



THE GROUND UP

Greenfield Youth Involvement Plan

ABSTRACT

The following pages outline initiatives to get youth more involved in Greenfield, Indiana.

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Executive Summary

Purpose

The City of Greenfield is a unique community and is known for being the boyhood home of Hoosier Poet James Whitcomb Riley. The community has a strong arts community partly due to this association. The community also has a large youth population. The city is growing, but in order to continue to grow, the community must better include the youth to ensure that they stay within the community. Consequently, the main goal of the Ground Up Plan is to better involve the youth in the community and planning process.

As the survey results showed, a large majority of the students plan on leaving the community. Many feel that their passions are unsupported and that there are no jobs or too few events, activities, and places for “hanging out”. Consequently, the City of Greenfield has a definite threat of losing the large youth population in the upcoming years which then can lead to “brain drain.”

The program itself will assist in this process by involving youth in the creation of a plan. However, in order to continue the efforts, it is important to create an ongoing plan with a focus on future and continuous youth-involvement programs and projects. Consequently, the overall goal of the Ground Up Plan is to better involve the youth in the community.

Objectives

Three objectives were identified to ensure that the youth are more involved in the City of Greenfield.

Create Outlets for Regular Involvement

In order for students to continue to be involved and feel that their voices are heard in the City of Greenfield, it is important that there is an outlet for them to do so. A student-run organization with ties to local officials, planning staff, and local organizations will allow for them to continue to be involved. Without this organization, the likelihood that youth involvement fizzles out after the completion of this program and this plan is high. However, with a plan in place to create an ongoing organization that ensures that the city continues to incorporate the youth will ensure that youth involvement remains within the community.

A place for regular involvement and engagement with the rest of the community would also further ensure the engagement of the youth in Greenfield. This place could also be welcoming and offer a space in the downtown for youth where one is lacking.

In addition, the updated comprehensive plan has a focus to include residents of all ages within the community. The creation of this organization and youth space will create an opportunity for youth involvement.

Involve the youth in the arts culture in the City of Greenfield

Being the boyhood home of James Whitcomb Riley and having both the Art Coalition and Hancock County Arts Council, the City of Greenfield has a strong arts culture. However, although there are many students interested in arts (as shown by the survey results) their involvement in the current arts culture in Greenfield is minimal. In addition, many students responded on the survey that there are not enough events and activities to do in Greenfield. Consequently, the students' responses show that getting youth better involved in the arts culture will increase their desirability to the community.

In addition, the updated comprehensive plan has both a focus on arts and youth involvement. Consequently, by making youth involvement in the arts community and culture a focus, this plan helps further the objectives of the updated comprehensive plan.

Create student-led supplemental education services

The lack of supplemental education services has been identified as an issue after an interview with the school counselor Kim Kile at Greenfield Central High School. She stated that she gets multiple requests for tutoring services from parents without any opportunities to present them. She also gets request for early band education and early international language training. In addition, according to the survey, many students

responded that there were not enough or inadequate opportunities for volunteer hours. Allowing student to provide supplemental education services in international language, music, and to provide other tutoring services will allow for these opportunities.

By providing these services, the community will benefit by the increased school ratings resulting in higher property values.

Economic Conditions & Goals

The city of Greenfield has grown and is expected to continue to grow in the coming year. In the last four years, it has grown by over 3% according to American Community Survey (ACS) estimates. However, it has grown more rapidly in years previous, making an estimate of 2.5% increase per year over the past 50 years.

In order to support this growth as well as maintain the youth and attract more young families to build a larger workforce, it is essential that initiatives take place to continue to appeal to younger audiences and businesses as well create opportunities for business growth.

In order to attract new residents and keep the current youth in the community, it is essential that jobs and business opportunities be available within the City of Greenfield. In order to ensure this, an analysis of the current economic base was done to see what other

opportunities may be available for filling potential needs or for wholesale opportunities to provide a product or service for an existing business or industry.

In addition to considering the economic base, other aspects of the community are reviewed to ensure that new businesses and residents will be attracted to the city in the upcoming years. These aspects include convenience, aesthetics, identity, recreation, education, housing, culture, and community. These aspects of a community attract youth and young families to a community.

Environmental Impact

It is vital to develop in an environmentally responsible way in order to protect natural assets as well as the health of the community. By protecting natural assets, the community also maintains its desirability for new residents and businesses. Not only should new development be done responsibly, sites that are deemed as hazardous, should be remediated for the health and welfare of the community and its residents.

Acknowledgements

The My Community, My Vision Team as well as IHCD would like to thank those that contributed to the creation of this plan. The following individuals were pivotal in the formation:

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Eric Holcomb, Governor

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Jade Broadnax, Shelbyville collegiate mentor

Megan Clevenger, Greensburg collegiate mentor

Brandon Kendera, Crawfordsville collegiate mentor

Emily Hepworth, Fort Wayne collegiate mentor

Tiffany Gehrke, Greenfield collegiate mentor and Economic

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City of Greenfield Public Officials

Jenna Harbin, Associate Planner

Community Organizations

The Hancock County Arts Council

Nancy Leslie, President

The Landing

Linda Ostewig, Director

The Greenfield Arts Coalition

What is My Community, My Vision?



This plan for the City of Greenfield, Indiana was created with the assistance of a program entitled My Community, My Vision. This program is a collaboration of Ball State University and the Indiana Housing & Community Development Authority (IHCDA). The program's primary purpose is to address and help curb the issue of "brain drain," or emigration of young adults, from the state of Indiana and specifically their hometowns. In order to resolve this issue, the program creates an outlet for the youth in Indiana communities assist in the planning process for their hometowns. The program hopes to create and implement these plans in the respective communities to make more desirable places for these youths in order to prevent them from emigrating.

The program first began in 2014 and has created some positive effects in the communities that were chosen. The program has assisted in some communities winning the Stellar Communities Award. Other communities have actually adopted the plans and are using them to make positive

changes. Some of the past mentors have become planners in these communities because of the program. In addition, the program is creating civic-minded youth with a desire to improve their hometowns.

This year, five communities were chosen after a competitive application process: Shelbyville, Greensburg, Fort Wayne, Crawfordsville, and Greenfield. Within the application process, the students were to specify their perspectives and what they might look to accomplish with My Community, My Vision. The students were asked to answer questions including:

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

In addition, to the students' viewpoints, letters of support from local elected officials were encouraged.

The City of Greenfield was chosen based on an application done by Associate Planner Jenna Harbin and student leader and senior at Greenfield Central High School Caris Young.

Each of the chosen communities was assigned a Ball State student mentor. The respective mentors were,

respectively, undergraduate Ball State students Jade Broadnax and Megan Clevenger and Ball State graduate students Emily Hepworth, Brandon Kendera, and Tiffany Gehrke. In addition, Tiffany Gehrke was assigned as the Economic Development Specialist to assist the other mentors in forming Economic Development sections within their communities' plans. The mentors' responsibility was to introduce the students to community planning including issue and asset identification, initiative formation, and plan funding and implementation. The mentors were to discuss with the students how initiatives can resolve issues in communities and positively impact the future of their hometowns.

Due to the uniqueness of the communities in Indiana, each plan was unique. The City of Greenfield has unique history and demographics that requires a very different plan from the other communities. The following pages outline The Ground Up Plan for the City of Greenfield. The plan was created through a series of meetings involving students at Greenfield Central High School and meetings with school officials and local organizations.



The above image shows Caris Young, Tiffany Gehrke, and Emily Hepworth at the first annual My Community, My Vision meeting in Fishers, Indiana in November of 2016. This meeting helped the students think critically about space as well as learn more about the program.

Process

Caris Young (the student leader of the project), Jenna Harbin (the Associate Planner of Greenfield), and Tiffany Gehrke (Ball State Student Mentor) have been heading the project starting in early September of 2016. Throughout the process these individuals have gotten student input through in-person questioning and surveys. They have also gotten input from leaders of various organizations in the community and have done outside research. All of this information has be amalgamated to help create the goals, objectives, and initiatives proposed.

Caris Young was chosen by the City of Greenfield as the student advisor due to her involvement in the arts community. She has been actively involved with the Indianapolis Museum of Art to help develop strategies to better include youth. In addition, she was highly recommended by her teachers at Greenfield Central High School.

The diagram to the right showcases the steps in the process.



My Community, My Vision Gallery Showing

To give the program more attention as well as start involving the youth in arts culture in the city, a youth gallery showing entitled, “My Community, My Vision” was held at the Hancock County Arts and Cultural Council’s 20A North State Street gallery location in March of 2017. The gallery showing spurred a lot of interest from students. Over twenty-three students submitted artwork for consideration with over seventy works submitted. The gallery show had a



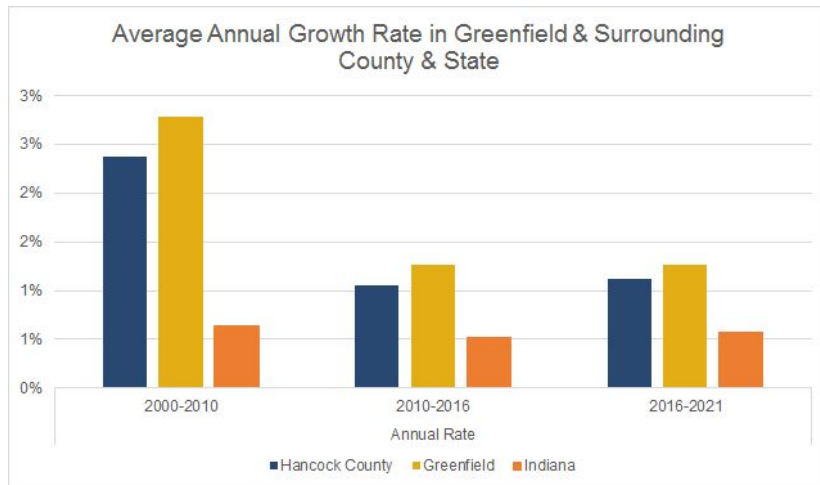
plethora of works including and created interest in the program from community members and the local newspaper. An article was published in March in the Daily Reporter and can be found on page 90 of the appendix.



City of Greenfield

The City of Greenfield is located just 20 minutes east of Indianapolis making it an easy commute to everything the capital of Indiana has to offer. However, due to this as well as a national highway, a state road, and an interstate running through the community, the City of Greenfield is very auto-centric. This is both a weakness and a strength for the community. The city is currently working on bike lanes and better connectivity throughout the city.

In addition to the auto-centric nature of the city, the City of Greenfield is a community of over 21,000 people and growing. The below graph shows that Greenfield has grown and is expected to continue to grow at a faster rate than the state or county.



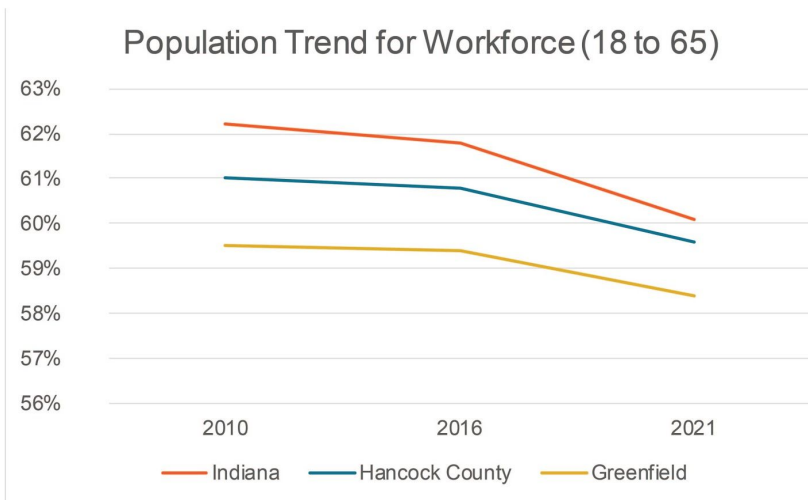
Sixty percent of these residents are between the ages of



Map Creator: Tiffany Gehrke

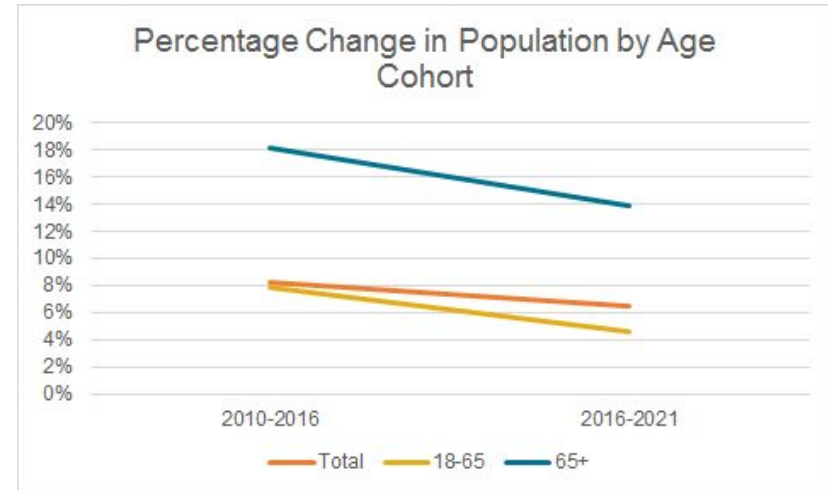
Source: Tiger/Line Census

eighteen and sixty-five. Over twenty-five percent of the population is under the age of eighteen, thus making it vital to include them in the community. As one can see from the graph to the right, the growth rate in the eighteen to sixty-five age group has been growing slower than the sixty-five plus age cohort. However, future projections show that the gap in



percentage change is expected to close slightly. In addition, the above graph shows that Greenfield’s workforce is at a lower percentage and is expected to remain so than the state and county.

In 2015, the community updated its comprehensive plan to include a focus on including people of all ages. In addition, the plan updates include a focus on art, local foods, and healthy living.



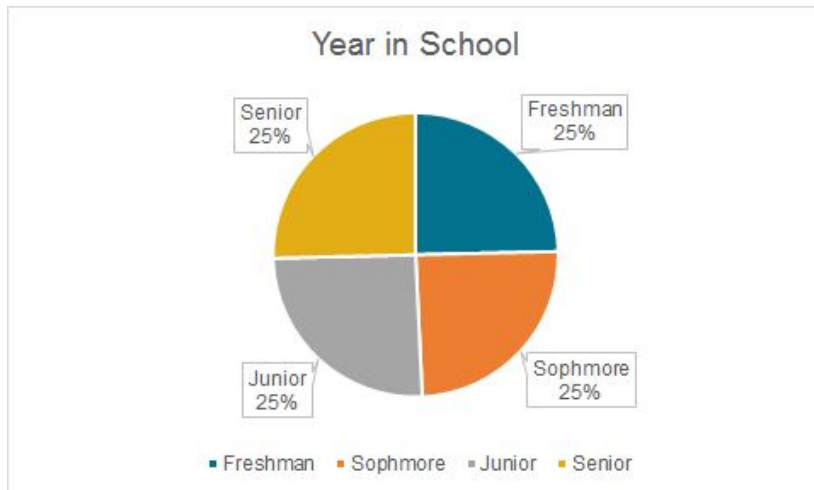
Culturally, the city is unique. Greenfield is famous for being the boyhood home of Hoosier Poet, James Whitcomb Riley which is highlighted in the city’s annual Riley Festival in October. In addition, the downtown has many historic structures which are in the process or have been preserved to ensure the historic character of the downtown with streetlights, benches, and signage to mimic this character.

The City of Greenfield looks to benefit from My Community, My Vision by creating a place or opportunity for youth involvement especially due to the large youth population. In addition, the city hopes to further the art focus included in the updated comprehensive plan by creating a youth art plan with the help of My Community, My Vision.

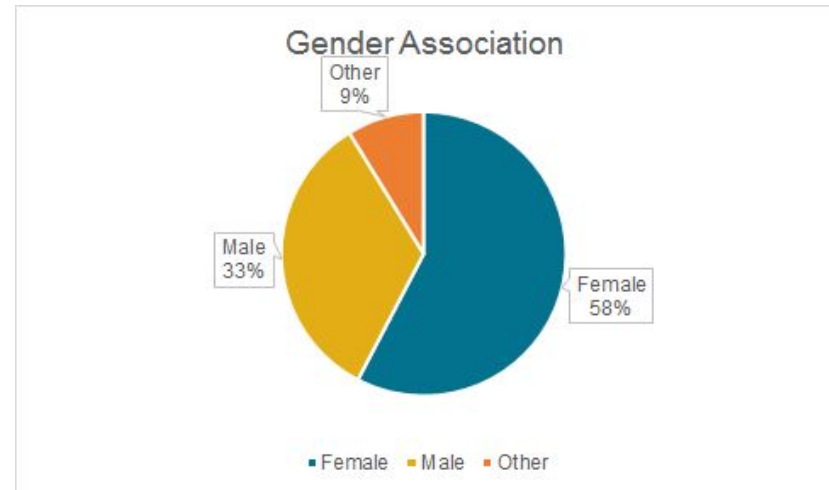
Survey

A survey was created in November of 2016 in order to better understand issues facing the community as well as opportunities through the eyes of high school students at Greenfield-Central High School. Another goal of the survey was to increase awareness and interest in the program.

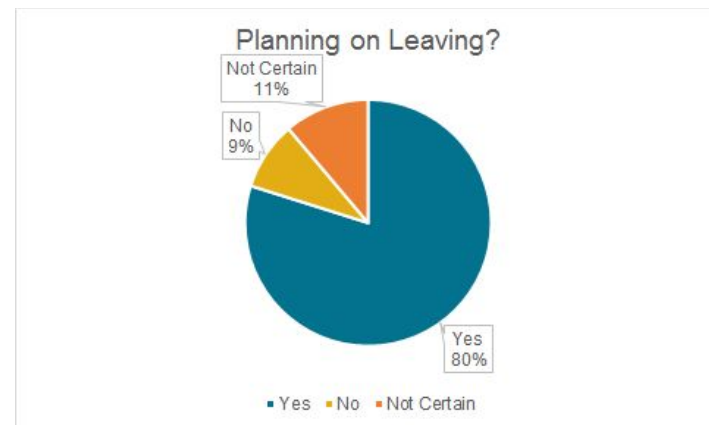
The surveys resulted in 137 responses which equates to approximately with approximately 9.4% of the student body. There was equal representation of each year



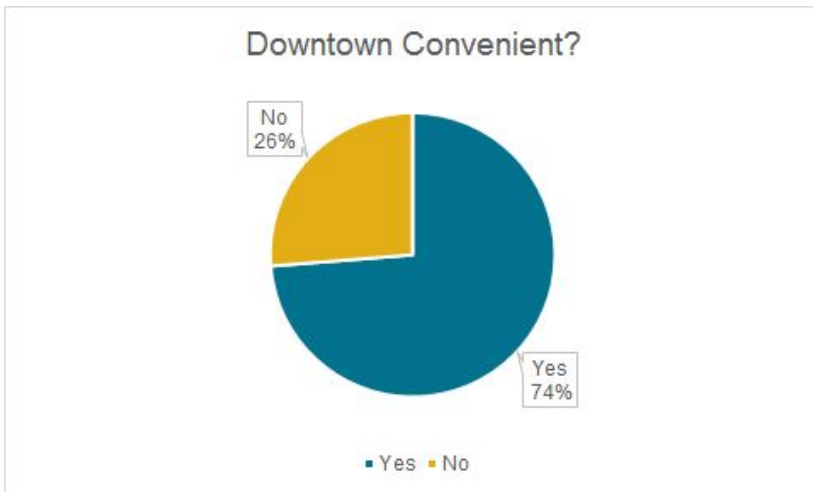
(Freshman, Sophomore, Junior, Senior). More females responded than males.



