

Jay! Region

OCRA 2019 Stellar Communities Designation Program

Jay County

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Application Form

Before You Begin

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

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

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

Before starting, please note the following:

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

General Information

Region Name*

Please enter the name of your region.

Jay! Region

Region Mission/Vision Statement*

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

Vision Statement: "To foster a vibrant, prosperous, and growing region by working together."

Mission Statement: "Working together to continue building a high quality of life, vibrant region to work, play, live, and do business."

Relevant Contact Information*

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

Ami Huffman, Director of Community Development
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Richard "Chuck" Huffman, President of the Jay County Commissioners
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Region Creation Questions

Discuss the Creation of your region in the following questions:

Region Creation #1*

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

The Jay! Region is defined by the Jay County geographic boundary and has a long history of working together with each of the communities. The events in history that have caused Jay County to strengthen as a region go back to the decline of the family farm to more of a large food manufacturing farming shift causing fewer generations to come home to carry on the family business. This caused the communities to look towards regionalism to retain population and businesses. The county also collaborated through the consolidation of the local schools in addition to creating a full-time staff position for Community Development through the Jay County Community Development Corporation utilizing CEDIT funding. In short - the County has already functioned as region, only recently has the region been "formalized" to elevate and create a platform for additional collaboration and partnerships.

Another catalyst for working together as a region is the Jay School Corporation. Over 40 years ago, the county consolidated into one school corporation, the Jay School Corporation, to strengthen the region. Coming together from all over the county to support the Jay County Patriots for band competitions, sporting events, and academic achievement is who we are. It is often pointed out that residents from Jay County don't say they are from Portland, Redkey or any other city or town, they proudly say they are from Jay County!

Region Creation #2*

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

The Jay! Region communities currently work together in a number of ways. First, the communities are all on several working Board of Directors that represent Jay County and have a regional focus. The John Jay Center for Learning, The Portland Foundation, Jay County Development Corporation, Jay County Trails Club, Jay County Chamber of Commerce, Jay County Tourism, Jay County Commissioners, and Jay County Council all

have representatives throughout the region that successfully work together on projects and programs that better that region.

In the Jay! Region, each community brings a unique identity and assets to the area. The communities all work with one another to compliment the unique assets. For example, Portland is home to the world's largest tractor and engine show. Knowing that the tradition is for the women to often shop during the show, the Town of Redkey markets its unique antique shops, has longer hours that week, and partners with the City of Portland and Jay County Tourism to capitalize on the extra 75,000 visitors in the county that week. There are examples of this all year throughout the region. The Jay! Region works continually to leverage our assets and partner with each other for growth and prosperity.

Disputes will be settled by consensus and if not possible, the lead applicant, Jay County Commissioners, and all participants have agreed to this arrangement by resolution.

Region Creation #3*

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

The Jay! Region has collaborated for years and the first example was the creation of Jay County Development Corporation in 1985. The county, which is the Jay! Region, came together to form an organization dedicated to the economic growth of the community with funds and provides representation from each Jay! community. A few years later, the county listened to the needs of the Jay! Region and hired the Community Development position. This structure remains today and each community has representatives on the Board of Directors. Since the beginning of the Community Development position, the Jay! Region has implemented 20 million dollars' worth of projects in 15 years in every Jay! Region community. Fire trucks, fire stations, paving and milling, sidewalk projects, water system improvements, wastewater system improvements, public facility projects, a senior center, and blight elimination have all been done together in the Jay! Region under collaborative oversight.

The John Jay Center for Learning was also created in a similar collaborative manner with The Portland Foundation serving as the lead for the formation of the learning center. The John Jay Center for Learning is the regional learning center for High School Equivalency testing, formerly GED, Ivy Tech classes, Purdue Polytechnic Programs, and the new million-dollar investment to form the Manufacturing Industrial Maintenance Program. The John Jay Center for Learning is housed in the Weiler Building that was condemned and rehabilitated by the Jay! Region and won the prestigious Indiana Landmarks Cook Cup for historic renovation and investment.

Region Creation #4*

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

All of the Jay! Region communities have participated in their own planning exercises in addition to county-wide planning efforts. As a group, the projects were decided and each community has an equal seat on the Jay! Region Steering Committee. The Steering Committee has been comprised of elected officials, non-elected officials, community leaders, local media, and even though it is an election year for mayors and councils, this process has been bipartisan with leadership from Jay County Community Development to ensure a level field for all communities. While working together, project priorities were determined and project impact was discussed for each community. Everyone at the table understands that by helping each other, everyone rises. The Jay! Region has displayed years of cooperation for the greater good and that is a valued tradition all want to continue.

Most of the Jay! Region communities have a working history with the state agencies or have been part of a project involving the participating agencies. The Jay! Region respects each community, and as represented on the Project Matrix, has a rather even or a proportional number of projects going on in each.

Region Creation #5*

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

The Jay! Region intends to make our region attractive to potential residents, employers, and investors. As mentioned in the “Current State of Region” section, population growth, business establishment, and housing development have stalled even though our unemployment rate remains low. We have incrementally made investments and changes to each community in Jay County and we have the resources and capacity to implement our vision. Our hope for the Stellar Communities Designation is that it will call attention to our assets and potential, and help us build the partnerships needed to create momentum and catalyze our future.

Region Creation #6*

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

Leadership
 Communication
 Capacity
 Collaboration
 Marketing
 Community Input

Leadership: The Jay! Region has a long history of strong leadership, experience with project development through project completion, and proof of working together to accomplish big goals. The leadership team is strong and committed to this process and the hard work that comes after being designated a Stellar Region. The team is structured to withstand political changes that could occur with this election year.

Communication: Our region already has strong partnerships with our local newspaper, the Commercial Review, and our local radio station, WGPW. These partnerships have already benefited us by helping us to get the word out about Stellar and has resulted in over 2,000 survey responses. Over the past year, we have worked to bolster our communication efforts by developing a regional brand and communication plan - and are working to develop a Facebook page and website to disseminate information online for on-demand access to information about our Regional Development Plan and more, or to get in touch with our team.

Capacity: The leadership team is diverse, consisting of all communities, partnership organizations, as well as various experience levels and expertise. The team has extensive experience working with IHCD, OCRA, ISDH, and INDOT. We also have an accountant on staff experienced in multiple funding source tracking. The capacity to work together, accomplish projects, and the expertise is all at the Jay! Region “table.”

Collaboration: Readiness to collaborate has always been how things get done in the Jay! Region. Between the school consolidation or our recent collaboration efforts during the application process, we look forward to the new ways we can work together to collectively achieve our goals.

Marketing: After finding communication gaps in our regional marketing plan, the Steering Committee has formed a Marketing/Branding/Communication Committee that will work on a plan with Overproducer assisting the group to use the best practices for a rural community to market, brand, and communicate inside and outside of the region.

Community Input: The Jay! Region is ready for even more community input! Over the course of 18 months, prior to submitting our Letter of Interest, the region collected over 800 community input surveys and held 42 meetings for the business owners, building owners, public participants, and various other

stakeholder groups all over the Jay! Region for our previous planning efforts. Between the submission of our LOI and the RDP, we held an additional public open house as well as collected 1,331 surveys regarding project prioritization. We hope to see this level of community engagement continue over the Stellar Designation period.

Region Creation #7*

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

Transportation
 Housing
 Quality of Place/Placemaking
 Health
 Workforce
 Education
 Arts
 Economic Development

The Jay! Region has a number of plans addressing each of these areas:

Transportation:

LifeStream Services 2016 Strategic Plan
 Jay County Capital Improvement Plan for CEDIT 2016-2020
 City of Portland BSU Urban Plan 2016
 City of Portland Downtown Revitalization Plan 2019
 Jay County Trails Plan 2018
 Town of Redkey Downtown Revitalization Plan 2018
 Pennville SRTS Plan 2014
 City of Portland SRTS Plan 2014
 Portland Municipal Airport CIP Plan 2019

Housing:

Jay County Development Corp Strategic Plan 2018
 City of Portland Housing Study 2016
 City of Dunkirk Housing Study 2014
 Jay County Housing Study 2015

Quality of Place/Placemaking:

Town of Pennville Revitalization Plan 2018
 City of Dunkirk Downtown Revitalization Plan 2018
 Town of Redkey Downtown Revitalization Plan 2018
 City of Portland Downtown Revitalization Plan 2018
 City of Portland BSU Urban Plan 2016
 Jay County Capital Improvement Plan for CEDIT 2016-2020
 Arts Place Plan 2014-2020
 Jay County Development Corp Strategic Plan 2018
 John Jay Center for Learning Strategic Plan 2016-2019
 The Portland Foundation Vision 20/20 Plan
 Jay County Early Childhood Education Feasibility Study 2018
 Jay County Trails Plan 2018

Health:

IU Health Jay 2015 Community Health Needs Assessment
 Jay County Trails Plan 2018
 The Portland Foundation Vision 20/20 Plan

Workforce:

Jay County Development Corp Strategic Plan 2018
 John Jay Center for Learning Strategic Plan 2016-2019
 John Jay Manufacturing Strategic Plan 2017-2019
 The Portland Foundation Vision 20/20 Plan
 Jay County Early Childhood Education Feasibility Study 2018
 Jay County Capital Improvement Plan for CEDIT 2016-2020

Education:

Jay School Corporation Plan 2018-2021
 Jay County Development Corp Strategic Plan 2018
 John Jay Center for Learning Strategic Plan 2016-2019
 John Jay Manufacturing Strategic Plan 2017-2019
 The Portland Foundation Vision 20/20 Plan
 Jay County Early Childhood Education Feasibility Study 2018
 Jay County Capital Improvement Plan for CEDIT 2016-2020

Arts:

Arts Place Plan 2014-2020

Economic Development:

Jay County Capital Improvement Plan for CEDIT 2016-2020
 John Jay Center for Learning Strategic Plan 2016-2019
 John Jay Manufacturing Strategic Plan 2017-2019
 Jay County Trails Plan 2018

Regional Development Plan

Section 1: Current State of the Region

Geographic Boundaries*

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

The Jay! Region is defined by the geographic boundaries of Jay County, with Stellar target areas within the county with greater than 500 people (Portland, Dunkirk, Redkey, and Pennville). The County is not part of a Metropolitan Statistical Area but is bordered by the State of Ohio, and Adams, Wells, Delaware, Blackford, and Randolph Counties. The Jay! Region is nestled between large population centers such as Fort Wayne, Indianapolis, and Dayton, Ohio. Portland as the exception, this region is mostly comprised of rural development and agricultural farmland.

Key Features of the Region*

Provide a demographic and economic summary assessment for the region.

The Jay! Region has commissioned research outside of the information collected and presented by BSU to guide decision making. A market and regional gap analysis and housing studies were completed for the region. This information was used to prioritize projects and investment dollars. By leveraging existing funds with investments in the Jay! Region, the stage is being set for a more diverse and robust economy.

The Jay! Region has several assets that are attractive to those that live and work in the region, however, there are areas of improvement that the region is working to advance. Overall, the Region hopes to increase high-wage jobs that bring talent to the region and continue to develop the quality of place assets that make it an attractive place to live and work. According to the BSU Indiana Communities Institute, the Jay School Corporation has a higher growth and higher achievement performance in math and the region is working to market those strengths to employers. Currently, more people leave Jay County for work (1,785), than come to Jay County for work (1,356) according to 2017 Indiana Stats data. Jay County has reduced the number of people leaving by approximately 400 people and increased those coming to the county for work by 50 people since 2007. Compared to the rest of the State, the County has a slightly larger population of those aged 70+ as well as a smaller population of those between 20 and 40. Educational attainment for HS diplomas and bachelor's degrees is below the State average and has declined since 2016. The number of business establishments has slowly declined from 2005-2015. Additionally, the population of Jay County decreased by 3.5% between 2000- 2016 and is projected to slowly decline, which resulted in fewer new homes being built. Approximately 60%-80% of homes were built before the year 1979, with fewer than 10% of homes being built after 2000. The Housing Studies completed for the City of Portland and the Jay! Region states that over a three-year to five-year period (2016-2021) the Portland primary market will need to develop moderately priced rental housing (\$500-\$700) for both seniors and families as well as moderately priced (\$150,000-\$299,000) and entry-level (\$70,000-\$149,000) single-family homes. Additionally - the market gap analysis for a 15-mile ring around Portland indicated a gap in the supply of family clothing and shoe stores, beauty salons, book stores, personal care services, goods repair, photography services, and restaurants. According to BSU, production and retail are the most promising industries for the region. Production, transportation, and material moving occupations make up 35% or above for all of the participating communities in Jay County (Dunkirk, Pennville, Portland, Redkey). Most employees work in manufacturing, education, healthcare, social services, and retail trades. Although employment from 2004-2014 has decreased by 13%, unemployment was recorded at 2.9% for June 2019 (BLS).

Previous Planning Efforts*

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

Several plans currently existing within the Jay! Region, ranging from comprehensive plans, downtown revitalization plans, capital improvement plans, and strategic plans that cover a variety of topics. Recent plans that address transportation, housing, quality of place/placemaking, health, workforce, arts, and economic development are listed below.

Transportation: LifeStream Services 2016 Strategic Plan, Jay County Capital Improvement Plan for CEDIT 2016-2020, City of Portland BSU Urban Plan 2016, City of Portland Downtown Revitalization Plan 2019, Jay County Trails Plan 2018, Town of Redkey Downtown Revitalization Plan 2018, Pennville SRTS Plan 2014, City of Portland SRTS Plan 2014, Portland Municipal Airport CIP 2019

Housing: Jay County Development Corp Strategic Plan 2018, City of Portland Housing Study 2016, City of Dunkirk Housing Study 2014, Jay County Housing Study 2015

Quality of Place/Placemaking: Town of Pennville Revitalization Plan 2018, City of Dunkirk Downtown Revitalization Plan 2018, Town of Redkey Downtown Revitalization Plan 2018, City of Portland Downtown Revitalization Plan 2018, City of Portland BSU Urban Plan 2016, Jay County Capital Improvement Plan for CEDIT 2016-2020, Arts Place Plan 2014-2020, Jay County Development Corp Strategic Plan 2018, John Jay Center for Learning Strategic Plan 2016-2019, The Portland Foundation Vision 20/20 Plan, Jay County Early Childhood Education Feasibility Study 2018, Jay County Trails Plan 2018

Health: IU Health Jay 2015 Community Health Needs Assessment, Jay County Trails Plan 2018, The Portland Foundation Vision 20/20 Plan

Workforce: Jay County Development Corp Strategic Plan 2018, John Jay Center for Learning Strategic Plan 2016-2019, John Jay Manufacturing Strategic Plan 2017-2019, The Portland Foundation Vision 20/20 Plan, Jay County Early Childhood Education Feasibility Study 2018, Jay County Capital Improvement Plan for CEDIT 2016-2020

Education: Jay School Corporation Plan 2018-2021, Jay County Development Corp Strategic Plan 2018, John Jay Center for Learning Strategic Plan 2016-2019, John Jay Manufacturing Strategic Plan 2017-2019, The Portland Foundation Vision 20/20 Plan, Jay County Early Childhood Education Feasibility Study 2018, Jay County Capital Improvement Plan for CEDIT 2016-2020

Arts: Arts Place Plan 2014-2020

Economic Development: Jay County Capital Improvement Plan for CEDIT 2016-2020, John Jay Center for Learning Strategic Plan 2016-2019, John Jay Manufacturing Strategic Plan 2017-2019, Jay County Trails Plan 2018

Each of these plans included a robust public engagement process that led to several great ideas and projects that are a part of our Regional Development Plan. We used each plan as a base to identify solutions to our regional challenges and identify the projects that were needed to advance the Jay! Region and help us achieve our regional goals. Additional public engagement collected in 2019 during the application process and organization of the Regional Development Plan, as well as existing demographic and market conditions helped us prioritize which projects would make the most impact on the region, leverage other investments, as well as help us build capacity and momentum.

Section 2: Key Achievements

Desired Achievements*

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

The following broad and overarching goals capture the needs and challenges our region faces today and outlines what the Jay! Region desires to achieve.

Our Goals:

Goal 1: Establish an identifiable brand that will help us attract and retain graduates, young professionals, families, and seniors to the region.

Goal 2: Continue our history of regionalism by working together to market Jay County, invest in infrastructure and community services, and attract investment.

Goal 3: Leverage Jay County’s proximity to several population centers to increase the number of travelers who visit the region.

Goal 4: Increase accessibility to residential and entertainment options, business development opportunities, and walkable communities.

Goal 5: Strengthen the Jay! Region and beyond by building a sustainable economy through a holistic approach to economic and community development.

Goal 6: Improve connectivity in our region through physical connections and continued collaboration.

The key achievements that Jay! Region intends to establish as part of the Stellar Communities Designation and Regional Development Plan stem from our six overarching goals. These include:

Increasing the number of new homes that are constructed.

An increase in the assessed value of properties.

The opening of several new businesses as a result of our efforts.

Moving from population loss to population increase.

Increasing the enrollment numbers in our local schools.

To see more young professionals and families moving to the Jay! Region.

The number of hotel stays and attendance at our events has increased.

The median household income of our residents has improved.

We are seeing more activity in our town centers and downtown areas. (increased sales, event attendance, etc.)

We are seeing residents be more active and live healthy lifestyles as a result of new trails and sidewalks. (decreased health issues, trail counts, miles of trail/sidewalk added, decrease in arrests related to addiction, etc.)

More private investment is happening in the region. (new private partnerships or new private development occurring in the targeted areas)

Our proposed projects aim to achieve our overarching vision, our goals, and the key achievements we have identified in this section. Each project is aligned with the following topics that address each of our goals and revitalization strategies.

Housing

Connectivity

Downtown Revitalization

Quality of Life & Tourism

Community & Economic Well-Being

Section 3: Designation

Implementation of Goals*

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

Goal 1: The presence of our marketing tools, our proposed housing, and quality of life projects, along with the spotlight of the Stellar Designation will increase our ability to promote our brand and help us attract and retain population and talent of all ages and stages of life.

Goal 2: While our County have worked together in the past to achieve major milestones such as a consolidated school system, we desire to expand collaboration through the Designation to establish a culture in our region that defaults to working together as the primary method or solution to our regional challenges. We will create new partnerships, new collaboration opportunities, and therefore achieve new possibilities that make our region stronger.

Goal 3: Many of our proposed projects contribute to the quality of life and increase tourism, which brings people into our region and increases the demand and support for our local businesses. The primary benefit of the designation is the recognition, highlighting Jay! Region as an exceptional community worthy of investing your time and money!

Goal 4: Quality of life amenities in close proximity to sidewalks and trails, not only creates another “thing to do,” but promotes healthy choices. Based on the status of our community and our progress since 2010, we are seeing a decline in business establishments, a need for several services and shopping options, as well as a need to attract and retain talent. The Designation will help us expedite our planned projects, accelerating our ability to attract people, stimulate new businesses, and build upon momentum.

