. Future use of existing Pike Place Pocket Park

Pike Place Pocket Park is already host to the summertime Farmer's Market. Due to its centrally location in Crawfordsville, Pike Place should be used as a resource to hold more events for the community. Initiative five,

"Pike Place Pop-up" would form a partnership between the City of Crawfordsville, Wabash College, and Montgomery County Leadership Academy to create an annual event calendar for the host of events to be held at Pike Place. Different partners could sponsor monthly movie nights, student run pop-up booths at the farmer's market, community block parties, ice skating rink in the winter months, etc.

Implementation

Each of these initiatives are paired with key partners in the community to help with the implementation process. The Youth Advisory Council can be the lead organization to oversee the implementation of the action plan.

Figure 1 shows Sunshine Society students, their advisers, Crawfordsville Planning Director, and the Ball State mentor at the kick-off event in September.

Introduction

What is MCMV?

My Community, My Vision (MCMV) is a youth planning partnership between the Indiana Housing and Community Development Authority (IHCDA) and Ball State University (BSU). The program is in its third year and was developed with the belief that young people in Indiana should not have to leave their hometowns in order to achieve their dreams." The program holds high credentials as current Governor Eric Holcomb and current Lieutenant Governor Suzanne Crouch sponsor it. A part of the Indiana Bicentennial Celebration of 2016, My Community, My Vision was named a Legacy Project. From the Legacy Project, My Community, My Vision was described as:

> *"Five to seven high school groups are chosen annually. Throughout the school year, the groups work with IHCDA, Ball State and community officials to create their community plans. They also receive a $500 award for their sponsorship organization. In April, the groups present their plans to IHCDA, Ball State and the General Assembly. The program encourages high school students throughout the State of Indiana to become civically involved, visualize their community in such a way that invites them to live their lives in their hometown, and teaches about the professional fields of Urban Planning and Community Development."*

For the third year, the MCMV program the application opened May 6, 2016. MCMV sought applications under the premise of students not having to leave their hometowns to fulfill their dreams. Applications were based on a youth's perspective and what they might include in a community vision plan, which Ball State University would assist in delivering. Applicants should show how their organization was active in their community, strengths and challenges of their community, applicant's vision for the community, and how the vision may influence their decision to return to their hometown.

For the third year, five applications were chosen by IHCDA based on how inclusive their vision was in regards to the community as a whole, and the level of involvement of students in their plan.

Each awarded community was assigned a BSU mentor to put together a plan for the student's initiatives. Five mentors were assigned to each of the five communities with the help of one mentor to guide the Economic Analysis section of each community's plan.

Each plan that is drafted, has different goals, objectives, and initiatives that were formulated by the high school students based on the needs of their community. The following pages are the Crawfordsville, Indiana Action Plan created by Brandon Kendera for the Sunshine Society at Crawfordsville High School. This document was created based off goals that these students had for Crawfordsville.

About Crawfordsville

Crawfordsville, Indiana is the county seat of Montgomery County, Indiana with a population of 16, 097 (2016) located just 50 miles northwest of Indianapolis. Crawfordsville is the largest city among the many towns and townships in Montgomery County and is frequented by visitors for Wabash College, an all-male liberal arts college. Downtown Crawfordsville is home to General Lew Wallace's Study & Museum, Lane Place, and the Rotary Jail Museum. Crawfordsville has quick access via state Roads 47, 136, 231, or 32, and Interstate 74, all while maintaining a small-town feel. Crawfordsville was designated as a Stellar Community in 2015. This stellar project can work with the MCMV plan as a guide for Crawfordsville future development. The 2015 Stellar Project was described as:

Figure 2 shows the Rotary Jail Museum in Crawfordsville.

> *"Crawfordsville proposal focuses on their downtown area as the heart of their city. A major component of their proposal focuses on broadening the immediate downtown area to include a co-working space, Fusion 54 as an asset for both local residents and Wabash College students to utilize for business startup and development opportunities. Also included in the proposal are projects to create a pocket park, trails and other improvements to the city streets making Crawfordsville much more accessible to thousands of area residents and visitors to the city."*

Figure 3 shows the Lane Place in Crawfordsville.

Our Planning Process

August-September 2016

 IHCDA sent out the final notice for community applications for the MCMV program that closed September 9, 2016. After selecting the five wining communities on September 16, 2016 all communities met for a kickoff event held in Fishers, Indiana on September 24, 2016. At the kick-off event, BSU mentors met with their high school students, youth advisors, and local unit of government contact for the first time.

October 2016

Sunshine Society advisors, students and their BSU mentor met at The Joshua Cup in Crawfordsville to introduce urban planning and to give the mentor a tour of downtown Crawfordsville. Here the Preserve, Enhance, and Transform activity was conducted along with the creation of the high school student survey for Crawfordsville.

November 2016

The Sunshine Society distributed the community survey to Crawfordsville High School finally tallying all the results at the end of the month and summarizing their findings. The second statewide meeting was held at the College of Architecture and Planning building on the Ball State campus November 19, 2016. At this meeting, the BSU economic development specialists presented on initiative ideas and funding sources. To conclude the meeting, the communities had to "sell" their own community to the others and think of the redevelopment of a vacant parcel of land from different perspectives.

December 2016

Sunshine Society students started narrowing down the initiatives to the five most beneficial to Crawfordsville. During this time, the BSU mentor began to draft the action plan.

January 2017

The first rough draft submitted. Rough draft revised and second draft submitted with changes from feedback.

February 2017

Sunshine Society students and BSU mentor meet, plan, and prepared for stakeholders' meeting held on February 22, 2017 at the Crawfordsville Commerce Center.

March 2017

The third statewide meeting was held at the Ball State Indianapolis Center at 50 S Meridian Indianapolis, Indiana on March 18, 2017. At this meeting, each community presented their plans to one another to practice for the final presentation and get feedback from other communities. Sunshine Society students presented to the Exploratory Tree Committee, a subset of the Main Street Committee to share ideas about the plans objectives.

April 2017

The final draft of the action plan was submitted on April 1, 2017. On April 7, 2017, the students presented their plan to Mayor Todd Barton. The final statewide meeting was held at the Ball State College of Architecture and Planning Indy Connector at 202 East Market Street Indianapolis, Indiana on April 19, 2017. At this meeting, the communities presented their final plans to Indiana's General Assembly and local government officials from each community.

Analysis of Community

Qualitative Analysis

Crawfordsville High School Community Planning Survey

20% of students at Crawfordsville High School were surveyed. Crawfordsville High School is composed of approximately 720 students. 144 students responded to the survey. Of those respondents, 31 were seniors, 21 were juniors, 28 were sophomores, and 64 were freshman. With the majority of students being freshman, the students will have the chance to implement the Crawfordsville Action Plan during their time at Crawfordsville High School. Results are as follows:

1. What are Crawfordsville's assets?
Majority of students have listed the following assets: Lane Place, Wabash College, Strawberry Festival, Rotary Jail, Carnegie Museum, Lew Wallace Study, Ironman, available parks, summer events, & small businesses.
Others: Covered Bridge Festival, Sugar Creek, the Schools, Park Pool, and Milligan Park.

2. What are some areas for improvement?
"There should be more activities for teenagers to communicate in. These activities should be planned by teenagers, but obviously managed and watched over by adults."

"Add more colorful art on buildings and more clothing stores. Also, provide more volunteering or community service."

3.

Do you see yourself staying in Crawfordsville after graduation or returning after college?

15%   12%
17%   19%
37%

- Very Likely
- Likely
- Don't Know
- Unlikely
- Very Unlikely
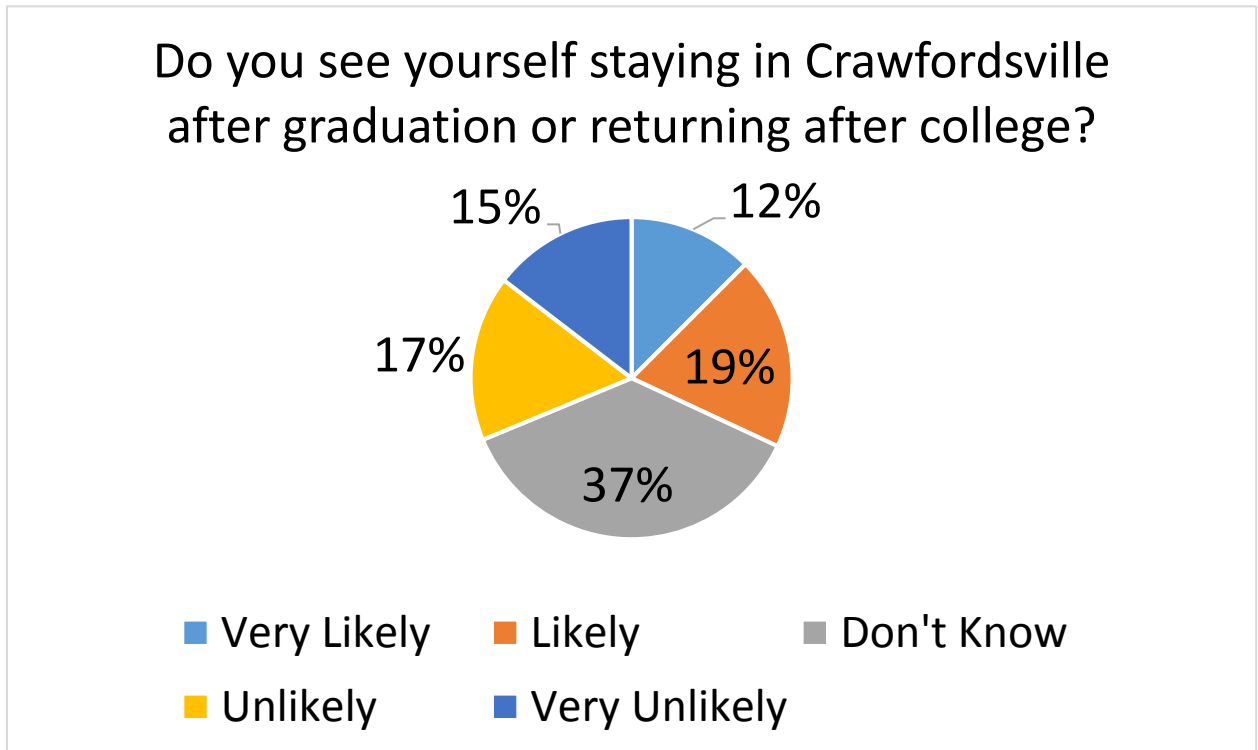
4.

Do you see career opportunities for yourself in Crawfordsville?

21%

35%

44%

■ Yes ■ Not Sure ■ No
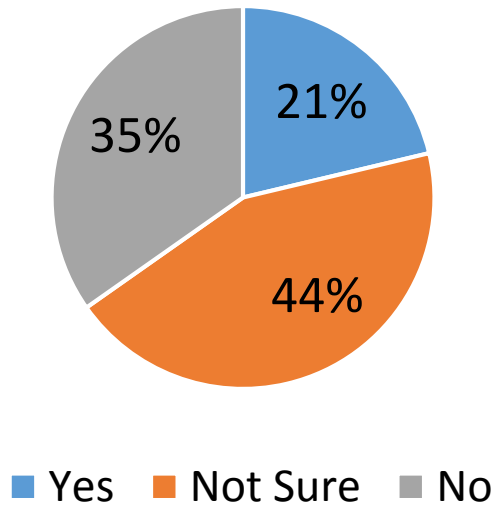
5. What might discourage young people from staying in this community?

"There is not a lot for the youth to participate in. Sure, they can go to the movies or play a few games of bowling, but if they want to do other things, they have to go outside of the town limits to do those things."

"Not enough STEM jobs like Engineering."