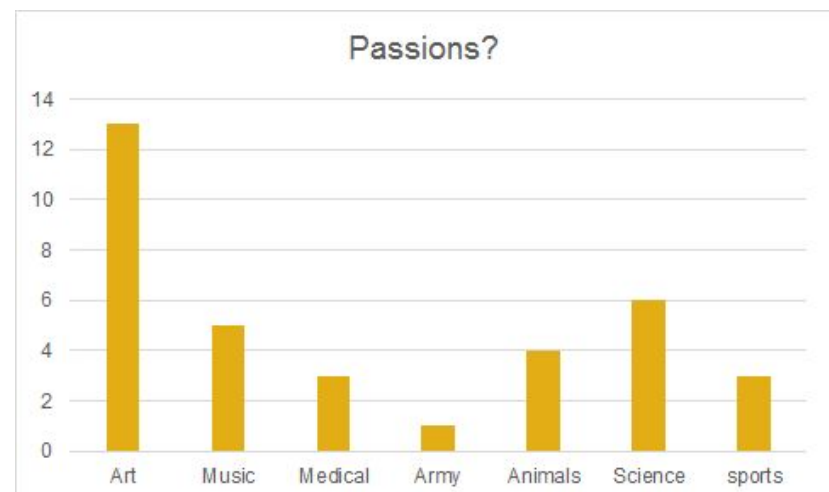
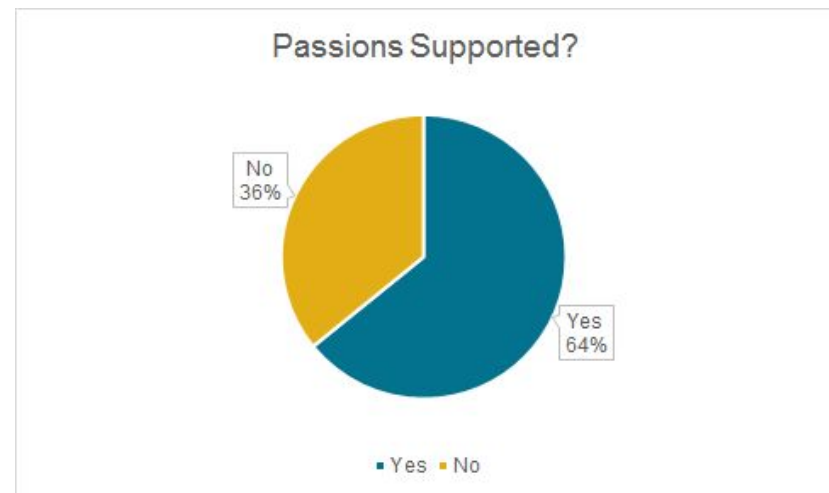
An overwhelming majority responded that they planned on leaving Greenfield upon graduation from high school. There are many reasons for this including living conditions, friends, potential occupations, and, most prevalently, higher education.



Although the Greenfield’s updated comprehensive plan identifies a lack of connectivity, the survey results show that students are unaware of this when it comes to convenient transport to the downtown area. Over 70% identified it as being convenient. However, there were many responses open responses saying that yes, it was convenient, but he/she very rarely traveled there due to the lack of things to do in the downtown area.

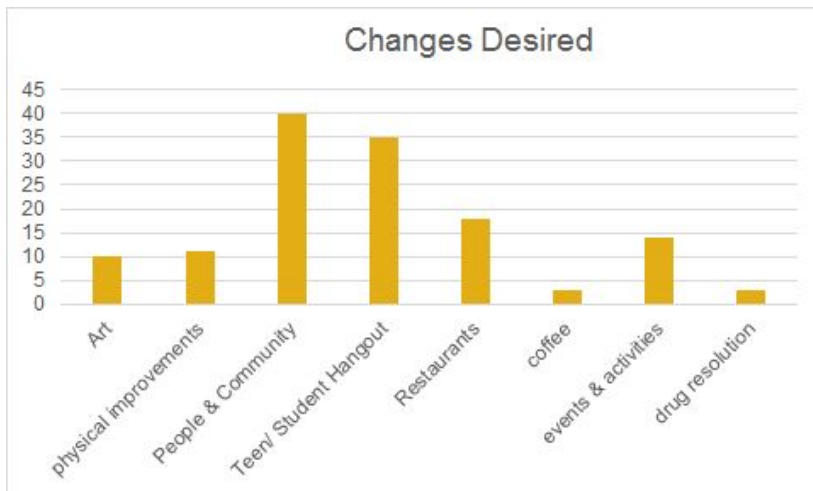


In addition, the survey showed that 36% of the students felt that their passions were unsupported in school curriculum. Many of the passions that were stated were art, music, and science related.



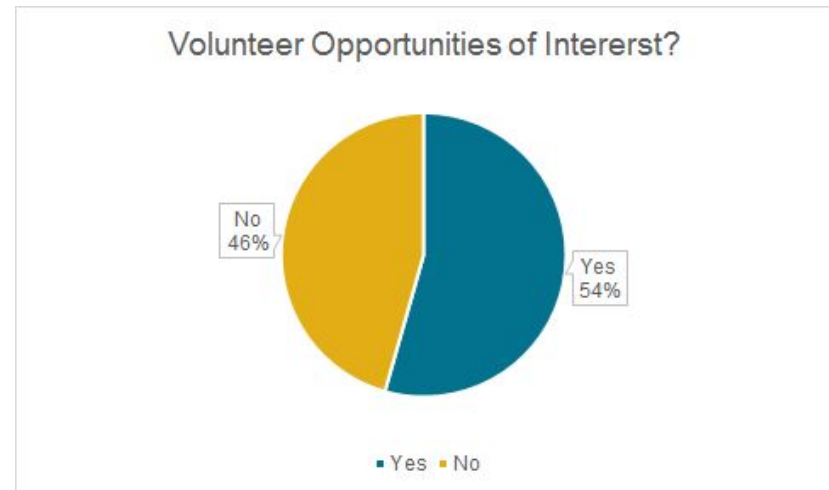
When asked about the desired changes, many students responded that the city needed to have more inclusion for minority groups such as the LGBT community as well as becoming a more welcoming community. Many students

also listed more places for students and youth to congregate and “hang out” after school. Many also listed more restaurants and coffee shops were needed. Some responded that the community should have more art opportunities and events and activities. A few students pointed out a drug problem in the community, specifically in parks.



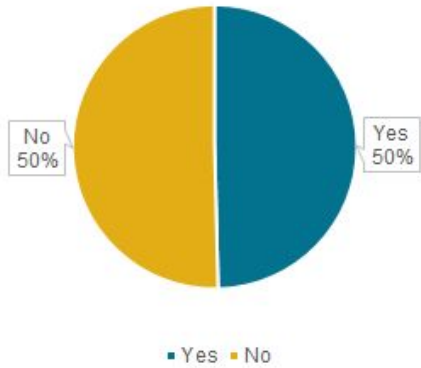
Greenfield Central High School requires that many students complete volunteer hours in order to graduate. Consequently, it is important to make sure that there are volunteer opportunities of interest to the students. The question was asked if there were. About an equal number responded yes that responded no. Consequently, creating more opportunities may be necessary to ensure that students can complete these

required hours without dreading to do so.



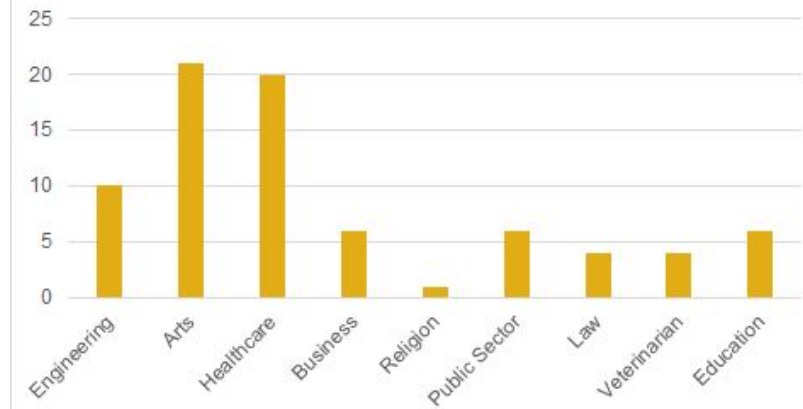
When asked if the students felt that there were outlets for fostering their passions in the City of Greenfield, approximately an equal number responded yes that responded no.

Outlets for Fostering Passions in Greenfield?



When asked about their desired future careers, a large number identified art-related jobs or healthcare-related jobs. This could present an opportunity for growth in the employment sectors accommodating for these types of positions.

Desired Future Careers

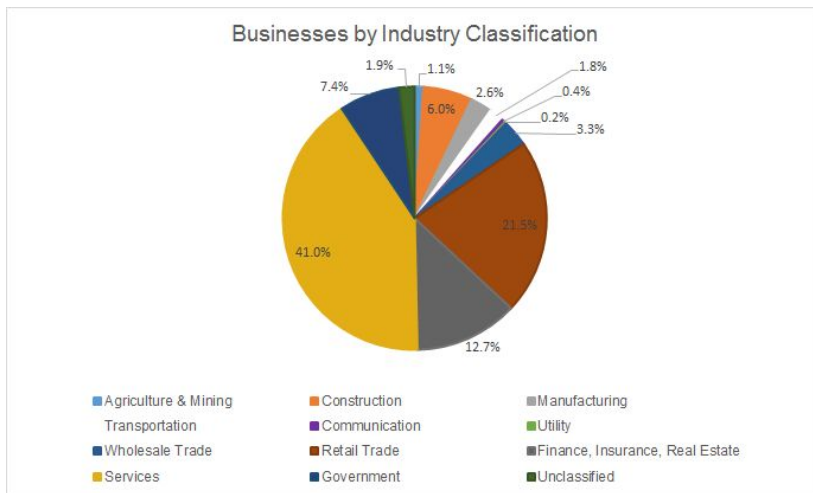


Economic Conditions & Goals

Current Industry

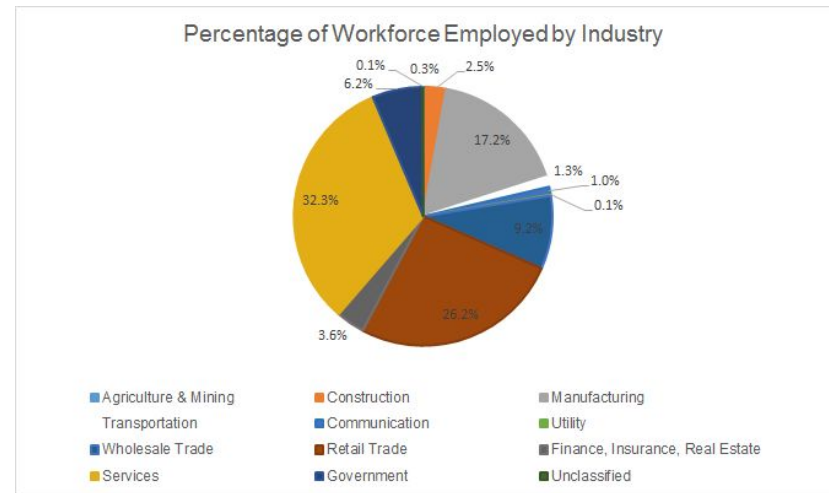
In order to get a better understanding of the conditions of Greenfield, an economic analysis of Greenfield was done. Greenfield is the county seat of Hancock County and accounts for approximately 30% of the population of the county.

Businesses in the services industry account for over 40%, retail trade accounts for over 20%, and finance, insurance, and real estate account for over 17% of business in Greenfield.



Greenfield has over 30% of its residents employed in

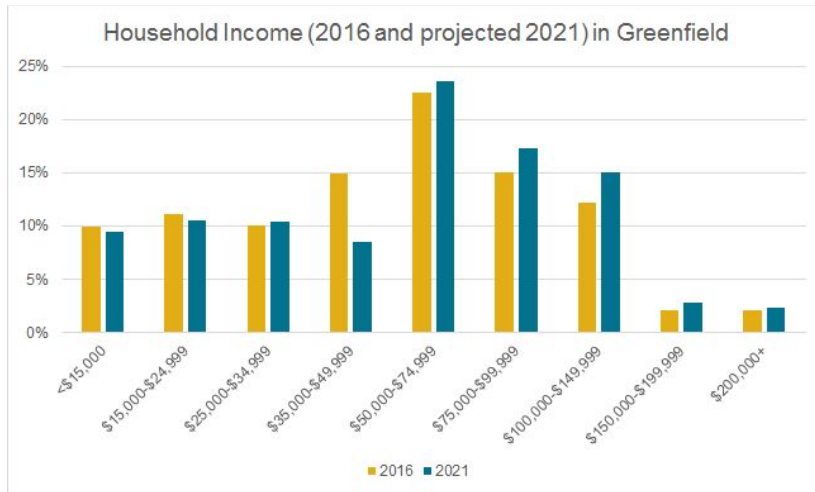
services, over 17% employed in manufacturing, and over 26% employed in retail trade as the following graph shows.



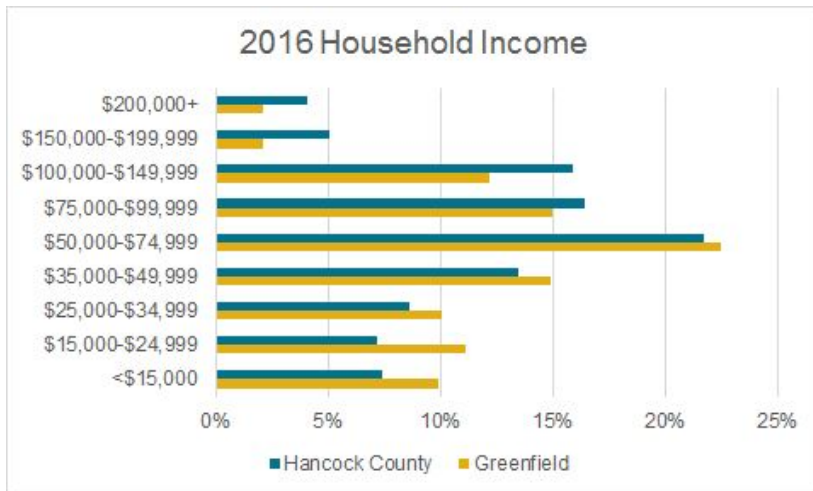
Current Incomes

The median household income is \$52,928 which is about the same as Indiana's median household income which is just over \$50,000 and slightly lower than Hancock County's median household income in 2016 of \$62,751. The below graphs gives a better depiction of the income dispersion to show that the majority of the residents in Greenfield make between \$50,000 and \$150,000. In addition, the first graph shows that the percentage of households in these income brackets is expected to grow

from now until 2021.



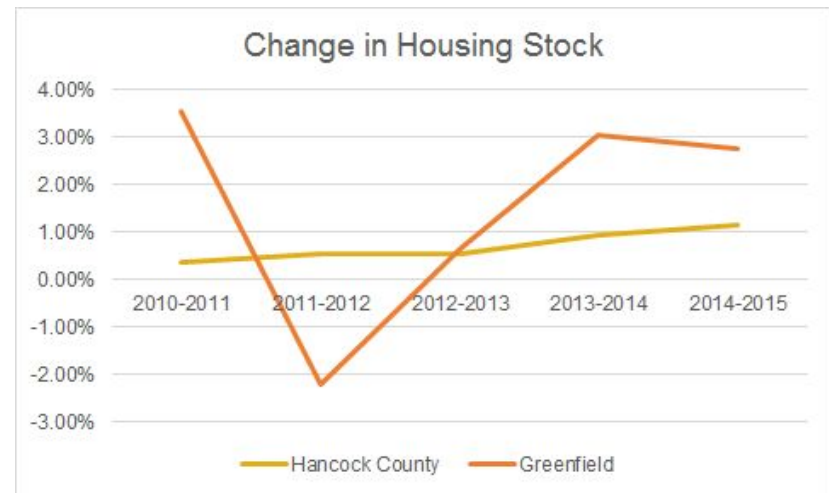
The graph on the following page shows that Hancock County has more households in all income brackets from \$75,000 and up while Greenfield has more households in all income brackets below \$75,000.

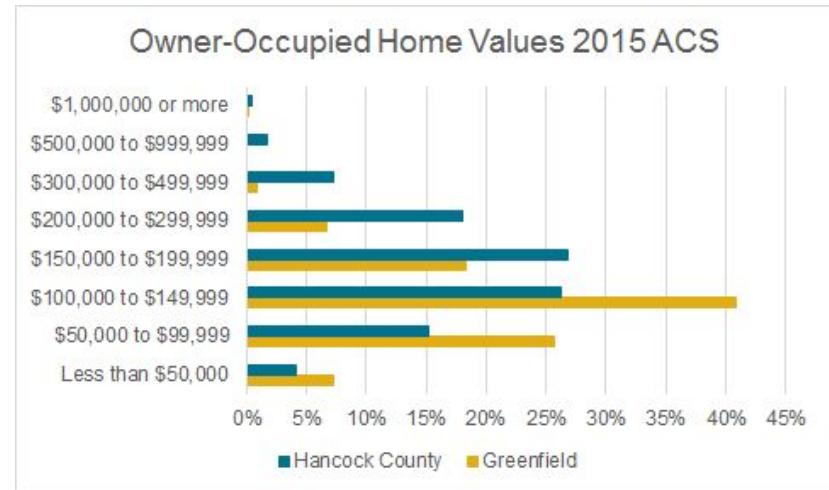
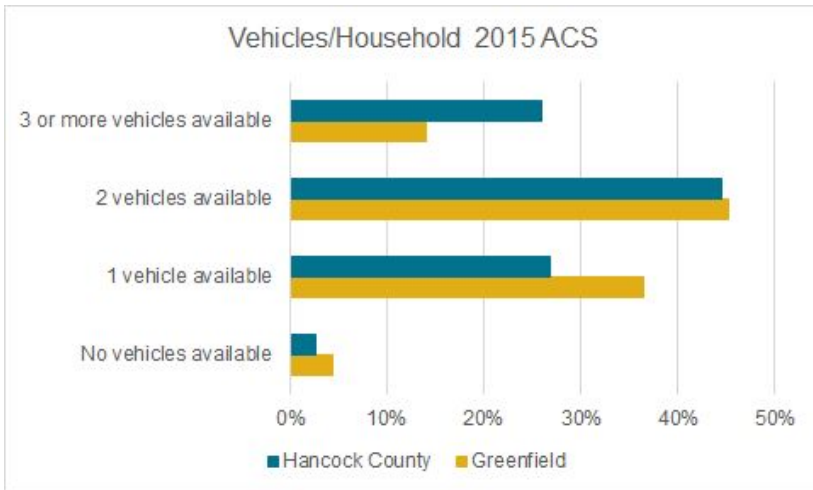


Current Housing Stock

The housing stock is vital to economic growth and can be evaluated based on multiple criteria: value, variety, age, condition, availability, affordability and tenure. Diverse and attractive housing stock is integral for growth in a community.