Goal 5: The Stellar Designation is a platform for our region to stand on, attracting the attention of large industries, businesses, and investors to our area. Through this designation, we will diversify our industry base and adapt to new technologies to create an economy that can withstand regional and national influences. As larger or smaller markets nearby struggle or decline, we can become a strong anchor point for them. Through Brianna’s Hope, we will continue the success of treating substance abuse in the region, promoting an overall community well-being and returning individuals to lead a productive life in Jay County.

Goal 6: The benefit of the Stellar Designation helps our region accelerate our goal of connectivity, access to safe routes for running, biking, and walking, while also helping us elevate the quality of place and quality of life that is attractive for everyone.

Marketing and Attraction*

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

This year the Jay! Region is in the process of completing a Marketing/Communication/Branding Plan to lay the groundwork for brand recognition, which included the creation and implementation of one logo for the Jay! Region and logos of similar schematics and designs that represent the unique identity of each community. The development of a strong brand and identity was essential in the ability to market the Jay! Region as a great place to live, work, play and visit. As part of this tactic, we hired consultants to help us create brand standards, develop social media platforms, create an online website to communicate information online, and help us to deliver content through professional photos and marketing videos. The established brand and platforms will help us to better deliver a consistent and positive message for the region, as well as better facilitate information about the progress our region has been making. Another key marketing factor that we believe is important to highlight is our relationship with our local paper, the Commercial Review, and our local radio station WPGW. These partnerships are well-established platforms that already deliver positive and compelling information to our core audiences, and are a big reason why we were able to achieve large amounts of public engagement and recognition of the Regional Development Plan.

This year only marks the beginning of our journey to promote and market the Jay! Region. Regardless if we receive the designation or not, our efforts to market and attract people and investment to the region will remain the same. Utilizing the Jay! Region Facebook Page and website, we will continue to provide information about upcoming projects, job opportunities, places to live or visit, as well as share any updates regarding progress or change in the region that help to promote a positive perception of the county. We consider that these platforms are the “gateway” to the Jay! Region and we want to continue to invite potential residents to live here and to invite potential investors to start/expand their business or develop projects here.

Section 4: Capacity

Capacity to Administer Funds*

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

Note:

- All participating communities should have no outstanding monitoring/audit findings of any current grants.
- All participating communities must be in good standing with all funding agencies.
- Any community, within a region, who is non-compliant with any of the above, is considered ineligible.

Jay County has a strong history of working together through partnerships to achieve local goals, and has many active boards that represent the region. The consolidation of our schools is one example of the Jay! Region's progressive thinking that served as a catalyst for regionalism. Furthermore, the Jay! Region has never been one to complete a single project at a time. Since the beginning of the Community Development position, which is within the Jay County Community Development Corporation, the Jay! Region has implemented 20 million dollars worth of projects in 15 years collaboratively. Fire trucks, fire stations, paving and milling, sidewalk projects, water system improvements, wastewater system improvements, public facility projects, a senior center, blight elimination, and more have all been done together in the Jay! Region under collaborative oversight. Over the past 5 years we have collectively completed 32 projects, working with public agencies such as OCRA, INDOT, IHCDA, and USDA. This shows that our region is capable of implementing multiple projects over the designation period.

Careful planning and strategic project implementation have always been a strength of the region with leaders working together to get things accomplished. Since we submitted our Letter of Interest, we learned that the funding availability for the designation would significantly increase, thus challenging us to identify additional projects and funding. Because of our strong base of previous planning efforts, we were able to pull additional projects from these plans, identify partners, and secure funding. We added almost 10 projects to our proposed project list, proving our flexibility and strength as a region. The Jay! Region communities have committed funding through individual resolutions to support the identified Stellar Projects listed in this Regional Development Plan. In these resolutions, Jay County committed \$2,000,000, Dunkirk committed \$1,000,000, Pennville committed \$1,000,000, Portland committed \$1,600,000, and Redkey committed \$400,000. Committed funding will be pulled from revenues of CEDIT, TIF, General Fund, other funds the County has access to, and potential development incentives.

The City of Portland, the county seat and a 2011 Stellar Finalist, has implemented several projects over the last few years. Portland has worked towards its goal of increasing connectivity through several miles of sidewalk/multi-use path projects with more in the works. They have also completed two projects through public-private partnerships such as the \$3,500,000 Portland Water Park and the locally funded Portland Facade Improvement Program. Two examples of the City of Portland working with the state partnering agencies include their recent 2019 Downtown Revitalization Plan through OCRA and a \$650,059 INDOT sidewalk/trail project.

The City of Dunkirk, a Stellar Community Finalist in 2015, hasn't stopped improving the community. The City has worked through utility projects in the past 8 years by renovating their water treatment plant, installing a brand-new wastewater treatment plant, and is currently working on a Master Utility Study. Dunkirk has demolished twenty abandoned and blighted homes through the IHCDA Blight Elimination Program and was the first in the State of Indiana to complete their first round of grant funding and went back for more funding. Dunkirk also examined their 2009 Downtown Revitalization Plan and completed another planning process with the community and council to update the plan, which was adopted in March of 2019. The City is working on the design for two INDOT funded paths/trails for 2021 and 2024 and an INDOT CCMG for work that was just completed downtown in the late Summer of 2019.

The Town of Pennville has completed their first Downtown Revitalization Plan. The town is in the process of paving eight sections of streets in partnership with the county commissioners. Pennville residents were engaged in the planning sessions and are already working on their plan that was adopted in March of 2019. The Town of Pennville also completed a ten street CCMG Project in the late summer of 2019 through a partnership with INDOT and the Jay County Commissioners. Without the collaboration, this project would not have been a possibility.

The Town of Redkey is truly an inspiration. It went from having a nearly abandoned downtown with sturdy buildings to a strong downtown community with a retail niche market destination for antiques and blues music lovers with the historic Key Palace Theater. Part of this resurgence included several projects such as the recent 2018 Downtown Revitalization Plan supported through OCRA. Redkey has also worked through an IDEM Agreed Order to separate the combined sewer overflows within the past 3 years. Other recent project examples include paving, sidewalk work, and downtown revitalization has all been happening in the past year in the small town.

Development Team*

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

A strength of the Jay! Region, is the existing staff that is in place to champion and lead the Stellar Communities Designation. The leader and point of contact for the Regional Development Plan and Stellar Communities Program is Ami Huffman, Director of Community Development for Jay County Development Corporation. Ami has over 15 years of grant administration experience, including IHADA, OCRA, ISDH, and INDOT, and is an ERC. She will be the leader of all efforts related to the designation. Mrs. Huffman has extensive experience in working with multiple funding sources and always has multiple projects at various stages. Mrs. Huffman has successfully completed over 20 million dollars and has overseen 65 projects in Jay County over the past 14 years. If the Jay! Region is designated, Ami will continue to be the point of contact, manage the program, and oversee progress on all projects.

While no relation to Ami Huffman, another leader of the Jay! Region Development Team is the Jay County Commissioner's President, Richard "Chuck" Huffman. Mr. Huffman has a long history of project development and implementation in Jay County and has served on the Jay County Development Corporation Board of Directors for over 20 years. Mr. Huffman was instrumental in the implementation of the position of Director of Community Development and has been a long-time champion of community development through partnerships in the Jay! Region. Mr. Huffman has overseen the development of 20 projects, including a lead role in the development of the OCRA funded West Jay Community Center, and has experience working with various local businesses and organizations. His role in the application process and designation will be to represent the Jay! Region as President of the Jay County Commissioners and assist Mrs. Huffman with the municipal relations necessary to implement the designation.

Jay County Engineer, Dan Watson, is a state registered engineer with 28 years of county engineer experience, former INDOT employee, and will oversee and guide the projects identified in the Regional Development Plan. Mr. Watson is also a former mayor in the City of Dunkirk and understands the collaboration and coordination needed to implement large-scale projects with multiple private and public partners. Mr. Watson has overseen hundreds of projects and has experience working with County leaders, organizations and businesses.

These three leaders will guide the leadership team that is comprised of experienced mayors, councilmen/women, and community leaders that all bring experience, a love for the community, and the drive to make the Jay! Region develop in new ways. If the need arises, we are also prepared to engage contract staff during the designation period.

Leadership Capacity*

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

The Jay! Region has a history of strong leadership that built the strong, stable communities that are rich in amenities. The Jay! Region Stellar Leadership Team is made up of elected officials from each community, county elected officials, and leaders from the various organizations that represent the Jay! Region, such as Jay County Development Corporation, John Jay Center for Learning, and The Portland Foundation. The team has experience with large projects in the Jay! Region and with multiple funding sources and public-private partnerships. The leadership team includes:

Ami Huffman, Director - Jay County Community Development
 Travis Richards, Executive Director - Jay County Community Development
 Jodi Hayes, OCRA Certified - Jay County Community Development
 Richard Huffman, President - Jay County Commissioners
 Dan Watson, Engineer - Jay County (INDOT ERC)
 Anna Culy, Auditor - Jay County
 Gene Ritter, Mayor - City of Dunkirk
 Jack Robbins, Councilman and Mayoral Candidate, City of Dunkirk
 Tina Elliott, Clerk-Treasurer - City of Dunkirk, (INDOT ERC)
 Alicia Corwin, Town Council President - Town of Pennville
 Randy Geesamen, Mayor - City of Portland
 John Boggs - WPGW Radio, Portland Mayoral Candidate
 Lori Ferguson, Clerk Treasurer - City of Portland
 Doug Stanley, Town Council President - Town of Redkey, (INDOT ERC)
 Debbie James, Clerk Treasurer - Town of Redkey
 Doug Inman, Executive Director - The Portland Foundation
 Rusty Inman, Executive Director - John Jay Center for Learning/Portland Redevelopment Commission
 Ray Cooney, Editor - The Commercial Review
 John Disher - IU Jay Health
 Jeremy Gulley, Superintendent - Jay School Corporation
 Blake Watson - Jay County Tourism

Grant Administration Capacity*

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

The Jay! Region team has years of successful grant administration under their belt with experience in administering ISDH, IHCDA, DNR, INDOT, and OCRA funded programs.

Ami Huffman and her Administrative Assistant, Jodi Hayes, will be leading and administering state and federal grants during the Stellar Designation. In the past five years, Ami has administered 21 (state/federal) grants, for agencies such as OCRA, INDOT, and IHCDA. In a previous position, Ami Huffman administered ISDH grants through her work in rural health with the St. Vincent's / Ascension Health Critical Access Hospitals. Jodi has served in an organizational support role and has been OCRA certified for 20 years to provide support and consistency for the Jay! Region communities. In addition to Ami Huffman and Jodi Hayes, there are three other INDOT ERC's in the Jay! Region to assist as well. Doug Stanley, Tina Elliott, and Dan Watson are all ERC's. Dan Watson, County Engineer, has over 30 years of working with INDOT projects and is a former INDOT employee. Additionally, the City of Dunkirk participated in the IHCDA Blight

Elimination program and successfully demolished 20 abandoned homes in the city. Jack Robbins, Dan Watson, and Ami Huffman worked together to administer the IHEDA grant.

Section 5: Engagement Process

Steering Committee

Upload the completed Steering Committee Matrix.

The form must include:

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

Jay! Steering Committee Matrix 9-18-19.xlsx

Community Engagement*

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

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

1. The Jay! Region values community input and it has been a top priority! Not only does engaging the public help us create a plan that is rooted in community values, but it helps us prioritize projects and gain additional buy-in and support from the community when it is time to implement these projects and ideas. Prior to submitting our Letter of Interest, we had 827 people participate in an online survey and held 42 planning meetings held at both the county and community level to gather input for each of the community's planning efforts. We did our best to engage everyone and anyone who was interested and continue to do so.

Following the submission of our LOI, we continued our community engagement through another online survey and public open house that expanded upon the questions and exercises presented at the Ball State Community Meeting in May. For both engagement opportunities, we had over 1,300 people participate and provide feedback! Between the submission of the LOI and the RDP, we also launched the Jay! Region brand and Facebook Page, and will soon launch a website to continue to deliver information to our community members, as well as serve as a marketing tool.

Following the submission of the Regional Development Plan - community engagement will continue to be a factor in everything we do. We will meet with our Leadership Team and Development Team monthly. We will provide updates at each council meeting monthly. We will host a website with information about our region, as well as the Regional Development Plan with the most up to date and accurate information available. We will provide bi-weekly updates on our region's Facebook page to announce progress, poll the community

or gain additional feedback, as well as announce updates or other information related to our Regional Development Plan or any improvements to the region. As additional input or feedback is needed throughout the designation, we will also develop online surveys, host public open houses, as well as individual meetings to ensure that everyone has a chance to participate.

2) The Jay! Region is fortunate regarding media coverage. Jay! has a regionally focused, locally owned newspaper, The Commercial Review, that attends and reports on local municipal meetings and public meetings. Local planning meetings are publicized for all to attend and the meetings are followed with a story. In addition, the region has a locally owned radio station, WPGW Jay County Radio, that is always willing to do local interviews, report planning meetings, and put the word out on upcoming meetings. Both media outlets have a social network presence that is well followed and regularly announces public input opportunities. These methods have been effective for the region with 1,331 surveys answered and one well-attended public meeting prior to the submission of the RDP. Internal communication for the Stellar process will be set up through news coverage, both newspaper and radio, and social media will be initiated for the finalist to announcement period and beyond.

While working on planning projects throughout the Jay! Region there was a common theme of needing to work closer together and streamline communication in a better, more efficient way. This region has everything from towns with one part-time employee and a few elected officials, to the county seat with 160 employees. There was the realization that we could improve communication and marketing amongst ourselves easily and also create a more comprehensive branding, marketing, and communication plan. The “Branding/Marketing/Communication Taskforce” was started in 2019 and has been working alongside the Jay! Regional Stellar Development team to bring in an expert in this area to assist in the planning and implementation of a comprehensive marketing strategy. As part of this effort, we developed a unified brand, and are working to establish a region website, Facebook page, and promotional photos and videos for the region as well.

3) The Jay! Region Vision Statement is an overarching and forward-looking perspective that guides our decision-makers as unanticipated changes occur and our mission statement serves as our approach to achieving our vision. The goals that fall underneath our mission and vision establish a direction and broadly describe our intended outcomes as part of the RDP and beyond. These goals are also accompanied by potential revitalization strategies and measurable outcomes that help us identify whether our efforts are successful or not. The vision statement, mission, overarching goals, and potential revitalization strategies are listed below.

Our Vision: To foster a vibrant, prosperous, and growing region by working together.

Our Mission: Working together to continue building a high quality of life, a vibrant region to work, play, live, and do business.

Our Goals:

Goal 1: Establish an identifiable brand that will help us attract and retain graduates, young professionals, families, and seniors to the region.

Goal 2: Continue our history of regionalism by working together to market Jay County, invest in infrastructure and community services, and attract investment.

Goal 3: Leverage Jay County’s proximity to several population centers to increase the number of travelers who visit the region.

Goal 4: Increase accessibility to residential and entertainment options, business development opportunities, and walkable communities.

Goal 5: Strengthen the Jay! Region and beyond by building a sustainable economy through a holistic approach to economic development.

Goal 6: Improve connectivity in our region through physical connections and continued collaboration.

Revitalization Strategies:

Promote the Jay! Region by highlighting the assets as well as current projects and progress through developed platforms such as the website and Facebook page.

Consider renting billboards or sponsoring ads that capture tourists or travelers visiting the region.

Meet quarterly with the leadership team to discuss project progress, assign tasks for implementation, and identify potential next steps for improving the region.

Continue to attract housing developers to build diverse housing types and at varied prices.

Continue to implement sidewalks and walking trails that promote walkability and connectivity.

Support the development of new businesses and the expansion and promotion of existing businesses.

Utilize the regional and market analysis to guide decision making for the attraction and retention of employers and industries.

4) As we collected input and continue to gather feedback from the region's citizens, we want to make sure we are engaging not just Portland or Dunkirk, but are engaging a diverse cross-section of our entire region to ensure we have a solid regional approach. Input collected in the previous planning efforts (totaling 42 public meetings) was directly used to provide insight on issues or challenges from the perception of our residents compared with the challenges and issues identified through data collection and analysis. The input from recent previous planning efforts also helped us to identify the list of potential projects for the Jay! Region's Regional Development Plan. Additional feedback collected from the community during the application process was used to help us prioritize projects in the RDP for the Stellar Designation as well as gain insight on priorities that were different based on age groups, stages of life, place of work, and location of their home. To collect this information, we created an online survey that asked participants to prioritize each of the projects and share with us their responses to the questions that were also discussed during the BSU Community Meeting. These questions included ranking community characteristics and identifying the value-added assets of the region. This survey generated 1,331 participants from the region. For those that preferred an in-person discussion, the Jay! Region also hosted a public open house at the Jay County High School.

Historically our region has been successful in obtaining community participation and engagement in our planning processes. While we have several strong partnerships throughout the region to help promote the region and spread the news, our strongest partnership is with our local paper, the Commercial Review. During the Stellar Designee panel discussion, hosted by OCRA, we learned that many of the communities stated the lack of a local newspaper was a major obstacle in sharing progress and information. We are proud to have a strong working relationship with the Commercial Review as well as a local radio station, WPGW. As an example of this, these news outlets have regularly provided updates on our progress and conducted interviews with Ami Huffman and others involved throughout the application process and are interested in continuing this type of coverage. Throughout the designation and following the designation we will continue to leverage these partnerships to share information, collect feedback from our community members, and promote our region.

5) As part of our Regional Development Plan, we wanted to strengthen existing partnerships in the Jay! Region, as well as create new partnerships. The following list provides an overview of all partners that are involved in the RDP and the Jay! Region so far.

Jay County Development Corporation

Jay County Government

City of Dunkirk Government

Town of Pennville Government

City of Portland Government

Town of Redkey Government

Jay County Chamber of Commerce

Portland Redevelopment Commission

Portland Economic Development Corporation

Pennville Economic Development Corporation

Redkey Economic Development Corporation
 Dunkirk Industrial Development Corporation
 Arts Place
 The Commercial Review
 Jay School Corporation
 The Portland Foundation
 John Jay Center for Learning
 IU Jay Health
 WPGW Radio
 Brianna's Hope
 Buckeye Community Hope Foundation
 United Way of Jay County
 KARSS

Section 6: Project Identification and Description

Project Identification and Description*

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

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

Section 6 - Jay! Region.pdf

Section 7: Implementation

Progress Measurement*

Outline how progress will be measured, including:

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

The following metrics that the Jay! Region has identified measures whether or not the efforts being made are improving the conditions of the region and getting us closer to our goals. As we begin to accomplish our

goals and complete projects, progress in these areas will help us evaluate our methods and adjust our efforts as a region accordingly.

The identified metrics are those that can be recorded annually and they will be our responsibility to retrieve and analyze during the Stellar Designation. The point of contact, Ami Huffman will gather data for each of the metrics annually throughout the designation period and compare the results from the prior years. This progress will be promoted to our communities, as well as shared with the State partnering agencies once a year when the region provides progress updates. To begin the reporting process, we will pull data for the County and each participating community, and compare it to benchmark communities such as Randolph, Wayne, and Wells Counties.