"Some may be discouraged by college opportunities. We only have Wabash and I think that if we had more colleges for women then more would be attracted to a career since some want to stay in their home city."

6.

If there were more planned public events like Strawberry Festival and Downtown Party Night, how likely would you be to attend?

7%

29%

64%

■ Likely   ■ Not Sure   ■ Unlikely
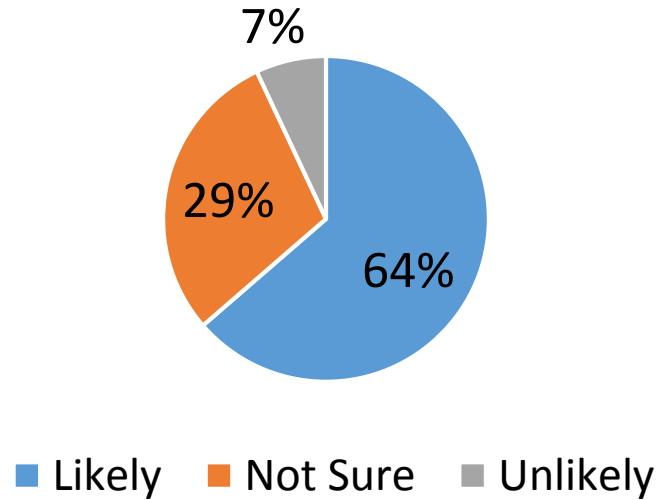
7.

How satisfied are you with this city's sidewalks, trails, and parks?

8% 3%

38%

51%

■ Very Satisfied   ■ Satisfied

■ Unsatisfied   ■ Very Unsatisfied

Major Findings: Qualitative Analysis

For question 2, some quotes were taken from the surveys that would be addressed directly by the Crawfordsville Action Plan initiatives. For questions 3 & 4, the majority of answers were either "Don't Know" or "Unsure." Hopefully with the adoption of the Crawfordsville Action Plan, most of these students w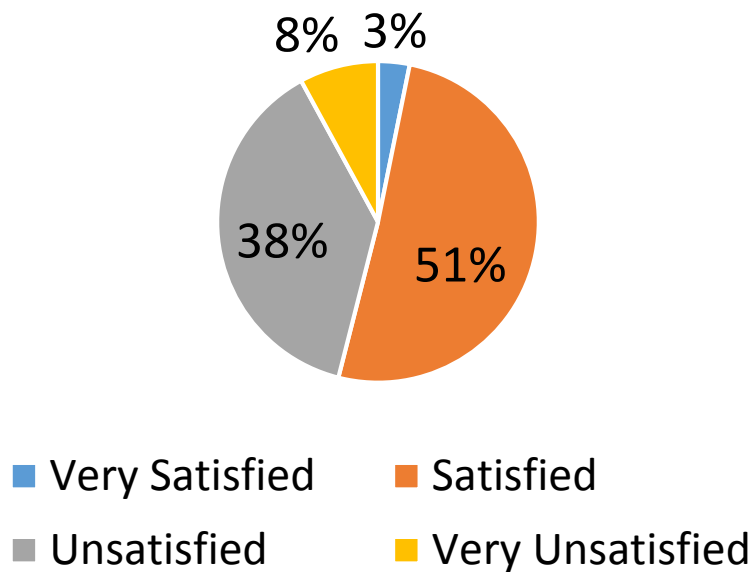ill be very likely to stay in Crawfordsville after graduation or return after college and will see career opportunities for themselves in Crawfordsville. For question 2, some quotes were taken from the survey that would help in the formulation of goals, objectives, and initiatives. Question 6 shows the likelihood of youth attendance for planned public events. Pike Place Pop-up initiative will benefit from the 64% of students who are likely to attend more events. Question 7 shows that over 50% of students are either very satisfied or satisfied with the city's sidewalks, trails, and parks. The sidewalks, trails, and parks provide the necessary transportation network youth need to use if they are not old enough or do not have a driver's license.

Figure 4 shows Betsy Swift presenting about Crawfordsville during the second statewide meeting held at Ball State University.

Quantitative Analysis

Demographic Profile

ESRI Community Analyst helped provide a realistic understanding of Crawfordsville for the students to increase their knowledge of their community. The following analyses were selected to illustrate the demographic composition of Crawfordsville: population change, population by age, race/ethnicity, and educational attainment. Crawfordsville was compared to the state of Indiana over the same periods of time to provide a reference community.

Population Change

The population of Crawfordsville is expected to grow by 0.12% from 2016 to 2021. Compared to the state of Indiana, the growth of Crawfordsville is slightly less. Indiana is expected to grow by 0.57% from 2016 to 2021**.**

	Census 2010	2016	2021	2016-2021 Change	2016-2021 Annual Rate
Crawfordsville	15,915	16,097	16,190	93	0.12%
Indiana	6,483,802	6,698,147	6,891,128	192,981	0.57%

Population by Age

ESRI Community Analyst breaks up population by age into 18 different cohorts. Crawfordsville is very similar to Indiana because the biggest decreases in age cohorts from 2010 to 2021 is from ages 0 and 29. The biggest increase for both communities in age cohorts from 2010 to 2021 is from ages 55-79. As the age of young people is shrinking, the age of retirees is increasing. My Community, My Vision plans to change this projection by keeping the young people in their hometowns and adding to the cohorts of 20-24. Please see Appendix A for more data about population by age.

To better represent the change of population by age in Crawfordsville, please see the chart below.

Percentage Change in Population by Age Cohort
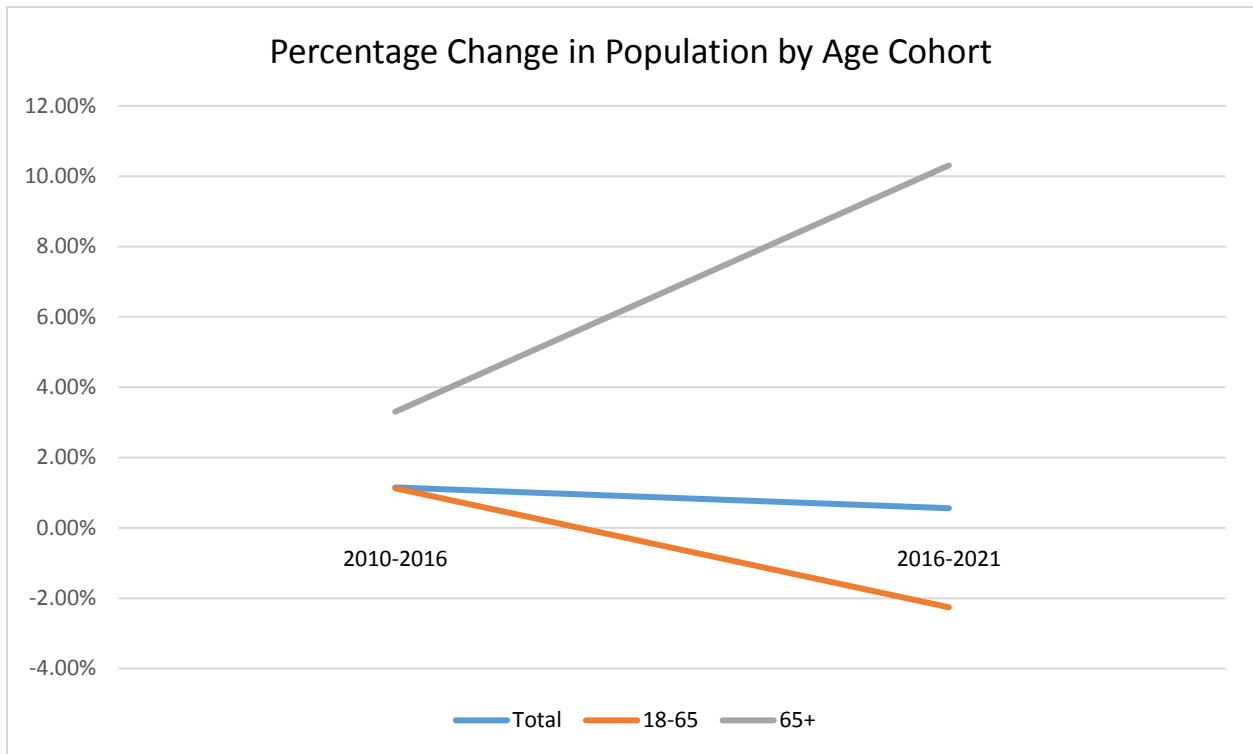
Source: Tiffany Gehrke

Population by Race/Ethnicity

The population of Crawfordsville by race/ethnicity is compared to the state of Indiana in 2016. Crawfordsville is similar to Indiana by being predominantly white. While Crawfordsville has a higher percentage of white population than the state of Indiana, the percentages of minorities match up for both communities for their respective population sizes. Please see Appendix A for further explanation about race/ethnicity for both Crawfordsville and Indiana. To better represent population by race/ethnicity, please see the charts on the next page.

Crawfordsville Race & Ethnicity (2016)
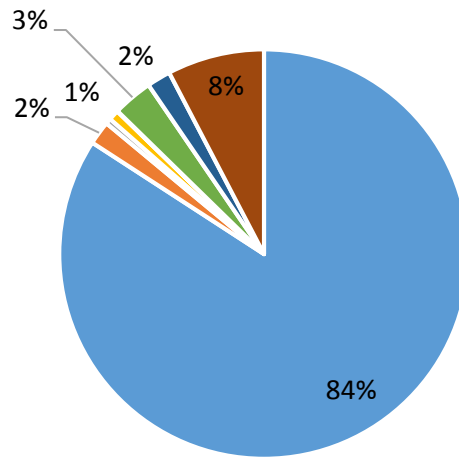
Pie chart showing: 84% White Alone, 3%, 2%, 1%, 2%, 8%

Legend:
- White Alone
- Black Alone
- American Indian Alone
- Asian Alone
- Pacific Islander Alone
- Some Other Race Alone
- Two or More Races
- Hispanic Origin (Any Race)

Indiana Race & Ethnicity (2016)
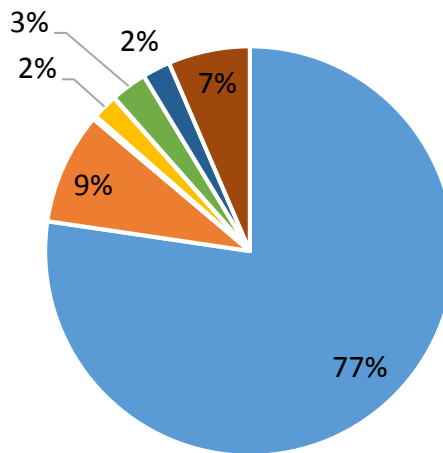
Pie chart showing: 77% White Alone, 9% Black Alone, 3%, 2%, 2%, 7%

Legend:
- White Alone
- Black Alone
- American Indian Alone
- Asian Alone
- Pacific Islander Alone
- Some Other Race Alone
- Two or More Races
- Hispanic Origin (Any Race)

Educational Attainment

The education attainment of age 25 and greater in Crawfordsville revealed 36% are high school graduates. When compared to the state of Indiana, which is 29% high school graduates, Crawfordsville is ahead of the curve. The second and third highest educational attainment in Crawfordsville are some college, no degree at 22% and 9th-12th grade, no diploma at 10%. The second and third highest educational attainment in Indiana are some college, no degree at 21% and bachelor's degree at 16%. Overall the percentages for both areas are similar. Once again, with the My Community, My Vision program, young adults may be encouraged to finish high school because they became involved with one of the initiatives that will be discusses later in this plan. Please see Appendix A for further explanation about educational attainment for both Crawfordsville and Indiana.