The graph on the top of the following page shows that Greenfield's housing stock has generally grown at a faster rate than the county with the exception of 2011 to 2012. Hancock County continually has grown at a steadily increasing pace.



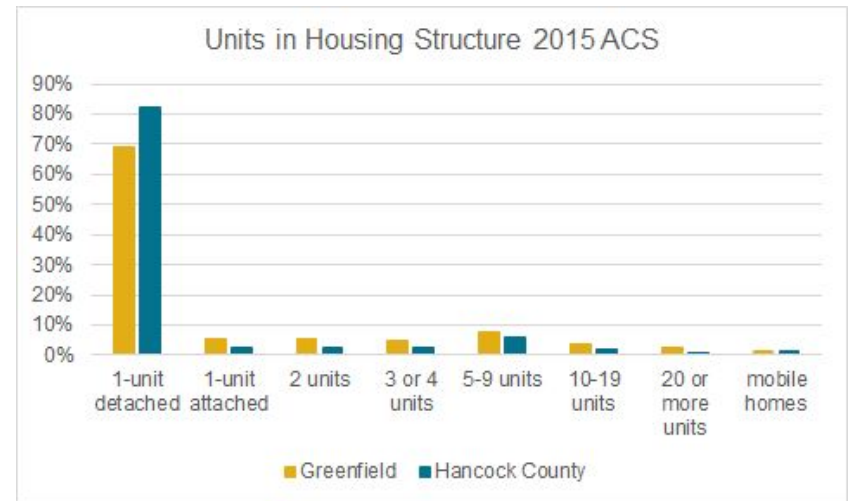


Value

The value of homes within a community has a huge impact on revenue for a community. The majority of collected revenue for a city tends to be collected from property taxes. In addition, to attract new residents, it is important to have a variety of housing prices to attract a variety of households that can then work, live, and spend within the community. The below graph gives an idea of the values of homes within Greenfield and Hancock County. Greenfield has a much higher percentage of homes with values below \$150,000 than the county as a whole.

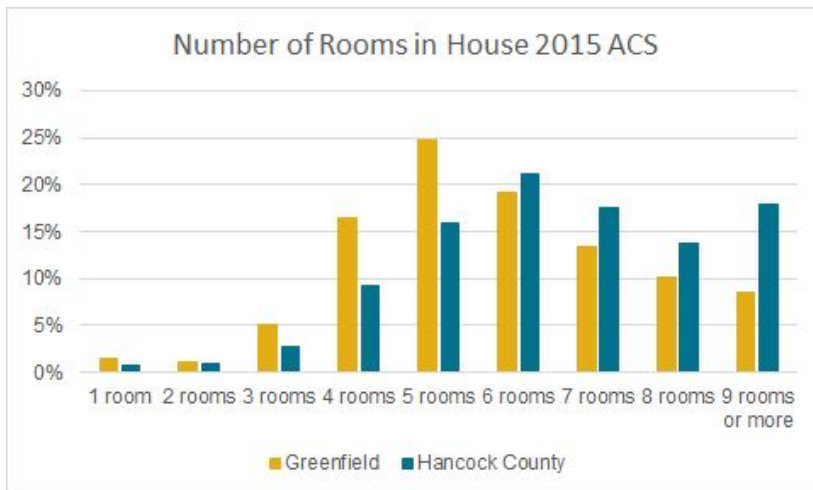
Variety

The current conditions of the housing stock show a limited variety of housing types with the majority being single-family detached homes in both the county and city.



This may have its implications on attracting young people and families who may not be interested in the upkeep and costs of a single family detached home.

In addition, a variety of sizes of homes should be available to accommodate a variety of family types. As the following graph shows, the majority of homes have 5 or more rooms. This is a feature that may not accommodate young individuals thinking to either stay or move to Greenfield or the county who wish to live simply and have very little upkeep and maintenance costs.

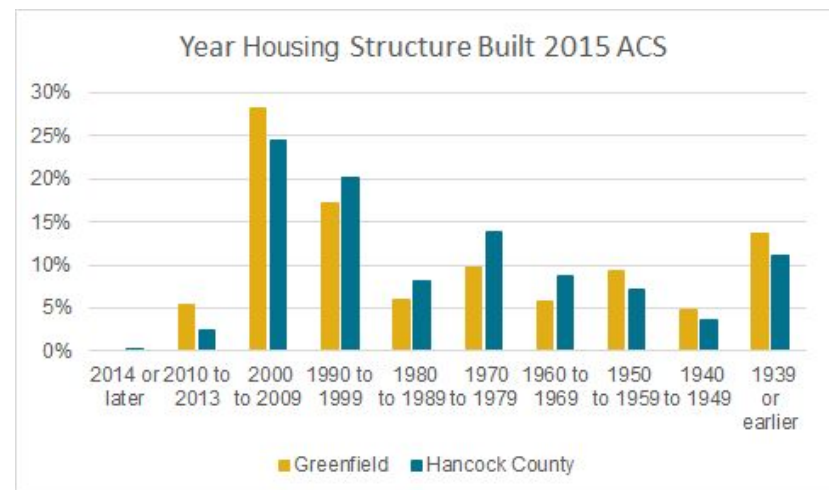


Age & Condition

Although age isn't always an indicator of condition, it tends to have a strong correlation of a home needing updated and repaired. Consequently, only structures will be seen as an obstacle and perhaps cost to the

community. It is important to have a housing stock that is in good condition to attract new residents and businesses.

The below graph shows that many of the houses were built after 1990. However, the graph does show quite a few homes built earlier than 1940 which could be an indication of poor condition and needed repairs.

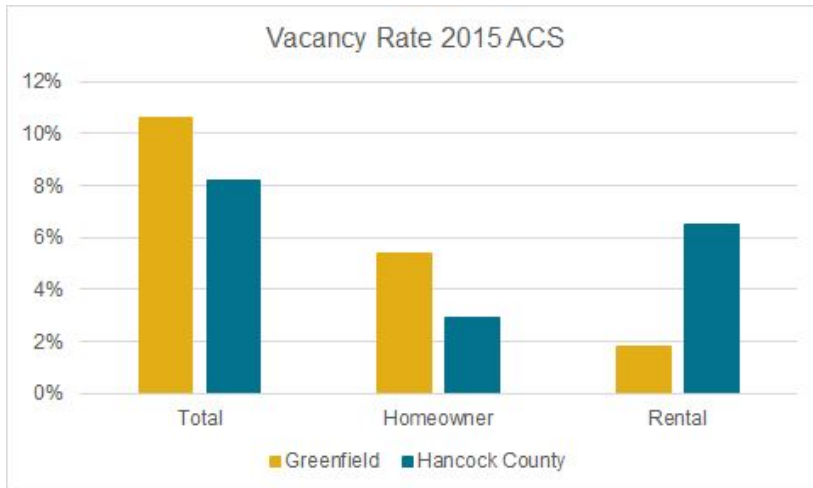


There are other indicators of housing stock quality including complete plumbing and kitchen facilities. The very low percentages of these characteristics indicate that this is not an issue in Hancock County.

Availability

In order to allow for growth and mobility of current residents, housing must be available for both rent and

purchase. Without an adequate availability, typically around 7%, the housing prices will increase. With an overabundance of housing, the stock is more likely to become blighted and lose value. Consequently, it is important to maintain a reasonable availability to attract growth and new residents.

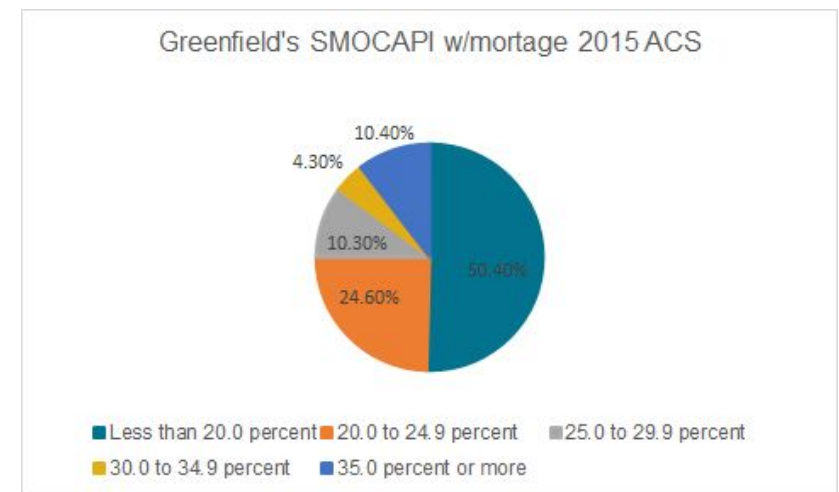
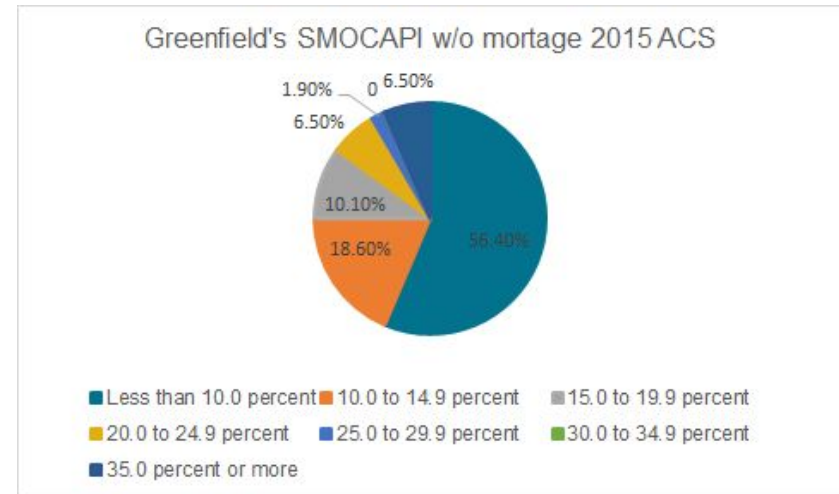


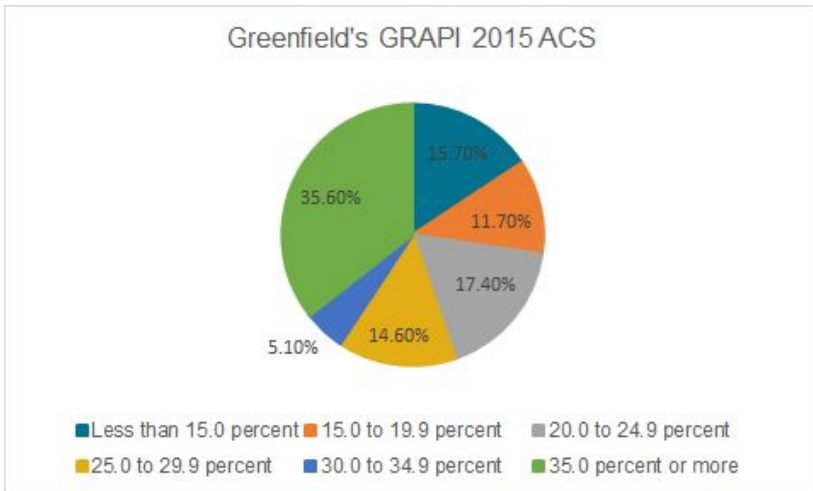
Affordability

In order to attract and maintain current residents, it is important to have an affordable housing stock which can be described as costing less than 30% of the household's monthly gross income. The below graphs depict the affordability for those with mortgages, without mortgages, and renting.

SMOCAPI stands for selected monthly owner costs as a percentage of household income while GRAPI stands for

gross rent as a percentage of household income.

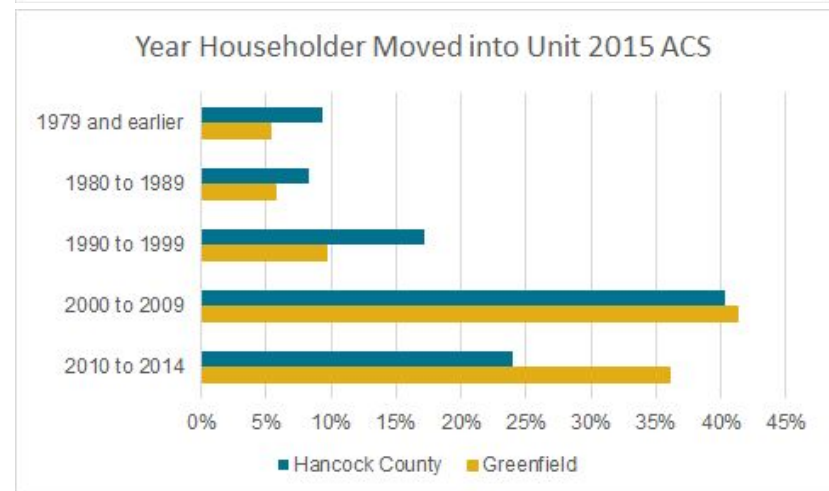
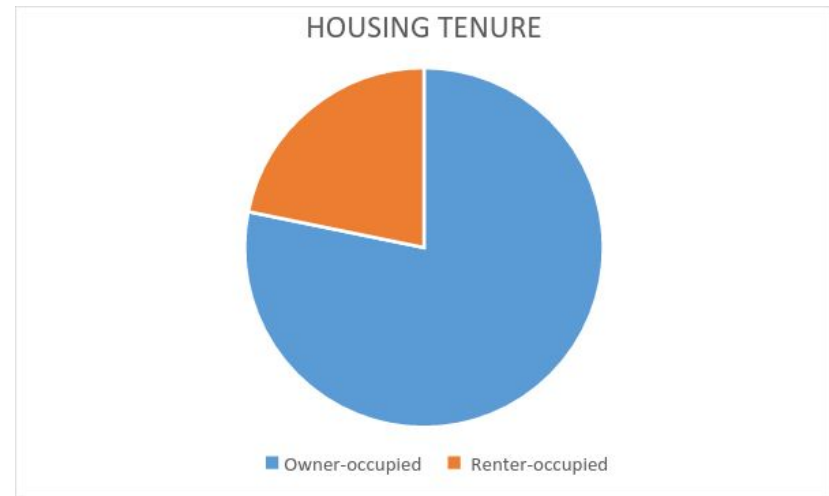




As one can see from the above graphs, the largest issue tends to be with housing affordability for those renting (over 40% unaffordable) which indicates a need for perhaps more rental units with less rooms or less amenities perhaps multifamily units.

Tenure

Tenure is used to describe whether residents are renting or buying and how long they have lived in a unit. A community desires more owner-occupied housing due to the fact that owner who live in the home tend to maintain the property more and tend to have civic responsibility. In addition, having residents within a community for a long period indicates less criminal activity because of the awareness of strangers versus neighbors.



Current Economic Conditions in Greenfield

The City of Greenfield currently has multiple Economic Development TIF Districts with the intention of attracting new businesses. The city has had success in with

attracting large employers in the northern TIF district along the 1-70 Corridor. The convenient access for businesses to these major thoroughfares along with the TIF Districts gives Greenfield a strong advantage over other communities for attracting businesses. In addition to the access to major thoroughfares, Greenfield is also located only a few minutes from the Indianapolis Regional Airport.

In addition to the Northern TIF District, the city also established a Downtown TIF District in 2013 as part of the Downtown Revitalization Plan. The funds are being used for projects such as walking trails, brownfield remediation, an amphitheater, sidewalk widening, and a recreation area among others.

In addition to attracting businesses, Greenfield has many assets to attract employees as well. These assets include safe neighborhoods, well-rated schools, a downtown in the midst of revitalization and growth, and a regional hospital.

In addition, the average home prices in Greenfield fall much lower than surrounding communities such as those in Hamilton County.

The below graph shows some of the industrial businesses within Greenfield.

Existing Businesses		
Company	Industry	Employees
Keihin IPT	Auto: Honda Fuel Injection/Manifold Manufacturing	1,100
Elanco Animal Health	Global Animal Research	1,000
Indiana Automotive Fasteners	Auto: Plastic Fasteners/ Clips Manufacturing	618
Covance	Drug Research & Development	516
Stanley Black & Decker	Power Tools Manufacturing	350
Fasson- Avery Dennison	Adhesive Paper Manufacturing	300
Precoat Metals	Metal Coating Manufacturing	78
Indiana Box	Corrugated & Fiber Box Manufacturing	65

Market Potential in Greenfield

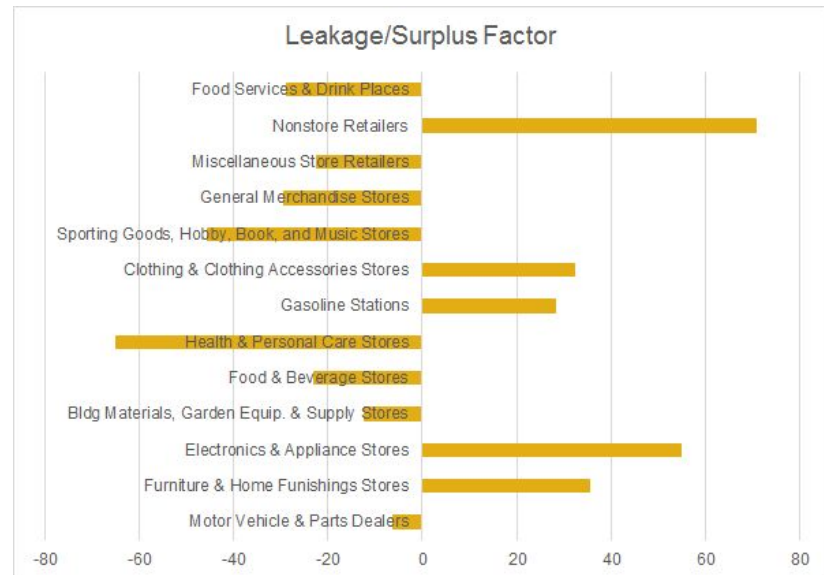
When considering what businesses are potentially suited for a place, what residents currently buy and whether those are supplied within the city or not is considered.

This information is provided by ESRI Business Analyst. The 2016 figures show that there is a leakage in non store retailers, clothing & clothing accessories stores, gasoline stations, electronics & appliance stores, and furniture & home furnishings stores. A leakage is a figure that represents a positive market potential based on the demand for the retail sector being greater than the supply in the area. The graph to the right depicts the leakage as the positive figures and the surplus as the negative figures.

The highest retail gap (demand over supply) lies within gasoline stations with a gap of \$8,939,737. The second largest is within the electronics & appliance stores with a shortage of \$8,041,670.*

Considering this, Greenfield may want to consider encouraging and attracting these retailers and potential developments to spur economic development.