Specific Metrics to Measure Progress:

- Did we increase the number of permits for housing starts?
- Did the assessed value of properties increase in the target areas or project areas?
- Did revenue for property tax increase in the county?
- Did new businesses open in the target area or near project areas?
- Are we having a net population increase, and what age groups did we attract?
- Did school enrollment trends improve?
- Are we increasing the number of young professionals and new families to Jay County?
- Are we increasing hotel stays and attendance at events?
- Have wages increased, or has the median household income increased for the targeted areas?
- Have we increased traffic counts in the targeted areas?
- How many sidewalk and trail miles did we add in the region?
- How many private dollars did we leverage?
- Are we compatible with national and regional unemployment trends?

As part of the Regional Development Plan, our region has gone above and beyond to prepare for the Stellar Designation and implementation of our proposed vision. We have developed a regional brand and created the tools necessary to promote Jay! to potential residents, businesses and investors. We have explored our strengths, opportunities, weaknesses, and threats through a housing study, market analysis and various other planning processes. We have also engaged and surveyed the community to understand what projects and improvements are important to our current residents. We are excited about the opportunity to become designated as Stellar because of the collaboration, partnership, attention from investors, and the resources that come together for this recognition. While this designation would help us catalyze significant progress and momentum, we would still move our projects and goals forward regardless. The difference that the Stellar Designation would make is a shortened timeline for implementation and a spotlight for the Jay! Region to help us promote our plans and vision that attracts people and investment!

Future of the RDP

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

As stated in the previous planning section, the proposed projects in the Regional Development Plan are sourced from recent community planning processes that identified various implementation projects. These projects are rooted in community input and values and are supported through that input and local funding. These projects have already been placed on a timeline for completion. The RDP allows for these projects to be completed in an accelerated timeline versus what was originally proposed. Because of the resources that are available through the Stellar Designation, each community will reduce the amount of time it will require to apply for funding for each of the projects individually and reduce the number of phases that each project will go through until the entire project is completed. The designation also brings in additional private investment, increasing our local revenue and ability to fund additional projects. Without the designation, each proposed project in the Regional Development Plan will continue to move forward, however, they will just be completed at a slower pace.

Section 8: Feasibility

Feasibility Matrix

Upload the completed Feasibility Matrix.

Jay! Feasibility Matrix 9-18-19.xlsx

Floodplains/Floodways*

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

This should be scanned and uploaded as a single PDF

Floodplain Maps - Jay! Region.pdf

Section 9: Readiness

Demonstration of Readiness*

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

J1: A Better Life: Brianna's Hope:

Brianna's Hope is an existing and thriving program throughout Indiana and parts of Ohio that originated in the Jay! Region. The program has stable funding sources, volunteers in place, and a strong following and support system.

J2: Keeping at Risk Students in School Program:

KARSS is an existing program that was created for students who are suspended, recommended for expulsion, and those at-risk of not graduating or being suspended/expelled. This program is in place and has resources that are needed for this program.

J3: Jay School Corporation Early Education Center

Planning for this project is underway and includes partners such as the Jay County School Corporation, the Portland Foundation, the Jay County Community Development Corporation, and the Youth Service Bureau of Jay County. This project will utilize the former General Shanks Elementary School, which is controlled by the partners.

J4: Scatter Site Senior Housing:

This project includes four different sites for senior housing throughout the region. The developer for these projects either has control of the site, the site will be donated, or the site will be available to purchase. Preliminary engineering and phase one environmental have been completed for site #4, with construction anticipated in 2021 and full occupancy expected in 2023.

J5: Broadband/High-Speed Internet:

This project builds upon a federal grant received to complete a county-wide broadband network. Property owners have been contacted and tower sites have been identified for this project. It is anticipated that this project will be enhanced and broadened by the State of Indiana's Next Level Connections program.

D1: Dunkirk Facade Improvement Program:

This facade improvement program in Dunkirk is an existing program that has resulted in one completed facade. Three buildings owners have expressed interest in participating in this program.

D2: Dunkirk Library Project & Glass Museum:

This project that combines the Library and the Glass Museum was identified in 2009 through the first downtown planning process. Following the 2009 plan they completed a Dunkirk Public Library Planning Study, which included a proposed project site and other specifications that were needed in the combined facilities. The city has control of the project site, funding is in place for this project, and preliminary engineering has been completed.

D3: Dunkirk Downtown Streetscape & Lighting Project:

The project is within the existing right-of-way and no additional property will be needed for this project. The conceptual design of this project is completed and funding is in place. Fixtures and site furniture for this project were also selected during the planning process.

D4: Dunkirk to Redkey Trail:

This project was identified in a previous planning process and connects the existing trail in Dunkirk and Redkey, linking both Downtowns. Conceptual design and a preliminary route have been determined for this trail.

D5: Dunkirk Park Trail down Hoover:

This project connects the existing and proposed trail in Dunkirk. The conceptual design of this project has been developed and this project is within the existing right-of-way requiring no additional property to be acquired. Funding is also in place for this project.

D6: Dunkirk Weaver Building Wall Restoration and Mural:

This project is an addition to an existing senior housing project that will be provided in this building. This project includes the restoration of an exterior wall and the installation of a mural. The artist has been chosen for this project and the mural committee is currently working on a concept for the restored wall. Funding is in place for this project.

PE1: Pennville Trail Improvements, Streetscape, and Restroom/Trailhead:

Most of this project occurs within the existing right-of-way. The site for the restroom and facility is controlled by the Town of Pennville. Conceptual development of this project is completed and funding is in place.

PE2: Pennville Library Expansion Project:

The site is controlled for the expansion of the Pennville Library and funding is in place for this project. This project will expand the existing library to include more room for activities and programs. Conceptual design and architectural drawings have been completed as well.

PE3: Community Garden Expansion:

This project is an expansion of the existing community garden, which hosts six garden plots and will expand to nine garden plots on the site.

PE4: Pennville Community Center Renovation:

As the hub for community gatherings in Pennville, the renovation of the community center is concentrated in the interior of the building. Preliminary engineering has been completed along with the selection of various finishes for this project. Community fundraising of \$25,000 has also been completed.

PE5: ATV Park:

A general location for the ATV Park has been identified, however, the exact site is in the process of being determined. A concept for this project has been developed and once a site is chosen preliminary engineering will be completed. An RFP to identify a third-party is anticipated to occur in early 2020.

PE6: Penn Run and Mill:

This project includes the construction of a mill that replicates the former Pennville Mill to serve as a welcome center for the Town. The Town of Pennville has an option to purchase the property for the proposed site. Preliminary engineering for the project has been completed along with an initial cost estimate.

PE7: Pennville Facade Improvement Program:

This program will be newly created for the Town of Pennville. There is a total of six buildings targeted for this program and three of the property owners have already expressed interest. Because other communities such as Dunkirk and Portland have already successfully implemented a facade improvement program, Pennville can utilize these experiences as challenges may occur.

PO1: Portland Cultural Trail/Trailhead and Restroom:

This project was identified in a previous planning process and has been vetted by community input. This will upgrade existing sidewalks to serve as multi-use trails as well as construct a restroom and trailhead facility. The proposed trail is in the existing right-of-way requiring no additional site control for the trail construction. Funding is also in place for this project.

PO2: Portland Facade Improvement Program:

This program is in place and will provide technical support for other communities in the region who are just beginning their facade programs. Seven projects have been completed to date and 25 buildings have been targeted for this program. A group meeting was held during the Portland Downtown Revitalization Plan with 25 building owners and over half expressed interest in this program.

PO3: Housing Projects/Owner-Occupied Rehab:

The Jay County Community Development Corporation will be in charge of this project and they have experience working with IHEDA in the past with projects such as the Blight Elimination Program. Targeted areas for housing projects have been identified, however, any home-owners who qualify for the program and live within the City of Portland will be accepted.

PO4: Downtown Streetscape:

This project includes an upgrade of the existing streetscape to include medians as well as new lighting fixtures, site furniture, and more. The streetscape project is within the current right-of-way and no additional property is needed. Other fixtures and site furniture have been selected for this project and funding is in place.

PO5: Portland Arts Place Renovation:

This program and facility are already in place and this project includes an expansion of their existing facility to meet their growing needs. Architectural drawings, engineering and design are completed. A capital campaign has also begun to support their renovation.

PO6: Cultural Trail Townhouses:

This project provides 16 market-rate townhomes in Downtown Portland along the Cultural Trail. The site for the proposed project is controlled by the owner of this project and preliminary engineering has been completed. Funding is also secured for this project.

PO7: Portland Brick Alley Placemaking Project

This project is located in the existing right of way, requiring no additional property. An artist and mural concept has been developed as well as preliminary engineering.

R1: Redkey St Rd 1 Corridor Owner-Occupied Rehab:

The Jay County Community Development Corporation will be in charge of this project and they have experience working with IHEDA in the past with projects such as the Blight Elimination Program. Targeted areas for housing projects have been identified, however any home-owners who qualifies for the program and lives within the Town of Redkey will be accepted.

R2: Redkey Facade Improvement Program:

This program will be newly created for the Town of Redkey. There is a total of three buildings that have already been completed in the Downtown and five additional buildings are targeted for the facade improvement program. All property owners for the five targeted buildings have expressed interest in this program.

R3: Redkey Streetscape:

This project is planned within the existing right-of-way. The conceptual development of this project is completed, the signs have been preliminarily designed, and site furnishings and fixtures have been selected.

R4: Community Center:

The Redkey Community Center project includes the restoration of their fire station that is located in the Downtown. This site is controlled by the Town of Redkey and preliminary engineering, elevations and a cost estimate have been completed.

R5: Redkey Mural Restoration:

Three historic ghost murals in the Town of Redkey will be preserved and restored to their former glory with this project. The murals for this project have been identified and the artist that will complete these murals has also been identified.

Section 10: Impact

Impact*

Describe the local and regional impact.

The Stellar Communities Designation is a great opportunity for Jay County, Dunkirk, Pennville, Portland, and Redkey to improve the local challenges that exist in the county, but also improve the conditions that exist beyond our county lines.

Our approach to creating a sustainable, holistic economy and a strong community is rooted in the various projects that we have proposed in our Regional Development Plan. Locally, projects such as the facade improvement program for multiple communities aim to revitalize our downtowns, creating energy and place that is attractive to be for both visitors and businesses. We also seek to connect destinations that establish safe routes for pedestrians and bicyclists. This not only creates safe connections to destinations and an alternative transportation route but also increases the opportunity for physical activity. Additionally, our proposed projects improve the amount of quality of life amenities and destinations that serve residents of all ages and stages of life, and brings regional travelers to the Jay! Region. These amenities increase the quality of life for existing residents, while also aid in the attraction of new residents and potential large employers. Finally, the various proposed housing projects provide affordable and community-focused living arrangements for seniors and expand and improve our existing stock of affordable housing. This transition of seniors from their existing homes to new senior housing in the region allows young professionals and young families the ability to own a starter home in the region.

The Regional Development Plan provides a direct impact to the Jay! Region and the local communities within the region, however, it also has an impact on the surrounding areas. The addition of housing and quality of life amenities are attractive to large employers, who will employ those beyond the Jay! Region and provide a stable income for those that may need it. The addition of housing also serves a greater and larger demand for affordable housing beyond the Jay County geographic boundary lines. As the Jay! Region grows stronger economically and through community services, it can become a lifeline for communities beyond the region who may be struggling for jobs or entertainment. Additionally, our growth in destinations and the improvement and celebration of our assets will increase tourism in the Jay! Region, thus bringing travelers to destinations beyond the County limits. This, therefore, brings private dollars into the surrounding communities as well. Ultimately, we believe that through the growth and strength of our region, we will indirectly and positively impact our surrounding areas.

Future Investment*

Describe how future investment will be attracted to the region.

The Stellar Communities Designation is a differentiator when it comes to attracting future investment. This is apparent when examining other designated communities since 2011. Our region and each participating community have been working hard to attract investment and has been successful so far. We believe that through the designation, we can utilize our regional brand to promote the Jay! Region and this promotion will go much further when we become designated.

Our region has already made significant public investment and will continue to do so with or without the designation. This public investment shows potential investors or private developers that we are committed to creating a strong and stable region. This investment is attractive to investors and it will only exponentially increase with the designation.

Our region also has other key ingredients that make us attractive such as our proximity to several large employment centers, where we can pull talent or our existing residents may travel or telecommute for work. As stated previously, our region is in need of new housing development to aid in the attraction of people and serve the existing demand for housing. We also have a strong demand for several types of retail, services, and restaurants. The growth of these amenities not only is attractive to investors but are also attractive to potential residents and potential large employers. Thus, we believe becoming designated will be the key catalyst for helping us achieve our vision, goals, and outcomes at a more rapid pace.

Section 11: Sustainability

Sustainability*

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

The Jay! Region has been working together to attract investment to the region through county-wide organizations that focus on the region specifically and build upon our local assets. The Jay County Development Corporation has been working in the Jay! Region and has focused intentionally on asset-based community development planning in each community. This community-level-up approach to community development builds on our existing assets, works to strengthen and connect the local and regional economy,

and ultimately attracts investment. Working to build capacity, along with leveraged public-private partnerships has been a successful model in rural communities and the Jay! Region.

The Jay! Region was careful to work with a team of knowledgeable local leaders, elected officials, engineers, and architects during the planning stages of each of the community plans. The proposed projects listed in this plan have been carefully vetted for sustainability and have a maintenance plan. The Jay! Region is invested in community development and realized the benefits of partnering economic and community development together through the Jay County Development Corporation in 2000 by hiring a county-wide Community Development Director along with Economic Development Executive Director for the corporation with funding from the CEDIT local taxes. The community development office is a consistent resource for the region for planning coordination, project design, implementation, and for putting together funding packages that work and use multiple sources. Over the past 15 years, the community development office has taken \$20 million in projects from start to completion and sustained each project for the foreseeable future in the Jay! Region. This office will be responsible for efforts during the designation period and continuing the efforts after the Stellar designation period has ended. Since we already have a staff person in place, efforts we essentially remain the same, but stronger because of the Stellar Designation. We have also proven our ability to adapt to changes in the Stellar Communities Designation based on the changes in the funding amount, which were announced just a few months ago. Based on our communication plan and current community engagement, we will also continue to seek feedback as necessary. Finally, if projects are added or updated, we will ensure that projects remain on schedule and updates are communicated to the state agencies and the public accordingly.

The Portland Foundation is an integral Jay! Region partner that will be the home of a Jay! Region Stellar Sustainability Restricted Fund for the purpose of maintaining and sustaining the Stellar Designation investment throughout the region.

Section 12: Long Term Viability

Timeline*

Provide a four year timeline that includes the following:

- 1) Key benchmarks
- 2) Demonstration of how the process will meet the timeline established by OCRA, INDOT, and IHCD

The following timeline outlines the anticipated milestones for each of the proposed projects in the Regional Development Plan. These milestones include periods for preliminary design and cost estimates, funding application and contracting, environmental design and bidding, as well as anticipated construction. While we understand that this process requires flexibility, this timeline shows our commitment to completing all projects within the designation period. This timeline also shows our ability to complete projects within time limit required as part of required funding cycles through IHCD, OCRA, and INDOT.

- J1: A Better Life: Brianna's Hope: Q1 2020 - Q4 2024
- J2: Keeping at Risk Students in School Program: Q1 2020 - Q3 - 2022
- J3: Jay School Corporation Early Education Center: Q3 2020 - Q1 2023
- J4: Scatter Site Senior Housing: Q1 2020 - Q4 2023
- J5: Broadband/High-Speed Internet: Q1 2020 - Q1 2022
- D1: Dunkirk Facade Improvement Program: Q1 2020 - Q2 2022
- D2: Dunkirk Library Project & Glass Museum: Q1 2020 - Q4 2023
- D3: Dunkirk Downtown Streetscape & Lighting Project: Q1 2021 - Q4 2024

D4: Dunkirk to Redkey Trail: Q1 2021 – Q3 2024
 D5: Dunkirk Park Trail down Hoover: Q1 2020 – Q2 2024
 D6: Dunkirk Weaver Building Wall Restoration and Mural: Q1 2020 – Q2 2021
 PE1: Pennville Trail Improvements, Streetscape, and Restroom/Trailhead: Q1 2020 – Q4 2024
 PE2: Pennville Library Expansion Project: Q1 2020 – Q4 2022
 PE3: Community Garden Expansion: Q1 2020 – Q1 2021
 PE4: Pennville Community Center Renovation: Q1 2020 – Q4 2023
 PE5: ATV Park: Q1 2020 – Q4 2023
 PE6: Penn Run and Mill: Q1 2021 – Q4 2024
 PE7: Pennville Facade Improvement Program: Q1 2020 – Q2 2022
 PO1: Portland Cultural Trail/Trailhead and Restroom: Q1 2021 – Q4 2024
 PO2: Portland Facade Improvement Program: Q1 2020 – Q2 2022
 PO3: Housing Projects/Owner-Occupied Rehab: Q1 2020 – Q2 2022
 PO4: Downtown Streetscape: Q1 2020 – Q2 2024
 PO5: Portland Arts Place Renovation: Q1 2020 – Q2 2022

 PO6: Cultural Trail Townhouses: Q1 2020 – Q4 2023
 PO7: Portland Brick Alley Placemaking Project: Q1 2020 – Q4 2021
 R1: Redkey St Rd 1 Corridor Owner-Occupied Rehab: Q1 2020 – Q4 2022
 R2: Redkey Facade Improvement Program: Q1 2020 – Q1 2021
 R3: Redkey Streetscape: Q1 2020 – Q4 2024
 R4: Community Center: Q1 2020 – Q2 2022
 R5: Redkey Mural Restoration: Q1 2020 – Q2 2021

Current Revitalization Strategy*

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

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

The revitalization strategy for the Jay! Region is rooted in our previous planning efforts completed within each of the communities. While examining our strengths and identifying areas of improvement, we combined several projects from previous planning efforts to create a comprehensive revitalization strategy for the Jay! Region. To understand what was important for our region as a collective whole, as well as what projects or amenities might be important to different target populations (seniors, young professionals, young families, etc.), we conducted a prioritization survey that reached 1,331 participants. Participants were asked to prioritize projects for each community. Based on the demographic questions we included within the survey we were able to determine priority projects for those that lived in that community, what is important for seniors, what is important for young professionals or youth, and what is important for young families and more. The following represents a summary of what was collected.

Who We Reached:

45% of the respondents were from Portland, 20% were from rural and unincorporated areas of Jay County, 13% were from Dunkirk, 11% were from Redkey, 5% were from Pennville, 5% were from Bryant, and 1% were from Salamonica.

56% stated they were lifelong residents of the Jay! Region, 22% have lived in the region for 10-20 years, 8% for 5-10 years, 6% for 3-5 years, and 4% for 1-2 years.