Crawfordsville Population 25+ by Education Attainment

Legend:
- Less than 9th Grade
- 9th-12th Grade, No Diploma
- High School Graduate
- GED/Alternative Credential
- Some College, No Degree
- Associate Degree
- Bachelor's Degree
- Graduate/Professional Degree
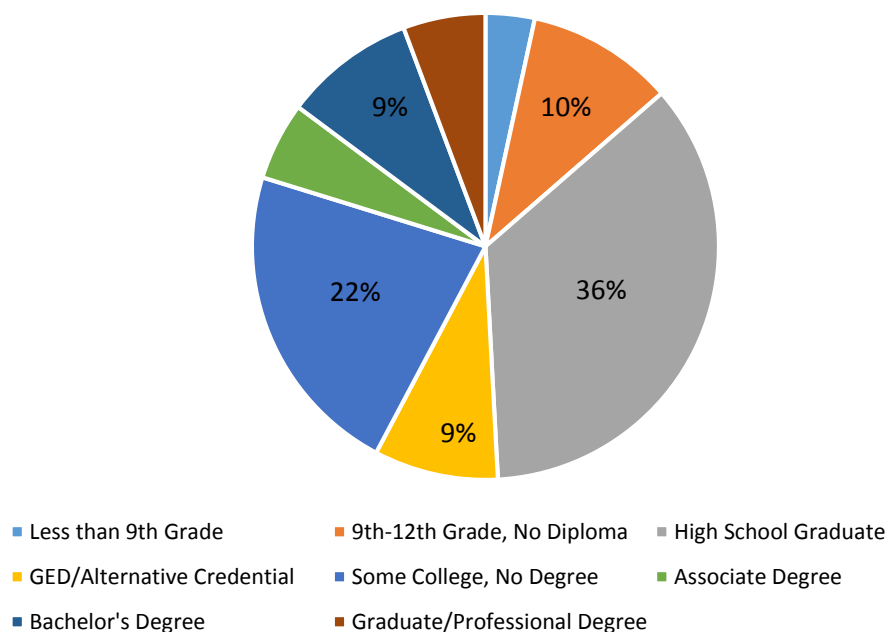
Indiana Population 25+ by Education Attainment
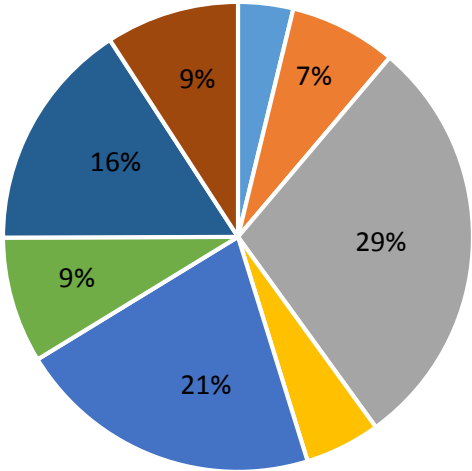
- Less than 9th Grade
- 9th - 12th Grade, No Diploma
- High School Graduate
- GED/Alternative Credential
- Some College, No Degree
- Associate Degree
- Bachelor's Degree
- Graduate/Professional Degree

Economic Profile

The profile will be broken down by employment by industry, industry leakage and surplus, and income. To better understand the economic profile of Crawfordsville, a reference community in similar size was chosen. Shelbyville, Indiana, the reference community, is approximately the same distance away from Indianapolis as Crawfordsville and only has a population of 19,359 (2016) compared to Crawfordsville population of 16,097 (2016).

Employment by Industry

ESRI Community Analyst breaks down industries by SIC codes. Standard Industrial Classification (SIC) is a system used in the United States for classifying different industries. Crawfordsville has 948 total businesses with 13,191 total employees. Shelbyville has 984 total businesses with 15,306 total employees. Crawfordsville and Shelbyville both have the highest amount of businesses and employees in the service summary industry. Service summary industry includes: hotels & lodging, automotive services, motion pictures, health services, legal services, education institutions & libraries, and other services. Retail Trade industry is the second highest number of businesses for both cities. A big difference between Crawfordsville and Shelbyville is the number of employees for retail trade. Crawfordsville second largest employer industry is manufacturing at 26.3% followed by retail trade at 21%. Shelbyville is the opposite as its second largest employer industry is retail trade at 25% followed by manufacturing at 17.1%. Please see Appendix A for further information about employment by industry. To better represent employment by industry, please see the charts on the next page.

Crawfordsville Percent of Businesses by Industry Classification
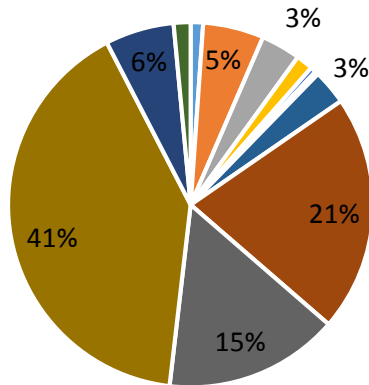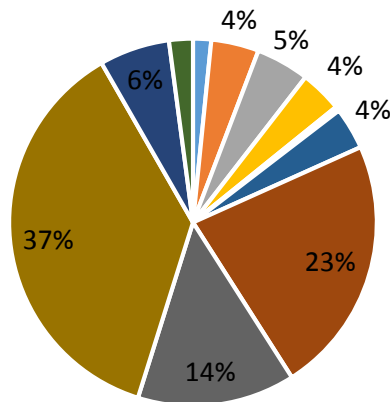
3%
3%
5%
6%
21%
41%
15%

- Agriculture & Mining
- Construction
- Manufacturing
- Transportation
- Communication
- Utility
- Wholesale Trade
- Retail Trade Summary
- Finance, Insurance, Real Estate
- Services Summary
- Government
- Unclassified Establishments

Shelbyville Percent of Businesss by Industry Classification

4%
5%
4%
4%
6%
23%
37%
14%

- Agriculture & Mining
- Construction
- Manufacturing
- Transportation
- Communication
- Utility
- Wholesale Trade
- Retail Trade
- Finance, Insurance, Real Estate
- Services
- Government
- Unclassified Establishments

Crawfordsville Percent of Employees by Industry Classification

Legend:
- Agriculture & Mining
- Construction
- Manufacturing
- Transportation
- Communication
- Utility
- Wholesale Trade
- Retail Trade Summary
- Finance, Insurance, Real Estate
- Services Summary
- Government
- Unclassified Establishments

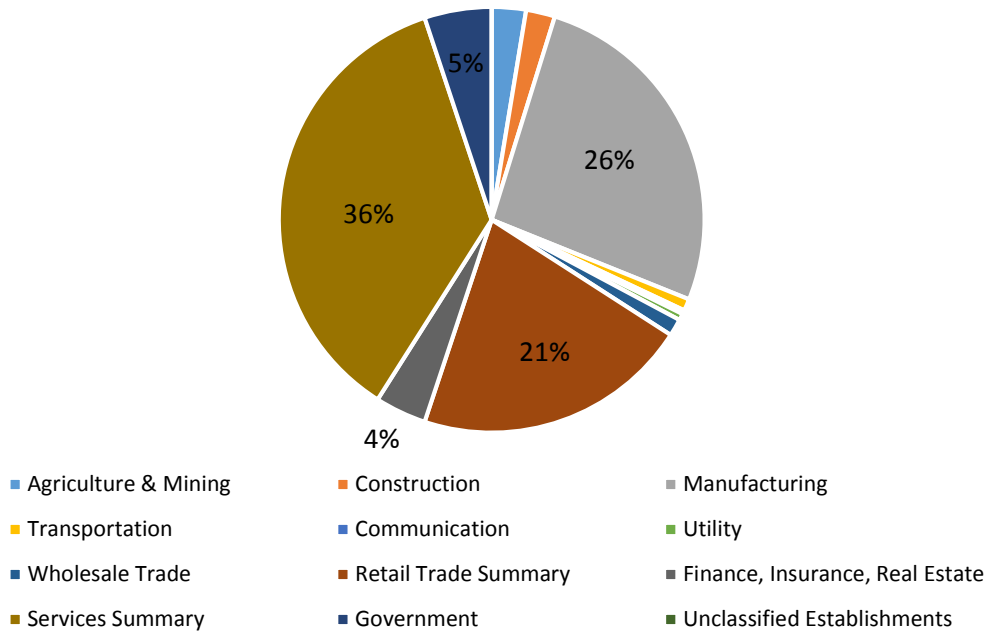## Shelbyville Percent of Employees by Industry Classification

Legend:
- Agriculture & Mining
- Construction
- Manufacturing
- Transportation
- Communication
- Utility
- Wholesale Trade
- Retail Trade
- Finance, Insurance, Real Estate
- Services
- Government
- Unclassified Establishments
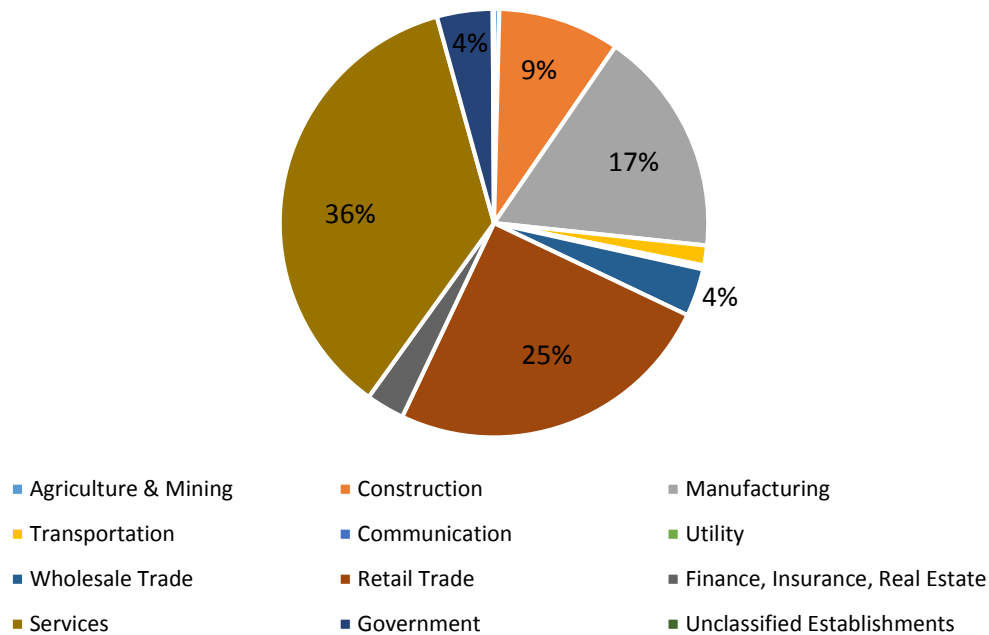
Source: Tiffany Gehrke

Industry Leakage and Surplus

Leakage and surplus analyses created by ESRI Community Analyst provides a detailed understanding on supply and demand by industry group. Demand is referred to as "retail potential" and supply is "annual retail sales." Basically, if there is more sales than demand, there is an industry surplus. It is the exact opposite if there is more demand than sales, then there is an industry leakage. For developers, entrepreneurs, and investors, the ESRI Industry Leakage & Surplus report takes away the risk from deciding what business or businesses to start.

Crawfordsville has a surplus of the following industry sectors: nonstore retailers, clothing/ clothing accessories stores, and electronic & appliance stores. The following industry sectors have the largest leakage in Crawfordsville: Building Materials/ Garden Equipment/ Supply Stores, Food/ Beverage Stores, and Furniture/ Home Furnishings Stores. When compared to Shelbyville, the cities have similar surplus industries. Shelbyville's leakage is different from Crawfordsville as its significant leakage industry sectors include: Motor Vehicle/ Parts Dealers, Gasoline Stations, General Merchandise Stores, and Food Service/ Drinking Places. Please see Appendix A for further information about Industry Leakage & Surplus. To better represent industry leakage and surplus, please see the charts on the next page.