*Please consider the ESRI Business Analyst Retail MarketPlace Profile for 2016 depicted on page 75 of the appendix.



Current Plans for Economic Growth in Comprehensive Plan

The comprehensive plan maps out a few projects that will catalyze economic development. These projects include greenway and trail connectors, a biomedical/biotech corridor, and a business training center co-located with a licensed preschool and the Hancock County Public Library.

The city hopes that the greenway and trail connectors will increase the desirability of the community due to the increased popularity of walkability and bikability (ability to walk and bike to work, entertainment, and recreation).

The city hopes that rebranding the North Economic TIF District to be a biomedical/biotech corridor will further Greenfield's industrial heritage as a life science hub. It looks to possibly create incentive programs for start-up businesses within this corridor.

The city hopes that the business training center, licensed preschool, and public library will fill multiple needs within the community attracting more residents and maintaining current residents. There is a strong need for preschool services for families in Greenfield currently. In addition, the services provided will assist businesses and entrepreneurs. The city has also proposed creating multifamily housing in the node to attract recent graduates and new residents. This will hopefully increase

the affordability of the rental units in Greenfield.

How Ground Up Looks to Supplement Economic Development

This plan looks to further economic development by doing the following:

- Increase the desirability of the community by engaging the youth in civic responsibility
- Provide hands-on business training to youth through the running of a coffee shop in the downtown area & a mentorship program
- Provide a coffee shop in the downtown area where currently none exist
- Increase the aesthetic appeal of Greenfield by providing public art in the form of murals, statues, and park structures
- Add additional appeal to Greenfield by adding recreational activities such as community arts and crafts
- Maintain and enhance the value of the current education system by adding supplemental training and tutoring programs
- Add to the uniqueness of Greenfield by furthering its goal of becoming an art community
- Assist current businesses by offering assistance in the form of art to better market themselves

- Encourage small business start-ups through adding an incubator space

By accomplishing the above, the community will increase its potential to attract higher income residents and more businesses that will increase its tax base allowing for better infrastructure and more growth.

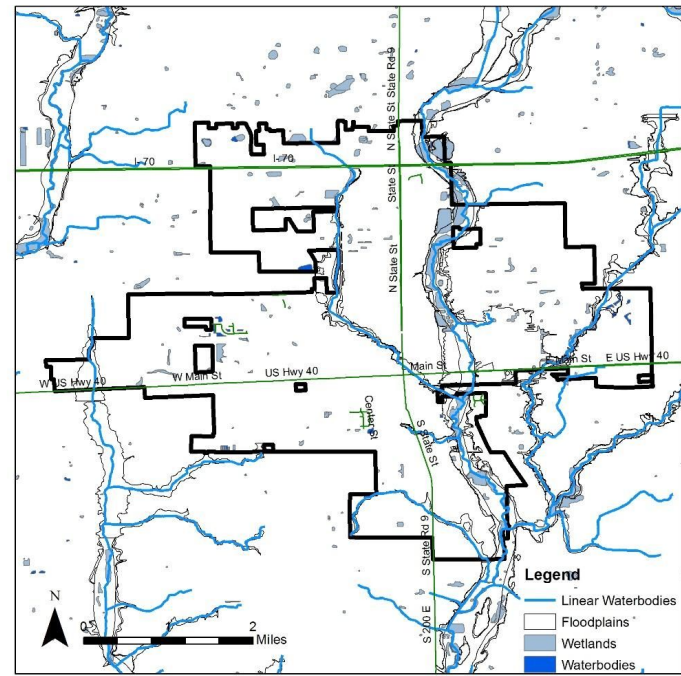
In addition to the plan's attempts at economic development, the city should continue to increase affordability to renters by offering appropriate rental units.

Environmental Conditions & Goals

Environmentally Sensitive Areas

Due to the number of creeks and waterbodies that lie within Greenfield, it is essential that development be made cautiously and strategically to protect health and the natural environment. Development should not occur within a close proximity of waterbodies to protect wildlife and water quality. In addition, development should not occur within floodplains and wetlands. The map to the right depicts these features within and around the city limits

Waterbodies, Floodplains, and Wetlands in Greenfield, IN and Surrounding Areas



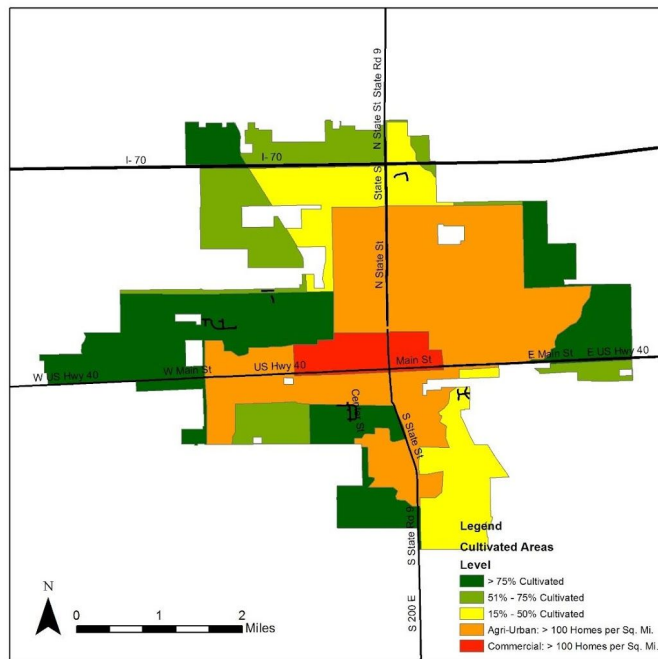
Tiffany Gehrke

Source: Indiana Map & Census Tiger Line

Farmland

Agricultural land should be preserved to sustain the community and protect the natural asset and soil quality. It is most important to preserve the areas where the soil quality is best suited for agriculture. The below maps depict where agriculture is currently taking place and where the soils are best suited for farming.

Cultivated Areas in Greenfield, IN



Tiffany Gehrke

Source: Indiana Map & Census Tiger Line

Best Suited Soils for Agriculture in Greenfield, IN by Hydric Level

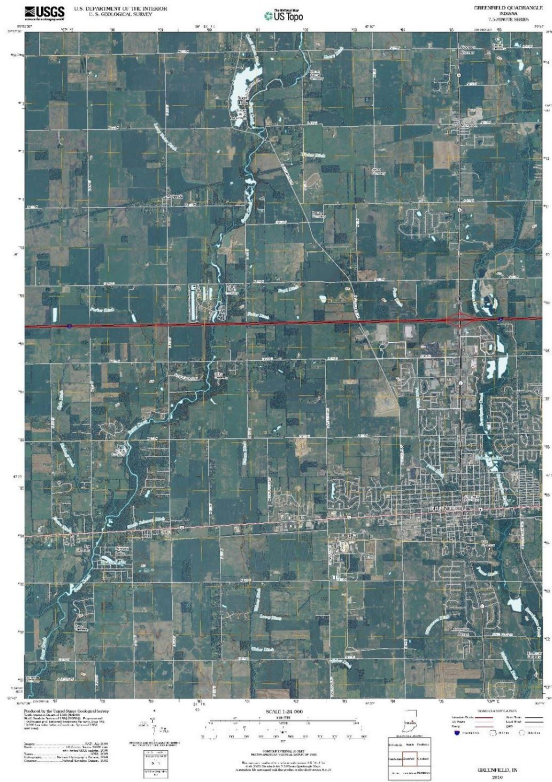


Tiffany Gehrke

Source: Indiana Map & Census Tiger Line

Topography

In order to prevent runoff and sedimentation, as well as to develop efficiently, it is important to develop on areas with a low incline. Any surface with a slope of greater than 15% should be avoided.



potentially attain LEED certification status. For more information on developments attaining this certification and the benefits, visit <http://www.usgbc.org/leed>.

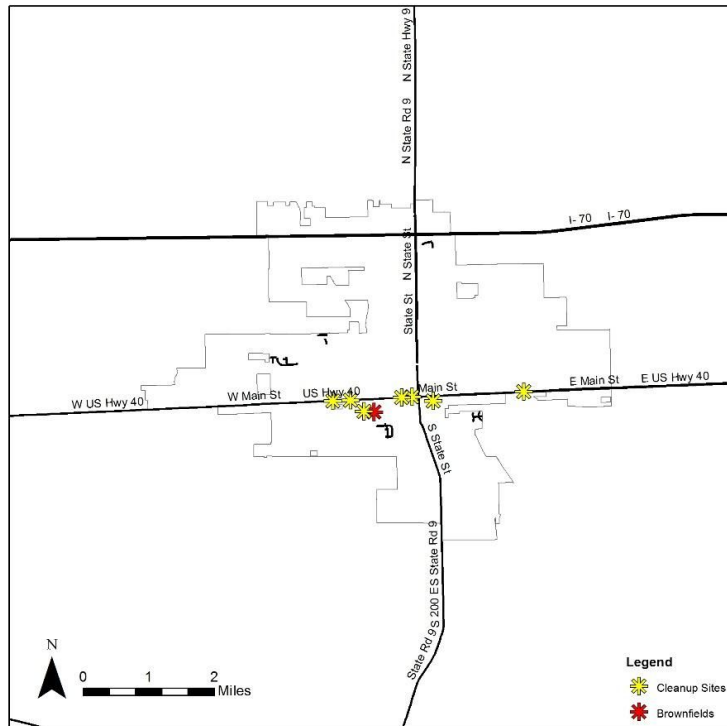
The following site has been identified as a brownfield by the state of Indiana

804 W. Osage St.- former Custom Blended Fuels Site
Awarded Assessment Grant 04/19/1999 and comfort/site

Brownfields

In order to protect residents as well as wildlife and environmental assets, it is important to correct environmentally hazardous sites such as brownfields as well as those recognized as cleanup sites. Corrective action should occur on these site. These sites should be encouraged for development with corrective action to

Sites for Remediation in Greenfield, IN



Tiffany Gehrke

Source: Indiana Map & Census Tiger Line

How does the Ground Up Plan Look to assist in Environmental Protection & Remediation?

The Ground Up Plan looks to further encourage and motivate development in the downtown area by increasing the downtown's desirability to new businesses and residents. By encouraging development in this area, the plan looks to protect environmentally sensitive areas and agricultural land.

The city may look to provide tax incentives for businesses considering development on brownfield and cleanup sites. With the addition of the potential LEED certification and possible tax incentives, the brownfield and cleanup sites can be more desirable to new businesses that look to locate near the downtown area. By remediating these areas and developing on them, the city will further protect its residents, water quality, soil quality, and wildlife that may be negatively impacted by potential pollutants.

status letter 02/06/2011

THE GROUND UP [31]

Initiatives

Action Matrix

Goal: Encourage more student involvement in the city of Greenfield

INITIATIVE	PURPOSE	PRIORITIES	PARTNERS	TIMELINE	FUNDING
Create Outlets for Regular Involvement					
<p>Create a student-run coffee shop called Ground Up</p>	<p>To break the social stigma of the Landing</p> <p>Add a coffee shop to the downtown area where none exist</p> <p>Create a youth hangout where one is lacking</p> <p>Create a mentorship program for at-risk youth</p> <p>Create an outlet for students to stay out of trouble, make money, and grow</p> <p>Help engage the the community in the recovery process of these students</p> <p>Provide education</p>	<p>A shop that is open from morning to evening, both weekdays and weekends to accommodate for all of the community members</p> <p>Coffee at a price that students can afford but will still be self sustainable</p> <p>A place where all students feel welcome and safe</p> <p>A space where student entertainment and artwork are showcased</p> <p>Create a mentorship program with the coffee shop and co-working space that</p>	<p>The Landing</p> <p>Greenfield Central High School Departments</p> <ul style="list-style-type: none"> • Business Technology & Finance Services Dept • Agriscience Dept <p>Walker Career Center on the Warren Central High School Campus</p> <ul style="list-style-type: none"> • Culinary Arts & Hospitality <p>Greenfield Central Extracurriculars</p> <ul style="list-style-type: none"> • Family, Career & Community Leaders of America 	<p>Create a business model (Yr 1)</p> <p>Uncover needed updates, repairs, and equipment along with relative costs (Yr 1)</p> <p>Find funding (Yr 1)</p> <p>Get permits for needed repairs and updates (Yr 1)</p> <p>Higher contractor for needed updates (Yr 1)</p> <p>Utilize students for minor repurposing and interior remodeling (Yr 1)</p> <p>Discover business partners for bakery and operation of</p>	<p>Grants:</p> <ul style="list-style-type: none"> • Hancock County Community Foundation Big Impact Grant (\$25,000 LOI due by May 5th, 2017) • Nicolas H Noyes Jr. Memorial Foundation (LOIs due between July 24th and July 28th, 2017) <p>Crowdfunding</p> <p>Small Business Loan</p>

	and training for future potential startups Utilize an otherwise unused space in the downtown area	will further the education and training offered in the city	(FCCLA) Greenfield Main Street, Inc Hancock Economic Development Council Greenfield Area Chamber of Commerce	coffee shop (Yr 1) Finalize updates and equipment ordering (Yr 2) Hire and train students (Yr 2) Market the shop (yr 2) Open and Begin Operation (yr 2)	
Create an organization to manage and facilitate student involvement and volunteer opportunities	On-going program or information hub to connect students to local resources	Mayor's Council or subcommittee Organization or club within the school Expansion of existing programs, possibly under the Arts Council, Community Foundation, etc.	City officials School corporation Greenfield-Central High School Student Leadership Academy (SLA) Local non-profits	Establish a Mayor's Council (Yr 1) Work with school corporation to determine how a new club or organization can be formed (Yr 1) Work with local nonprofits to see if any have youth components or committees	N/A
Involve the youth in the arts culture in the City of Greenfield					
Designate spaces in parks and public space	Better utilize space in parks and along trails Create student art in	Interactive art that encourages visitors and playfulness	Students-engineering, architecture, art, etc.	Work with GPD and Parks Department to inventory the park and find areas prone	National Endowment for the Arts Park Impact Fees,

<p>for student and public art</p>	<p>areas youth use</p> <p>Combine art and crime prevention design techniques to reduce drug offenses in the parks system</p>	<p>Art that provides educational opportunities</p> <p>Art that increases lighting, visibility, and safety features of an area</p>	<p>Hancock County Arts Council</p> <p>Greenfield Parks Department</p> <p>Greenfield Police Department</p>	<p>to/hospitable to illicit activity (Yr 1)</p> <p>Identify ways to deter illicit activity (e.g. lighting, changes in landscaping) (Yr 1)</p> <p>Propose and commission appropriate art (Yr 2-3)</p>	<p>when applicable</p>
<p>Create a student art studio(s) or lab space(s) within the community</p>	<p>Remove barriers to students creating art outside of school hours</p> <p>Foster collaboration between students and established local artists</p> <p>Utilize economies of scale and partner with existing organizations to secure materials</p>	<p>Studio and art space that is open approximately 4PM-10PM, weekends, and/or during breaks</p> <p>Materials and equipment available for students to use</p>	<p>Existing businesses and gallery spaces that may have underutilized space</p> <p>Hancock County Arts Council</p>	<p>Work with partner organizations to identify potential studio spaces (Yr 1)</p> <p>Establish plan for remodel/finishing needs (Yr 1)</p> <p>Create operating model to fund materials (Yr 2)</p>	<p>EPA Grants for reusing brownfield/industrial sites (e.g. grain elevator)</p>
<p>Create pop-up and temporary public art and performances</p>	<p>Provide additional opportunities to showcase local talent</p> <p>Utilize lighter, quicker, cheaper principles to remove barriers to</p>	<p>Identify existing events where talent can be displayed</p> <p>Increase awareness of local talent</p> <p>Generate buzz and</p>	<p>Hancock County Arts Council</p> <p>Greenfield Main Street, Inc</p> <p>City officials</p>	<p>Work with Greenfield Main Street to identify existing events that the students can participate in (Yr 1)</p> <p>Establish a "marketing"</p>	<p>Very little funding required</p> <p>Business Sponsorship</p>

	performance and art display	“things to do” in the downtown for people of all ages		committee for youth events and opportunities (Yr 1)	
Have students create a mural within the city	Showcase youth talent & uniqueness of community Beautify the downtown area Give students a feeling of pride & inclusion	Create a mural on side of the western side of The Landing’s building created by the students and representing them Partner with Leadership Hancock County to create a historic mural	Hancock County Arts Council Leadership Hancock County City Officials The Landing	Establish a design for the mural and get the design and location approved by the city (Yr 1) Create the mural (Yr 2) Upkeep and redesign (every 3 Yrs)	Grant Funding Business Sponsorship
Student-run community arts and crafts	Better involve youth in civic activities in the city Work to eliminate youth’s exclusive, unwelcoming perception of Greenfield Support the arts & strengthen Greenfield’s arts identity	Create an annual summertime event held in Riley Park and run by and designed by students, open to all community residents Make the event free for all residents to better include all of the community Donate works to nearby nursing homes and hospital to benefit those in these establishments & involve them	Hancock County Arts & Cultural Council Hancock Regional Hospital Nursing Homes (List on page 88 of appendix) Hancock Public Library Parks & Recreation Department, Programs Marketing: Radio Stations & Daily Reporter	Organize an art student group with the Hancock County Arts Council (15 to 20) to create model art pieces (Yr 1) Reserve park space for event (Yr 1) Fund the project (Yr 1) Order all needed supplies (Yr 2) Market Event (Yr 2) Host Event (Yr 2)	Grant Funding (sample grant application & program description on page 82 of appendix) Business Sponsorship In-kind Sponsorship

<p>Support local businesses through partnerships with local youth artists</p>	<p>Better support local business</p> <p>Encourage youth involvement in the city</p> <p>Showcase student talent</p> <p>Create resume and portfolio-building opportunities for youth artists</p>	<p>Create a program where businesses can request marketing assistance and students have the opportunity to create additions to their resumes/portfolios as well as showcase and sell their artwork</p>	<p>Greenfield-Central High School Arts Department</p> <p>Hancock Economic Development Council (HEDC)</p> <p>Greenfield Area Chamber of Commerce (GACC)</p>	<p>Create a student group (perhaps through the school, city, or HCACC) (Yr 1)</p> <p>Utilize the HEDC and GACC as well as fliers to market the available resources (Yr 1)</p> <p>Ongoing program</p>	<p>Local business owners</p> <p>Hancock Economic Development Council may assist in uncovering</p> <p>Business Sponsorships</p>
<p>Create student-led supplemental education services</p>					
<p>Create a student-led tutoring program</p>	<p>Address the issue of a shortage of tutors</p> <p>Offer volunteer opportunities for students</p> <p>Maintain and strengthen the school system's ratings</p>	<p>Create a program with the school that pairs excelling students with students needing assistance in respective topics</p> <p>The tutoring could be provided after school from 3:30 pm to 5 pm in half and hour sessions in one of the schools in GCSS</p> <p>Excelling students could visit the Landing for tutoring students in the</p>	<p>Greenfield-Central School System</p> <p>The Landing</p>	<p>Have a meeting with administration in GCSS to establish the line of communication to get the program started (Yr 1)</p> <p>Have a meeting with the teachers to inform them of the slight changes and new program (Yr 1)</p> <p>Create a list of excelling students and students in need of tutoring services (Yr 1)</p>	<p>N/A</p>

		program there		Pair these students and provide faculty to oversee tutoring (Yr 1)	
Create a music education program to supplement the band program that begins in 8th grade.	<p>Address the issue of lack of early band education</p> <p>Provide additional volunteer opportunities</p> <p>Provide orchestra music training</p>	<p>Create a supplemental program that is outside of school hours. This could be run through Greenfield-Central Schools or through the public library and held at one of these establishments.</p> <p>The training would be done in a group setting to accommodate many residents of the community.</p>	<p>The Hancock County Public Library</p> <p>Greenfield-Central School System</p> <p>Greenfield-Central High School Band</p>	<p>Obtain and collect donated instruments (Yr 1)</p> <p>Establish the entity it will run through and be held at (Yr 1)</p> <p>Organize a group of students that are trained in various instruments to lead the training (Yr 1)</p> <p>Market through social media and the school or library of the available training (Yr 1)</p> <p>Hold the training sessions (Yr 1 and ongoing)</p>	<p>Individual sponsorship</p> <p>In-kind sponsorship</p> <p>Business sponsorship</p>
Create a supplemental international language education	<p>Address the issue of lack of early education for international language</p> <p>Assist in improving</p>	<p>Create a supplemental program that is outside of school hours. This could be run through Greenfield-Central</p>	<p>The Hancock County Public Library</p> <p>Greenfield-Central School System</p>	<p>Obtain and collect donated instruments (Yr 1)</p> <p>Establish the entity it will run through and be held at (Yr 1)</p>	<p>Individual sponsorship</p> <p>In-kind sponsorship</p> <p>Business sponsorship</p>

<p>program</p>	<p>the youth's perception of the community as being exclusive and unwelcoming</p>	<p>Schools or through the public library and held at one of these establishments.</p> <p>The training would be done in a group setting to accommodate as many residents as possible.</p>		<p>Organize a group of students that are trained in various languages to lead the training (Yr 1)</p> <p>Market through social media and the school or library of the available training (Yr 1)</p> <p>Hold the training sessions (Yr 1 and ongoing)</p>	
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Detailed Initiatives

Goal: Encourage more student involvement in the city of Greenfield

Objective: Create Outlets for Regular Involvement

Initiative: Ground Up student-led, community-open organization

Purpose (Why)

In order to maintain a strong youth presence in the City of Greenfield, it may be helpful to have an on-going student-run organization to ensure this presence. A student-run organization can not only ensure that the current plan initiatives are implemented and maintained but that future goals, objectives, and initiatives are created with changing conditions.