Almost 60% percent of our participants were ages 18 and under.

58% of the participants identified as a student, 18% identified as a young family, 11% identified as empty nesters, 9% identified as retirees, and 4% identified as a single professional.

Business Development & Quality of Life were identified as high-ranking community characteristics.

43% believed that Owner-Occupied Rehabilitation should be focused on low-income families, and 32% believed it should be focused on seniors (25% had no opinion).

A Better Life: Brianna's Hope and Jay School Corporation Early Education Center were identified as the top two priorities County-wide.

Dunkirk Building Facade Improvement Program and Dunkirk Downtown Streetscape Project were identified as the top two priorities for Dunkirk. These were also identified by Dunkirk residents as the top priorities.

Pennville Community Center Renovation and Penn Run & Mill were identified as the top two priority projects for Pennville.

The Pennville Trail, Streetscape, and Restroom/Trailhead and the Pennville Community Center Renovation were identified as priorities for Pennville residents.

Portland Downtown Streetscape and Portland Downtown Housing/Owner-Occupied Rehabilitation were identified as the top two priority projects for Portland. This was also identified as the top two priorities by Portland residents.

Redkey Community Center Improvement and Redkey Streetscape Improvement were identified as the top two priority projects for Redkey.

Redkey Facade Improvement Program and Redkey Streetscape Improvement were identified as priorities by Redkey residents.

The following priorities were those identified during the survey:

Priorities for those 18 and Under:

A Better Life: Brianna's Hope

Jay School Corporation Early Education Center

Dunkirk Downtown Streetscape

Dunkirk Library Project & Glass Museum

Pennville Trail Improvements, Streetscape and Restroom/Trailhead

Penn Run & Mill

Portland Downtown Streetscape

Portland Housing Projects/Owner-Occupied Rehabilitation

Redkey Streetscape

Redkey Community Center

Priorities for Single Professionals:

Keeping at Risk Students in School Program

Broadband/High-Speed Internet

Dunkirk Facade Improvement Program

Dunkirk to Redkey Trail

Penn Run & Mill

Pennville Trail Improvements, Streetscape and Restroom/Trailhead

Portland Downtown Streetscape

Portland Housing Projects/Owner-Occupied Rehabilitation

Redkey Facade Improvement Program

Redkey Community Center

Priorities for Young Families:

Jay School Corporation Early Education Center

Broadband/High-Speed Internet

Dunkirk Facade Improvement Program

Dunkirk Downtown Streetscape

Pennville Community Center Renovation

Penn Run & Mill

Portland Downtown Streetscape

Portland Facade Improvement Program

Redkey Facade Improvement Program

Redkey Community Center

Priorities for Empty Nesters:

Keeping at Risk Students in School Program
 Broadband/High-Speed Internet
 Dunkirk Library Project & Glass Museum
 Dunkirk Downtown Streetscape
 Penn Run & Mill
 Pennville Community Center Renovation
 Portland Housing Projects/Owner-Occupied Rehabilitation
 Portland Facade Improvement Program
 Redkey Facade Improvement Program
 Redkey Community Center

Priorities for Retirees:

Keeping at Risk Students in School Program
 Broadband/High-Speed Internet
 Dunkirk Facade Improvement Program
 Dunkirk Downtown Streetscape
 Penn Run & Mill
 Pennville Community Center Renovation
 Portland Housing Projects/Owner-Occupied Rehabilitation
 Portland Facade Improvement Program
 Redkey Facade Improvement Program
 Redkey Community Center

Financial Sustainability

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

These should be scanned and uploaded as a single PDF.

Financial Sustainability - Jay! Region.pdf

The local financing piece has been discussed at length and each community is committed to the projects financially and the Jay County Commissioners are prepared to assist as well. Each of the participating communities has committed funding as part of the Stellar Communities Designation by resolution. These resolutions are provided in the appendices of the Regional Development Plan in addition to a letter certified by Baker Tilly authenticating the resources that are committed by the Jay! Region as a collective whole. Additionally, the leverage matrix provided as part of the Regional Development Plan, outlines the funds committed by each participating community as well as those funds anticipated by other partners. Jay County CREDIT funds have been saved for leveraging opportunities that will bring more value-added investment to the region. Each community has CREDIT funds for a portion of the matching funds for projects. In addition, The Portland Foundation is investigating the Eli Lilly Foundation Gift 7 possibilities as a partner investment to the Jay! Region Stellar Designation. The Jay! Region is all in and working together to leverage all opportunities!

Section 13: Maps

Region Map

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

Region Map - Jay! Region.pdf

Individual Community Maps

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

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

These should be scanned and uploaded as a single PDF.

Community Maps - Jay! Region.pdf

Section 14: SORH - Rural Health Project Proposal

Assessment*

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

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

This program started on November 5th in 2014, after the disappearance and death of 25-year-old Brianna DiBattiste. She had been using drugs since 7th grade and at the time of her death and was addicted to heroin. Pastor Randy Davis, the leader of this organization was originally moral support for the family of Brianna during her disappearance and after her death was inspired to create a full-fledged 501c3 program to help others in Jay County who are battling addiction and substance abuse.

In November of 2018, IU Health Jay Hospital conducted a Community Health Needs Assessment for Jay County to identify significant community health needs to develop an Implementation Strategy that addresses these significant needs. This hospital is part of Indiana University Health (IU Health), the largest and most comprehensive health system in the state of Indiana. During this assessment, Drug and Substance Abuse was one of the five topics that were determined significant needs to address. This topic was identified due to the "opioid crisis, other forms of drugs and substance abuse, and alcohol use and abuse that were identified by community members as particularly significant (community meetings, community survey, interviews)." It was also stated that "Jay County compared unfavorably to Indiana and national averages in driving deaths with alcohol involvement." Similarly, according to the CDC, Indiana was one of several states with significant increases in drug overdose death rates from 2016-2017 (22.5% increase).

During Brianna's disappearance her family found a prayer, written by Brianna that read, "Please, Lord, look after me and my family. Please help me to do the right thing and to show people that I am not a bad person inside or out and help me Lord to get through this disappointment again and I know I make mistakes, but who doesn't. I don't do it to do wrong. I do it cuz I feel I have no other choice. I want a better life, Lord, I do. Please help me. Do to me as what you feel is best. I surrender to you. In Jesus' name, Amen." Through Pastor Randy's community service, and access to the community, he knew that Brianna was not the only one struggling with substance abuse and that something needed to be done. Brianna's family pledged \$3,500 to start the program and since its inception, it has grown to 36 chapters in 24 counties in Indiana and Ohio.

Project Development Plan*

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

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

A Better Life: Brianna's Hope is an existing regional program that includes 36 chapters in 24 counties in Indiana and Ohio. This program started with 25 people in 2014 and continues to grow each year with another chapter in Indiana expected to open this year. The activities within this program currently consists of weekly meetings per chapter, monetary support and assistance for participants to be able to go to a treatment center (treatment center cost, transportation, and other support needed), road shows to various schools and organizations discussing substance abuse and promoting the program, and the expansion of the program by opening up new chapters throughout Indiana and Ohio. Through the support of the Indiana State Department of Health, the goal of the program is to open a Brianna's Hope Chapter in every Indiana County and develop a new program approach in Jay County, that if successful can be replicated in each of the other Brianna's Hope Chapters.

Prior to starting the program, there was one AA group in Jay County for 22,000 people that met twice a month and one Celebrate Recovery meeting with 8-10 participants per week. When Brianna DiBattiste went missing, she put a "face" on the true reality to the addiction issue in Jay County and was featured in the Muncie Star Press three times. There were 600 people that attended her funeral and Pastor Randy Davis stated at least 150 were those battling addiction. Prior to the incident and the program establishment there was a huge stigma against those suffering from addiction and this program has helped to change that stigma. This program has been supported by Jim McClelland, United Methodist Church, Bishop Trimble and more. This program has reached over 850 people each week, has sent 700-800 people to treatment for addiction, and has discussed with 18,200+ students k-12 and staff about addiction/choices/recovery.

Common practice for addiction focuses on prevention, treatment, and recovery. This program focuses on each piece, offering assistance for treatment, regular meeting and programs for recovery, and awareness in schools and other organizations for prevention. As the leader of the program, Pastor Randy Davis is a part of the local drug coalition, and is constantly learning about addiction and support. As part of this program and through the assistance of the Indiana State Department of Health, this program will be expanded to provide early prevention strategies for youth and children who are exposed to substances through their parents or peers.

According to a document called "Focus on Prevention" published by the U.S. Department of Health and Human Services, they identify seven effective prevention strategies including early intervention. They identify alienation, stress, social pressure, poor grades, family problems, and curiosity as some of the reasons

that young people turn to alcohol, tobacco or illicit drugs. It is also stated that children of parents who abuse drugs and alcohol and are more likely to turn to those vices as well.

The early prevention program would include training in our local school system to identify students who may be at risk of substance abuse or currently battling addiction. This would also include early intervention counseling for those that have been identified. This enhanced service as part of Brianna's Hope would be concentrated in Jay County, serving those of the region. After establishment and success has been made, this program would be formalized into the services of Brianna's Hope and replicated in each of the other participating counties to expand the regional impact of early intervention.

Implementation Plan*

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

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

Jay County currently has three chapters, Portland, Redkey, Dunkirk, and Albany. Volunteers currently provide services to host meetings for two hours, per chapter, per week. Pastor Randy Davis is responsible for spreading awareness and working with other potential chapters to expand the program. To implement and early prevention program the following action steps should be completed:

2020 Quarter 1: Identify other potential partners for technical resources, funding or other types of support for the Early Prevention Program. Initial partners would include the Jay County School Corporation, Drug Coalition, law enforcement, Indiana State Department of Health, Keeping At-Risk Students in School KARSS, and law enforcement. Partners such as potential funding sources could be expanded to help support the program and set up funding for the expansion of this program. Pastor Randy Davis and Ami Huffman would be responsible for identifying these partners.

2020 Quarter 2: Hire a professional to teach Jay County School Corporation Staff and law enforcement to identify at-risk students or students currently abusing substances. This will be a key piece in identifying participants in the early prevention program who may need help. Pastor Randy Davis will be responsible for hiring the individual, however, the individual hired will be responsible for conducting the training sessions.

2020 Quarter 3 – Ongoing: Identify a group of students who are willing to participate in early prevention meetings. This will be coordinated through Pastor Randy Davis through an official reporting system; however, the faculty of Jay County School Corporation and law enforcement officers will be responsible for reporting at-risk youth.

2020 Quarter 3 – Ongoing: Hire a professional to conduct weekly early prevention meetings for at-risk youth. After students are identified and are willing to participate, Pastor Randy Davis should hire a professional to conduct counseling/early prevention meetings weekly.

2020 Quarter 4 – Ongoing: Provide support for parents of youth who are at-risk or are abusing substances to get help or support their child's progress. Often times, youth who are at-risk or are using drugs are doing so because their parents are also abusing drugs. This would include integrating these parents in the current program offerings if they are not participating already, and sending them to treatment. Additional support may be identified by a case by case basis. This will be completed through those that volunteer for the program.

2020 Quarter 3 – Ongoing: Keep track of attendees in the program to determine if the program is successful. Pastor Randy Davis will be responsible for keeping track of the participants in the early prevention program. This will include who is participating if this individual continues to use or begins use of substances, and whether or not they have increased their risk of substance abuse. It will also include the percentage rate of those that continue the program, their performance in school, and any other documented behavioral issues.

Outcome Measures*

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

- Personal stories of those served;
- Statistical improvements;
- Knowledge increases;
- Lessons learned; and/or
- Rate changes.

One of the challenges of this program will be to understand if this program is successful in the short-term. Many of the benefits may not surface until later in life when at-risk youth have the tools to successfully avoid addiction and substance abuse throughout their entire life. However, this program will measure success and progress through the following metrics:

The number of attendees and their level and length of participation.

Reduction in use or cease of use of substances.

Increase in academic performance.

A decrease in the number of behavioral issues.

Improvement of the home environment.

Improved self-confidence.

Increase in social coping skills.

Increase awareness of the harmful effects of substance abuse.

Increase in skills needed to sustain healthy habits.

Any changes in school or local policies that reduce the risk of substance abuse from insight from the early intervention program.

Increase in positive stories from participants or others in the community.

These outcomes will be collected by the individual(s) conducting the early prevention counseling sessions and will provide additional insight to what other environmental, behavioral, or social factors that may be contributing to the increased risk of substance abuse.

Budget*

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

The funding provided through the Indiana State Department of Health will be used to support the expansion of the program, \$900 per new chapter that is opened in the State of Indiana, and the direct support of the Early Intervention Program. While this program expansion has various details that are in the process of being determined, the Brianna's Hope program is flexible and able to expend dollars in a manner that is required through the funding source. This funding could support training for identification of at-risk youth or youth who are abusing substances, training or compensation for counselors who conduct the early-prevention meetings, monetary support for raising awareness of the Brianna's Hope program, monetary support to open new chapters in Indiana, monetary support in the creation of at-risk youth reporting system (website costs, etc.), support for parents of children who are at risk or abusing substances, and more.

Section 15: Link to Regional Development Plan

Link your Regional Development Plan Below*

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

<http://www.jaycountydevelopment.org/wp-content/uploads/2019/09/Jay-Region-RDP-9-20.pdf>

Additional Required Documentation

Budget and Leverage Matrix

Upload the completed Budget and Leverage Matrix.

Jay! Budget & Leverage Matrix 9-18-19.xlsx

Stellar Research Investment Spreadsheet

Upload the completed Stellar Research Investment Spreadsheet.

Jay! Stellar Research Investment Spreadsheet 9-18-19 (1).xlsx

Resumes of Key Project Staff

These should be scanned and uploaded as a single PDF.

Resumes - Jay! Region.pdf

Sign and Submit

Important Notes:

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

Authorizing Official*

Richard "Chuck" Huffman

File Attachment Summary

Applicant File Uploads

- Jay! Steering Committee Matrix 9-18-19.xlsx
- Section 6 - Jay! Region.pdf
- Jay! Feasibility Matrix 9-18-19.xlsx
- Floodplain Maps - Jay! Region.pdf
- Financial Sustainability - Jay! Region.pdf
- Region Map - Jay! Region.pdf
- Community Maps - Jay! Region.pdf
- Jay! Budget & Leverage Matrix 9-18-19.xlsx
- Jay! Stellar Research Investment Spreadsheet 9-18-19 (1).xlsx
- Resumes - Jay! Region.pdf

Name	Title
Richard "Chuck" Huffman	President
Daniel Watson	Engineer
Ami Huffman	Director
Doug Inman	Executive Director
Randy Geesaman	Mayor
Gene Ritter	Mayor
Doug Stanley	President
Alicia Corwin	President

Jack Robbins	Councilman
Ray Cooney	Editor
Travis Richards	Executive Director
Jodi Hayes	OCRA Certified
Brent Mather	Architect/Planner
Ryan Lefeld	Engineer
Tina Elliott	Clerk Treasurer
Lori Ferguson	Clerk Treasurer
Anna Culy	Auditor
Rusty Inman	Executive Director
Debbie James	Clerk Treasurer

John Boggs	Radio Personality
John Disher	IU Jay Health
Jeremy Gulley	Jay School Corporation

**Jay! Region
Steering Committee
2021-2023**

Steering Committee	
Community/Organization	Email Address
Jay County Commissioners	chuffman@firstmerchants.com
Jay County, INDOT ERC	danielww7487@yshoo.com
Jay County Community Development, OCRA Grant Administrator, INDOT ERC	ahuffman@jaycodev.org
The Portland Foundation	tpf@portlandfoundation.org
City of Portland	mayorgeesaman@thecityofportland.net
City of Dunkirk	grdunkirk@aol.com
Redkey Town Council, Redkey INDOT ERC	dougstanley42@aol.com
Pennville Town Council	Pennville.Town.Council@outlook.com

Dunkirk City Council, Dunkirk Mayorial Candidate	jack.robbs@comcast.net
The Commercial Review	r.cooney@thecr.com
Jay County Development Corp.	trichards@jaycodev.org
Jay County Development Corp.	jhayes@jaycodev.org
R&B Architects	brent@randbarchitects.com
Choice One Engineering	rjl@choiceoneengineering.com
City of Dunkirk, Dunkirk ERC	cityofdunkirkclerk@gmail.com
City of Portland	cityclerktreas@thecityofportland.net
Jay County	aculy@co.jay.in.us
John Jay Center for Learning/Portland Redevelopment Commission	rinman@johnjaycenter.com
Town of Redkey	redkey007@gmail.com

City of Portland Mayorial Candidate	jwboggs51@gmail.com
Community Health	jdisher1@iuhealth.org
Superintendent	jgulley@jayschools.k12.in.us

Phone Number	Function/Sub-Committees
765-747-1578	Steering Committee, Finance Committee, Branding/Marketing/Communication Committee
260-729-3535	Steering Committee, Finance Committee, Branding/Marketing/Communication Committee, INDOT ERC
260-726-3497	Steering Committee, Finance Committee, Branding/Marketing/Communication Committee, OCRA Grant Administrator, INDOT ERC
	Steering Committee, Finance Committee, Branding/Marketing/Communication Committee
260-726-9395	Steering Committee, Branding/Marketing/Communication Committee
765-209-4194	Steering Committee, Branding/Marketing/Communication Committee
765-729-2390	Steering Committee, Branding/Marketing/Communication Committee
260-251-9786	Steering Committee, Finance Committee, Branding/Marketing/Communication Committee

765-768-7284	Steering Committee, Branding/Marketing/Communication Committee
440-213-8801	Branding/Marketing/Communication Committee
260-726-9311	Branding/Marketing/Communication Committee, Finance Committee
260-726-9311	OCRA Grant Administrator
317-345-5094	Project Development Architect
260-766-1300	Project Development Engineer
765-768-6565	INDOT ERC, Finance Committee
260-726-9395	INDOT ERC, Finance Committee
260-726-7575	Finance Committee
260-729-5525	Branding/Marketing/Communication Committee, Finance Committee
765-369-2700	Finance Committee

765-730-9817	Branding/Marketing/Communication Plan, Steering Committee
260-726-7131	Community Health Planning
260-726-9341	Steering Committee

SECTION 6:

Project Identification and Description

In This Section:

- **Proposed Projects**
 - Housing Projects
 - Connectivity Projects
 - Downtown Revitalization Projects
 - Quality of Life & Tourism Projects
 - Community & Economic Well-Being Projects

Housing Projects:

J4: Scatter Site Senior Housing: Portland, Dunkirk and Pennville

Through the consolidation of the schools, former Elementary Schools that were closed in the past two years are now being considered for potential senior housing. Housing on the sites of former elementary schools that have been recently closed within the past 2 years. Dunkirk's site is located in the heart of downtown and right sizes the downtown corridor.