Crawfordsville Leakage/Surplus

Shelbyville Leakage/Surplus
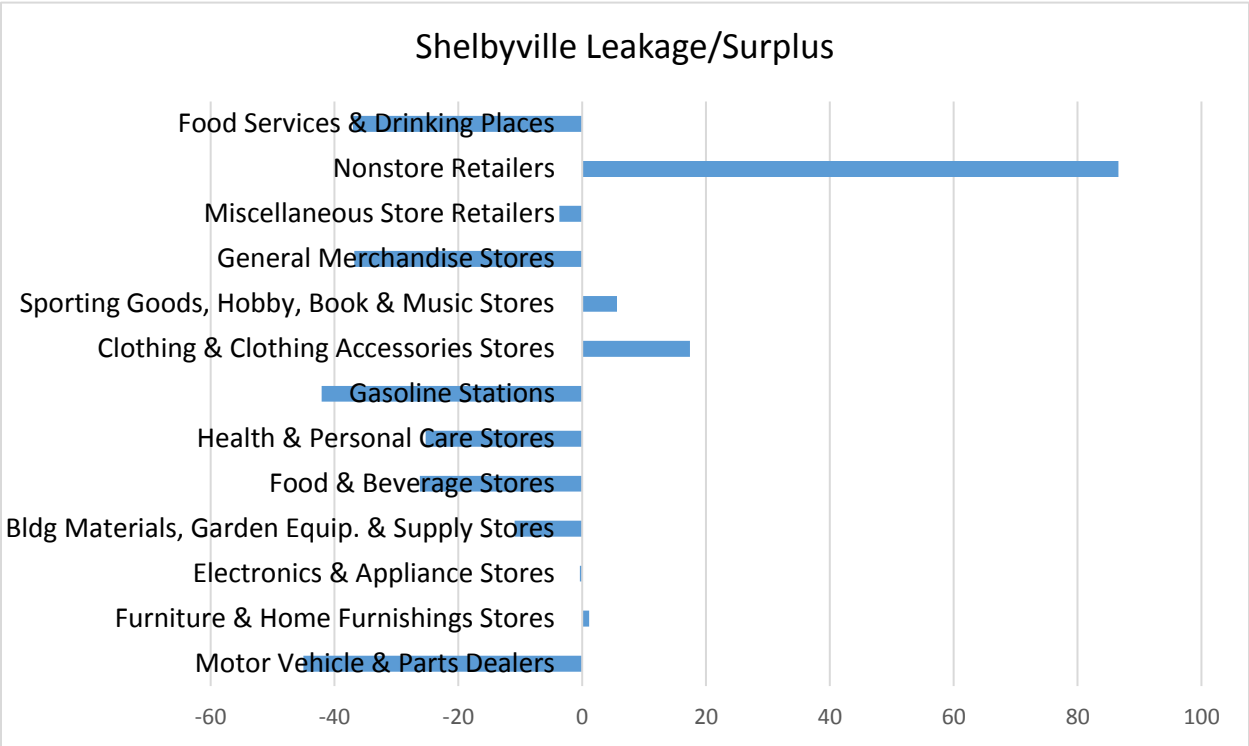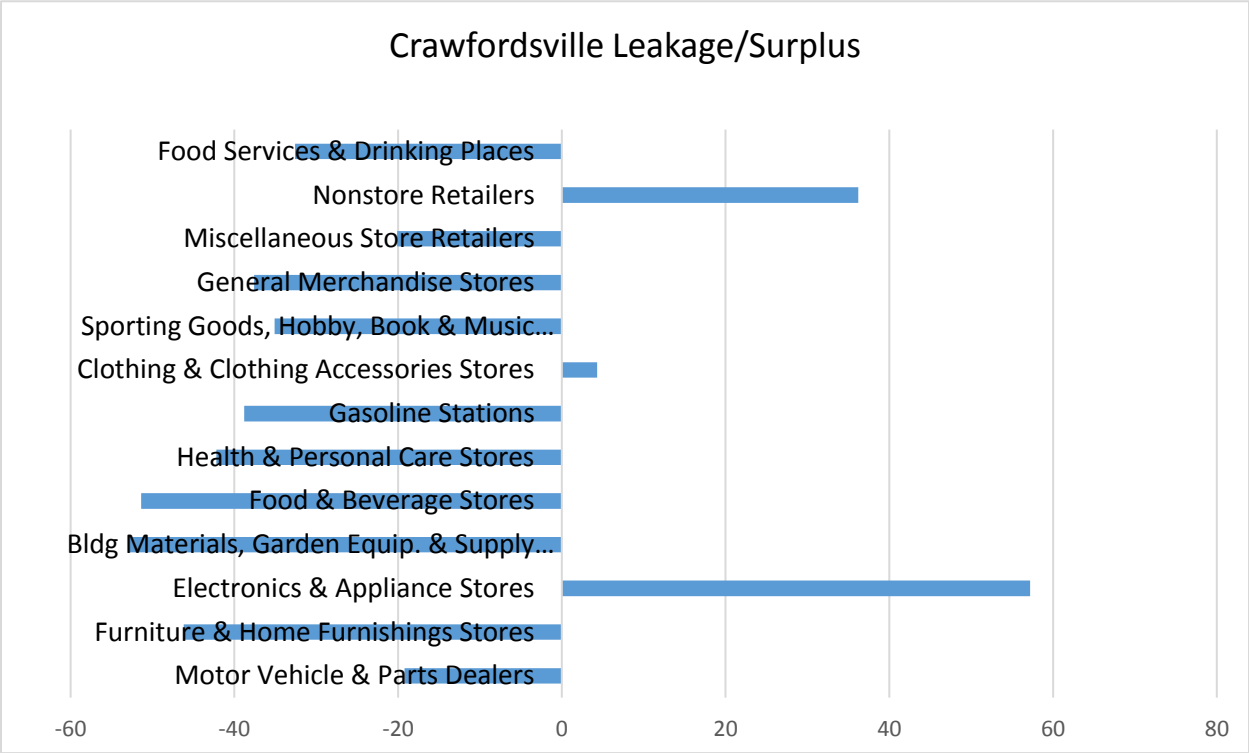
Source: Tiffany Gehrke

Income

The average household income of Crawfordsville is expected to increase by 2021 at a rate less than Shelbyville and the state of Indiana. The median household income of Crawfordsville is expected to increase by 2021 at a rate less than Shelbyville and the state of Indiana. The per capita income, otherwise known as the income of all persons in the city of Crawfordsville divided by the total number of people is expected to increase by 2021 at a rate slower than Shelbyville and the state of Indiana. Please see charts below.

Average Household Income			
	2016	2021	Growth Rate
Crawfordsville	$50,484	$55,373	9.68%
Shelbyville	$56,763	$62,645	10.36%
Indiana	$65,504	$72,261	10.32%

Median Household Income			
	2016	2021	Growth Rate
Crawfordsville	$39,137	$43,648	11.53%
Shelbyville	$41,375	$47,129	13.91%
Indiana	$50,189	$56,210	12.00%

Per Capita Income			
	2016	2021	Growth Rate
Crawfordsville	$20,935	$22,855	9.17%
Shelbyville	$23,011	$25,825	10.02%
Indiana	$25,583	$28,276	10.53%

Major Findings: Quantitative Data

1. Crawfordsville's population is growing slowly when compared to the state of Indiana.

2. Crawfordsville is seeing a decrease of population between the ages of 18-65 and an increase of population that is 65 and older. My Community, My Vision plans to address this problem by keeping more 18-22 year olds in their hometown.

3. Crawfordsville is predominately white, a greater percentage than Indiana.

4. Crawfordsville has a higher percentage of high school graduates when compared to the state of Indiana.

5. Crawfordsville largest businesses by industry are service and retail trade sectors while the largest employers are the service and manufacturing industries.

6. Crawfordsville has a surplus of the following industry sectors: nonstore retailers, clothing/ clothing accessories stores, and electronic & appliance stores. The following industry sectors have the largest leakage in Crawfordsville: Building Materials/ Garden Equipment/ Supply Stores, Food/ Beverage Stores, and Furniture/ Home Furnishings Stores. Students have identified the need for food and beverage stores before this economic profile was formulated.

7. Crawfordsville's income is growing slowly when compared to Shelbyville and the state of Indiana.

PLAN GOALS/ OBJECTIVES/ INITIATIVES

In this section you will find the following:

5 student formulated Goals & Objectives

Goal 1: Improve/ Enhance main thoroughfares in Crawfordsville

    Objective 1: Decrease noise pollution for pedestrians

Goal 2: Create an identity for Crawfordsville

    Objective 2: Installation of Gateway Signage

Goal 3: A youth voice in the city government

    Objective 3: Establishment of a Youth Advisory Council

Goal 4: Increase downtown youth oriented "hangouts" after 5:00 pm

    Objective 4: Extend business hours past 5:00 pm for youth oriented businesses

Goal 5: Future use of existing Pike Place Pocket Park

    Objective 5: Establish different weekly, monthly, or annual events to increase usage of Pike Place

5 Action-Oriented Initiatives

1. Main Street Trees
2. Welcome to Crawfordsville
3. Youth Advisory Council
4. After 5
5. Pike Place Pop-up

Figure 5 shows the Crawfordsville MCMV Team during the second statewide meeting held at Ball State University.

Main Street Trees

Problem Identification

It did not occur to Emily Race and the high schools students until they were actually standing on the corner of Washington and Main Streets, that noise pollution was a problem facing the pedestrians of Crawfordsville. Emily Race, an English teacher at Crawfordsville High School and Sunshine Society Advisor, led a walking tour of Crawfordsville back in October 2016. This tour gave the students their first glimpse into immersive learning, as they were actively walking downtown and could not hear each other speak. According to the World Health Organization (WHO), noise is second only to air pollution in the impact it has on human health. These impacts on human health come from the automobile. First, the air pollution caused by the carbon dioxide and other gases released from the exhaust of automobiles can create an environment that is difficult to breathe in. Long-term effects could be respiratory problems from the air pollution. Noise pollution, on the other hand, will harm the eardrums of pedestrians and make any sidewalk an unwelcoming place for people to gather. Street trees, as well as planters, provide a simple, environment friendly solution to combat air and noise pollution.
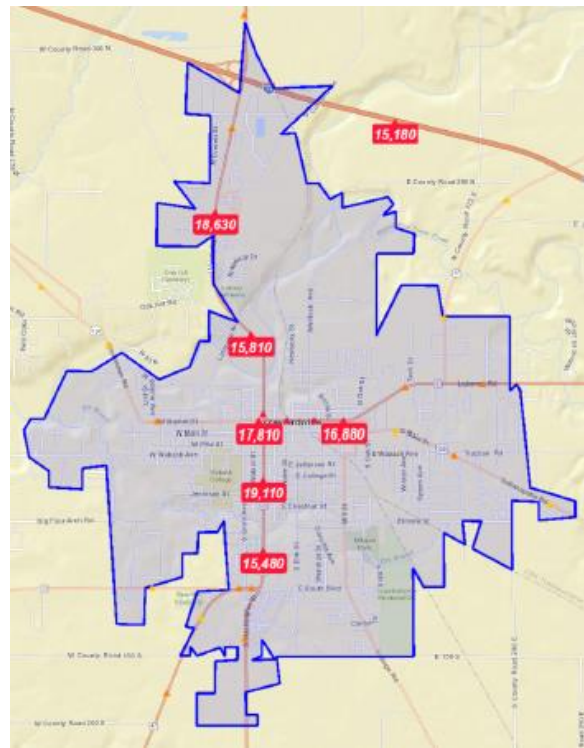
Figure 6 illustrates a Traffic Count Map, produced by ESRI, showing average daily traffic counts on Washington and Market Streets. The City of Crawfordsville is outlined in blue.