Priorities (What, How)

A student-run organization by the name of “Ground Up” will be formed with the leadership of Greenfield Central High School Students. Other age groups may join or attend meetings to be included in the planning process. However, the organization will meet at the High School and will have subcommittees responsible for the following initiatives: education, art, and business.

The student-run organization will be similar to other similar organizations such as student council or art club or Key Club. The organization will be formed within Greenfield Central High School with support from the Hancock County Arts Council, Greenfield-Central High School, The Landing, and Arts Coalition. The organization may also create partnerships with other organizations within the community such as the Greenfield Arts Coalition in order to create a better line of communication to ensure that the youth are involved in the community and community events such as the Riley Festival and gallery showings.

Draft Timeline (When)

In order to ensure that the other initiatives get implemented, it is important to first have this entity established. The group is proposed be fully formed and running by December of 2017.

In November of 2016, a student representative, Caris Young, attended a meeting with the Hancock County Arts and

THE GROUND UP [4]

Cultural Council which has agreed to partner with this group of student in order to get the students more involved in art related activities within the community and offer some space for practicing music and art.

Other potential partners include: The Landing, Greenfield Main Street, Inc., Greenfield Area Chamber of Commerce, Hancock County Public Library, the mayor, Greenfield-Central Schools, and the Hancock County Economic Development Council. For contact information for these entities, please refer to page ___ of the appendix. These organizations could incorporate a youth component or committee to better involve youth in civic activities as the Hancock County Arts and Cultural Council has agreed to have a youth presence. These partnerships could be created in less than one year.

A student club by the same name could be formed within Greenfield-Central High School with the assistance of the principal and guidance counselors with a teacher or multiple teachers to oversee or as a separate mayor's council. Jenna Harbin, Associate Planner for the City of Greenfield, will remain a point of contact within the city to ensure communication. This could be implemented within one year.

The steps:

- 1) Generate youth interest (social media, information sessions, online application, etc)
- 2) Form the entity (within the school, as a partner with an organization, or with the city as a mayor's council)
 - a) all bookkeeping, banking, and funding routing through these entities
- 3) Hold regular meetings (once a week to once a month)
 - a) Plan is implemented or amended during sessions
 - b) Generate more ideas for youth involvement
- 4) Continue to generate interest by showing presence in the community and through social media and other media outlets (Daily Reporter or radio broadcasting)

Funding Source (How)

The organization itself should not require funding. However, the initiatives that the organization wishes to implement may require funding.

The organization will be run by the students that volunteer to do so. Participation in the organization will allow students to increase the desirability of their resumes by showing their civic involvement and by showing actual results from their

involvement. In addition, participation in the organization will allow students to truly make an impact on their community to create the change they wish to see.

Case Study: Fort Wayne's Mayor's Council

Fort Wayne's Mayor's Council has students apply online to be a member. The program offers spots for 25 students. Students entering sophomore, junior, or senior year of school are welcome to apply, but must offer a full year commitment to the council. The students in the council are tasked with engaging their peers and representing them as well as creating solutions and working on projects.

Website: <https://www.cityoffortwayne.org/myec.html>



Initiative: Create a student-run coffee shop called Ground Up

Purpose (Why)

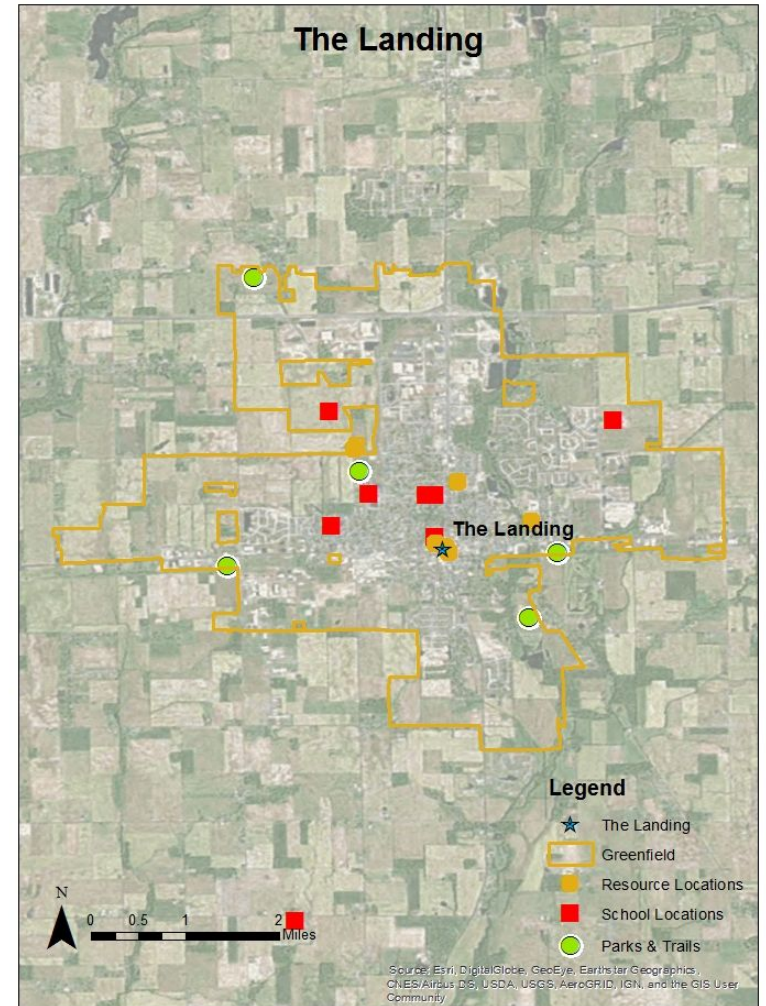
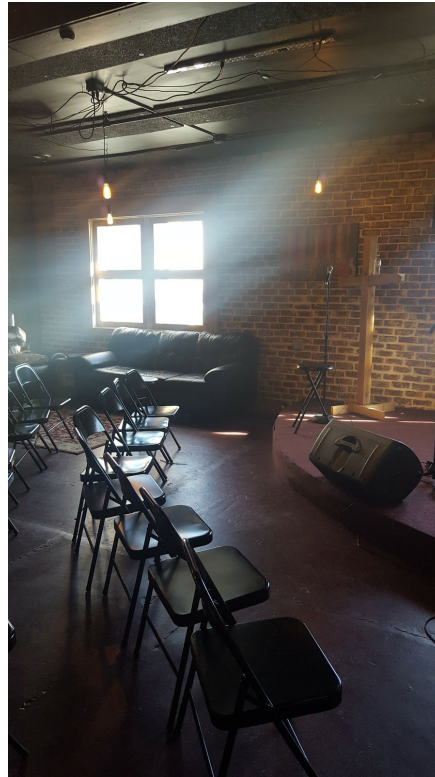
The surveys have shown a significant interest in a downtown coffee shop as well as a student hang-out. In addition, there were a few students that responded that they had a desire to go into the business sector. Plus, when asked if the downtown was convenient, many responded that it was, but they had no reason to go there because there was nothing for them to do. A student-run coffee shop will address all of these shortcomings and student aspirations. In addition to providing business training and a place for students to “hang out,” It can also create funds to finance other projects as well as address and resolve the following:

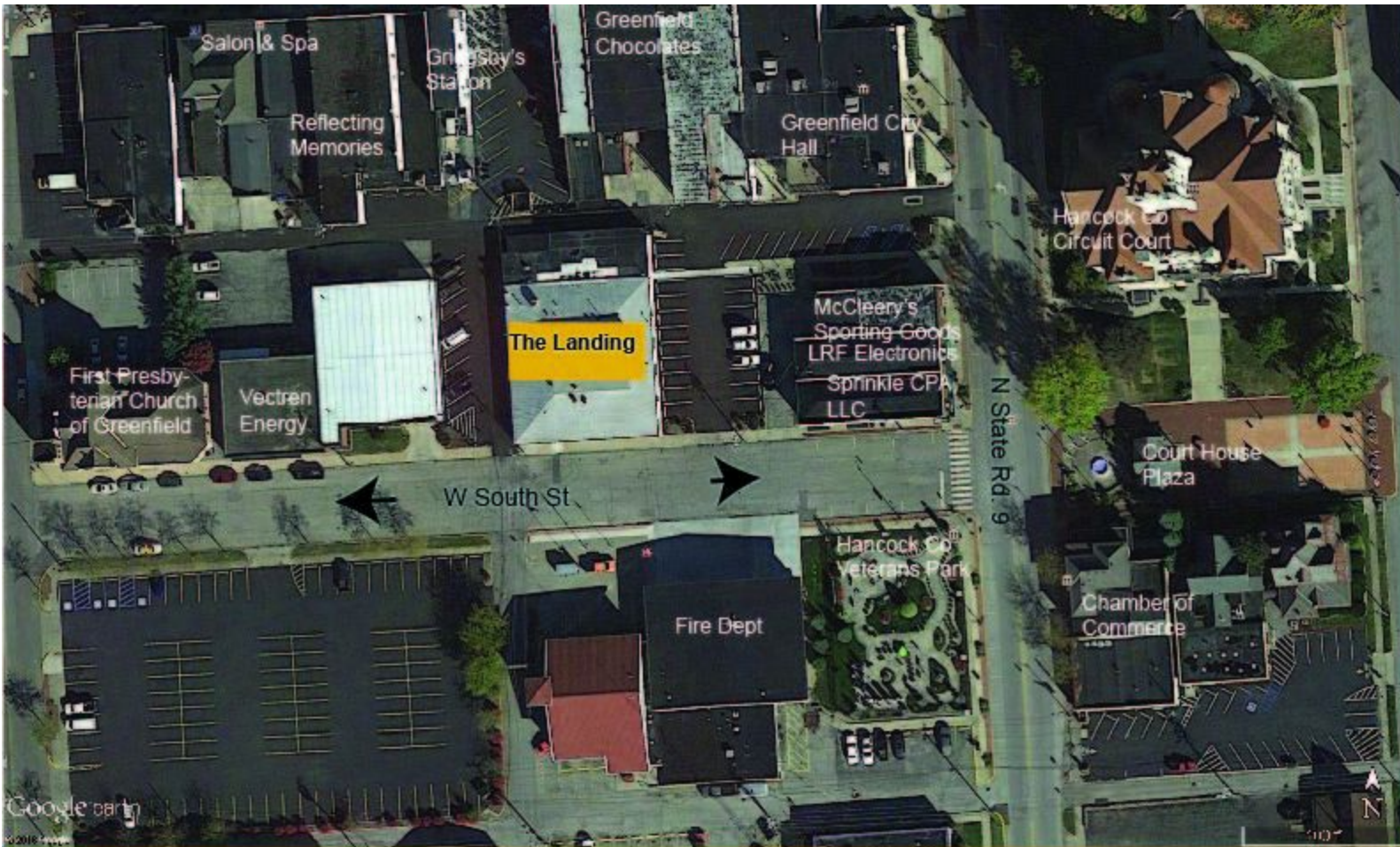
- To break the social stigma of the Landing being off-limits and for the troubled teens only
 - A coffee shop run at The Landing could help resolve the social stigma that surrounds The Landing due to its purpose and use being a recovery center for youth recovering from addiction and self mutilation.
- Add a coffee shop to the downtown area where none exist
 - The surveys have shown a significant interest in a downtown coffee shop.
- Create a youth hangout where one is lacking
 - The surveys have shown a significant interest in a student hang-out.
 - When asked if the downtown was convenient in the survey, many responded that it was, but they had no reason to go there because there was nothing for them to do.
- Create a mentorship program for these at-risk youth
- Create an outlet for these students to stay out of trouble, make money, and grow
- Help engage the rest of the community in the recovery process of these students
- Build skills that can assist with future business start-ups to grow the local business climate in Greenfield and the surrounding communities
 - There were a few students that responded in the survey that they had a desire to go into the business sector.

- Utilize an otherwise unused space in the downtown area
 - The Landing's building is currently only used fully on Monday and Wednesday nights for meetings. The rest of the time, the space is unutilized.

The Landing

The below images are images of the space that is proposed for the coffee shop. The map to the right shows the Landing's location with respect to amenities, schools, and resources.





The Landing
Coffee Shop Proposal

Priorities (What, How)

A student-run coffee shop could be run through The Landing with collaboration from a local business person or business-savvy faculty member/ student group from the local school with a desire to start a coffee shop in downtown Greenfield. All profits would go toward funding other projects proposed by the organization. The Landing site has already been chosen as a desirable location for the coffee shop.

The coffee shop could be run and oversaw by a business person in the area with experience in running a similar venue. The coffee shop operator will train and mentor the students that either volunteer or work for a moderate wage. The operator will train in all aspects of the business to give knowledge to the youth of how to run a small business successfully.

A commercial kitchen that is located in the same building will be rented out at a decreased cost to a local baker in order to offer additional mentoring and provide baked goods to the coffee shop. The baker will also be able to sell their goods outside of the coffee shop.

The business will be open morning to evening throughout the week to accommodate for the students and local residents.

The coffee shop will also showcase student artwork and projects to highlight student talent and accomplishments.

Students will also perform at the coffee shop to provide entertainment and to showcase youth talent.

In order to assist in funding the operation, the unutilized space that The Landing holds throughout the day during the week could be rented out at low costs to individuals for co-working spaces. These individuals will be asked to do occasional mentoring for the students in the program in exchange for the low rental costs.

Responsible Parties (Who)

The Landing will house the operation and all business costs, revenues, and profits will be filed under their employer identification number. Any contributions will be made to this non-profit entity.

Options for overseeing the operation include:

- An individual in the area with a desire to run a coffee shop and experience in business is proposed to oversee the

operation and that the business has proper training and that it is run efficiently and safely.

- This individual could be uncovered through Greenfield Main Street, Inc., Hancock Economic Development Council, or Greenfield Area Chamber of Commerce.
- Faculty from the local schools with expertise in business could oversee the business modeling, accounting, marketing, ordering and training along with those in the class as a new addition to the curriculum.
 - Business Technology & Financial Services Department at Greenfield-Central High School
 - Agriscience Department at Greenfield-Central High School
- The Family, Career and Community Leaders of America (FCCLA) or other club along with their respective faculty representatives could oversee the business modeling, accounting, marketing, training, and ordering.

Options for food decisions, design, and creation include:

- An individual with a desire and experience in running a bakery in downtown Greenfield could be sought to work out of The Landing at a low rental cost in exchange for mentorship and donated goods. The individual will operate under their own identity and be taxed accordingly.
 - This individual could be uncovered through Greenfield Main Street, Inc., Hancock Economic Development Council, or Greenfield Area Chamber of Commerce.
- The Walker Career Center on the Warren Central Campus currently offers training in Culinary Arts & Hospitality. This project could become part of the training for this program.

Options for drink decisions, design, and creation include:

- An individual in the area with a desire to run a coffee shop and experience in such a business could design the drinks and drink menu.
- The Walker Career Center on the Warren Central Campus currently offers training in Culinary Arts & Hospitality. This project could become part of the training for this program.
- Previously trained baristas could be utilized to come up with a menu as well as train on the creation of these drinks.

Draft Timeline (When)

Due to the requirements of funding, finding the business operator, creating a business model, training the students, and

renovation, the project is proposed to be finalized within two years.

By January of 2018, a business model should be created and the business operator established.

By February of 2018, a baker should be identified and should start operating out of the commercial kitchen throughout the week.

By March of 2018, The Landing should finalize any remodels to allow for the co-working spaces to be rented out throughout the week. These spaces should then be rented out to residents wishing to work out of such a space.

By June of 2018, equipment should be ordered and remodeling done to accommodate for the needed use and to be in compliance with building code.

By August of 2018, training should be completed and the business ready for opening and operation.

Funding Source (How)

The project will require a significant amount of funds for equipment, repairs, remodeling, and marketing.

Estimated budget on page 76 of appendix.

Apply for a small business loan

- In order to finance this, a business partner could assist in getting a potential business loan for the start-up. The business partner should be one that currently runs or has experience in running a successful business in the area with the required credit score and history as well as the needed expertise. In order to get the needed collateral, the business partner may be of use. However, to offset the risk that the partners has to take, crowdfunding is proposed.

Crowdfunding can be done online and establishes an opportunity for people to donate funds for a project. The funds that are donated can be written off on these individuals' taxes due to being donated to a non-profit organization. Crowdfunding works by setting a desired goal for funds and when those funds are reached the donations opportunity is closed and the funds released to the organization. There are rules that must be followed to open and operate crowdfunding.

In addition to crowdfunding, grants may be applied for to assist in the costs of remodeling and equipment.