- Site #1: Former Judge Hayes Elementary School 827 W. High St. Portland, IN. This will provide cottage-style senior housing with a mix of one bedroom and two-bedroom homes. Thirty total units will be included in this site, and it will also include a centrally located community building.
- Site #2: Former Pennville Elementary School 390 W. Pleasant St. Pennville, IN. This housing development will become a 20-unit senior housing complex with cottage style homes, and a mix of one and two bedrooms.
- Site #3: Downtown Dunkirk Abandoned Block Site 109 W. Center Street Dunkirk, IN. In this 3-story building, 20-units will be provided for senior housing in Downtown Dunkirk.
- Site #4: Housing at the Old Hospital, 510 W. High Street. Along the Portland Cultural Trail there is an old abandoned hospital that the City of Portland has recently gained site control of that is the perfect spot for senior condominiums. This will remedy a blighted area and add life to an area that has been an eyesore for years.

Activities:

- Provides 85 units for Seniors throughout the region.
- Adaptively reuses former elementary school buildings and abandoned buildings or site for additional housing.

Impact:

- Provides affordable housing for the aging population within the region.
- Opens up more housing for potential residents.
- Provides housing throughout the region and not just in a single location.
- Preserves historic buildings and other assets within the community.
- Provides more density and potential customers downtown.
- Improves quality of life for existing seniors.
- 195 survey participants identified this project as a priority.

Readiness:

- Site #1: The Jay County School Corporation is willing to donate the property contingent upon the stellar designation.
- Site #2: The Pennville Community Center has control of the site, and is willing to donate the site to a developer for housing.
- Site #3: The Jay County Economic Development Corporation has control of this site.
- Site #4: The City of Portland has control over the site, preliminary engineering and phase 1 environmental is completed. Application is anticipated for July 2020, with construction in 2021, and full occupancy in 2023.

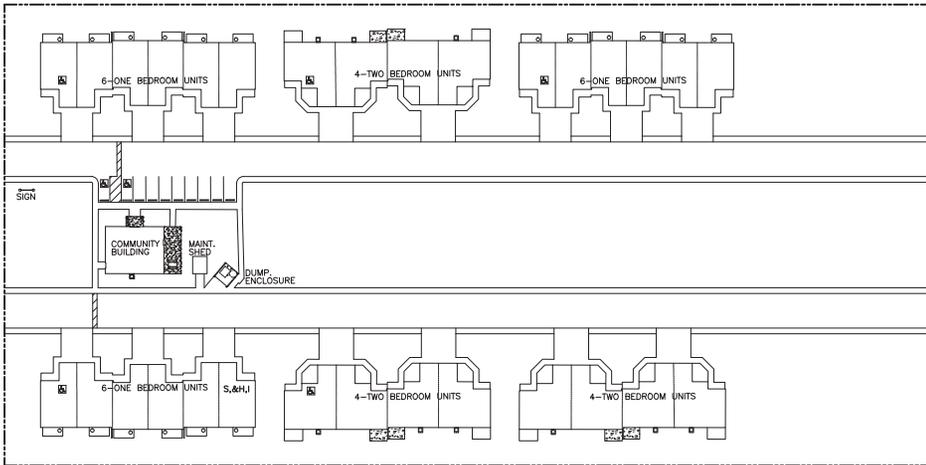
Budget:

- \$16,508,125

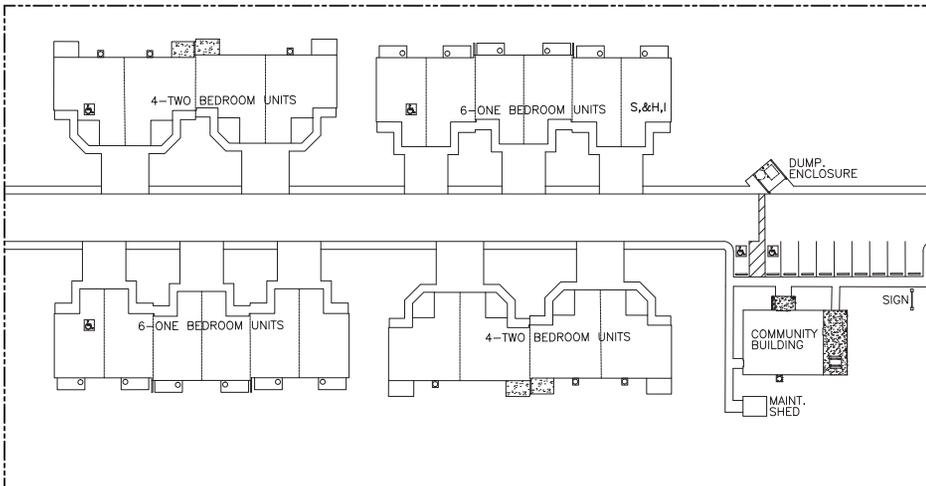
Partners:

- Jay County School Corporation
- Pennville Community Center
- Jay County Economic Development Corporation
- City of Portland
- Town of Pennville
- City of Portland
- Buckeye Community Hope Foundation
- Dunkirk Industrial Development Corporation

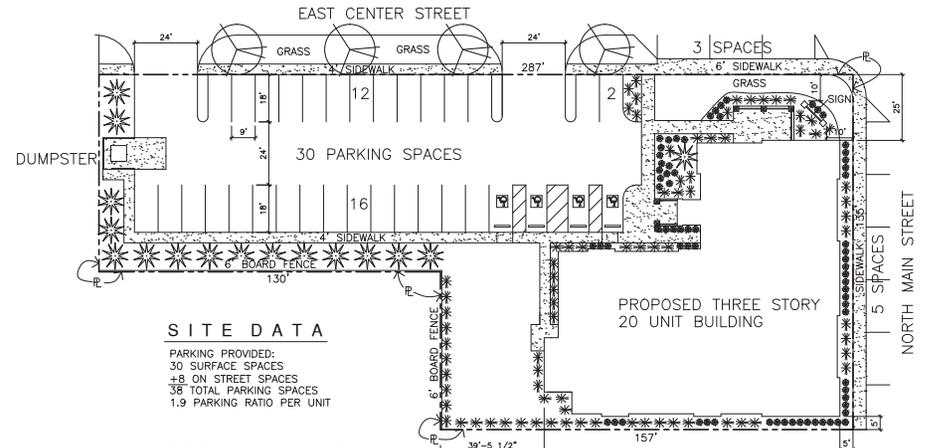
Housing Projects:



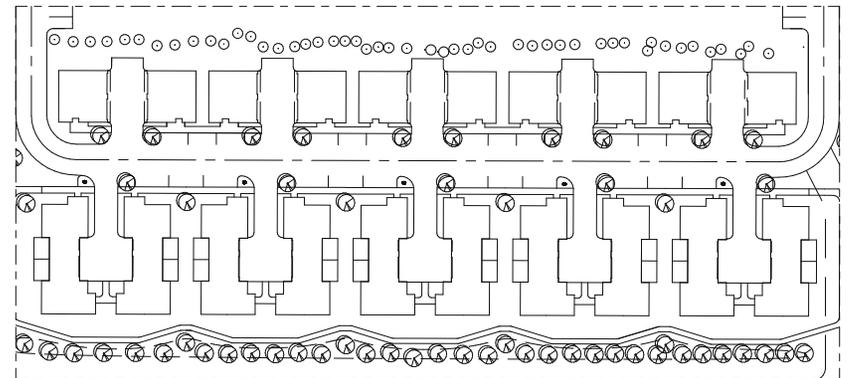
Preliminary Site Plan - Site #1 - Source: Rb Architects



Preliminary Site Plan - Site #2 - Source: Rb Architects



Preliminary Site Plan - Site #3 - Source: John Haytas Architects



Preliminary Site Plan - Judge Haynes Lot - Site #4 - Source: Rb Architects

Housing Projects:

PO3: Housing Projects/Owner-Occupied Rehab:

Several methods for improving housing issues in Portland are identified in the Downtown Revitalization Plan. Regarding housing - assisting homeowners in owner-occupied repair was identified as a goal or outcome to improving housing conditions, the housing stock, and overall quality of life for Portland. This program also contributes to reversing slow population decline and increase home-ownership in Portland.

Activities:

- Owner-Occupied repair of approximately 10-20 potential homes in Portland.
- Target areas for these repairs include homes along Meridian Street and State Road 67, which serve at the main entry points for Portland.

Impact:

- Improves the condition of the existing housing stock and the affordability of the existing housing stock.
- Provides a better quality of life for existing residents.
- Promotes home-ownership in the region.
- Stabilizes the existing corridor and neighborhood.
- 462 survey participants identified this project as a priority.
- This project was identified as a priority by Portland residents, those 18 and under, retirees, empty nesters, and single professionals.

Readiness:

- The Jay County Community Development Corporation has staff who have worked with IHCDCA in the recent past through the Blight Elimination Program.

Budget:

- \$300,971

Partners:

- Jay County Community Development Corporation
- Housing Owners
- City of Portland

Housing Projects:

R1: Redkey St Rd 1 Corridor Owner Occupied Rehab:

This project builds on the recent investment and revitalization happening in Redkey and along St. Rd. 1. This project expands homeownership and encourages property improvement for the existing residents, creating a strong presence for the local retail stores.

Activities:

- Owner-Occupied repair of approximately 10-20 potential homes along the State Rd. 1 Corridor.

Impact:

- Improves the existing condition of the housing stock and the affordability of the existing housing stock.
- Provides a better quality of life for existing residents.
- Promotes home-ownership in the region.
- Stabilizes the existing corridor and neighborhood.
- 202 survey participants identified this project as a priority.

Readiness:

- The Jay County Community Development Corporation has staff who have worked with IHCDA in the recent past such as the Blight Elimination Program.

Budget:

- \$300,550

Partners:

- Jay County Community Development Corporation
- Housing Owners
- Town of Redkey



Housing Projects:

PO6: Cultural Trail Townhouses

This project includes the construction of 16 market-rate townhomes in Downtown Portland along the Cultural Trail. These townhomes will provide the necessary housing density that promote the development of retail and commercial businesses. This project also promotes walkability by providing housing near several amenities such as services, shopping, civic amenities, trail access, and restaurants.

Activities:

- This project will include 16 townhouses in Downtown Portland.
- Townhomes will be 2-3 bedroom units with 1,100-1,300 square feet and an attached two-car garage.
- These townhomes will be market-rate and provide housing density to support commercial and retail growth.
- This project is also part of previous planning efforts that include strategies for bolstering housing in Downtown Portland.

Impact:

- Increases the availability of housing in Downtown Portland, increasing foot traffic downtown and the demand for commercial and retail.
- This project promotes walkability.
- The increase in housing units facilitates the attraction of new residents to the region.
- This project increases the attractiveness of downtown and the attractiveness for potential investors or developers.

Readiness:

- Preliminary engineering is complete for this project.
- Site control is in place.
- Funding is in place.

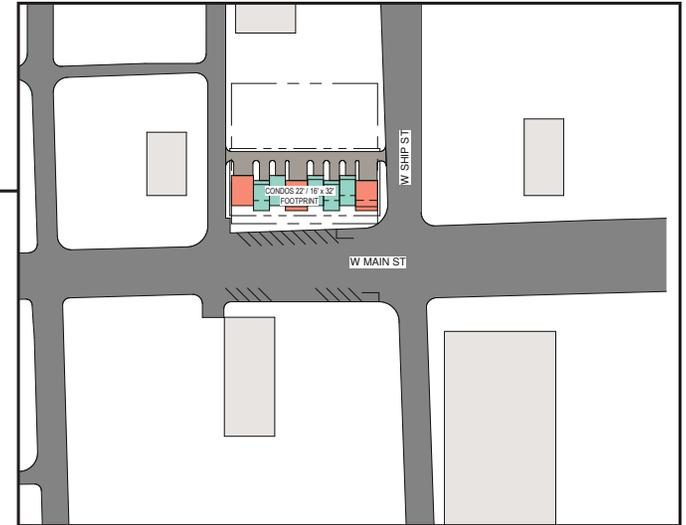
Budget:

- \$852,600

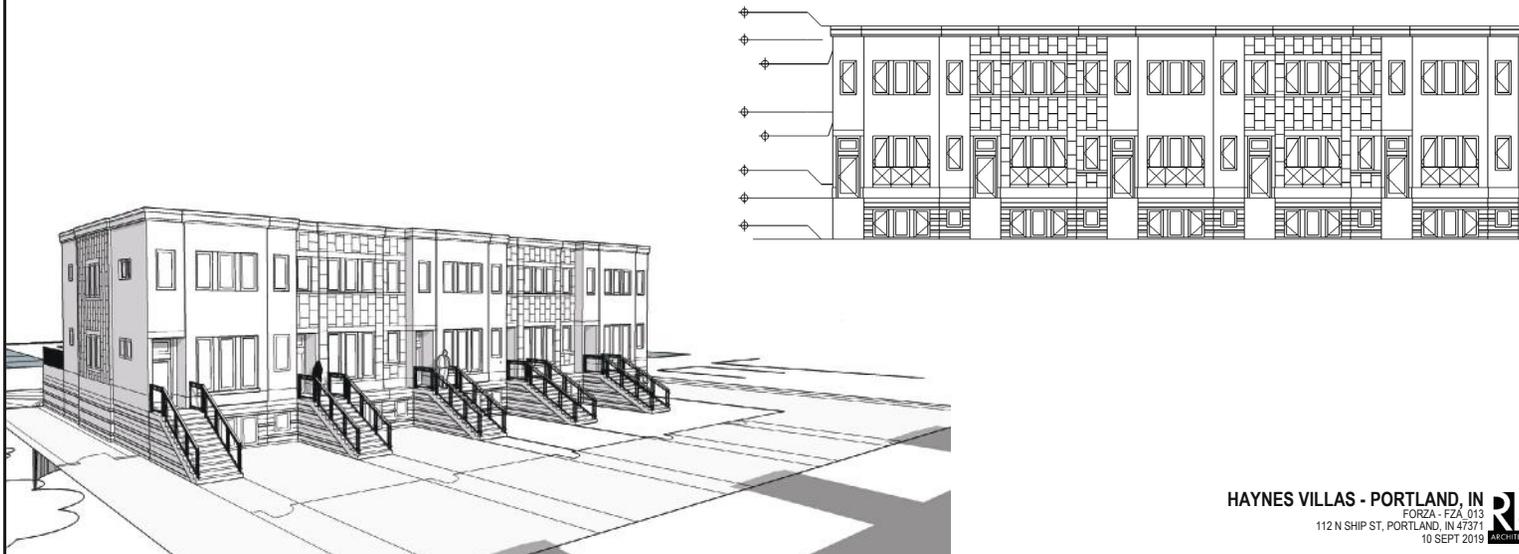
Partners:

- City of Portland
- Portland Redevelopment Commission
- Jay County Commissioners
- Forza

Housing Projects:



Preliminary Site Plan -
Source: Rb Architects



HAYNES VILLAS - PORTLAND, IN
FORZA - FZA_013
112 N SHIP ST, PORTLAND, IN 47371
10 SEPT 2019 

Preliminary Elevation & Perspectives - Source: Rb Architects

Connectivity Projects:

J5: Broadband/High Speed Internet:

This project is anticipated to bring high-speed internet in underserved areas of Jay County. Technology is a cornerstone piece of infrastructure that can bring in residents to live in Jay County, allow residents to work from home or run their business from home, and add to the quality of life for all residents.

Previous progress that has been made in the region includes Fiber Connectivity Projects in Redkey and Portland. These projects ran fiber in industrial areas to promote the attraction of industrial and tech businesses.

Activities:

- Builds upon federal award to complete county-wide broadband network.

Impact:

- Incentivizes new businesses and industries to locate and invest in the Region.
- Incentivizes potential residents to move to the Jay! Region.
- Provides better service to existing businesses and residents, raising the quality of life and promoting business growth and development.
- 458 survey participants identified this as a priority.
- This project was identified as a priority by empty nesters, retirees, young families, and single professionals.

Readiness:

- Property owners have been contacted and tower sites have been identified.
- Federal funding for a portion of the network has been received.
- Partners have been identified.

Budget:

- \$403,403

Partners:

- Watch Communication
- State of Indiana Next Level Connections
- Jay County Development Corporation
- Property Owners
- Jay County School Corporation
- Jay County Commissioners

Connectivity Projects:

D4:Dunkirk to Redkey Trail:

As an expansion to the Rail Trail Loop (trail along the existing rail corridor and downtown), this multi-use trail will expand along the existing rail line that connects directly to Redkey’s downtown, connecting both communities through a safe pedestrian and bicycle corridor. This trail is important not only because of their close proximity that accommodates convenient travel between both communities, but also because the existing retail, services, restaurants, and various businesses between the communities complement one another and do not overlap. Where dining and services is prevalent in one community, shopping and live music is prevalent in the next. Connecting the two creates a fun downtown to downtown day trip for both residents and tourists.



Preliminary Perspective

Activities:

- Connects existing trail in Dunkirk and Redkey to link the two communities together.
- Provides safe routes for alternatives modes of transportation.
- It is anticipated that additional programming will result because of this project such as historic glass history mile markers, expansion of the Redkey Ghost Tour, downtown to downtown passport destinations, etc.

Impact:

- Improves connectivity within the region, connecting two prominent communities in Jay County.
- Promotes healthy lifestyles.
- Promotes tourism in the region.
- Provides quality of life amenities that attract people, businesses and investment to the region.
- 278 survey participants identified this as a priority project.
- This project was identified as a priority by single professionals.

Readiness:

- Conceptual development of the trail has been completed.

Budget:

- \$2,114,137

Partners:

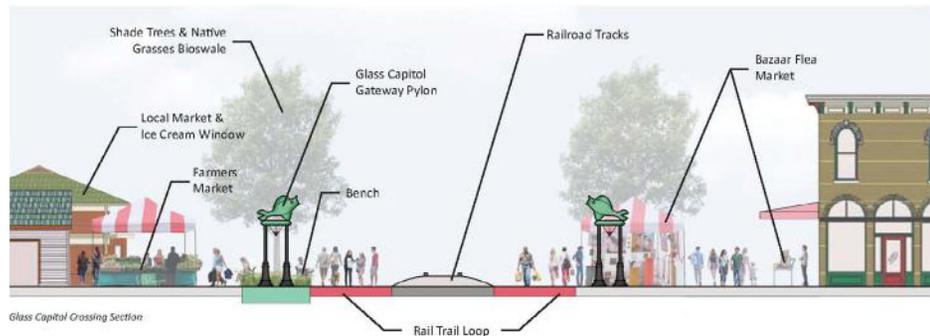
- City of Dunkirk
- Town of Redkey



Connectivity Projects:

D5:Dunkirk Park Trail down Hoover:

To enhance connectivity in Dunkirk and connect prime destinations, the Park Trail down Hoover Street will connect the West Jay Community Center and Railroad Street/Rail Trail Loop, and build upon the Trail from Dunkirk to Redkey project.