Explanation

The planting of street trees and providing planters creates a physical buffer between the sidewalk and the road to reduce the amount of air and noise pollution caused by passing automobiles. Street trees and planters not only provide a buffer but according to the Indiana Department of Natural Resources Division of Forestry, Street Trees provide the following benefits for a community:

1. Provide shade and beauty contributing to the quality of life
2. Soften the hard appearance of nearby infrastructure
3. Significant increases in real estate values
4. Create attractive settings for commercial businesses
5. Improve the community neighborhood appeal
6. Trees decrease energy consumption by providing shade and acting as windbreaks
7. Impede soil erosion by slowing runoff caused by stormwater
8. Trees also cool air temperature, take in pollutants from the air, and produce oxygen.
9. Reduction of the urban heat island effect

The urban heat island effect is described by the Environmental Protection Agency (EPA) as "built up areas that are hitter than nearby rural areas. Heat islands can affect communities by increasing summertime peak energy demand, air conditioning costs, air pollution and greenhouse gas emissions, heat-related illness and mortality, and water quality." Currently Crawfordsville has a low number of street trees located on Marker and Washington Streets. Planters would be a good place to locate small bushes and flowers to allow for a smaller buffer for pedestrians.

Recommendations

First, to prevent any street tree conflict with business signage or utility wires, a simple but detailed map showing where the most effective places to plant trees along Market and Washington Streets would be vital. It is crucial for the students to collaborate with an organization like the newly formed Crawfordsville Tree Committee to lead this effort. Once the areas of high suitability have been discovered for street trees, the second step is deciding what type of tree to plant. A wide variety of trees native to Indiana can be spaced roughly 15-25 feet apart from one another to allow for proper growth and to mitigate any potential diseases. Please see the chart below for what trees might work best in Crawfordsville. Third, after funding has been secured and the trees have been planted, community members or families can "adopt" a tree and a placard with their name on it will be underneath the tree for a nominal fee. This will be discusses below under funding sources. Finally, a partnership with the Parks Department, Department of Public Works, or the Crawfordsville Tree Committee must agree to provide maintenance for the long term treatment of the street trees.

Native Trees to Indiana	Recommended for Street Trees	Characteristics	Suggested Uses
Common Hackberry	Fair	Prefers full sun; Tolerates partial shade; Good heat and wind tolerance	Narrow or wide street lawns; Parks
Tulip Poplar (Indiana state tree)	Fair to Poor	Full sun; Salt sensitive; Large in size; Drought Sensitivity	Wide street lawns; Parks due to size
Shagbark Hickory	Very Poor		
Red Maple	Good	Full sun; Salt Sensitive	Narrow or wide street lawns; Parks
Oaks	Poor		
White Walnut or Butternut	Poor		
Redbud	Good	Prefers full sun; Tolerates partial shade;	Wide street lawns; Narrow street lawns with pruning
Black Gum	Fair	Full sun; Fruits can stain sidewalk and cause litter problem	Narrow or wide street lawns; Parks

The Indiana Wildlife Federation provided the Native Trees to Indiana & Cornell University compiled a study for recommended street trees.

Figure 7 shows a Redbud Tree

Figure 8 shows a Red Maple Tree

Key Community Partners:

Crawfordsville Main Street (Exploratory Tree Committee), Flower Lover's Garden Club, and Park Department

Funding Sources

As a short-term goal, the planting of street trees is inexpensive to the city of Crawfordsville. As stated above community members, families, and business owners can all "adopt" a tree and receive a placard with their name on it underneath their tree. The adoption fee will cover the cost of the placard and the cost of buying the tree. Collaborating with Crawfordsville Main Street will also provide more funds for the initiative as they have made recent progress with the development of streetscape standards. For more funding options, go to Appendix B – Additional Funding Sources.

Figure 9 shows the logo for Crawfordsville Main Street, a community based organization.

Welcome to Crawfordsville

Problem Identification

Currently Crawfordsville has small entrance signs at the city limits welcoming visitors to their great city. However, the signs do not tell much about what Crawfordsville has to offer. Gateway signage may attract the attention of a commuter passing through Crawfordsville and encourage them to stop in the downtown. A potential site and gateway sign ideas were formulated at the second meeting held at Ball State University in November 2016.

Explanation

Crawfordsville High School students identified an underutilized parcel in their community and camp up with their own solution to fix the problem. If a commuter or pedestrian is traveling into Crawfordsville from the east on E Market Street/ U.S. Highway 1366, they will pass a vacant lot to the north of E Market Street by the railroad crossing. To the right is the vacant parcel that would create a good location for gateway signage. The parcel is 0.42 acres and located on Dubois Avenue. Although, just this location stood out to students, other sites around Crawfordsville can be good locations for more gateway signage.

Figure 10 shows the vacant parcel located on E Market Street near the train crossing.

Recommendations

First, a private-public partnership can be formed between the city of Crawfordsville and the landowner of the 0.42-acre parcel to allow for the installation of a new gateway sign. Second, high school art students at Crawfordsville High School can draft the design for the new "Welcome to Crawfordsville" gateway sign. Once the different designs are created, the residents of Crawfordsville can then vote on the final designs. Voting can be done over social media or the local newspaper. Having the student's design the sign allows that to have a greater stake in their community because they can physically point to something and say "I designed that welcome sign" or "my classmate came up with the Welcome to Crawfordsville sign." Third, once the sign design has been finalized, community partnerships with Business owners and the Park Department can be made for the installation of the gateway sign. One long-term goal for this initiative would be a future community garden behind the sign to utilize the entire lot. The community garden would benefit the residents who live at Historic Whitlock Place. Whitlock Place is an affordable development project completed by Flaherty & Collins Properties. Historic Whitlock Place is an adaptive reuse development of 56 senior apartment homes in the historic Culver Union Hospital. Another long term goal for this initiative would be turning the "Welcome to Crawfordsville" sign into a snapchat geolocation filter. This way anyone who is in Crawfordsville and has the app Snapchat will be able to put the Crawfordsville filter on all of their pictures. Snapchat is a very popular app with young people.

Students at Crawfordsville High School & Wabash College would use this filter whenever they are doing an activity in downtown Crawfordsville.

Community Partners:

Vacant Lot Owner, Parks Department, and Local Business Owners

Funding Sources

If a private-public partnership can be formed with the lot owner, the only expense would be the cost building and installing the gateway sign. Asking the local Home Depot, Ace Hardware, or Town & Country Homcenter for building materials would go a long way for the sign and the hardware store publicity. Similarly, a local landscaping company could lend a hand when beautifying the area around the sign. Local businesses that donate time, work force, or resources to help complete the gateway sign could receive sponsorship on the sign, with their business name under the "Welcome to Crawfordsville" slogan. Appendix B – Additional Funding Sources, further explains how to receive money towards a gateway sign.

Youth Advisory Council

Problem Identification

Many city governments around the state of Indiana have youth advisory councils that meet with their mayor on a monthly basis. Benefits for this type of council include:

1. A youth voice in the community
2. More participation by youth in local government
3. Increasing ties with the youth's hometown
4. Help with the implementation of this action plan
5. Partner with the Indiana Legislative Youth Advisory Council (ILYAC). ILYAC was founded in 2008 and consists of as many as 22 Indiana youth, ages 16-22, from across the state. The responsibility for the council is to submit at least one annual report to the Indiana General Assembly on issues pertaining to youth and young adults.

Explanation

Cities such as Fort Wayne or Muncie have youth advisory councils that meet with their respective mayors on a monthly basis. A youth advisory council would get interested students in Crawfordsville a chance to meet with the mayor and become a voice for their peers in the community. As youth become more engaged with what is going on around them, they might have a greater desire to stay in Crawfordsville after graduation and complete the projects or initiatives they may have been exposed to. A short term benefit of the youth advisory council for students would be adding that they served on a youth advisory council on their college admission applications. This experience may propel Crawfordsville students over other incoming college freshman.

Long-term benefits will include an increase in political interest for the youth of Montgomery County and a possibility of running for political office with the experience gained having been of the youth advisory council for participating students.

Recommendations

First, a partnership with the Mayor of Crawfordsville and the planning director can be created to establish a youth advisory council. Second, all high schools in Montgomery County would be invited to participate in the Youth Advisory Council. Crawfordsville is and can become a greater destination for the rural youth who might be attracted to Lafayette of Indianapolis over Crawfordsville. Third, each high school would recommend three to five students to serve on the council and properly represent their peers. Fourth, a meeting time could be set up every 2nd Wednesday night for the youth advisory council to discuss the latest news in Crawfordsville. The council itself focus on funding sources and implementation of this Action Plan and any other initiatives that might arise from the youth advisory council meetings. Money will be raised each year by different events sponsored by the council.

Community Partners:
City of Crawfordsville, Mayor's Office, and
Planning Department

Funding Sources
Time. The second Wednesday of every month
was the proposed meeting time above for
conducting the youth advisory council
meetings. This, of course, can be flexible
depending on who is involved.

People's Time Involved:
1. Crawfordsville Mayor
2. Crawfordsville Planning Director
3. High School Students (3 from each High
School in Montgomery County)

Please see Appendix B – Additional Funding
Sources for more information about raising
money to sponsor different events.

Figure 11 showing a logo for the City of Crawfordsville

After 5

Problem Identification

Students expressed their interest for more "hangouts" in the downtown area, specifically youth oriented businesses and activities. This can be made evident any weekday night, as most downtown shops and stores close at 5:00 pm. The lack of youth oriented businesses in downtown is also concerning as the city is missing out on the market potential of young people, from both the high school and college, spending money and time in Crawfordsville. One common initiative for past My Community, My Vision communities is creating a student run business such as a coffee shop or a school store. After 5 initiative plans to grow youth oriented businesses while trying to build a better sense of community for all residents.

Explanation

High school students are attracted to the downtown but are lacking spaces to hangout after school and especially after 5:00 pm. Once school lets out at 3:45, students have little time to arrive in the downtown to shop or spend time at stores that might close at 5:00. Youth in the community want a place that they can make their own, while being better connected to Wabash College. Crawfordsville high school students also wanted to include the entire community in an event everyone can enjoy. From this belief, a community dinner was established. The idea is that Crawfordsville High School and Wabash College students can serve the dinner to community residents with the hope that a business may be able to be formed from this dinner.

Other ideas for downtown hangouts were discussed at the stakeholder's meeting held in February 2017 a city council member noted that if high school and college students want to spend money and time downtown, business owners will accommodate their requests. The meeting also brought up the idea for a study/work space for all students in Crawfordsville. High school and college students could have access to this space 24/7 with entry based on a swipe card.

Recommendations

First, the Sunshine Society needs to identify a downtown location to host the community dinner. Current restaurants, food stands, or coffee shops that close at 5:00 pm would be a good place to start when identifying a location. Second, the community dinner can be held in accordance with the "First Friday" events that take place in Crawfordsville over the summer. This way the community dinner can serve more people with the increased foot traffic already in the downtown area. Third, the purpose of the community dinner is to serve all Crawfordsville residents and build a sense of community. This type of non-formal conversation should create relationships with the youth and older role models in the community. Fourth, a partnership with local business owners, local farmers, Montgomery County Leadership Academy, and Wabash College would be established to donate food, supplies, and volunteers. Finally, the long-term goal of this community dinner would be extending business hours of downtown restaurants or stores. If business owners or investors can see that people are willing to spend time and money in the downtown after 5:00 pm, thee business owners may extend their operating hours.