- Hancock County Community Foundation Big Impact Grant (\$25,000, letter of intent due by May 5th, 2017)
- Nicholas H Noyes Jr. Memorial Foundation (Letter of Intent due between July 24th and July 28th, 2017)
 - Contact info: Kelly Mills (317)844-8009
 - Send LOI to Sue Richardson, Program Officer at sue.richardson28@yahoo.com
 - website: noyesfoundation.org
 - details on page 78 of appendix.

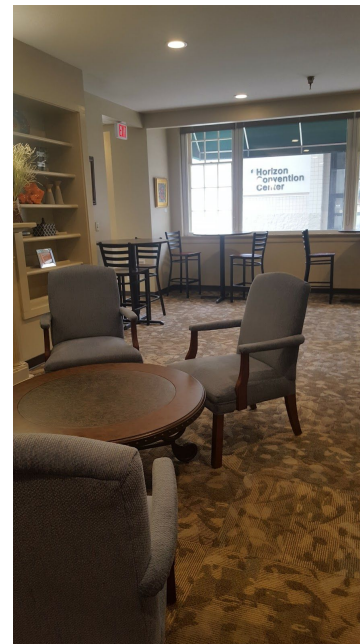
Sample Letter of Intent is provided in the appendix on page 80.

Co-Working Space to Supplement and Enhance Efforts

To further the efforts of the coffee shop and assist in funding The Landing and it's projects, a co-working space is proposed for the other half of the building. Local business owners who are not in need of a storefront or workshop would utilize the space, internet, separate mailing address and resources (printer, supplies, fax machine, etc.) to operate their operation or assist them in starting their ventures. Co-working spaces (or incubator programs) assist individuals in running and starting successful business ventures by giving them a working space with resources as well as allowing improved innovation by creating community and communication among those utilizing the spaces. This type of venture can assist the city in spurring economic growth in the small local business sectors.

In order to operate a success co-working space the following must be provided:

- High-speed internet
- Sitting and standing stations
- Printer and fax machine
- Staplers/ three-ring hole punch/ scissors
- Pens/ pencils/paper/ink/ paper clips/ staples



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- Fridge/ microwave/ coffee maker
- Mailboxes
- Storage units/lockers
- Couches/ chairs
- Tables for meetings/ separate meeting room
- Desktop computers
- Security system with access card entry

The pictures to the right are of the CoLab in Muncie, Indiana that operates a similar operation and was used as a guide in creating this plan.

The revenue structure is proposed for the following:

- Floating Monthly (no permanent spot, pay by month): \$20/ month
- Floating Annual (no permanent spot, pay annually): \$200/ year
- Permanent Annual (Permanent spot, pay annually): \$450/year

Case Study: The Depot Coffee House in Hopkins, Minnesota

After a forum in 1994 conducted by The Chemical Health Commission of the City of Hopkins, the community came to a realization of the need for a chemically-free place for youth to gather. After a couple years of discussion, the project began through a collaboration of various community members, business people, and students. An ideal location of an abandoned train depot was chosen for the site due to its location, history, and low-cost leasing of \$1/year. The renovations were done through volunteer work by craftsmen and carpenters, funded by donations and grants from area foundations, and finalized in 1998. The Depot opened by that same year and overseen by a board of students. These students act as both staff and management. The operation evolved to be a youth-run teen center and coffee house in 2000. The non-profit entity has been awarded multiple times since opening and has established a youth foundation in 2012.

website: <http://www.thedepotcoffeehouse.com/about/history.html>

Objective: Involve the youth in the arts culture in the City of Greenfield

Initiative: Have students create a mural within the city

Purpose (Why)

Murals are an excellent way to showcase talent within a community and to show the uniqueness of a community. When Indianapolis was preparing for the Super Bowl XLVI in 2012, the city decided to create forty-six murals within the city¹. The murals were created to not only prepare for the event but to beautify the city and rejuvenate the city's art culture. The Arts Council of Indianapolis headed up the project known as 46 for XLVI. The project used "fix-it" lists uncovered by the media in Indianapolis to decide where murals were needed. In addition to beautifying and creating identity, murals also give artist meaningful work. The Indianapolis project employed 58 percent of its artists for the local community. The murals are planned to be maintained by the Arts Council for ten years due to the materials used and replaced at that time.

In order to create the same effect as Indianapolis has received from its 46 for XLVI, murals are being planned in the community.

However, in order to ensure that students feel the same pride and inclusion as other members of the community, students may be involved in the creation of at least one of the murals planned for the community.

Priorities (What, How)

A mural is proposed for the westward facing outer wall of The Landing. This wall is currently painted and proposing to not be an issue with historical significance. Consequently, the project appears to be highly feasible. The mural that is proposed for the side of the building will represent students' passions and be created by the students. The students of The Landing will be the primary creators, but other artistic students are encouraged to participate in the process.

In addition, another opportunity presents itself in Greenfield. Leadership Hancock County and city planners are proposing murals to be created within Greenfield to beautify and create identity within the city. The plan for the murals' themes will be the City of Greenfield's history.

In order to get students involved and excited about the projects occurring within their community, an announcement

should be made about the project to the youth in the Greenfield school system informing them of the project and meeting times to brainstorm and create. The meetings will be held at The Landing (for the Landing's mural) or at Greenfield-Central High School (for the historic murals), but all age groups will be welcome to attend to ensure complete youth involvement.

When working with the city, the students will not only create art, but will also do research to come up with ideas based on the history of the City of Greenfield. This will further their knowledge of their hometowns creating a greater connection for them to the City of Greenfield.

Responsible Parties (Who)

The arts subcommittee of Grounds Up as well as the Art Club at Greenfield-Central High School and students at the Landing will be involved in heading the project/s.

Any interested students will be welcome to attend brainstorming and creation sessions.

The Landing and city officials will be responsible for approving the student's idea and overseeing the creation of the mural for the one proposed on the Landing's building.

For the historic murals, Leadership Hancock County will be responsible for approving any designs.

Draft Timeline (When)

The historic mural will be designed and created based on Leadership Hancock County's timeline. For further details, contact Dave Hill, Coordinator of Leadership Hancock County. Please refer to page 86 of the Appendix for contact information.

The mural for the Landing could be designed, approved, and created within a year.

Funding Source (How)

Leadership Hancock County is applying for grants to implement the project. For the student-created mural, artists' fees

will be unnecessary. However, funding will be required for canvas and paint.¹

For funding the mural proposed at The Landing, a grant could be applied for or business sponsorship could be requested.

For a list of potential granting agency's for art projects/ programs, please refer to page 94 of the appendix.

Case Study: YouthBuild Charter School in Boyle Heights, Los Angeles, California

In 2013, the students of YouthBuild Charter School in Boyle Heights created a mural that was placed in Hollenbeck Park. The students of YouthBuild are non-traditional; many of them have dropped out of school previously or had been incarcerated or become pregnant or failed out. This charter school has created a second chance for them. Due to some bureaucratic hurdles, the project's intended permanent mural had to be negotiated into a temporary one. However, the murals can now be easily changed out and are creating an archive of murals that are created by students. The murals act to beautify the area and prevent graffiti.



website:

<http://la.streetsblog.org/2013/06/20/youth-create-a-mural-to-beautify-hollenbeck-park/>

¹ <http://www.nuvo.net/indianapolis/indy-gets-46-murals-for-super-bowl-xlvi/Content?oid=2384599>

Initiative: Support local businesses through partnerships with local youth artists

Purpose (Why)

Having successful local businesses are often strong economic drivers in a community. Not only do local businesses tend to buy supplies from other local businesses, but they also tend to use local services and hire residents in the community. By using the skills of the local youth to better market these businesses, both the youth and businesses benefit. The youth have something to add to their portfolios while the business has a better success rate. In addition to giving the youth actual experience, the updated comprehensive plan's goal of incorporating youth into the community is furthered.

Priorities (What, How)

The youth artists can showcase their work and offer design services at no or minimal cost to local businesses. The pairing can allow for the businesses to better market themselves and the students to add to their individual resumes and portfolios.

Students can send out fliers to local businesses making them aware of the services available. The students may also go into the establishments to present the opportunity to business owners. The students can then provide one-on-one consultations with the business owners and present ideas to them. The students will then work as consultants and artists to come up with new design ideas or provide artwork to showcase in and outside the establishments.

Responsible Parties (Who)

The art subcommittee members of the Ground Up or other student group will head and oversee the project.

Local businesses will work with students for the benefit of their services.

The Hancock Economic Development Council may work to create partnerships.

The Greenfield Area Chamber of Commerce may further assist in the creation of partnerships.

Draft Timeline (When)

A project like this could begin in less than three months. However, the projects would be ongoing to continue the support

of local businesses and assist the students in continuing to grow their portfolios.

Steps:

- 1) Form the student group (perhaps students from the Greenfield-Central High School arts classes)
- 2) Create the marketing materials (fliers, website, Facebook page, etc)
- 3) With the assistance of The Hancock Economic Development Council and Greenfield Area Chamber of Commerce, further establish partnerships with local businesses.
- 4) Pair art students with business owners
- 5) Have the group oversee the quality and effectiveness of the partnerships

Funding Source (How)

The Hancock Economic Development Council may assist with finding funding.

Local business owners may assist with purchasing any needed resources.

Other local businesses may provide in kind donations or sponsorship to fund the needed resources.

Case Study: The pARTnership Movement

The pARTnership Movement creates mutually beneficial relationships between businesses and arts organizations in communities throughout the United States. The pARTnership Movement is run by Americans for the Arts. Members of the organization can be contacted to host workshops in any interested community. The movement strives to further arts advocacy, education, and public art as well as assist in economic development. In Portland a hotel has partnered with a local arts organization to showcase local art throughout the suites. This partnership has helped draw visitors to the hotel as well as increased revenue to the arts nonprofits. For more information on joining the movement:

<http://www.americansforthearts.org/by-program/promotion-and-recognition/visibility-campaigns/partnership-movement>.

Initiative: Temporarily use public space for the residents and youth to practice art

Purpose (Why)

The survey results showed that many students wanted more art opportunities in the City of Greenfield. In addition, the survey showed that yes, the downtown was convenient, but there was nothing to do in the downtown for the youth. Plus, the updated comprehensive plan has a focus on incorporating residents of all ages as well as creating more art and art opportunities. Temporarily using the public right of way for practicing and showcasing art will further accomplish these goals and address these shortcomings.

Priorities (What, How)

The Grounds Up art subcommittee or other student group will oversee these temporary projects. The group will need to get approval from city officials prior to using the public right of way for art. It is recommended to first get approval by the mayor.

After getting approval, there are many opportunities such as setting up an easel and painting or drawing a city landmark or downtown view. People in the downtown could then stop and watch the artist at work. This would allow for an increase in awareness of the program as well as allow residents and the practicing student artist to become more involved in art in the community.

Another opportunity would be for a student or multiple student musicians to play on the sidewalk or in a parking space in the downtown area. This would again allow for increased awareness of the program as well as a greater appreciation for the youth and their talents in the City of Greenfield.

The pop-ups are recommended during events that currently bring people to the downtown area such as the Riley Festival or ChalkFest.

Ultimately, these temporary art displays would create additional reasons for residents, including the youth, to visit the downtown area.

Responsible Parties (Who)

The Ground Up art subcommittee or other student group would be responsible for overseeing the temporary projects as well as getting them approved by the city.

The mayor would be contacted to approve the project and to ensure the proper entities are notified for approval and safety precautions (fire department, police departments, streets department, etc).

Greenfield Main Street, Inc. will assist in uncovering prime opportunities.

Draft Timeline (When)

This project could be completed within one year.

Steps:

- 1) Establish a “marketing” committee for youth events and opportunities
- 2) Work with Greenfield Main Street, Inc. to identify existing events that the students can participate in
- 3) Contact Mayor for approval

Funding Source (How)

Unless a marketing tool is desired or art supplies required, no funding would be needed. However, if supplies are needed or marketing desired, the funds could be raised through fundraising or business or individual donations.

Initiative: Involve students in better utilizing unused park space to showcase artwork

Purpose (Why)

Within the survey, a few students responded that there is a drug problem in Greenfield, specifically in the parks. In addition the Associate Planner for the city believes that there is too much underutilized park space. To fix these problems and also get youth involved and create more artwork, this initiative proposed for students to create artwork and design structures to permanently display in these parks.

Priorities (What, How)

After much brainstorming, an idea for engineering students as well as architecture and art students to create designs and structures to permanently display in parks was established. The structures should be somewhat interactive to allow for youth as well as adults to find enjoyment from their presence in the park. The project can be announced and discussed in engineering, architecture, and art classes and clubs to ensure that interested students have an opportunity for involvement in the project. Teachers may allot time for designing the projects or dedicate time for designing and creating after school.

The design could be some sort of windmill, maze, or hopscotch. It could also be used as a learning tool for youth visiting the park.

The proposed locations include the Pennsy Trail, specifically near Center Street where exercise equipment has recently been installed. Additionally, Riley Park has been proposed as a potential location. Beckenholdt Park/dog park is a potential location for nature or pet-inspired art.

Responsible Parties (Who)

The arts subcommittee of the Ground Up or other student group will oversee the project with the assistance of Hancock County Arts and Cultural Council, Greenfield Parks and Recreation Department, and planning staff.

The Greenfield Police Department should also be utilized to help address the drug issue. The police department may suggest certain designs to assist in crime prevention.

Draft Timeline (When)

The project is proposed to be implemented within 2 to 3 years to allow time for design, approval, creation, and funding.

Steps:

- 1) Work with the Greenfield Police Department to inventory the park and find areas prone to/hospitable to illicit activity
- 2) Identify ways to deter illicit activity (e.g. lighting , changes in landscaping).
- 3) Use the knowledge gained to commission the designs to architecture, engineering, and art students in the local schools.
- 4) Have designs submitted to Parks and Recreation Department for consideration and approval (not all designs will be approved, number based on funding).

Funding Source (How)

The project could be funded through an art or parks grant applied for through city planners.

One strong candidate for grant funding is the National Endowment for the Arts.

Another potential option for funding would be through park impact fees, when applicable.

Case Study: Laumeier Sculpture Park in St. Louis, MO

The interactive sculpture park is free for visitors and encourages people from all over the world to visit. The most popular sculpture is the “Eye” depicted in the image to the right. The park showcases over 60 works and hosts over 300,000 visitors per year.

For more information: <http://www.laumeiersculpturepark.org/>



THE GROUND UP [60]

Initiative: Create a student art studio(s) or lab space(s) within the community

Purpose (Why)

Through discussions with the students as well as results from the student surveys, a need for activities in the downtown, student hangouts, and a place to practice art after 4 pm and on weekends with communal art supplies has been uncovered.

By offering a space in the downtown for students to practice art, the City of Greenfield will also further its goal of incorporating youth and fostering the arts culture.

Priorities (What, How)

In order to create a communal space for sharing ideas, tools, and resources, a space is proposed that will accommodate for the students' art passions.

A few places have been proposed as potential sites for this project. The space may need to be adapted slightly to give an open space for sharing and allow for plenty of natural light.

The space will be open from 4 pm until 10 pm as well as on weekends to allow for time to practice artwork when the school no longer accommodates. In addition, art supplies will be shared to allow for students that would otherwise not be able to afford the cost of the supplies to be able to practice and build their talents.

This space will utilize economies of scale and may partner with existing organizations to secure materials.

Responsible Parties (Who)

The arts subcommittee of the Ground Up or other student group will oversee the project

The Hancock County Arts and Cultural Council's 20 North Gallery, The Landing, or other existing business that may have underutilized spaces may provide the space in the short term. If the Hancock County Arts and Cultural Council provides the space, it could be used in return for students volunteering to oversee their gallery on North State Street.

The students would eventually like to find and rent a space of their own. In the long term, the students would ideally like to

repurpose the grain elevator off of the Pennsy Trail to be used as an art space.

A member of the arts group must be present at the studio space in order to make sure that the space is being used safely and that only responsible art activities are being practiced. If no member is able to be present, the space shall be locked, secured, and unused.

Draft Timeline (When)

Within the first and second year, the gallery space provided by the Hancock County Arts and Cultural Council, unused space of The Landing, or any other unused space provided by existing businesses may be used.

After the creation of a formal group under the appropriate 501(c)3 status, the group can look into finding sponsorship or fundraising projects to rent and remodel a space of their own in the downtown area.

The organization would ideally like to repurpose the grain elevator off of the Pennsy Trail to be used as an art space. This type of project could take up to 5 years to accomplish. Currently the city is conducting a feasibility study to determine if the grain elevator can be repurposed.

Steps:

- 1) Work with partner organization to identify potential studio spaces (Yr 1)
- 2) Establish plan for remodel/finishing needs needs (Yr 1)
 - a) Find & work with a contractor
 - b) Work with the building inspector to ensure needed changes are made
 - c) Establish funding
- 3) Create operating model to fund materials (Yr 2)

Funding Source (How)

Apply for grants to fund the renting of a site.

With the grain elevator being along the Pennsy Trail, the funding of the project would be part of the planning grant from US-EPA. The city is currently proposing possible uses for the structure being housing, open-air or enclosed markets, small food-related business incubation, or a mixture of retail and

housing.

Initiative: Student-run community arts and crafts

Purpose (Why)

The updated comprehensive plan focuses on getting residents of all ages involved in the community. By allowing the youth to lead community arts and crafts projects, the city can involve all ages in one project. In addition, this addresses the issue uncovered through the survey that there was little to do in downtown Greenfield for the youth and not enough events and activities. Most importantly, the project will help combat the issue in the survey of the community being exclusive and unwelcoming to certain groups. The project will also assist in strengthening the arts culture and identity in Greenfield.

Priorities (What, How)

The high school artists oversee a “cookies and cards” or “cookies and canvas” where the children and residents in the community have an opportunity to make paintings or “Get Well” cards or holiday cards that will be donated to those in the hospital, those in nursing homes, or those serving overseas in the military.

A project like this can be held at a local business, church, public space, school, or city building. A community crafts project has the potential to create goodwill in the community and show support which some of the students presented as an issue in the survey.

With a project like this, the students overseeing will provide the resources needed and market the event via social media, the paper, radio, or mailers. The students will walk the community residents that attend through the steps of creating the craft or artwork. This allows the students to showcase their abilities and get involved in a project that works to build a sense of community.

Responsible Parties (Who)

Students from the arts subcommittee of the Ground Up or other student group will oversee the project.

The Hancock County Arts and Cultural Council can assist with marketing and funding (applying for grants through their identity to fund the project) as well as ordering needed supplies.

Local businesses, churches, or the library may be interested in providing the space for the event to allow for the benefit of increased recognition or increased business.

To allow for a large attendance as well as ensure that everyone feels welcome, utilizing park space is recommended such as Riley Park. Consequently, the Parks and Recreation Department would be pivotal in the project.

The Hancock County Public Library currently hosts such an event (but charges for it). The Library's current resources and knowledge could be utilized for this free, community-open event.

The Daily Reporter and local radio stations could be used for marketing.

The works could be donated to local nursing homes and the Hancock Regional Hospital.

Draft Timeline (When)

A community arts and craft project such as this can be implemented in three to six months to allow for marketing, supplies, location, and design planning.