Preliminary Section - Source: Dunkirk Downtown Revitalization Plan

Activities:

- Connects existing trail (Middle School to Downtown) in Dunkirk and proposed trail to extend the trail network throughout the region.
- Provides safe routes for alternatives modes of transportation.
- Physically links the Middle School, Downtown, Community Center, large employers, and the Pool.

Impact:

- Promotes regional connectivity.
- Promotes healthy lifestyles.
- Increases tourism in the region.
- Provides quality of life amenities that attract people, businesses and investment to the region.
- 127 survey participants identified this project as a priority.

Readiness:

- Conceptual development of the trail is completed.
- Project is within the existing right of way and no additional property is required.
- Funding is in place.

Budget:

- \$160,081

Partners:

- City of Dunkirk
- West Jay Community Center
- Dunkirk Industrial Development Corporation
- INDOT

Connectivity Projects:

PE1: Pennville Trail Improvements, Streetscape, and Restroom/Trailhead:

The Pennville Downtown Revitalization Plan identifies several street improvements, highlighting the condition of roadways, issues with ADA compliance and lack of pedestrian and bicycle connectivity. One solution to this problem is the identification of a Cultural Trail Loop in Pennville. In this plan, implementation is expected in year 5-8 following the adoption of the plan. This project will make a significant impact on Pennville's walkability, recreational assets, and create a great foundation for growing public infrastructure.



Preliminary Perspective

Activities:

- Improves the existing streetscape in Pennville.
- Improves the existing trail in Pennville, adding a restroom and trailhead.
- Solves ADA compliance issues.
- Provides safe routes for bicyclists and pedestrians.

Impact:

- Increase walkability and bikeability in Pennville.
- Improves the attractiveness of Downtown Pennville.
- Promotes tourism in the region.
- Promotes business and private investment in Downtown Pennville.
- Increases foot traffic downtown.
- Promotes connectivity within Downtown, connecting existing civic amenities such as the Community Center, Community Garden, Baseball Fields, Go-Kart Track and Library.
- 395 survey participants identified this a priority project.
- This project was also identified as a priority project by those 18 and under, Pennville residents, and single professionals.

Readiness:

- Conceptual development for this project has been completed.
- Project has been vetted by a previous planning process.
- Site is controlled for the trailhead and restroom. The trail will be located in the existing right-of-way.
- Funding is in place.

Budget:

- \$1,331,289

Partners:

- Town of Pennville
- Jay County Commissioners
- Pennville Economic Development Corporation



Connectivity Projects:

PO1: Portland Cultural Trail/Trailhead and Restroom:

This downtown-focused project is identified in the Portland Downtown Revitalization Plan (2019). The trailhead facility is expected to be built at the North Edge Downtown District. This amenity is intended to be enjoyed by residents and visitors of Portland. The total trail is expected to span 19 blocks through the Downtown and nearby residential areas. This trail is intended to draw residents from the newly revitalized Commercial District, creating a safe route from both districts.

Activities:

- Upgrade existing sidewalks to become multi-use trails for pedestrians and bicyclists.
- Installation of restroom facilities and trailhead.
- Improves ADA accessibility.
- This project connects several destinations in the City such as the Museum of the Soldier, Arts Place, the Library, new senior housing development, County Services, the Fairground, the Water Park, the Hudson Family Park, and the Jay County Historical Society.

Impact:

- Promotes connectivity and walkability for the City of Portland.
- Encourages tourism for the region.
- Encourages foot traffic in downtown, increasing business sales and new business establishments.
- Improves quality of life for existing residents and aids in the attraction of new residents.
- Promotes healthy lifestyles.
- 358 survey participants identified this project as a priority.

Readiness:

- Project has been vetted through a previous planning process.
- Conceptual design for the project is complete.
- Project is within the existing right-of-way.
- Funding is in place.

Budget:

- \$2,484,079

Partners:

- City of Portland
- Portland Redevelopment Commission

Connectivity Projects:



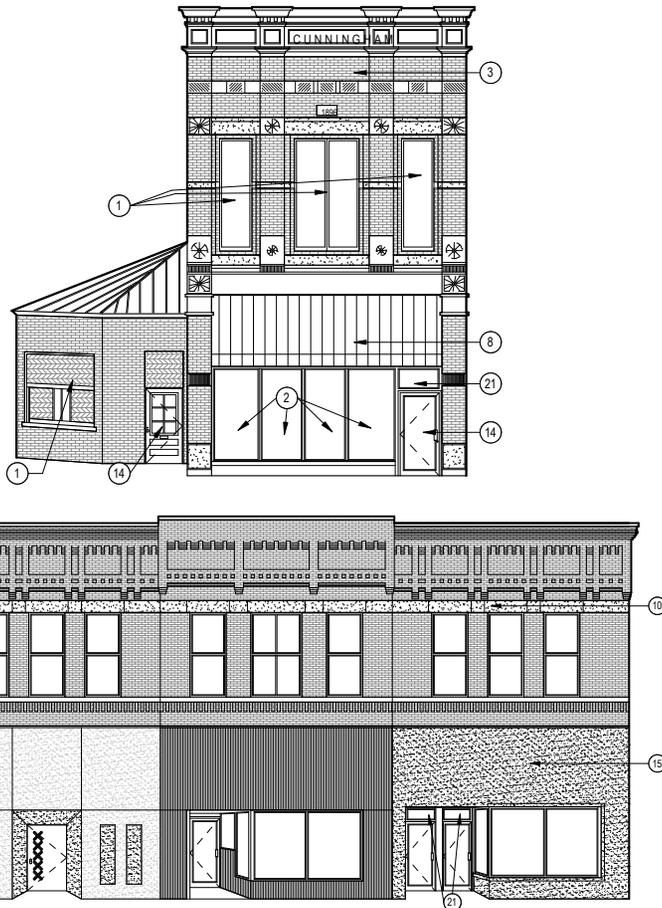
Preliminary Trail Route



Downtown Revitalization Projects:

D1: Dunkirk Facade Improvement Program:

This project is identified in the Dunkirk Revitalization Plan as a key recommendation. Several buildings are listed in the plan for facade improvements that reside on Main Street. This project will leverage private investment for each building that receives funding and will significantly increase the attractiveness of the streetscape. Completed facades are anticipated to increase foot traffic in Downtown, therefore increasing the demand for new retail and restaurants.



Facade Elevations - Source: Rb Architects

Activities:

- Expands the existing matching program that leverages private investment in the buildings of Downtown Dunkirk.

Impact:

- Increases attractiveness of Downtown Dunkirk.
- Increases foot traffic downtown.
- Increases business sales and business establishment downtown.
- Increases living units downtown.
- Promotes an overall economic well-being of Downtown Dunkirk.
- Facilitates tourism in the region.
- 401 survey participants identified this project as a priority.
- This project was identified as a priority by Dunkirk residents, young families, retirees, and single professionals.

Readiness:

- This program is an ongoing program that will continue after the Stellar Designation.
- Approximately three of the five target buildings have expressed interest in the program.
- The Todd Building has recently been improved through this program.

Budget:

- \$602,697

Partners:

- Town of Dunkirk
- Building Owners
- Dunkirk Industrial Development Corporation

Downtown Revitalization Projects:

D3: Dunkirk Downtown Streetscape & Lighting Project:

This project provides investment into the public realm to incentivize private development and the revitalization of downtown. This project proposes new sidewalks, curbs, street trees along residential streets, lighting, plantings, banners, site furnishings, screening of parking lots, and promotion of Dunkirk as the Glass Capital of Indiana.

During the planning process of the Dunkirk Revitalization Plan, a style of light was selected that is reminiscent of those found in the early 1900s. These new streetlights will have WiFi transponders, hanging baskets, and banners in alternating locations.



Preliminary Perspective

Activities:

- Provides an upgraded streetscape.
- Includes new sidewalks, curbs, street trees, lighting, plantings, banners, site furnishings, and screening of parking lots.
- New street lighting will include WiFi transponders, hanging baskets and banners in alternating locations.

Impact:

- Improves the attractiveness of Downtown Dunkirk.
- Incentivizes private development in downtown.
- Promotes foot traffic in downtown and new business establishment.
- Promotes living opportunities downtown.
- Improves the walkability of downtown.
- Increases tourism for the region.
- 326 survey participants identified lighting as a priority, and 419 identified streetscape improvements as a priority.
- This project was also identified as a priority by those 18 and under, Dunkirk residents, young families, retirees, and empty nesters.

Readiness:

- Conceptual development of this project has been completed.
- Furnishings and fixtures have been selected.
- Project is within the existing right-of-way.
- Funding is in place.

Budget:

- \$1,495,994

Partners:

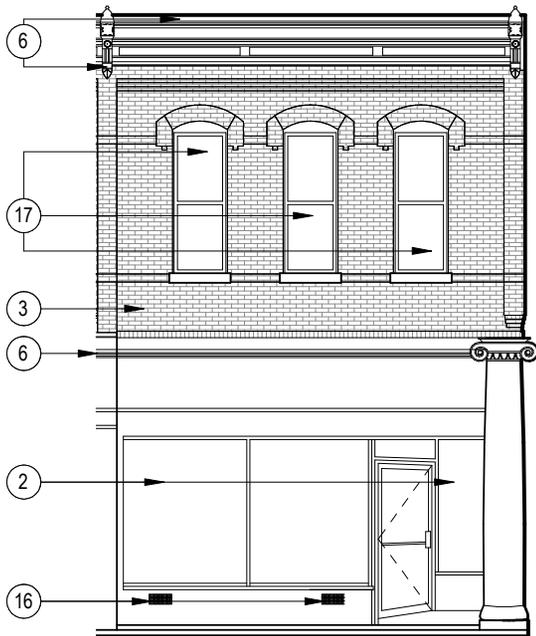
- City of Dunkirk
- Dunkirk Industrial Development Corporation
- Dunkirk Beautification Committee



Downtown Revitalization Projects:

PO2: Portland Facade Improvement Program:

This program is outlined in the Downtown Revitalization Plan for Portland, and is one of four projects that met the goals defined by stakeholders that provided economic impact and improved the area's aesthetic. Within the Historic District, a majority of the facades are in need of significant restoration while maintaining their historic integrity. This project will re-establish a welcoming environment for an active Downtown Historic District. In this planning process, there were three meetings held specifically for Facade Owners, and a committee established for facades. Already, \$200,000 in TIF funds have been distributed in Portland by the Redevelopment Commission to Downtown Facade Matching Grants, in an "apply as needed" process.



Facade Elevation - Source: Rb Architects

Activities:

- Expands the existing matching program that leverages private investment in the buildings of Downtown Portland.

Impact:

- Increases attractiveness of Downtown Portland.
- Increases foot traffic downtown.
- Increases business sales and business establishment downtown.
- Increases living units downtown.
- Promotes an overall economic well-being of Downtown Portland.
- Facilitates tourism in the region.
- 383 survey participants identified this project as a priority.
- This project was identified as a priority by young families, retirees, and empty nesters.

Readiness:

- Seven facades have already been completed downtown and one is in progress.
- Approximately 25 buildings have been identified as target buildings for this program and over half of the property owners have already expressed interest in the program.
- Funding is in place.
- This project is an ongoing program that is already well-established in the City of Portland.

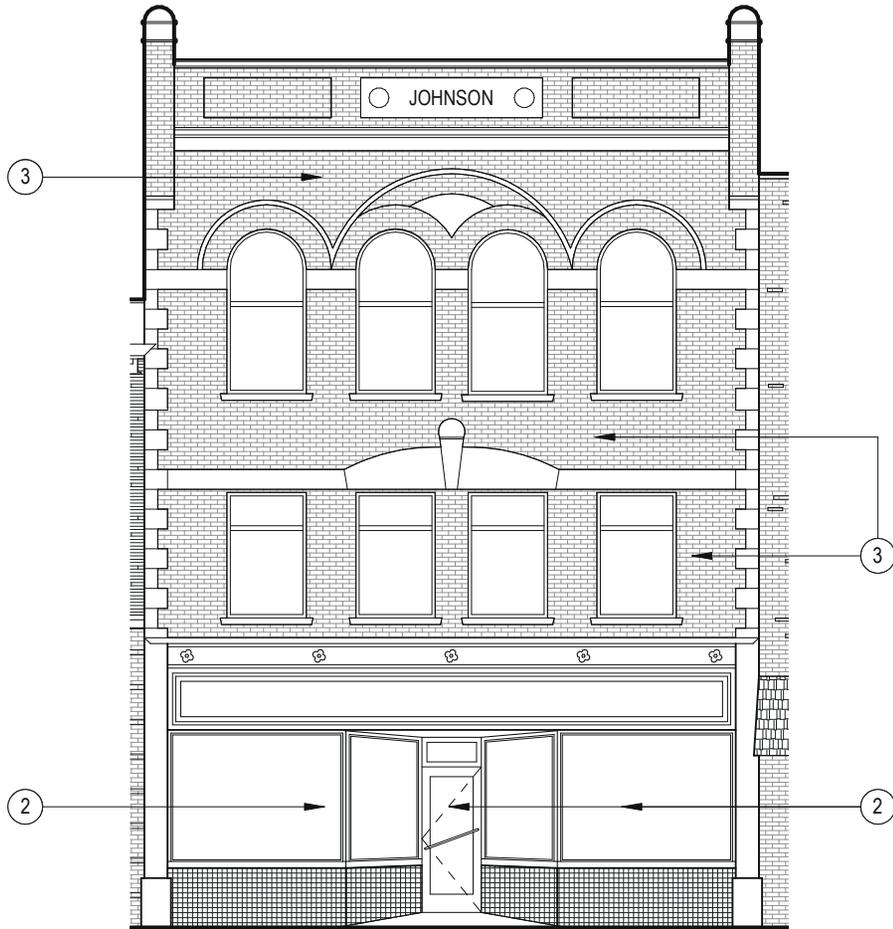
Budget:

- \$934,625

Partners:

- Building Owners
- Town of Portland
- Portland Redevelopment Commission

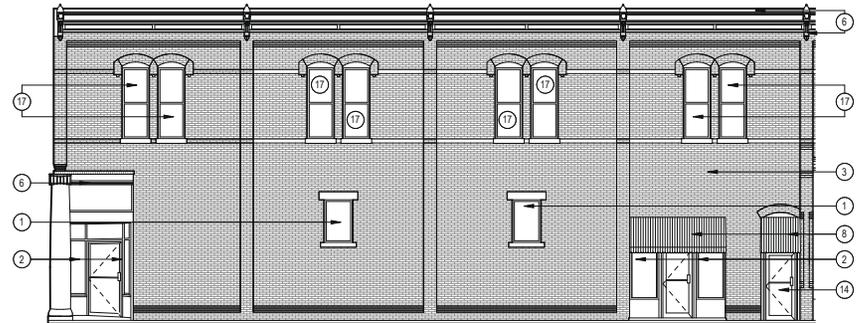
Downtown Revitalization Projects:



Facade Elevation - Source: Rb Architects



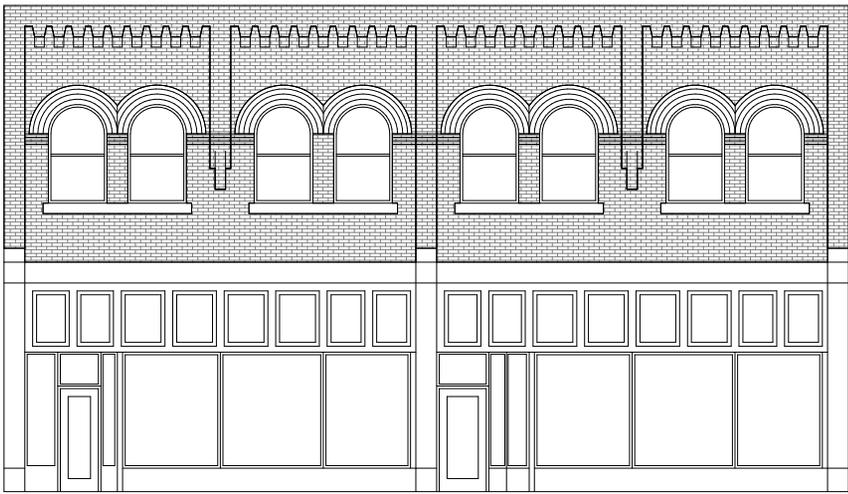
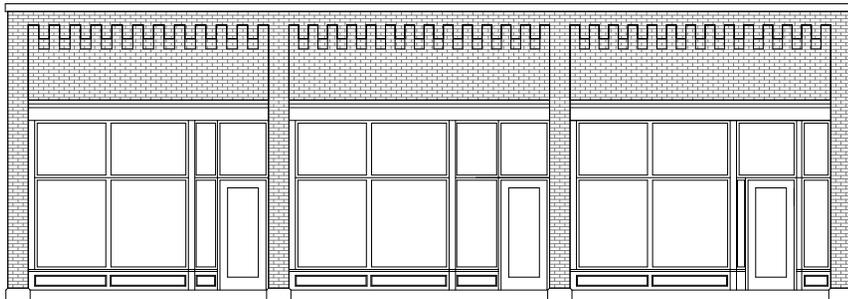
Facade Elevations - Source: Rb Architects



Downtown Revitalization Projects:

PE7: Pennville Facade Improvement Program:

Facade improvement program for the Town of Pennville, focusing on businesses and buildings in the community core and main corridors. This program will leverage private investment in Pennville, increasing the attractiveness of the Town and encouraging new businesses to open.



Facade Elevations - Source: Rb Architects

Activities:

Creates a matching program that leverages private investment in the buildings of Downtown Pennville. This program will be new compared to the other communities in the region, however experience in other communities in the Jay! Region will help this program run smoothly.

Impact:

- Increases attractiveness of Downtown Pennville.
- Increases foot traffic downtown.
- Increases business sales and business establishment downtown.
- Increases living units downtown.
- Promote an overall economic well-being of Downtown Pennville.
- Facilitates tourism in the region.

Readiness:

- Six target buildings have been identified for this program, however it is open to whoever is most interested.
- Three of the six target buildings have already expressed interest in the program.