Community Partners:

Business Owners, Local Farmers, Montgomery County Leadership Academy, and Wabash College

Funding Sources

For any community dinner a location, food, supplies, and volunteers need to be funded. Volunteers will be the easiest to find with a partnership through Montgomery County Leadership Academy and Wabash College. These two partners can provide the workforce needed to run a community dinner. Next, a location at Wabash College, a downtown church, or existing food establishment would be ideal. Whomever would host the dinner would receive positive publicity and help build a stronger sense of community. Funding for food and supplies can come from donations by community members or even nearby farmers who have produce they would like to contribute. The people of Crawfordsville would take pride in knowing that the fruits and vegetables they are eating were grown in Montgomery County. Please see Appendix B – Additional Funding Sources for more information about raising money for a community dinner.

Figure 12 shows the logo for the Sunshine Society. The Sunshine Society was founded at Crawfordsville High School in 1901

Pike Place Pop-up

Problem Identification

Pike Pace Pocket Park is located at the important intersection of S Washington Street and Pike Street. The importance of this intersection is due to the nearby land uses: Crawfordsville District Public Library, Chase Bank, Carnegie Museum-Montgomery, and Sugar Creek Payers Vanity. Currently Pike Place is a pocket park where the local farmer's market is located in the summer months. In the application to IHCDA, the Crawfordsville high school students realized they had a great opportunity to improve an already existing park. The ideas included block parties, pop-up shops, movie nights, and so much more.

Explanation

Pocket Parks are a very good asset for any downtown to have. Parks provide a place to play for youth, a place to take a break for downtown workers, and an open space that is surrounded by the urban built environment. Pike Place is already home to Crawfordsville's farmers market when they temporarily close Pike Street for the event held on Saturday mornings. To expand this useful space, more events and permanent activities should make use of this great space. Located adjacent to the Crawfordsville District Public Library and the Vanity Theater, these institutions can also benefit from having more people come to the park. Both institutions could sponsor and host different monthly events.

Recommendations

Crawfordsville won the Stellar Communities program in 2015 for the state of Indiana. First, working with the stellar program, high school students could create an annual event calendar for all the events to be held at Pike Place. Second, different partners/sponsors can host monthly movie nights, student run pop-up booths at the farmers market, monthly block parties, ice skating rink for the winter months, etc. For example, the Crawfordsville District Public Library may be able to project a movie from inside its building onto the J.M. Thompson Insurance Building for people at Pike Place to enjoy for free. Another example could involve the Vanity Theater hosting outdoor plays or shows in the park space.

Community Partners:

City of Crawfordsville, Wabash College, Montgomery County Community Foundation, and nearby businesses.

Figure 13 shows a Google Street Image of the Pike Place Pocket Park captured in 2013

Funding Sources

This initiative can receive a nominal amount of funds from the stellar communities program to create, upkeep, and plan for future activities and events for Pike Place. A community event calendar can established as a class project for a communications class held at either Crawfordsville High School or Wabash College. Please see Appendix B – Additional Funding Sources for more information about Pike Place Pop-up funding sources.

Design Features

1. Event Lawn
2. Performance Area
3. Lawn/Seating Steps
4. Permeable Pavement
5. Native Plantings
6. Street Trees
7. New Concrete Sidewalk
8. Curb Bump-outs
9. Site Lighting With Speakers

PIKE PLACE
CONCEPTUAL PLAN

Figure 14 shows a rendering of the Pike Place conceptual plan with an event lawn, performance area, lawn seating steps, permeable pavement, native planting, street trees, new concrete sidewalks, curb bump-outs, and site lighting with speakers.

Next Steps

The next steps in the planning process are building partnerships and getting this Action Plan adopted. Partnerships will help with the implementation of initiatives by increasing the amount of resources available to the youth in the community. Initiative three, Youth Advisory Council will be the leading organization tasked with implementation. Mayor Todd Barton, the current mayor in Crawfordsville for 2017, is already working on assembling a Youth Advisory Council. At the April 7 student-led presentation, the mayor said he is enthusiastic about the student-generated ideas. Official adoption of this action plan, the Crawfordsville Plan Commission can amend the comprehensive plan and add this youth action plan to the overall future vision for Crawfordsville.

Figure 15 shows the Sunshine Society students with Crawfordsville's Mayor Todd Barton and Planning Director Brandy Allen.

Appendices

Appendix A – ESRI Reports

Population by Age

Total Population by Age	2010 Number	2010 Percent	2016 Number	2016 Percent	2021 Number	2021 Percent
			Crawfordsville			
Total	15,915	100.00%	16,098	100.00%	16,188	100.00%
0 - 4	1,140	7.2%	1,107	6.9%	1,085	6.7%
5-9	966	6.1%	991	6.2%	982	6.1%
10-14	904	5.7%	923	5.7%	959	5.9%
15 - 19	1,178	7.4%	1,101	6.8%	1,136	7.0%
20 - 24	1,485	9.3%	1,464	9.1%	1,337	8.3%
25 - 29	1,055	6.6%	1,082	6.7%	1,062	6.6%
30 - 34	937	5.9%	1,030	6.4%	1,018	6.3%
35 - 39	902	5.7%	898	5.6%	989	6.1%
40 - 44	930	5.8%	884	5.5%	845	5.2%
45 - 49	1,002	6.3%	926	5.8%	866	5.3%
50 - 54	1,032	6.5%	1,010	6.3%	908	5.6%
55 - 59	918	5.8%	1,014	6.3%	957	5.9%
60 - 64	771	4.8%	884	5.5%	973	6.0%
65 - 69	660	4.1%	802	5.0%	877	5.4%
70 - 74	585	3.7%	619	3.8%	757	4.7%
75 - 79	531	3.3%	518	3.2%	558	3.4%
80 - 84	434	2.7%	379	2.4%	411	2.5%
85+	485	3.0%	466	2.9%	468	2.9%

Indiana					
Total Population by Age	2010 Number	2010 Percent	2016 Number	2016 Percent	2021 Number	2021 Percent
Total	6,483,802	100.00%	6,698,147	100.00%	6,891,128	100.00%
0 - 4	434,075	6.7%	424,447	6.3%	427,820	6.2%
5-9	444,821	6.9%	434,951	6.5%	435,668	6.3%
10-14	452,171	7.0%	446,399	6.7%	456,559	6.6%
15 - 19	475,515	7.3%	454,976	6.8%	465,581	6.8%
20 - 24	452,026	7.0%	489,220	7.3%	455,343	6.6%
25 - 29	419,530	6.5%	489,220	6.5%	441,501	6.4%
30 - 34	407,815	6.3%	429,789	6.4%	444,463	6.4%
35 - 39	417,011	6.4%	415,402	6.2%	443,283	6.4%
40 - 44	423,819	6.5%	419,727	6.3%	424,566	6.2%
45 - 49	473,946	7.3%	424,071	6.3%	414,632	6.0%
50 - 54	472,822	7.3%	460,651	6.9%	424,713	6.2%
55 - 59	418,515	6.5%	462,356	6.9%	448,306	6.5%
60 - 64	350,628	5.4%	406,262	6.1%	441,809	6.4%
65 - 69	259,057	4.0%	338,649	5.1%	382,945	5.6%
70 - 74	193,278	3.0%	243,632	3.6%	309,669	4.5%
75 - 79	151,843	2.3%	168,423	2.5%	207,409	3.0%
80 - 84	121,658	1.9%	119,144	1.8%	133,902	1.9%
85+	115,272	1.8%	127,881	1.9%	132,959	1.9%

Population by Race/Ethnicity

Crawfordsville 2016		
Race	Number	Percent
White Alone	14,672	84%
Black Alone	325	2%
American Indian Alone	77	Less than 1%
Asian Alone	141	1%
Pacific Islander Alone	6	Less than 1%
Some Other Race Alone	549	3%
Two or More Races	327	2%
Hispanic Origin (Any Race)	1,336	8%

Indiana 2016		
Race	Number	Percent
White Alone	5,537,127	77%
Black Alone	632,214	9%
American Indian Alone	20,513	Less than 1%
Asian Alone	143,079	2%
Pacific Islander Alone	2,913	Less than 1%
Some Other Race Alone	203,947	3%
Two or More Races	158,354	2%
Hispanic Origin (Any Race)	462,415	7%

Educational Attainment

Crawfordsville 2016	
Population 25+ by Education Attainment	Percent
Less than 9th Grade	3.4%
9th-12th Grade, No Diploma	10.2%
High School Graduate	35.5%
GED/ Alternative Credential	8.6%
Some College, No Degree	22%
Associate Degree	5.4%
Bachelor's Degree	9.1%
Graduate/ Professional Degree	5.7%

Indiana 2016	
Population 25+ by Education Attainment	Percent
Less than 9th Grade	3.8%
9th-12th Grade, No Diploma	7.4%
High School Graduate	28.9%
GED/ Alternative Credential	5.2%
Some College, No Degree	21.1%
Associate Degree	8.7%
Bachelor's Degree	15.9%
Graduate/ Professional Degree	9.2%

Employment by Industry

Crawfordsville (2016)				
	Businesses		Employees	
by SIC Codes	Number	Percent	Number	Percent
Agriculture & Mining	10	1.1%	339	2.6%
Construction	51	5.4%	290	2.2%
Manufacturing	33	3.5%	3,470	26.3%
Transportation	14	1.5%	113	0.9%
Communication	5	0.5%	33	0.3%
Utility	3	0.3%	62	0.5%
Wholesale Trade	29	3.1%	177	1.3%
Retail Trade Summary	199	21.0%	2,767	21.0%
Finance, Insurance, Real Estate	147	15.5%	521	3.9%
Services Summary	385	40.6%	4,742	35.9%
Government	58	6.1%	677	5.1%
Unclassified Establishments	14	1.5%	0	0.0%

Shelbyville (2016)				
	Businesses		Employees	
by SIC Codes	Number	Percent	Number	Percent
Agriculture & Mining	16	1.60%	59	0.40%
Construction	41	4.20%	1,411	9.20%
Manufacturing	46	4.70%	2,619	17.10%
Transportation	36	3.70%	226	1.50%
Communication	3	0.30%	20	0.10%
Utility	1	0.10%	23	0.20%
Wholesale Trade	36	3.70%	545	3.60%
Retail Trade Summary	223	22.70%	3,828	25.00%
Finance, Insurance, Real Estate	137	13.90%	439	2.90%
Services Summary	363	36.90%	5,480	35.80%
Government	61	6.20%	640	4.20%
Unclassified Establishments	21	2.10%	16	0.10%

Industry Leakage and Surplus

Crawfordsville (2016)		
Industry Sector	Leakage/Surplus	Number
Motor Vehicle & Parts Dealers	-19.2	25
Furniture & Home Furnishings Stores	-46.2	4
Electronics & Appliance Stores	57.2	3
Bldg Materials, Garden Equip. & Supply Stores	-52.8	5
Food & Beverage Stores	-51.4	17
Health & Personal Care Stores	-42.2	11
Gasoline Stations	-38.8	12
Clothing & Clothing Accessories Stores	4.3	7
Sporting Goods, Hobby, Book & Music Stores	-35.1	14
General Merchandise Stores	-37.6	10
Miscellaneous Store Retailers	-20.1	22
Nonstore Retailers	36.2	1
Food Services & Drinking Places	-32.6	56

Shelbyville (2016)		
	Leakage/Surplus	Number of Businesses
Motor Vehicle & Parts Dealers	-45	22
Furniture & Home Furnishings Stores	1.1	4
Electronics & Appliance Stores	-0.4	9
Bldg Materials, Garden Equip. & Supply Stores	-10.9	13
Food & Beverage Stores	-26.2	15
Health & Personal Care Stores	-25.3	11
Gasoline Stations	-42.1	12
Clothing & Clothing Accessories Stores	17.4	8
Sporting Goods, Hobby, Book & Music Stores	5.6	6
General Merchandise Stores	-36.8	7
Miscellaneous Store Retailers	-3.7	22
Nonstore Retailers	86.6	1
Food Services & Drinking Places	-37	74

Appendix B – Additional Funding Sources

Main Street Trees

•   Developer Fees: can pass a regulation that developers in Crawfordsville need to contribute to the tree cover along main roads with a percentage of their budget

•   From the Indiana Department of Natural Resources, Division of Forestry, a Forest Improvement Program, Conservation Reserve Program, or Forest Stewardship Incentive Program could be established for cost share programs. Overview of the programs can be found at http://www.in.gov/dnr/forestry/2877.htm

•   U.S. Department of Agriculture's Urban & Community Forestry Challenge Cost Share Grants administrated by a state's Division of Forestry

•   U.S. Department of Transportation's grant program

•   The Alliance for Community Trees (ACT)

•   Damage payment if trees are damaged by a development project or car crash, etc.