A potential framework is as follows:

- 1) March 2018: Organize a group of 15 to 20 art students from Greenfield-Central High School and Middle School to come up with model art pieces to teach and recreate at the event.
- 2) April 2018: Contact the Parks and Recreation Department to reserve space at Riley Park for a Saturday in July of 2017 midday to allow for families and residents of all ages.
- 3) May 2018: Have the project funded. Begin marketing for the event. Incorporate advertisements in the Daily Reporter weekly. Include a requirement for RSVP (with email address, name, and age level) to attend to ensure that enough supplies are ordered to accommodate for all in attendance. Place flyers in local establishments informing locals of the upcoming event.
- 4) June 2018: Order all needed supplies and arrange the rental of all needed equipment including tents, tables, and chairs. Talk with city officials about traffic and parking concerns to ensure safety before, during, and after the event.
- 5) July 2018: Prior to the event, have a trial-run to ensure that all artists are prepared for teaching the attendees and that all needed paint colors and supplies have been ordered. The day before the event, have the tent, tables, and chairs set up. All artists should be at the event an hour or two prior to it in order to prepare and set up easels and

lay out brushes, paint, paper towels, and water. A volunteer will also oversee the refreshments and cupcakes station. After the event all artists and youth volunteers will clean up and tear down. A day or two after the event, an email survey will be sent out to gauge the effectiveness of the event. All artwork will be taken to the hospital on the Monday following the event to be put up in hospital rooms.

Funding Source (How)

The project may be funded through grants. A sample grant application for the project can be found on page 82 of the appendix. Potential funding agencies can be found on page 94 of the appendix.

The project could also be run by in kind sponsorship from local businesses or from individual or business sponsorship and donations.

Objective: Create student-led supplemental education services

Initiative: Create a student-led tutoring program

Purpose (Why)

After a discussion with school counselor Kim Kile at Greenfield-Central High School, the issue of a shortage of tutoring services was uncovered. This is an issue the school has been looking to resolve. However, having the students lead the program will allow for them to get more involved in the community which the updated comprehensive plan looks to accomplish. In addition, the students will have more volunteer opportunities which was uncovered as a weakness in the student survey conducted.

In addition to providing a needed service, volunteer opportunities, and increase youth involvement, the program will enhance the already successful school system's rating and ensure future success. The program will also provide work experience for those wishing to go into education which was indicated by a few students in the student survey.

Priorities (What, How)

The program is proposed to create a tutoring program that pairs excelling high school students, chosen by high school teachers, with students needing services, expressed by their teachers. Consequently, the program would work by the teachers pinpointing students that need assistance and communicating this with a board of teachers from the high school that would then pair them with a student that is excelling in that subject. The excelling student would then work with the one needing assistance as well as the teacher of the student needing assistance. The program would need no funding. The project would only need the collaboration of teachers from all schools as well as slightly shifted hours (on a rotating schedule for all staff members for fairness). In order to get the collaboration of all teachers for such a project, it will be essential for a leader to be chosen, potentially a student leader, to attend a school meeting to express the idea, discuss the project with the principals, counselors, and potentially superintendent. The students providing the tutoring services would get volunteer hours for their efforts. In addition, the services could lead to paid opportunities and additional items for their resumes. The schools could benefit by having higher test scores, leading to better funding. The community would benefit by higher property values due to an even better rated school system.

Responsible Parties (Who)

The education subcommittee of the Ground Up or other student group could oversee the program and ensure communication between teachers, staff, and students. However, the student group would only further involve students and is not necessarily a requirement.

The teachers in all schools in Greenfield will be responsible for pinpointing those that need assistance as well as those that are excelling. The teachers must also communicate the available tutoring opportunities with these students and/or parents.

A school staff member or members will be responsible for making sure that teachers across all schools are communicating the tutoring needs and opportunities with one another.

A school staff member will need to be in attendance during tutoring hours (3:30 pm to 5 pm Monday- Thursday).

Draft Timeline (When)

A program such as this can be implemented in less than three months. This program will need to be ongoing in order to be and remain successful.

Steps:

- 1) Create the student group to oversee communication is created between teachers and staff (optional)
- 2) Have a meeting with Greenfield-Central School System Administration to discuss the new program and ways to accommodate for it.
- 3) Have meetings with the school's teachers to inform them of the program as well as the slightly changed hours and how to communicate the student's needing services as well as the students that are excelling.
- 4) Create a private line of communication between teachers and staff as well as teachers and tutors
 - a) Private web database where students needing tutoring services with additional details are listed as well as excelling students interested in tutoring are listed.
 - b) Private line of communication where tutors can give updates to teachers on improvements and vice versa.
- 5) Shift teachers' schedules on a rotating basis slightly to accommodate for an occasional late day (until 5 pm) to

oversee tutoring services.

Funding Source (How)

No funding should be needed for a tutoring program.

Initiative: Create a music education program to supplement the band program that begins in 8th grade.

Purpose (Why)

After a discussion with school counselor Kim Kile of Greenfield-Central High School, we uncovered a need for early music education. The current band program is very successful; however, the community has expressed to Ms. Kile as well as other staff members, of a desire for music education prior to eighth grade. In addition to this information, the student survey uncovered a need for music education relating to orchestra music including string instruments.

Priorities (What, How)

This early music education program would allow the youth below the 8th grade level to be exposed to band education if so desired. The band program at Greenfield-Central is currently excelling. However, to further assist in the current and future success of the program and to give the community residents that cannot afford private lessons for their children the opportunity for this kind of education, a program can be implemented.

The program would involve basic training in music theory and instruments. The program would be held at one of the school buildings or the public library for convenience and parent's ease of mind. The program would have donated and purchased instruments available for checkout by those involved.

The education would be done in a group setting to give multiple individuals the opportunity for education.

One or multiple students with adequate experience in the given instrument will lead the learning session.

The program will be marketed in school materials or in the public library's materials to be given to students and parents.

Responsible Parties (Who)

It is proposed that the program be run by the music subcommittee of the Ground Up or the Greenfield-Central High School band or other student group.

A current music or band teacher may oversee and advise the students on proper education techniques.

Greenfield-Central School System's administration can assist in marketing as well as providing the needed space.

The Hancock County Public Library may house the operation and provide the necessary marketing through their website, social media, and marketing materials.

Draft Timeline (When)

This program could take less than 1 year to implement to allow for time for financing instruments or collecting donated instruments as well as training the students on proper education techniques.

The steps are as follows:

- 1) Obtain and collect donated instruments
- 2) Establish the entity it will run through and hold the training sessions
- 3) Organize a group of students that are trained in various instruments to lead the training
- 4) Market through social media and the school or library of the available training
- 5) Hold the training sessions

Funding Source (How)

In-kind sponsorship or business/ individual sponsorship: the instruments would be provided by in kind donations as well as purchasing from funding provided by sponsorship.

Fundraising through the school

Initiative: Create a supplemental international language education program

Purpose (Why)

After a discussion with school counselor Kim Kile of Greenfield Central High School, we uncovered a need for an early international language education program. In addition, to the discussion with Ms. Kile, the student survey uncovered the need for a more welcoming community. Educating the youth and community on international language and cultures has the opportunity to create a more open-minded and welcoming community. In addition, the program creates more volunteer opportunities which many of the students addressed in the survey as an issue.

Priorities (What, How)

The current programs start in high school. To allow for the opportunities for youth to learn international languages at a time where it is most absorbed and easiest to learn, a supplemental program is proposed. The program is proposed to introduce youth interested in international languages with community residents and high school students and student groups, such as Spanish club or German club, with students and community members interested in learning. This program may also allow for community residents and youth to learn more of international cultures.

This program would take place in one of schools for convenience and parents' ease of mind.

Responsible Parties (Who)

Members of the education subcommittee of the Ground Up or other student group would oversee the programs implementation, marketing, and student educators.

The program would be led by students with assistance by teachers and fluent community members.

The program would be open to community members and youth.

Greenfield-Central School System's administration can assist in marketing as well as providing the needed space.

The Hancock County Public Library may house the operation and provide the necessary marketing through their website, social media, and marketing materials.

Draft Timeline (When)

The program could be implemented in less than 3 months to allow for organization, student leadership formation, marketing, and location.

The steps are as follows:

- 1) Establish the entity it will run through and hold the training sessions
- 2) Organize a group of students that are trained in various languages to lead the training
- 3) Create the training materials and program design
- 4) Market through social media and the school or library of the available training
- 5) Hold the training sessions

Funding Source (How)

In-kind sponsorship: Pen, paper, and printouts may be donated by the school for the program.

Business sponsorship or individual sponsorship: Special events to highlight international cultures could be funded through fundraising and sponsorship.

Appendix

**Retail
Marketplace
Profile**

“Even Grounds” Budget Expectation/Estimations

Budget

The budget for the entire project is estimated at \$212,472 for the first year. However, the project is looking to bring in some revenue to offset the costs of the labor and ingredients. The following lists the entire estimated costs for the coffee shop within the first year:

- A. Cost of Space
Total: \$45,000
 - a. The Landing must make the necessary improvement and modifications to the building for proper egress and for handicap accessibility. This includes widening the front entry way and making it handicap accessible as well as creating a second entry/exit. The bathroom facility must also be updated for handicap accessibility. These updates will allow for all community residents to access the shop as well as to meet building standards to operate such a business.
 - i. Estimated cost \$30,000
 - b. The Landing will need to remodel the interior of the building to create a space desirable to potential customers as well create a space suitable for brewing coffee and creating other drinks including lattes and espresso. Thus, the small kitchenette in the back will need to be modified to have more storage and counter space to allow for drink preparation. The costs will primarily go towards paint and remodeling the kitchenette area.
 - i. Estimated cost \$15,000
- B. Equipment Purchase
Total: \$20,000
 - a. In order to run a success coffee shop that will attract customers, it must be able to make popular coffee drinks. This requires purchases a variety of equipment & supplies including:
 - i. Espresso Machine: \$8,000
 - ii. Commercial Coffee Brewer: \$2,000
 - iii. Under-bar Ice Bin: \$300
 - iv. Under-bar sink station \$500
 - v. Frozen coffee (Spaceman Slushy) Machine: \$4,000
 - vi. Cold Brew Coffee Maker: \$200
 - vii. Plates/knives/spoons/forks/kitchen utensils (bar spoons, spatulas, whisk): \$1000
 - viii. Dishwasher: \$2000
 - ix. Commercial fridge/freezer combo: \$2000
- C. Technology
Total: \$2,200
 - a. In order to take payments besides cash, it will be essential to have a point of sale terminal or POS system. Due to the nature of the business, a table POS is proposed to reduce costs.
 - i. Cost of Tablet: \$1000
 - ii. Credit Card Processing: \$100/month or \$1200/year
- D. Personnel
Total: \$102,272
 - a. Manager/ Business Operator
 - i. In order to run a success business and have a successful training program, a knowledgeable person must be hired to manage the operation of such a business. This person will manage, train, mentor, and oversee the operation of the coffee shop.
 - 1. Estimated cost \$50,000/year

Sample Budget- Even Grounds

“Even Grounds” Budget Expectation/Estimations

- b. Baristas/ students in the mentor program
 - i. The coffee shop looks to fulfill multiple needs at once including offering mentor services to at-risk youth, offering business training, and offering work experience to at-risk youth. However, in order to make it worth these students time as well as to compensate them for hard work, a fair wage will be offered.
 - 1. Estimated cost per worker: \$8/hour
 - 2. With approximately three workers each day working 6 hour shifts, 363 days of the year: \$52,272
- Total: \$9,275
- E. Fringe Benefits
- a. To offer a competitive pay for the salaried manager as well as offer required health insurance, fringes must be paid.
 - i. Estimated Cost $\$50,000 * .1855 = \$9,275$
- Total: \$30,000
- F. Supplies
- a. Food Supplies
 - i. In order to be able to sell a product the coffee, milk, to-go cups and lids, syrups, teas, cream, and other juices and needed food supplies must be purchased.
 - 1. Estimated cost \$25,000 within the first year (\$1,000 every other week)
 - b. Office Supplies
 - i. In order to operate a successful business, receipt paper, ink, pens, paper, and other office supplies must be ordered.
 - 1. Estimated cost of \$5,000/year
- Total: \$4000
- G. Other Costs
- a. Space
 - i. Due to the enhanced utilization of the building, the location will incur higher utilities bill including water, gas, and electricity.
 - 1. Estimated increase in utility cost: \$3,000/year
 - ii. Due to the increased use of the building, more repair and maintenance will be needed to ensure that the building and space is in good condition.
 - 1. Estimated cost of \$1000/year

Noyes Foundation Application Process- Funding Even Grounds

2017 Application Process for Nicholas H. Noyes, Jr., Memorial Foundation

Letter of Intent (LOI): Any organization considering a grant application must first email a letter of intent to Program Officer, Sue Richardson (sue.richardson28@yahoo.com). The LOI should contain three paragraphs: 1) the organization's mission; 2) the purpose of the request; and 3) describe the total budget for the project and the dollar amount requested of the Noyes Foundation. The LOI should be BRIEF with NO additional attachments. Please include your name/title/email address/telephone number and address of the organization.

After submission of the LOI, if you are given approval to submit a full proposal, please follow the instructions below:

Grant Proposal Checklist:

Please limit materials submitted to the following:

___ Ten (10) copies of the complete grant application. EACH of those 10 sets should include:

- ___ 1) the grant application form
- ___ 2) current organization budget AND last year's actual budget
- ___ 3) project budget (if applicable)
- ___ 4) current list of board members and their occupation

Please collate each set but do NOT staple. Please use both sides of the paper when printing ALL materials, including the application form, budget(s), board member list, etc. You may recreate the application form for ease of completion, but we require that you limit your responses to the questions to four (4) pages, with a minimum font of 12. Please keep the application BRIEF and do not include any additional materials with your application. If necessary, we will contact you with

questions and/or requests for additional information.

___ ONE (1) copy of your organization's 501(c)(3) tax determination letter from the IRS. Please do not send more than one copy of this letter, and please do not copy or staple the tax letter to the application form

___ One (1) copy of your organization's most recent audited financial statement ONLY if your organization is requesting \$40,000 or more. (Please do not send an audited financial statement or annual report if you are not requesting \$40,000 or more.)

___ Completed requests should be MAILED (USPS, FED EX, UPS etc.) (*NOT hand delivered) to:

Kelly Mills, Executive Administrator

Nicholas H. Noyes, Jr., Memorial Foundation, Inc.

1950 E. Greyhound Pass #18-356

Carmel, IN 46033-8009

***This address is a private locked mailbox and hand delivery is NOT possible**

All requests are processed in the order in which they were received and will be acknowledged by email within 2 weeks of the posted deadline.

THE GROUND UP [79]

Letter of Intent

March 21, 2017

Linda Ostewig, Program Director
The Landing
18 W South Street
Greenfield, IN 46140
Phone: (317) 525-7791
Email: thelanding4teens@gmail.com

Sue Richardson, Program Officer
Nicholas H. Noyes, Jr. Memorial Foundation, Inc.
Phone: 317-844-8009
Email: sue.richardson28@yahoo.com

Dear Ms. Richardson,

The Landing is a 501(c)(3) nonprofit organization with a mission of helping hurting teenagers get closer to Jesus as they learn key principles during a journey towards a happier life. The program that is offered through the organization is open to students ages 13 to 18. The program is currently assisting eighty at-risk students. The organization offers a safe place for these young individuals to find hope, healing, and freedom when life gets crazy or you want to deal with stuff in your life. This entails dealing with pain, finding freedom from addiction, or dealing with something from their past. The Landing values Christ, confidentiality, and deep connections with others. The Landing creates an opportunity for a supportive community for these at-risk youth.

The proposed initiative is a coffee shop called “Even Grounds” that will reside within the current building where the Landing is located. Currently, the Landing only utilizes the space on certain nights for the meetings while leaving it vacant and underutilized on all other days and nights. The coffee shop aims to do the following:

1. To break the social stigma of the Landing being off-limits and for the troubled teens only
2. Add a coffee shop to the downtown area where none exist
3. Create a youth hangout where one is lacking
4. Create a mentorship program for these at-risk youth
5. Create an outlet for these students to stay out of trouble, make money, and grow
6. Help engage the rest of the community in the recovery process of these students
7. Build skills that can assist with future business start-ups to grow the local business climate in Greenfield and the surrounding communities
8. Utilize an otherwise unused space in the downtown area

Even Grounds offers a unique opportunity within the city of Greenfield due to the many issues that would be addressed and mitigated.

The budget for the entire project is estimated at \$192,272 for the first year. However, the project is looking to bring in some revenue to offset the costs of the labor and ingredients. The following lists the entire estimated costs for the coffee shop within the first year:

Letter of Intent for Even Grounds Proposal

Letter of Intent

1. Make the necessary improvement and modifications to the building for proper egress and for handicap accessibility
 - a. Estimated cost \$30,000
2. Remodel the interior to create a space desirable to potential customers
 - a. Estimated cost \$15,000
3. Purchase equipment & supplies
 - a. Estimated cost \$20,000
4. Purchase coffee beans and other required ingredients
 - a. Estimated cost \$25,000 within the first year
5. Hire a business person to manage, train, and oversee operation
 - a. Estimated cost \$50,000/year
6. Train students in the program interested in learning how to run, manage, and work in a coffee shop
 - a. Estimated cost per worker : \$8/hour
 - i. With approximately three workers each day working 6 hour shifts, 363 days of the year: \$52,272

The Landing is hoping for the equipment, required egress and handicap accessibility updates, and the interior remodel to be funded by the Nicholas H. Noyes, Jr. Memorial Foundation, Inc. grant. The total funds being requested are thus \$65,000.

We look forward to hearing a response from the foundation and appreciate your consideration.

Sincerely,

Community Cupcakes and Canvas Grant Proposal

Project Goals & Objectives:

Goal 1: Better Involve Youth in Civic Activities in the City of Greenfield

Like many communities, Greenfield has a lack of representation of youth in community affairs. Greenfield has a very strong arts community and many students interested in the arts as seen by a survey conducted in November 2016. This survey was conducted through a program called My Community, My Vision which looks to create a city plan with a goal of better involving youth in the community. The survey received a 10% response rate at Greenfield-Central High School where approximately 10% of the responders showed a strong passion for the arts.

Goal 2: Work to Eliminate Youth's Exclusive, Unwelcoming Perception of Greenfield

The survey conducted through My Community, My Vision of Greenfield-Central High School provided insight into the perceptions of the students in the community. Of those that responded, approximately 30% responded that the biggest shortcoming of Greenfield was the community's unwelcoming demeanor and lack of inclusivity. This project will be open to all ages, genders, races, and religions within the community. In addition, the project will be led by students, thus, helping them feel more accepted and respected within their community. To further the inclusive goal of the project, all finished artwork will be donated to those in the local Hancock Regional Hospital.

Goal 3: Support the Arts & Strengthen Greenfield's Identity as an Arts Community

Greenfield is known for some of its art-centered events such as the Penny Trail Art and Music Festival, ChalkFest, and Riley Festival. However, in order to maintain this identity, it is vital to expand the efforts to incorporate all community members. This program will allow all community residents interested in practicing art, at all levels of expertise, to be involved unlike many of the other events. This will strengthen the image of Greenfield as an arts community as well as engage more community residents in the arts within the city.