Budget:

- \$400,790

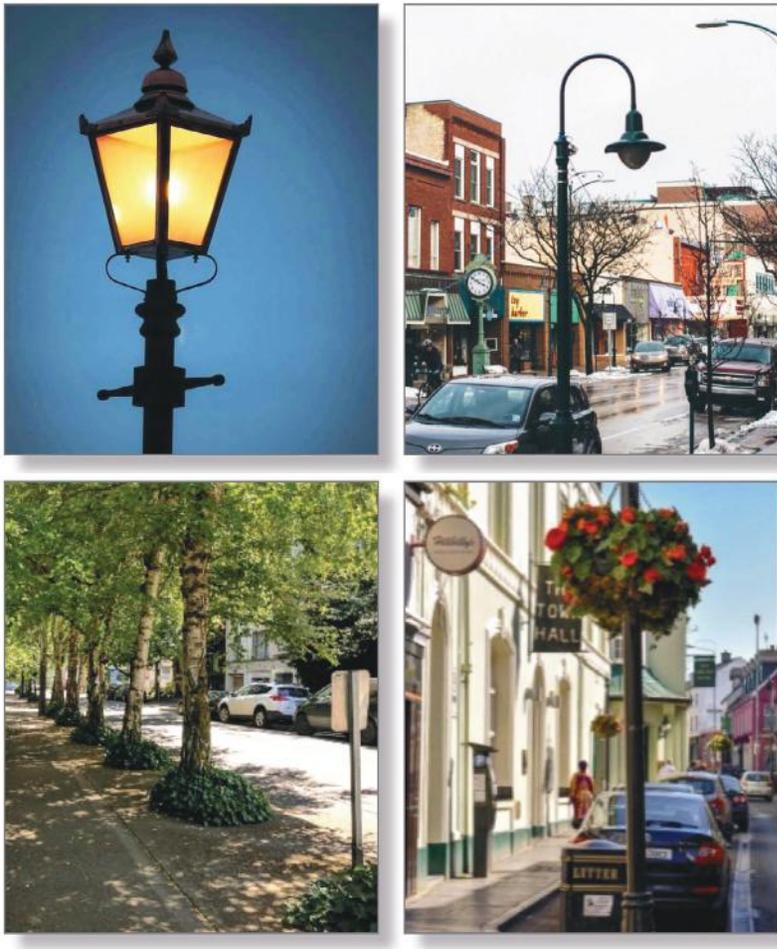
Partners:

- Town of Pennville
- Building Owners

Downtown Revitalization Projects:

PO4: Portland Downtown Streetscape:

The existing streetscape in Portland lacks uniformity and has minimal street furniture. As part of the update to the streetscape, new lighting fixtures with banners and hanging basket capabilities, as well as street furniture, landscaping, and planters should be included.



Precedent Imagery - Source: Portland Downtown Revitalization Plan

Activities:

- Installation of a boulevard or medians in the roadway.
- Installs new lighting fixtures with banners and hanging baskets, street furniture, landscaping and planters.

Impact:

- Improves the attractiveness of Downtown Dunkirk.
- Incentivizes private development in downtown.
- Promotes foot traffic in downtown and new business establishment.
- Promotes living opportunities downtown.
- Improves the walkability of downtown.
- Increases tourism for the region.
- 509 survey participants identified this project as a priority.
- This project was identified as a priority by Portland residents, those 18 and under, young families, and single professionals.

Readiness:

- Project is within the existing right-of-way and no additional property is needed.
- Conceptual design has been completed for this project.
- Preliminary engineering has been completed for this project.
- Site furniture and fixtures have been selected.
- Funding is in place.

Budget:

- \$2,003,661

Partners:

- Town of Portland



Downtown Revitalization Projects:

R2: Redkey Facade Improvement Program:

Building upon the strong and unique character, the facade improvement program will facilitate improvement to the local buildings in their downtown and commercial district. This program will increase the draw to Downtown Redkey, encouraging new businesses to open and expands the opportunity for tourism.



Rendering of Proposed Improvements

Credit: L+B



Rendering of Proposed Improvements

Credit: L+B

Facade Elevation and Perspective - Source: Rb Architects

Activities:

- Creates a matching program that leverages private investment in the buildings of Downtown Redkey.
- This program does not currently exist, but the lessons learned and experience of nearby communities that have this program in place will support the application of the Redkey Facade Improvement Program.

Impact:

- Increases attractiveness of Downtown Redkey.
- Increases foot traffic downtown.
- Increases business sales and business establishment downtown.
- Increases living units downtown.
- Promotes an overall economic well-being of Downtown Redkey.
- Facilitates tourism in the region.
- 322 survey participants identified this as a priority project.
- This project was identified as a priority by Redkey residents, young families, retirees, single professionals, and empty nesters.

Readiness:

- Three facades have already been completed downtown outside of an assistance program.
- Five buildings have been identified as targeted buildings and all owners have expressed interest in the program.
- Funding is in place.

Budget:

- \$350,735

Partners:

- Town of Redkey
- Building Owners

Downtown Revitalization Projects:

R3: Redkey Streetscape:

Physical improvements to the streetscape that include parallel parking, street tree planters, streetlights, benches, waste receptacles, uniquely designed wayfinding signs, and other signage. These physical improvements will complement the street activity, expanding the quality of place in Redkey.



Preliminary Perspective

Activities:

- Addition of parallel parking, street tree planters, streetlights, benches, waste receptacles and uniquely designed signage.
- Signage will include gateway signs, directional signs, and map directories.

Impact:

- Improves the attractiveness of Downtown Redkey.
- Incentivizes private development in downtown.
- Promotes foot traffic in downtown and new business establishment.
- Promotes living opportunities downtown.
- Improves the walkability of downtown.
- Expands quality of place, increasing tourism for the region.
- 376 survey participants identified this project as a priority project.
- This project was identified as a priority by Redkey residents and those 18 and under.

Readiness:

- Project is planned for the existing right-of-way, no additional property is needed.
- Conceptual development for this project has been completed.
- Signage has been designed.
- Site furnishing and fixtures have been selected.

Budget:

- \$481,474

Partners:

- Town of Redkey
- Redkey Economic Development Corporation



Quality of Life/Tourism Projects:

D2: Dunkirk Library Project & Glass Museum:

In 2009, the City of Dunkirk went through the first downtown planning process. In that plan, the need for the Dunkirk Library and Glass Museum asset to move from a side street to Main Street surfaced. From the plan, the Dunkirk Public Library Planning Study was born. From the comprehensive study of the Dunkirk Public Library and Glass Museum use, housing, and future growth patterns, it was determined that moving its location to the Stewart Brothers Building on Main Street/St Rd 167 would be the most efficient and best location for it to serve the community and regional visitors.

Currently, the building that houses the library is a very confined space that doesn't allow for tutoring, children's activities, adult reading groups, or for visitors and patrons to sit and use the library materials or the wi-fi. The importance of the local public library is immeasurable and that is especially true in low to moderate-income communities, such as the City of Dunkirk.

The City of Dunkirk has a truly unique asset in its Glass Museum. Unique pieces range from one of a kind piece from celebrities' homes to historical pieces that speak to the history of glassmaking in Dunkirk all can be found in this museum.

By relocating the Dunkirk Public Library & Glass Museum to the Stewart Brothers Building, both can grow and serve the community and region by expanding services and tourism opportunities. The Glass Museum needs the space for storage and rotation of collections as well as the ability to borrow glass collections for viewing to always give tourists and local enthusiasts reason to stop by the Glass Museum.

Activities:

- Celebrates the unique history of Dunkirk as the Glass Capital of Indiana.
- The Library is the primary gathering space for Dunkirk residents providing various programming such as children and adult book clubs or tutoring and facilities such as free computer access which will be expanded with this project.
- This facility will also expand its ability to participate in the inter-library lending program with Evergreen.

Impact:

- Expands tourism opportunities in Dunkirk and the region.
- Because the library in Dunkirk serves as one of the only gathering places in the City, this expansion will expand what currently houses several activities in one small room to allow for more people to be served. It also increases computer access, increasing the opportunity for residents who may need to fill out job applications, apply for unemployment, or other types of job-related functions that may be needed.
- Overall this project significantly improves quality of life for the existing residents, increasing the ability to attract more residents to the region.
- Provides opportunity for workforce and talent development.
- 351 survey participants identified this project as a priority.
- This project was identified as a priority by those 18 and under and empty nesters.

Readiness:

- Dunkirk Public Library Planning Study has been completed.
- The project site is controlled.
- Preliminary design has been completed for the project.
- A funding plan is in place.

Quality of Life/Tourism Projects:

Budget:

- \$2,500,255

Partners:

- City of Dunkirk
- Dunkirk Glass Museum
- Dunkirk Public Library
- Friends of the Dunkirk Library
- Dunkirk Industrial Development Corporation



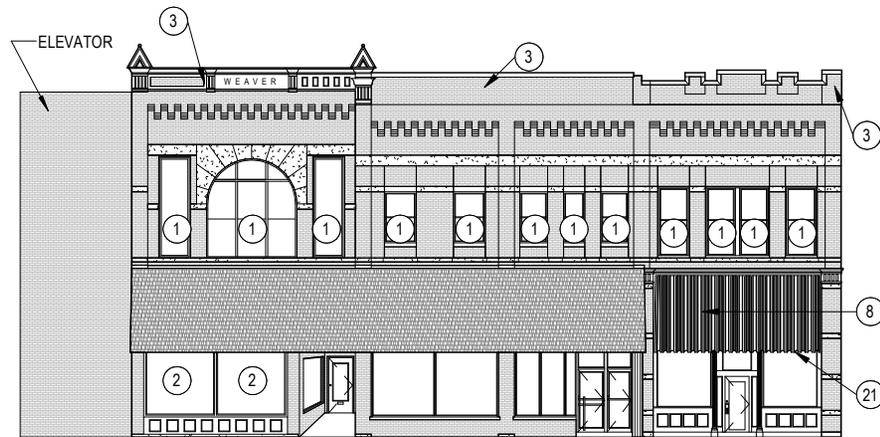
Preliminary Site Plan - Source: Rb Architects



Quality of Life/Tourism Projects:

D6: Dunkirk Weaver Building Wall Restoration and Mural:

The Weaver Building is identified as a catalyst project in the Dunkirk Revitalization Plan. The Weaver Building is anticipated to provide senior market rate housing. This project will restore the wall and place an art mural on the empty side of the building to enhance the aesthetic of downtown.



Facade Elevation - Source: Rb Architects

Activities:

- Restores the wall of a prominent historic building in Downtown Dunkirk.
- Installs an art mural on the restored wall.
- Enhances the proposed senior market-rate housing development.
- This project is adjacent to the Downtown Pocket Park.

Impact:

- Improves the aesthetic of Downtown Dunkirk.
- Promotes tourism in the region.
- Increases foot traffic in downtown
- Promotes new business establishment.
- Promotes living opportunities downtown.

Readiness:

- Conceptual development for this project has been completed.
- An artist has been identified for the mural and the concept for the mural is currently being determined.
- Partial funding is in place.

Budget:

- \$60,427

Partners:

- Weaver Building Property Owner
- City of Dunkirk
- Jay County Commissioners
- Mural Committee

PE3: Community Garden Expansion:

The Pennville Community Garden was started by patrons of the Pennville Community Library to give everyone a chance to participate in gardening and share the bounty in the community. This project was a tremendous success with all ages participating in everything from planting to weeding to harvest. There is such a need that the community is expanding from the six raised beds used this year to nine raised beds next year.

Activities:

- Installation of three raised beds to expand the existing community garden.
- Provides learning opportunities for children to learn how to garden.

Impact:

- Promotes healthy lifestyles.
- Provides a staple amenity and gathering place for existing residents.
- Increases attractiveness of the region as a great place to live and raise a family.
- Promotes community pride and collaboration.
- Promotes learning and celebrates the agricultural heritage of the region.
- 173 survey participants identified this project as a priority project.

Readiness:

- Site is controlled.
- Conceptual design of this project is completed.
- Funding is in place.

Budget:

- \$25,001

Partners:

- Pennville Community Library
- Pennville Community Center



Quality of Life/Tourism Projects:

PE2: Pennville Library Expansion Project:

The Pennville Community Library is the hub of community gathering in the small town of Pennville. It is where kids go after school to do homework until parents get home from work, where grandparents read to grandchildren, and where teenagers are welcomed to play a board game together on a rainy day. The Pennville Community Library is the only facility within 20 miles to use a public computer and public wi-fi. Community engagement with the library will be especially needed as technology becomes more integrated into everyday life. This project will expand the existing library to offer classes, after school programs, senior programs - providing a holistic approach to retaining residents of all ages and life-long learning. This project will aid in re-establishing a sense of community, a sense of pride, as well as improve the overall quality of life for residents.

Activities:

- Expansion of the existing library to offer classes, after school programs, and senior programs.
- Designated a Safe Place for kids.
- Will include computer access, which is not currently available.
- Provides affordable entertainment for the community (video, book & magazine rentals).
- Provides programming such as book clubs, inter-library lending program, etc.
- Will include structural stabilization of the building and the community garden will remain.
- This project is also located along the proposed trail connector and existing bus stop.

Impact:

- Serves as one of the only community gathering spaces open after 5pm in Pennville.
- Serves as a "Welcome Center" for community information.
- Provides key services such as computer access, entertainment and other types of programming for all residents and significantly impacts low-moderate income families.
- Serves as a hub for job placement with the loss of WorkOne.
- Promotes life-long learning and educational attainment in the region.
- Re-establishes a sense of community and pride.
- Increases quality of life for Pennville residents, making the community and region a more attractive place to live.
- Engages both youth and seniors in the community - serving those who are benefited most from the services provided.
- 297 survey participants identified this project as a priority project.
- This project was identified as a priority by retirees.

Readiness:

- Site control is in place.
- Conceptual design has been completed.
- Architectural drawings have been completed.
- New programming is ready to be established once completed.
- Funding is in place.

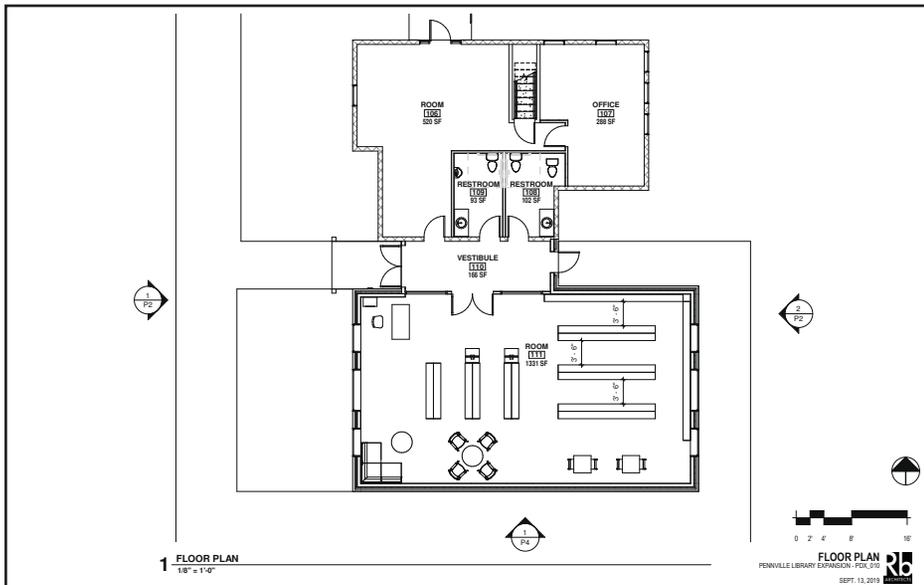
Budget:

- \$350,142

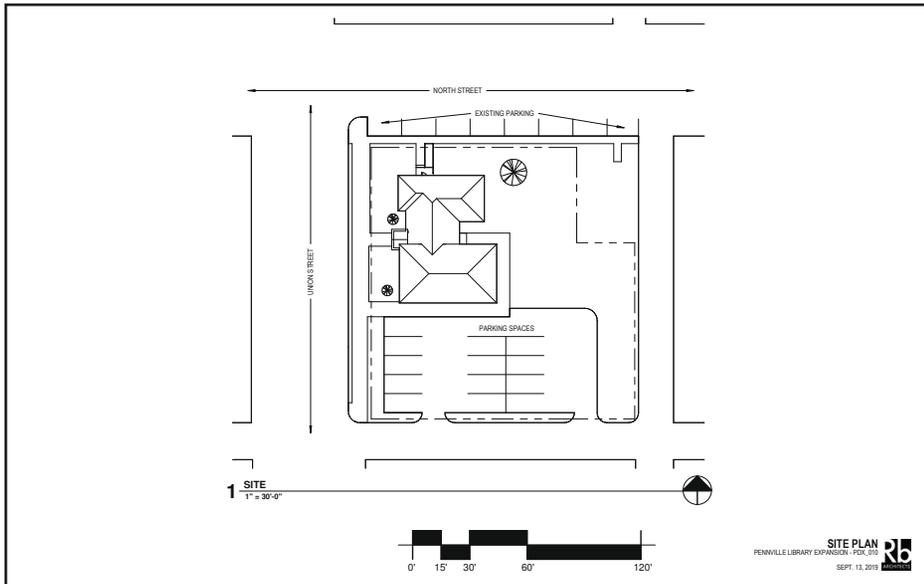
Partners:

- Pennville Library
- Town of Pennville
- Jay County Commissioners
- Jay County School Corporation

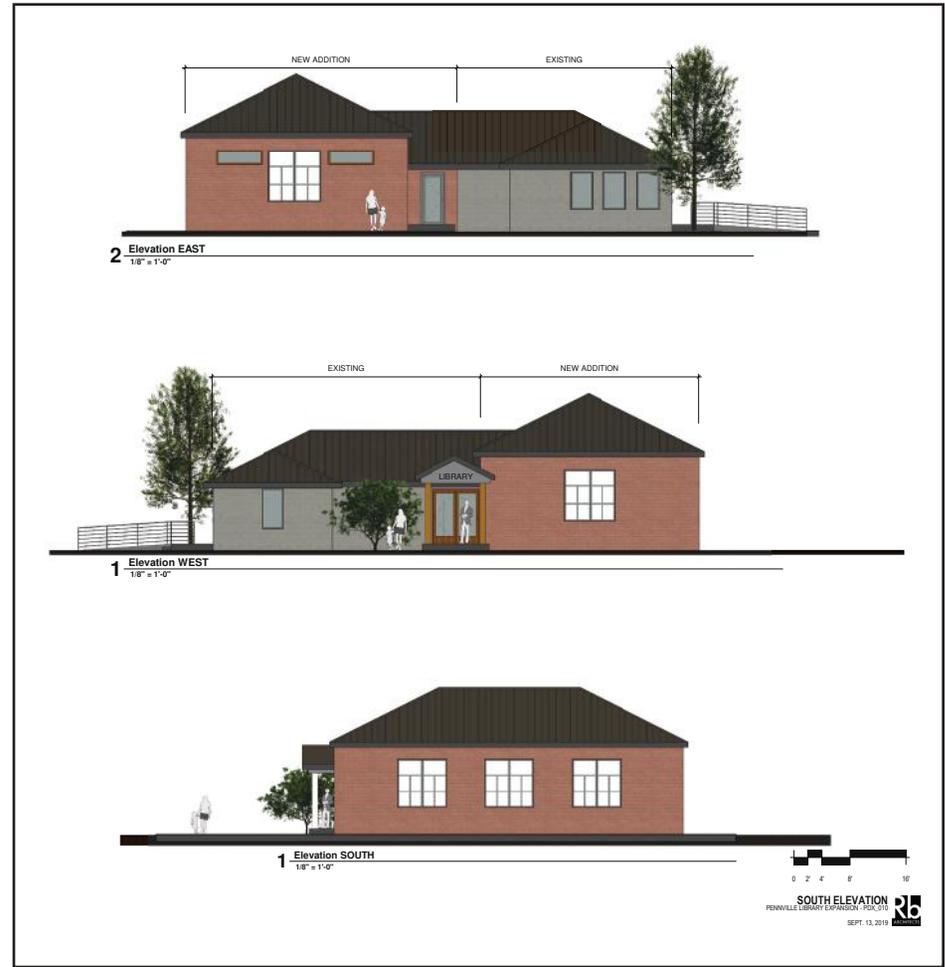
Quality of Life/Tourism Projects:



Floor Plan - Source: Rb Architects



Site Plan - Source: Rb Architects



Facade Elevation - Source: Rb Architects



Quality of Life/Tourism Projects:

PE4: Pennville Community Center Renovation:

The Pennville Community Center renovation project is the renovation of the center interior from top to bottom. The renovation includes flooring, painting, and some new appliances. The community center is the focal point of activity for family gatherings, reunions, baby showers, and birthday parties in the community. This much-needed renovation is the focus of local fundraising in the community.