•   Carbon Trading

•   Private Donations

•   Patronicity (Crowdfunding) https://www.patronicity.com/#/

Welcome to Crawfordsville

•   Donations or Grants from Carnegie Museum of Montgomery County

•   Donations or Grants from Montgomery County Community Foundation

•   Donations or Grants from Montgomery Historical Society

•   Partnership with the Art League of Montgomery County

•   Patronicity (Crowdfunding) https://www.patronicity.com/#/

Youth Advisory Council

•   Donations from county commissioners or city council members

•   Sponsored events revenue

•   Crawfordsville General Fund

•   Indiana Legislative Youth Advisory Council (ILYAC)

After 5

• Food Donations by local farmers or food banks

• Donations or Grants from Carnegie Museum of Montgomery County

• Donations or Grants from Montgomery County Community Foundation

• Donations or Grants from Montgomery Historical Society

• Partnership with the Art League of Montgomery County

• Patronicity (Crowdfunding) https://www.patronicity.com/#/

• Wabash College Business minor students can fund the community dinner. This initiative could be used as a sample business that they have to operate for one of their classes. Gaining real-world experience would benefit the students, Wabash College, and the City of Crawfordsville.

Pike Place Pop-up

• Additional use of Stellar Communities Program funds

• Patronicity (Crowdfunding) https://www.patronicity.com/#/

• Project for Public Spaces https://www.pps.org/reference/ten-strategies-for-transforming-cities-through-placemaking-public-spaces/

• Lighter, Quicker, Cheaper Method and can sell it to the city as something that costs a lot less to try out rather than something, which could have a bigger impact https://www.pps.org/reference/lighter-quikcer-cheaper-a-low-cost-high-impact-approach/

Appendix C – Economic Development

Economic Development Strategies

Supported by the quantitative data, Crawfordsville's population is growing at a very slow rate. Slower than that of similar sized cities that are located around Indianapolis. One major obstacle facing Crawfordsville is the growing number of people age 65 and older, while the age of people between the ages of 18-65 continues to shrink. My Community, My Vision can reverse this trend and grow the labor force for years to come by keeping high school and college graduates in the city. From student survey responses, over half completed by high school freshman, 37% do not know if they will be staying in Crawfordsville after graduation or returning after college. By adopting this action plan, high school graduates and even Wabash College graduates may be attracted to stay in Crawfordsville.

To attract the graduates to stay, job opportunities, both unskilled and skilled, need to increase. Manufacturing remains the second biggest employer in Crawfordsville. Unskilled high school graduates may find job opportunities here, as long as, the manufacturing jobs can be retained or expanded. Skilled jobs for Wabash College graduates can be focused on business incubators and maker districts. These districts are where young entrepreneurs can collaborate in the same workspace while working on their business ventures.

The city of Crawfordsville can also provide live/work housing for young people. Crawfordsville can rehab existing buildings in the downtown area for high school or Wabash College graduates. The young adults would work on the first floor while living on the second floor. To compete with nearby metropolitan areas like Indianapolis or Chicago, Crawfordsville offers cheap housing options compared to the large cities while still providing downtown amenities.

Implementation for these economic development strategies can be completed from one year to five or ten years. The suggestions above can be made possible with support from various funding sources and county entities, like Montgomery County Economic Development, Crawfordsville Chamber of Commerce, and Montgomery County Visitors Bureau.

Please see chart below for the economic benefits of street trees around Indiana.

Indiana's Street Tree Benefits Summary

Table 1. Total Street Tree Resource Annual Benefit Breakdown Per Community Class

Community*	Energy ($)	CO_2 ($)	Air Quality ($)	Stormwater ($)	Aesthetic/ Other ($)	Total ($)	Most Beneficial Species (% of Population)
Towns (Unclassified)							
Fort Branch	2,379	294	827	7,997	7,492	18,989	silver maple (17.4)
Newburgh	5,064	816	1,919	19,223	26,120	53,143	Siberian elm (13.5)
Brookville	4,165	520	1,419	13,777	16,842	36,723	sugar maple (30.0)
Upland	24,874	3,859	4,311	36,780	30,962	100,785	silver maple (47.2)
Cedar Lake	79,795	10,497	12,908	99,033	81,640	283,872	white oak (25.1)
Median Total	-	-	-	-	-	**$53,143**	
Third Class Cities (Population less than 35,000)							
Washington	17,329	2,343	6,060	59,472	74,026	159,230	silver maple (21.7)
Madison	56,889	7,037	9,874	73,952	52,849	200,601	sugar maple (26.2)
Greendale	1,318	210	479	4,674	7,747	14,428	sugar maple (15.6)
Beech Grove	8,030	1,308	2,825	26,077	46,366	84,606	silver maple (43.2)
Peru	117,102	16,725	20,374	166,161	130,002	450,364	silver maple (42.4)
Kendallville	106,942	14,864	17,416	133,058	120,546	392,826	sugar maple (33.4)
Rushville	9,544	1,337	3,209	31,918	40,094	86,101	silver maple (32.7)
East Chicago	229,073	5,153	42,069	57,863	206,605	540,763	silver maple (35.8)
Median Total	-	-	-	-	-	**$179,916**	
Second Class Cities (Population 35,000 up to 250,000)							
Anderson	78,894	12,051	28,164	273,541	344,669	737,319	silver maple (27.6)
Bloomington	56,710	8,473	20,158	178,382	315,342	579,066	red maple (18.1)
Evansville	63,923	9,315	22,341	213,437	253,475	562,491	sugar maple (11.0)
Fort Wayne	1,735,844	228,716	279,642	1,753,736	1,932,828	5,930,764	silver maple (20.6)
Gary	2,551,378	59,189	469,741	643,761	1,960,004	5,684,074	silver maple (48.1)
Lafayette	315,864	41,821	51,113	356,696	337,422	1,102,914	silver maple (26.1)
Mishawaka	337,914	7,997	61,717	85,177	282,048	774,853	silver maple (33.5)
Muncie	78,527	11,811	27,570	266,774	313,597	698,279	silver maple (27.4)
South Bend	1,963,658	46,974	361,937	515,911	1,614,325	4,502,804	silver maple (23.9)
Median Total	-	-	-	-	-	**$774,853**	
First Class Cities (Population 250,000 and over)							
Indianapolis	604,779	98,303	218,873	2,044,185	3,642,008	6,608,147	silver maple (16.7)

*Community class designations are according to definitions provided by Indiana Association of Cities and Towns. First, Second, Third Class Cities are based on the municipal populations gathered from the 2000 U.S. Census.

Action

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

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

Keys to success include

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

Identifying local stakeholders

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

Educate & Advocate

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

Assign Tasks to Achieve the Plan

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

Funding

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

Grants

• Private Corporate/Business sponsorship

• Individual sponsorship

• In-kind sponsorship

• Crowd funding

• Tax Incentives

• Loans

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

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

Private corporate or business sponsorship

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

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

Individual Sponsorship

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

In-kind sponsorship

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

Crowdfunding

Crowdfunding is an emerging field of fundraising in which funds are requested from a large group of people, usually for a singular project, and typically occurring through intense social media campaigns. There are 3 participants in the crowdfunding model: the project initiator who proposes the project, individuals/groups who support and fund the project; and a moderator to bring the groups together. The project initiator creates a business plan and marketing strategy for their idea. After deciding on an appropriate crowdfunding platform, they connect with a moderator. The moderator assists them in finding local supporters appropriate for the project.

An organization typically sets up a website which accepts pledges; if a particular amount is met, then those pledges are turned into donors and the project is funded. See this resource for rules about crowdfunding projects in Indiana: http://www.in.gov/sos/securities/4114.htm.

Tax Incentives

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

A business improvement district is an economic development tool with a purpose to improve the livelihood of a downtown area. Through a BID, all owners within the proposed district are required to contribute to the communal fund through an assessment fee. Additional funds can be raised (through efforts like those described above). These communal funds are then used for services that benefit the downtown; this in turn makes the area more attractive to visitors, tourists, residents, which spurs businesses, and propels from there. This requires intensive local organizing and buy-in from policy makers who will approve the plans and assessments, owners within the district, and intense management once implemented.

Revolving Loans

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

Business Loans

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

Appendix D – Environmental Analysis

This appendix contains a list of environmental hazards, environmental resources, and environmental recommendations in Crawfordsville and Montgomery County.

Environmental Hazards

Archived Superfund Sites

Superfund sites are potentially harmful to human health and are scheduled to be remediated. The Environmental Protection Agency classifies Superfund sites by three categories. One: Active NPL (National Priority List), two: Active Non-NPL), and three: Archived. There are currently 14 Superfund sites in and around Crawfordsville. Five sites are Active Non-NPL and nine are archived. Archived sites have already been remediated and may attract redevelopment potential in the future.

Five Active Non-NPL sites	
Site Name	Address
Shelly Ditch	South of Valley Street
Sugar Creek Sediment Site	U.S. 231 and Sugar Creek
Tri County Petroleum	508 John Street
Crawfordsville Scrap and Salvage	North Green Street
PR Mallory	Southeast corner of SR 32 & CR 400 E

Nine Archived Sites	
Site Name	Address
Raybestos Products Company (RCRA) Hazardous Waste- Corrective Actions	1204 Darlington
California Pellet Mill	114 East Wabash Avenue, Box 647
Midstates Steel and Wire Co	510 South Oak Street
Midstates Wire Msw	510 South Oak Street
Keystone Consolidated Impex Division	905 Louise Avenue
PR Mallory	1600 Elmore Street
Montgomery Crawfordsville Landfill	North Whitlock Ave
IDOT Crawfordsville Subdistrict	U.S. 231 at I-74 Junction
Old Coca Cola Plant	616 Lafayette Avenue