Target Population:

All ages will be encouraged to participate in the event. There will be varying levels of difficulty of paintings to allow for all age groups and talents. However, the students will be leading the painting sessions and teaching the techniques. There will be 15 to 20 students, ages 13 to 19 years of age, leading the sessions. These students will be teaching the community members how to paint artwork that they have designed and created. Consequently, there will be anywhere between 15 to 20 different paintings be taught and created throughout the event. The event will be open to 200 community members with an expectation of that number in attendance.

Implementation Plan:

In order to get the project off the ground, it is vital to have an implementation plan and schedule. The event is planned for July of 2017 if funded. The schedule goes as follows:

1. March 2018: Organize a group of 15 to 20 art students from Greenfield-Central High School and Middle School to come up with model art pieces to teach and recreate at the event.
2. April 2018: Contact the Parks and Recreation Department to reserve space at Riley Park for a Saturday in July of 2017 midday to allow for families and residents of all ages.
3. May 2018: Have the project funded. Begin marketing for the event. Incorporate advertisements in the Daily Reporter weekly. Include a requirement for RSVP (with email address, name, and age level) to attend to ensure that enough supplies are ordered to accommodate for all in attendance. Place flyers in local establishments informing locals of the upcoming event.
4. June 2018: Order all needed supplies and arrange the rental of all needed equipment including tents, tables, and chairs. Talk with city officials about traffic and parking concerns to ensure safety before, during, and after the event.
5. July 2018: Prior to the event, have a trial-run to ensure that all artists are prepared for teaching the attendees and that all needed paint colors and supplies have been ordered. The day before the event, have the tent, tables, and chairs set up. All artists should be at the event an hour or two prior to it in order to prepare and set up easels and lay out brushes, paint, paper towels, and water. A volunteer will also oversee the refreshments and cupcakes station. After the event all artists and youth volunteers will clean up and tear down. A day of two after the event, an email survey will be sent out to gauge the effectiveness of the event. All artwork will be taken to the hospital on the Monday following the event to be put up in hospital rooms.

Project Budget:

The full budget is estimated for a turnout of 200 residents. There will be no personnel expenses due to the event being conducted solely through volunteerism. The youth will be volunteering their time and talents for the benefits of gaining required volunteer hours, portfolio and resume additions, and for personal growth experiences. The flyers and advertisements will be designed and arranged by students. The hired administrator for the Hancock County Arts and Cultural Council as well as the President will oversee the funding of the project and will arrange the rental of equipment, ordering of supplies, reservation of the park space, communication with the local government, communication with the youth, and arrange the advertisement in the Daily Reporter.

However, this will be done within the administrator's schedule and should not cost any additional time due to the legwork of the students.

The below budget outlines where the costs will be accruing:

Personnel:	Fringe Benefits:	Equipment:	Supplies:	Travel:	In-Direct Costs:	In-Kind Contributions:	Sum of Direct Costs:	Sum of In-Direct Costs:	Sum of In-Kind Contributions:	Total Project Amount:
0	0	\$862.50	\$2,986.00	0	0	0	\$2,986.00	0	0	\$3,848.50
supplies:										
easels	\$60(for set of 12)	17	\$1,020.00		table rental	\$162.50				
canvas	\$25 (for set of 10)	20	\$500.00		tent rental	\$500				
paint	\$15 (enough for 10)	20	\$300.00		chair rental	\$200				
paint brushes	\$6 (set of 5)	40	\$240.00							
water cups	\$8 (set of 600)	1	\$8.00		marketing	\$300				
paper towels	\$15	1	\$15.00							
cupcakes	\$20 (for 12)	18	\$360.00							
plates	\$27 (for 330)	1	\$27.00							
drinks	\$12 (for 12 pack)	18	\$216.00							
Total Cost	\$2,986.00									

Staff:

The Hancock County Arts and Cultural Council currently has one paid staff member which is the Administrator. This position is part-time. Within the current hours, the administrator will help oversee proper communication between entities, but will mainly be overseeing the project along with the President. The youth will create the list of need paint colors. The administrator will arrange the ordering of these supplies, the rental of equipment, the reservation of the park space, and newspaper advertising. All other work will be done through the students and volunteer officers.

Community Benefits:

The community will benefit by more civic engagement by all residents involved. This participatory art-making project will involve youth artists donating their time and talents. These students will be leading a group of residents who may then gain a better appreciation for art which will assist in the goal of the community to maintain support for the arts. The works will then be donated to the local hospital to help beautify the rooms to assist in the healing and recovery process. In addition, by the youth acting as the leaders, the project will empower these students as well as showcase the youth talent in the community.

Method of Evaluation:

A day or two following the event, a survey will be emailed to those in attendance to evaluate the effective and success of the event as well as offer opportunity for potential ways for improvement in the future. The students will also be asked fill out a

separate survey for their own evaluation. Pictures and accounts will be taken during the event for the Daily Reporter to showcase the effective of the program to the rest of community that is not in attendance as well as a way to unbiasedly evaluate the success of the event.

Contact List

Entity	Address	Contact Person	Position	Phone	Fax	Email or website
Daily Reporter	22 W New Rd, Greenfield, IN 46140	Scott Slade	Community Editor	(317) 477-3229		sslade@greenfieldreporter.com
Daily Reporter (2)	22 W New Rd, Greenfield, IN 46140	Chris Schaefer	Editorial Assistant/ Arts & Entertainment Editor	(317)477-3222		cschaefer@greenfieldreporter.com
Greenfield Area Chamber of Commerce	1 Courthouse Plaza, Greenfield, IN 46140	Retta Livengood	President	(317)477-4188	(317)477-41 89	info2@greenfieldcc.org
Greenfield Area Chamber of Commerce (2)	1 Courthouse Plaza, Greenfield, IN 46140	Valerie Angle	Marketing Coordinator			
Greenfield Main Street, Inc	1 Court House Plaza Greenfield, IN 46140	Joanie Fitzwater	President	(317)358-5284		info@greenfieldmainstreet.org
Greenfield Main Street, Inc (2)	1 Court House Plaza Greenfield, IN 46140	Shelley Swift	Executive Director			
Greenfield-Central High School	810 N. Broadway St. Greenfield, IN 46140	Susanna Coleman	Assistant Principal	(317)462-9211 Ext. 34104	(317)467-67 23	scoleman@gcsc.k12.in.us
Greenfield-Central	810 N.	Kim Kile	Director of School	(317)462-9211 Ext.	(317)467-67	kkile@gcsc.k12.in.us

High School (2)	Broadway St. Greenfield, IN 46140		Counseling	34201	23	
Hancock County Arts & Cultural Council	20A North State St. Greenfield, IN 46140	Nancy Leslie	President			HancockArtsCouncil@mail.com; nancyleslie1@gmail.com
Hancock County Arts & Cultural Council (2)	20A North State St. Greenfield, IN 46140	Kimberly Lawhorn	Administrator			
Hancock County Community Foundation	312 E Main St, Greenfield, IN 46140	Kara Harrison	Community Investment and Grants Officer	(317) 462-8870 Ext.226	(317) 467-3330	kharrison@giveHCgrowHC.org
Hancock County Public Library	900 W. McKenzie Rd. Greenfield, IN 46140	Barbara Roark	Assistant Director	(317)462-5141	(317) 462-5711	http://hcplibrary.org/about/staff.htm
Hancock County Visitors Bureau	119 West North Street, Greenfield, IN 46140	Brigette Jones	Executive Director	(317) 477-8687		bscjones@msn.com; tourhancockcounty@outlook.com
Hancock Economic Development Council	1 Courthouse Plaza, Greenfield, IN 46140	Nolan "Skip" Kuker		(317)477-7241		skuker@hancockedc.com
Hancock Economic Development Council (2)	1 Courthouse Plaza, Greenfield, IN 46140	Connie Schmidt		(317)477-7241		
Hancock Regional	801 N State		Volunteer Services	(317) 468-4252		https://www.hancockregionalhospital.org/contact/

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Hospital	St. Greenfield, IN 46140					
Hancock Regional Hospital	801 N State St. Greenfield, IN 46140		Community Education	(317) 468-4506		
Landing, The	18 W South St. Greenfield, IN 46140	Linda Ostewig	Program Director	(317)525-7791		thelanding4teens@gmail.com
Leadership Hancock County		Dave Hill	Coordinator	(317) 997-7666		info@leadhc.org
Mayor	10 S. State St. Greenfield, IN 46140	Chuck Fewell	Mayor	(317) 477-4300	(317)477-43 01	cfewell@greenfieldin.org
Parks & Recreation	280 Apple St. Greenfield, IN 46140	Sharon Johnson	Administrative Assistant	(317)477-4340	(317)477-43 41	parks_rec@greenfieldin.org; sjohnson@greenfieldin.org
Parks & Recreation (2)	280 Apple St. Greenfield, IN 46140	Jeremiah Schroeder	Program Coordinator	(317)477-4340	(317)477-43 41	jschroeder@greenfieldin.org
Parks & Recreation (3)	280 Apple St. Greenfield, IN 46140	Ellen Kuker	Superintendent	(317)477-4340		ekuker@greenfieldin.org
Planning Department- Planning	10 S. State St. Greenfield, IN 46140	Jenna Wertman	Associate Planner	(317)325-1333	(317)477-43 21	jharbin@greenfieldin.org
Planning Dept- Building Inspection	10 S. State St. Greenfield, IN 46140	Erikk Knapp	Building Inspector	(317)325-1323	(317)477-43 21	eknapp@greenfieldin.org
Planning Dept-	10 S. State St.	Joan Fitzwater	Zoning Administrator	(317)477-4320	(317)477-43	jfitzwater@greenfieldin.org

Permitting & Zoning	Greenfield, IN 46140				21	
Planning Dept- Permitting & Zoning (2)	10 S. State St. Greenfield, IN 46140	Donna Butler	Permitting & Zoning Technician	(317)477-4320	(317)477-43 21	dbutler@greenfieldin.org
Police Department	116 South State Street	Dana Nance	Secretary	(317)325-1210	(317)447-44 01	dnance@greenfieldin.org
Police Department (2)	116 South State Street	Heather Short	Administrative Assistant to the Chief	(317)325-1220	(317)477-44 01	hshort@greenfield.org
Walker Career Center	9651 E 21st St, Indianapolis, IN 46229	Nancy Campbell	Assistant Director	(317) 532-6153		http://wcc.warren.k12.in.us/contactlistentry/4327/nancy-campbell
Walker Career Center (2)	9651 E 21st St, Indianapolis, IN 46229	Dr. Steve E Rogers	Director	(317)532-6151		http://wcc.warren.k12.in.us/contactlistentry/1208/steve-rogers
WRGF 89.7 FM Radio Station	810 N. Broadway St. Greenfield, IN 46140			(317) 462-9211		
WZPL 99.5 FM Radio Station	9245 North Meridian Street, Suite 300 Indianapolis, IN 46260	Jenny Skjodt	VP/ Market Manager	(317)816-4000; (317) 218-2264	(317) 816-4080	http://www.wzpl.com/about/contact-us

Potential Donation Recipients

Entity	Address	Phone
Kindred Transitional Care and Rehabilitation	200 W Green Meadows Dr, Greenfield, IN 46140	(317) 462-3311
Springhurst Health Campus	628 N Meridian Rd, Greenfield, IN 46140	(317) 462-7067
Golden LivingCenter - Brandywine	745 N Swope St, Greenfield, IN 46140	(317) 462-9221
Sugar Creek Nursing and Rehabilitation	5430 W US Hwy 40, Greenfield, IN 46140	(317) 894-3301
Crescent Manor Nursing Home	1310 E Main St, Greenfield, IN 46140	(317) 462-4344
Crownpointe Senior Living	831 N Swope St, Greenfield, IN 46140	(317) 467-9317
Graceworks	471 W Green Meadows Dr, Greenfield, IN 46140	(317) 462-8718
A Ellison Inc	625 W Green Meadows Dr, Greenfield, IN 46140	(317) 462-5009
Home Health Care of Hancock	Green Meadows	(317) 468-4522

	Shopping Center, 1560 IN-9, Greenfield, IN 46140	
Hancock Regional Hospital	801 N State St, Greenfield, IN 46140	(317) 468-4252

Article on My Community, My Vision

Initiative aims to keep youth in Greenfield

By **Samm Quinn**, Greenfield Daily Reporter

Retrieved 3/3/17 9:41 PM from <http://www.greenfieldreporter.com>

GREENFIELD — Community stakeholders are including Greenfield students in developing programs and initiatives they hope will encourage them to make Greenfield their lifelong home.

Greenfield is one of five communities participating this year in the state's My Community, My Vision program, a year-long effort aimed at helping students and city leaders develop a community plan that creates initiatives and programs that encourage youth to choose their rural hometowns over bigger cities.

When organizers surveyed about 150 Greenfield-Central High School students about their hobbies, career desires and whether those opportunities are currently available in the community, they learned roughly 80 percent have plans to leave Greenfield after graduating high school. Only 9 percent of the students surveyed said they plan to stay.

With those numbers in mind, city leaders say they want to launch programs and events that will help retain young talent. Getting youth involved in creating those programs might encourage them to stay, while also giving city officials a better idea of what young people and families are looking for in the cities and towns they call home.

City of Greenfield associate planner Jenna Wertman is helping to lead the effort, working alongside a group of local students and a Ball State University urban planning department student to launch community initiatives they hope will make Greenfield a place where young people want to live.

The group has brainstormed events and programs they believe will improve the city and encourage youth to become more involved citizens. Now, with the help of community stakeholders and leaders, they're narrowing down their list of ideas as they prepare a final plan they'll present next month in Indianapolis.

At first, the group wanted to focus on offering and establishing more opportunities for students to be creative through art, Wertman said. Survey results showed many students enjoy art and are considering it as a career.

Also, bringing more art to downtown is a goal included in city development plans, officials said.

As part of their project, the student group is hosting an art show at a downtown art gallery this month.

But the group also is considering other initiatives, including a student-led organization or mayor's council that will enable young people to provide future input in city programs and efforts, and a downtown coffee shop where students can meet with local business owners and entrepreneurs to learn about job opportunities in their own backyards.

City planner Joanie Fitzwater said she's already encouraged by the ideas the group has come up with, and she's excited to see them implemented. Written plans for the city's future development focus on attracting young professionals and families to make Greenfield their home, and she hopes the initiatives planned help the city meet that goal.

City leaders are reaching out to businesses and organizations to see if there are ways to start implementing some of the students' ideas now, and they want to hear from community stakeholders about which initiatives they think are most important as the group puts together a final plan for its My Community, My Vision project before a presentation in April.

The group already is working with The Landing, a safe gathering space in downtown Greenfield geared toward at-risk teens, and its director, Linda Ostewig, to see if they can start programs there.

The space could be used to open a small coffee shop — students want a place downtown where they can hang out — or to create working space for student artists. There are already talks about a student-designed and created mural for the side of the building, she said.

The ultimate goal of the program, Wertman said, is to get students involved now so they want to continue to be involved in their hometown later.

"We have a lot of talent here," she said. "We want to utilize it."

Samm Quinn is a reporter at the Greenfield Daily Reporter. She can be reached at 317-477-3275 or squinn@greenfieldreporter.com.

Potential Granting Agencies (Not All-Inclusive)

Foundation	Address	Phone Number	Purpose
ALLEN WHITEHILL CLOWES CHARITABLE FOUNDATION, INC	320 N. Meridian St., Ste. 811 Indianapolis, IN United States 46204-1731	(317) 955-0138	The foundation supports charitable organizations that promote or preserve the arts and humanities. Priority will be given, primarily, to those located in central Indiana.*
THE MELVIN AND BREN SIMON CHARITABLE FOUNDATION NUMBER ONE	10110 Ditch Rd. Carmel, IN United States 46032-9613	(317) 844-9467	Giving primarily for the arts, higher education, health, human services, and Jewish organizations.*
DAVID E. SIMON & JACQUELINE S. SIMON CHARITABLE FOUNDATION	10555 Hussey Ln. Carmel, IN United States 46032-7921		
FINISH LINE YOUTH FOUNDATION, INC.	3308 N. Mitthoeffer Rd. Indianapolis, IN United States 46235-2332	(317) 899-1022; 6741	The foundation supports organizations involved with athletics and youth development. Special emphasis is directed toward programs designed to promote active lifestyles and team building skills; and camps designed to

			promote sports and active lifestyles, and serve disadvantaged and special needs kids.*
VECTREN FOUNDATION, INC.	Evansville, IN United States 47702-1251	(812) 491-4176	The foundation supports programs designed to promote community revitalization and sustainability; energy conservation and environmental stewardship; and education. Special emphasis is directed toward programs designed to contribute to sustainable future.*
THE HEALTH FOUNDATION OF GREATER INDIANAPOLIS, INC.	429 E. Vermont St., Ste. 400 Indianapolis, IN United States 46202-3732	(317) 630-1805	Primary areas of focus are adolescent health, including childhood obesity and school-based health clinics, and HIV/AIDS education and services. Grants will be made to neighborhood-based service centers such as neighborhood health centers, multi-service centers, churches, and other nonprofit agencies and organizations.*
WELBORN BAPTIST FOUNDATION, INC.	21 S.E. 3rd St., Ste. 610 Evansville, IN United States 47708-1418		Giving primarily in support of improved community health, well being and quality of life for all members of the Tri-State Community, particularly in the areas of 1) Promotion of Early Childhood Education,

			2) Faith Based Initiatives, 3) Promotion of Healthy Adolescent Development, 4) Improvements in Community Health Status, and 5) School Based Health Programs. The foundation will apply Christian principles when evaluating and selecting applications for granting.*
NICHOLAS H. NOYES, JR. MEMORIAL FOUNDATION, INC.	1950 E. Greyhound Pass, No. 18-356 Carmel, IN United States 46033-7730	(317) 844-8009	Giving primarily for the arts, civic and community development, k-12 and higher education, environmental preservation and improvement, health and human services, and religious initiatives.
1ST SOURCE FOUNDATION	P.O. Box 1602 South Bend, IN United States 46634-1602		The foundation supports organizations involved with arts and culture, education, social welfare and human services, community development, and civic affairs.*
KOCH FOUNDATION, INC.	10 S. 11th Ave. Evansville, IN United States 47744-0001	(812)465-9800	The foundation supports organizations involved with arts and culture, education, health, human services, civic affairs, and religion. Special emphasis is directed toward organizations with which employees of Koch Enterprises are involved.*

OLD NATIONAL BANK FOUNDATION, INC.	1 Main St. Evansville, IN United States 47708	(812) 464-1515	The foundation promotes strategic partnerships with charitable organizations addressing defined community and economic development and education needs.*
Hancock County Community Foundation	312 E Main St. Greenfield, IN United States 46140-2348	(317)462-8870	The foundation provides philanthropic leadership to effectively manage and direct the resources of community donors in ways which enrich and enhance the quality of life in Hancock County, IN.
* Information Retrieved from foundationcenter.org			