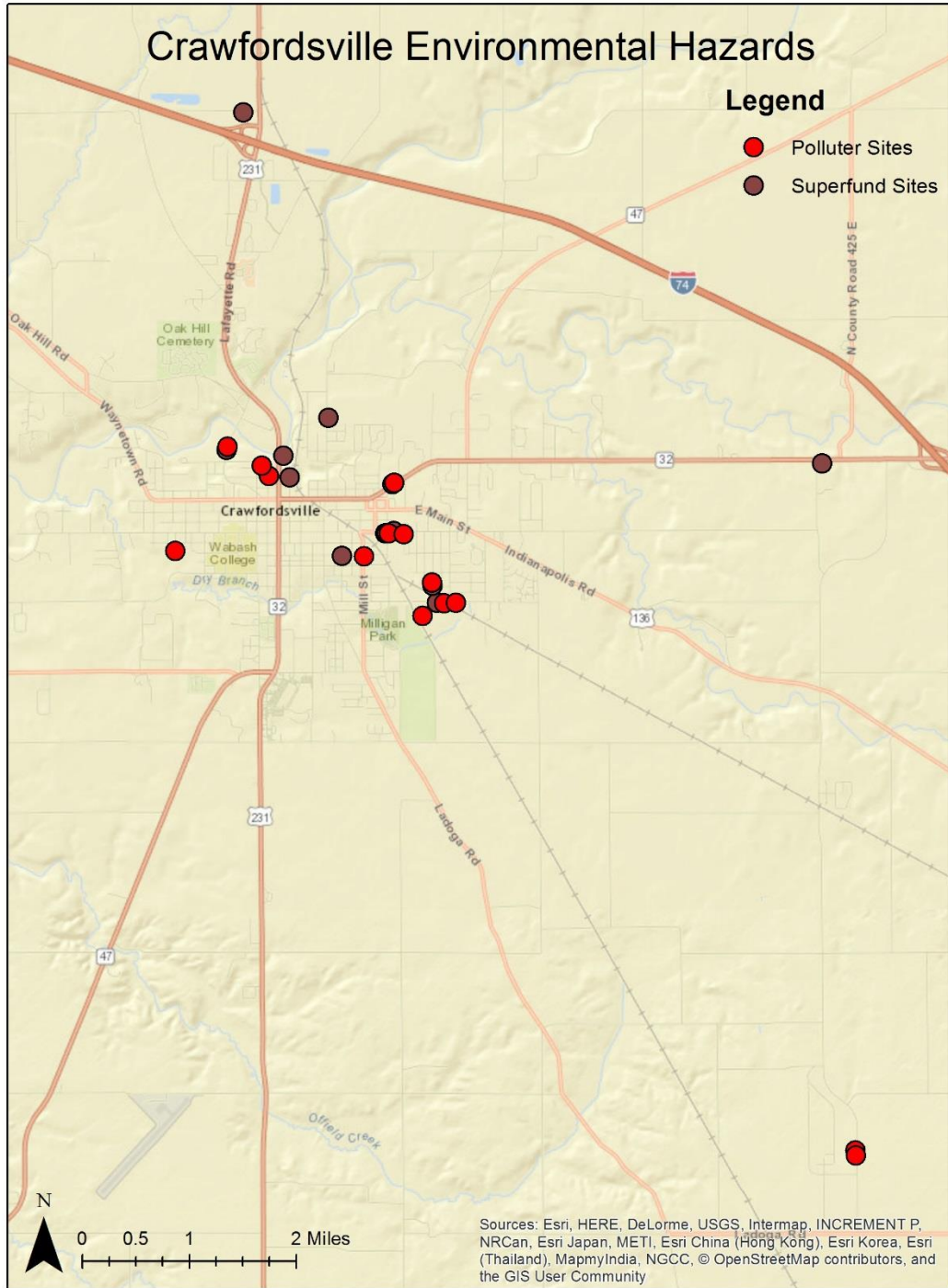RCRA= Resource Conservation and Recovery Act

Brownfields

Brownfields are areas that previously were used for industrial or commercial uses. The land is considered contaminated but not to the level of the previous mentioned NPL Superfund sites. Brownfield areas can be used for business developments and retail parks once they have been remediated. There are currently aero identified brownfields in Crawfordsville. There could be some sites that have not yet been identified.

Polluters

There are currently 15 active sources of pollution within and immediately surrounding Crawfordsville. These sources affect the air, soil, and water quality throughout Crawfordsville. The listed polluters below have varying degrees of output into the environment.

1. Whitesville Mill Service Co.
     Rural Rt. 2 Box 314 Crawfordsville, IN 47933
2. Sommer Metalcraft Corp.
     315 Poston Dr. Crawfordsville, IN 47933
3. RR Donnelley Crawfordsville
     1009 Sloan St. Crawfordsville, IN 47933
4. Raybestos Powertrain LLC
     1204 Darlington Ave Crawfordsville, IN 47933
5. Precision Plastics Inc.
     1001 E College St. Crawfordsville, IN 47933
6. Nucor Steel
     4537 S Nucor Rd Crawfordsville, IN 47933
7. Midstates Wire
     510 S Oak St. Crawfordsville, IN 47933
8. Lippert Components Inc.
     1831 Elmore St. Crawfordsville, IN 47933
9. HC Ind Inc.
     100 Harrison St. Crawfordsville, IN 47933
10. Galt Crafted Prods Inc Impex Division
     905 Louise Ave Crawfordsville, IN 47933
11. Fleetwood Travel Trailers of Indiana Inc. 42
     1635 Elmore St. Crawfordsvile, IN 47933
12. Dubose Strapping Inc.
     4414 East 400 South Crawfordsville, IN 47933
13. Crown Food Packaging
     400 N Walnut St. Crawfordsville, IN
14. Crawfordsville Energy LLC.
     700 Lafayette Rd Crawfordsville, IN 47933
15. Acuity Brands Lighting
     1615 Elmore St. Crawfordsville, IN 47933

Crawfordsville Environmental Hazards

Legend

● Polluter Sites

● Superfund Sites

Sources: Esri, HERE, DeLorme, USGS, Intermap, INCREMENT P, NRCan, Esri Japan, METI, Esri China (Hong Kong), Esri Korea, Esri (Thailand), MapmyIndia, NGCC, © OpenStreetMap contributors, and the GIS User Community

N

0   0.5   1   2 Miles

Environmental Resources

Crawfordsville/Montgomery County Parks

- Shades State Park

- Elston Park

- Frances Wooden Northside Park

- General Lew Wallace Study & Museum

- Kathleen J. Steele Park

- Lincoln Park

- Milligan Park

- Milligan Park Pool and Splash Pad

- Nibble Park

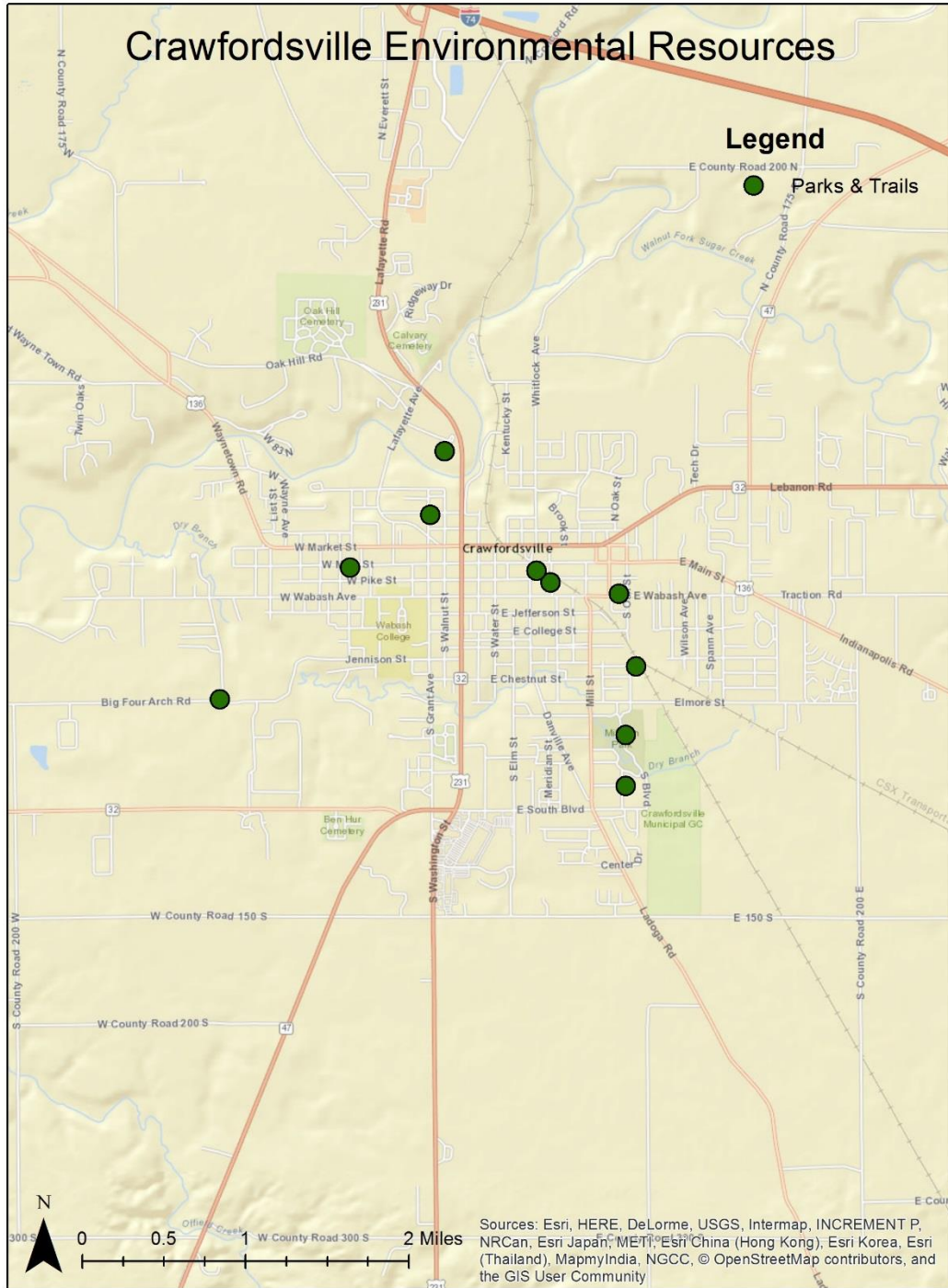- Old Coke Plant

- Sugar Creek Trail

Crawfordsville/ Montgomery County Trails

- Sugar Creek Trail

Crawfordsville/ Montgomery County Rivers & Lakes

- Sugar Creek
- Little Sugar Creek
- Lake Holiday
- Karnes Creek

Crawfordsville Environmental Resources

Legend

Parks & Trails

Sources: Esri, HERE, DeLorme, USGS, Intermap, INCREMENT P, NRCan, Esri Japan, METI, Esri China (Hong Kong), Esri Korea, Esri (Thailand), MapmyIndia, NGCC, © OpenStreetMap contributors, and the GIS User Community

Environmental Opportunities

Connecting Crawfordsville to Sugar Creek and Sugar Creek Trail remain vital for the growth of the city. One way Crawfordsville can achieve this is through the Stellar Communities Program it won in 2015. One initiative for the program is the "Big Four Trail." The trail is planned to start at the corner of Franklin and Washington Streets, head west on an old industrial rail line (in agreement with CSX), pass through the campus of Wabash College, and finally connect with Sugar Creek Trail. The Big Four Trail's budget is set at $1,128,000. The benefits of connecting not only Sugar Creek Trail but also Wabash College to downtown via a bike trail will have an economic boost to existing businesses.

Another trail that is proposed through the Stellar Communities Program is the "Downtown Loop Trail. The trail will connect the Big Four Trail, Wabash College, Pike Place Pocket Park, and the Amtrak Station in one circular bike loop around downtown. The budget for the trail is $1,190,500. Some funding has come from the Indiana State Department of Health to complete a Bicycle and Pedestrian Master Plan for Crawfordsville.

Preserving Sugar Creek is vital for tourism in Crawfordsville. Many people travel to Crawfordsville from around Indiana to canoe or kayak Sugar Creek. Rafters will enter the water as the Crawfordsville launch point, float over 5 miles, and get out of the water at Turkey Run State Park. To keep the streambanks preserved, Crawfordsville and Montgomery County work together to create a landbank of all the properties adjacent to Sugar Creek.

Finally, using Brownfields and Superfund sites for infill development or added green space in Crawfordsville is a high priority. One of the initiatives in this plan, Welcome to Crawfordsville, discuss the installation of gateway signage and a possible community garden. Welcome to Crawfordsville signs can be located on brownfield sites if the site is near an important gateway for Crawfordsville. After remediation of the sites has taken place and has been deemed safe by the Environmental Protection Agency progress can start for the redevelopment of the area.