Existing Photo

Activities:

- Interior renovation of the existing community center that includes new HVAC, ADA accessible restrooms, flooring, painting, and new appliances.
- This community center currently provides space for family gatherings, reunions, baby showers, and birthday parties and is the gathering hub for the community.

Impact:

- Provides a staple amenity and gathering place for existing residents.
- Increases attractiveness of the region as a great place to live and raise a family.
- Promotes community pride and collaboration.
- 400 survey participants identified this project as a priority project.
- This project was identified as a priority by Pennville residents, young families, retirees, and empty nesters.

Readiness:

- Finishes have been selected for this project.
- Community fundraising has begun.
- Preliminary engineering has been completed.

Budget:

- \$50,089

Partners:

- Town of Pennville
- Local Donors
- Portland Foundation

Quality of Life/Tourism Projects:

PE5: ATV Park:

This ATV Park is intended to catalyze tourism and create an ATV destination that is not currently available in the wider region. The closest ATV Park is the Badlands in Attica, Indiana, which is almost three hours from the Jay! Region. An ATV or All-Terrain Vehicle Park is an area of land that may be accessed by all-terrain vehicles such as 4x4 vehicles, pickup trucks, ATVs and others. The final location of this project will be near the industrial park, however, the exact location still needs to be determined. This park would contribute to tourism and create a destination in Pennville due to the lack of ATV parks in the regional vicinity.



Existing Photo

Activities:

- Installation of ATV trails, restrooms, amphitheater seating, parking, check-in and concession area, repair shop, rental services, and landscaping.
- Programmed events and tournaments could be held here when completed.
- This project will include other entertainment such as family recreation and concerts.

Impact:

- As one of the only ATV parks in the surrounding region, this new park will become a destination and tourist attraction for the Jay! Region.
- New businesses such as restaurants and convenience goods will establish nearby to capitalize off the influx of people.
- This quality of life amenity will aid in the attraction of new residents. It will also improve the quality of life for existing residents.
- 212 survey participants identified this project as a priority.

Readiness:

- The location for this project is in the process of being determined.
- The conceptual design has been completed for this project.
- An RFP to identify a third-party is anticipated to occur in early 2020.

Budget:

- \$351,212

Partners:

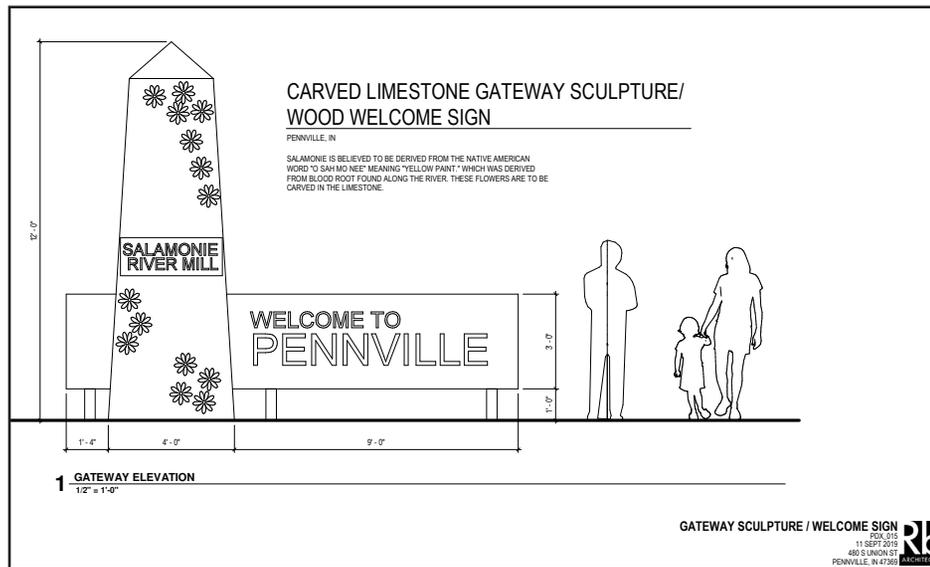
- Town of Pennville
- Pennville Economic Development Corporation



Quality of Life/Tourism Projects:

PE6: Penn Run and Mill:

The Mill Historic Center will add to the attraction of day and weekend trips to Pennville. This project will serve as an education and welcome center for Pennville, as well as house the Genealogy center, opening up more usable space for the public library. Mill Historic Center will connect the Cultural Trail and rebuilt lagoon.



Preliminary Gateway Signage Design - Source: Rb Architects

Activities:

- Construction of a mill, replicating the former Pennville Mill, to serve as the welcome center for the Town.
- The Mill will provide flexible open space that will host 80 people at a sit-down event. The space will also include restrooms and a kitchenette.
- This project will include the genealogy center, which opens up more space for the public library and allows the library to expand its services.
- Parking at this site will also serve as overflow parking for a future boat launch nearby.

Impact:

- Encourages tourism in the region.
- Provides a quality of life amenity for existing residents and aids in the attraction of new residents.
- Improves the appearance of the Town and encourages new business and investment to occur.
- Helps the library expand its services by taking on space for genealogy.
- 407 survey participants identified this project as a priority.
- This project was identified as a priority by those 18 and under, young families, single professionals, and empty nesters.

Readiness:

- The Town has an option to purchase the property for site control.
- Conceptual design for this project has been completed.
- Preliminary design and budget have been completed.

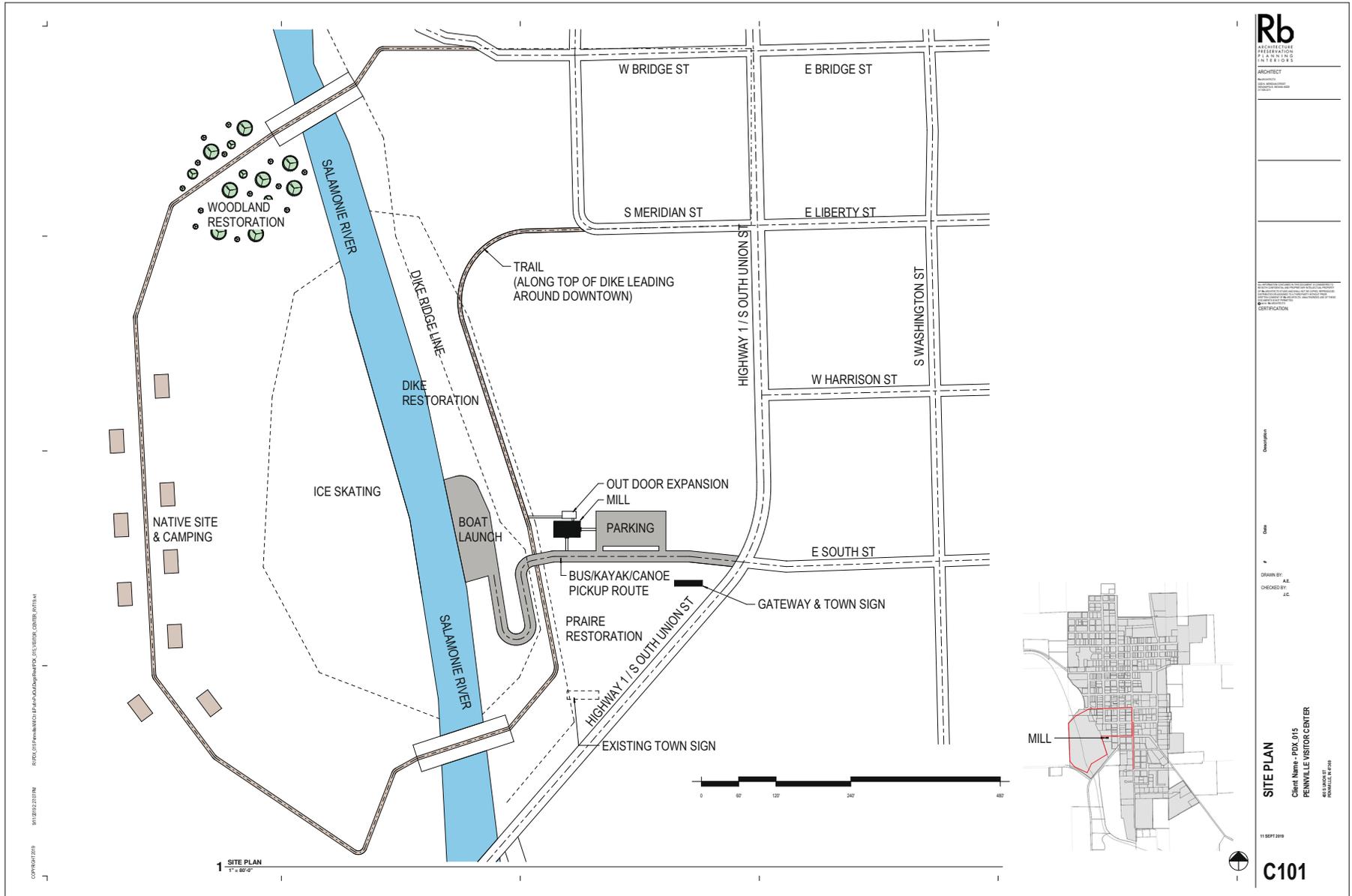
Budget:

- \$1,000,957

Partners:

- Pennville Library
- Town of Pennville

Quality of Life/Tourism Projects:



Preliminary Site Plan - Source: Rb Architects

Quality of Life/Tourism Projects:

PO5: Portland Arts Place Renovation:

Originally named the “Portland Society for the Arts,” Arts Place began in 1967 with a small film series. Today Arts Place has grown to encompass three unique centers in East Central Indiana and West Central Ohio. Five years ago the board of Arts Place recognized that their Portland Center had significant structural issues that they could not solve on their own. In 2019 they launched a capital campaign to pay for structural issues, expand the building to match their growing programs, increase endowments for operating the added space, retire their mortgage, and install a new public art piece to celebrate Portland. The building renovation would also include a community sculptural garden and improved building facade.



Facade Perspective - Source: Taylor Architects Inc.

Activities:

- Part of a \$2.4M capital campaign for Arts Place.
- Includes exterior building renovations.
- Expansion of the existing building, creating a percussion and ensemble room, piano instruction room, community gallery to feature local artists, expanded box office, and repurposing of several music instruction and exhibit rooms.
- Addresses critical structural issues at the facility.
- Installs a new public art piece to celebrate the Portland community.

Impact:

- Improves an existing amenity that celebrates the arts in the region.
- Improves the overall quality of life for existing and future residents.
- Makes the region an attractive place to live and invest in.
- 231 survey participants identified this project as a priority.

Readiness:

- Architectural drawings, engineering and design are completed.
- Fundraising is already in progress and is nearly completed.

Budget:

- \$1,770,972

Partners:

- Arts Place
- City of Portland
- 100+ Individual Donors

PO7: Portland Brick Alley Placemaking Project

The City of Portland has one remaining historic original brick alleyway in the city and is renovating it to highlight it as a gathering place for the community. The bricks are being pulled up, the sand and ground leveled, and the bricks put back into place. In addition, the alley will be no longer used for vehicular traffic but become a pedestrian alley that will have benches, tables, and wi-fi for public use. This area will also be considered for a future mural depicting the events that are area highlights throughout the year in the City of Portland, such as the Tractor and Engine show that brings an extra 75,000 people to the area, the Great Jay County Fair, and the Vintage Bike Show.



Preliminary Perspective

Activities:

- Preserves the only existing historic brick alley in the region.
- Provides sewer improvements for the adjacent brewery.
- Creates a gathering space in Downtown Portland along the main corridor.
- A mural is planned for this project.
- This project also solves utility and structural issues in this alleyway.

Impact:

- Improves quality of place, increasing tourism for the region and improving the attractiveness of downtown.
- Creates a place for people to interact socially, promoting the region as a great place to live.
- Celebrates and preserves an existing historic asset in the region.
- 179 survey participants identified this as a priority project.

Readiness:

- The conceptual design for this project has been completed.
- Preliminary engineering has been completed for this project.
- The project is within the existing right-of-way and no additional property is needed.
- Funding is in place.
- Artist has been identified and the conceptual design of the mural has been determined.
- Fixtures and site furniture have been selected.

Budget:

- \$100,508

Partners:

- Jay County Community Development Corporation
- City of Portland
- Portland Redevelopment Commission



Quality of Life/Tourism Projects:

R4: Community Center

The Redkey Community Center needs restoration to continue to serve the Redkey Community. It is the place that serves for public meetings, such as Redkey Town Council, planning meetings, family gatherings, weddings, birthday parties, and other community functions. This is a key gathering place in the Redkey community. It needs restoration on the roof, interior, and restrooms.



Existing Photo

Activities:

- Restores the roof, interior, and restrooms of the Redkey Community Center.
- Improves the exterior facade and restores the clock and bell tower.

Impact:

- Restores a prominent community fixture and gathering place for the Town of Redkey.
- Elevates the quality of life for existing and potential future residents.
- Improves the downtown.
- Provides expanded and improved public gathering and meeting space for both formal or informal gatherings.
- 406 survey participants identified this project as a priority project.
- This project was identified as a priority by those 18 and under, young families, retirees, single professionals, and empty nesters.

Readiness:

- Site is controlled by the Town of Redkey.
- Preliminary engineering, elevations, and a budget have been completed for this project.

Budget:

- \$1,250,066

Partners:

- Town of Redkey
- Redkey Economic Development Corporation

R5: Redkey Mural Restoration

Downtown Redkey features several historic murals, celebrating the history of the community. Although these murals exist, they are in need of restoration to fully celebrate the old-timey charm. It is rumored to have one very specific gem, a Mail Pouch advertisement that was one of the first done in town. Redkey was also the home of Hampton Baking Company that sold Aunt Molly's Bread products, which later became Aunt Millie's. Existing ghost murals, such as a flour mural, an Rx Drug Store mural, and a few others have left skeletal remains in the downtown and it is the regions hope to restore those soon throughout the downtown.



Existing Photo

Activities:

- Restores existing ghost murals throughout Downtown Redkey.
- This project includes three murals throughout the downtown.
- Expands art within the Downtown of Redkey, setting the stage for a historical sites and arts tour.

Impact:

- Promotes tourism in the Region.
- Improves foot traffic in Downtown Redkey, resulting in increased sales for existing businesses and the establishment of new businesses.
- Promotes living opportunities in Downtown Redkey.
- Promotes quality of place, attracting new residents to the region.
- 207 survey participants identified this project as a priority project.

Readiness:

- Ghost murals have been identified.
- Artists has been identified.

Budget:

- \$50,686

Partners:

- Town of Redkey
- Building Owners
- Artist
- Historic Redkey, Inc.



Community & Economic Well-Being Projects:

J1: A Better Life: Brianna's Hope:

This non-profit was founded because of one young woman, and her struggles with addiction. Brianna DiBattiste was much like most other young women her age. She grew up in a small town. She was a cheerleader, played softball, loved spending time with family and hanging out with her friends. She tried rehab several times in an attempt to beat her addiction, but the temptation was too much for her. She felt she had no other choice but to continue using. One evening in June 2014, Brianna left her home to meet a "friend". But she didn't come home that night. Calls and texts to her phone went unanswered. Sadly, that was the last time anyone in her family would see her again. After several months of hoping and searching, her body was found in a somewhat secluded and wooded area in Jay County. Although it wasn't the outcome her family had hoped for...finally, she was home.

After leading the memorial service, Pastor Randy Davis approached Brianna's family about the idea of establishing a faith-based addiction support group in her memory. A few months later, on November 8, 2014, "A Better Life - Brianna's Hope" was formed. What began as a small neighborhood group meeting in a quiet rural town with about a dozen or so people in attendance, has grown to a full-fledged non-profit organization with 25 chapters 17 counties throughout most of Indiana and more recently, Ohio. Brianna's Hope has been blessed with the opportunity to assist more than 400 people with finding and receiving detox and/or rehabilitation services that they otherwise would not have been able to afford. This program has been recognized at the state and national level for utilizing the trauma informed care approach of caring for the addict.

Activities:

- Expand the existing program to more counties in Indiana.
- Expand the services provided for the program, by creating an Early Intervention Program and Counseling for youth.
- Includes the training of Jay County School Corporation and law enforcement.

Impact:

- We will see less youth impacted by substance abuse.
- This project has improved and will continue to improve addiction in the Jay! Region, returning those battling addiction to lead productive lives.
- Because of this program we have seen more support from organizations, groups and individuals throughout the County. We have also seen a reduction in the stigma and denial of the addiction crisis.
- We will see a reduction of relapses and shorter lengths for relapses for those that are addicted.
- We will see more families reunited.
- We will see more people returning to the workforce, helping us retain businesses.
- We will see less crime related to the consumption of narcotics or presence of paraphernalia.
- We will see a reduction in health costs in the County due to reduced addiction.
- 595 survey participants identified this project as a priority.
- This project was identified as a priority for those 18 and under.

Readiness:

- This is an existing program, that has already served 400 people who are battling addiction. The additional resources, will improve our region's ability to expand the existing services and facilitate the reduction of addiction in our region.

Budget:

- \$149,500

Partners:

- A Better Life: Brianna’s Hope
- ISDH
- Jay County Drug Prevention Coalition
- Jay County School Corporation
- Law Enforcement
- Jay County
- City of Dunkirk
- Town of Pennville
- City of Portland
- Town of Redkey



Community & Economic Well-Being Projects:

J2: Keeping at Risk Students in School Program (KARSS)

This program is offered to Jay County students who are suspended, recommended for expulsion, and those at-risk of not graduating or being suspended/expelled. Each element of the KARSS Program provides the student an opportunity to evaluate their choices which facilitated the referral, improve school performance, and to become more connected with family, community, and self. Specific processes will vary for each student based on individualized case plans and needs, but each will encourage positive behavior change and build feelings of competency, usefulness, belonging, and empowerment, which are all critical elements to preventing juvenile delinquency.

Activities:

- Referrals can be made by anyone, but must be approved by the Jay School Corp.
- The program serves students in grades 6-12.
- Provides assistance in completing any missing assignments and the maintenance of incoming assignments.
- Assistance/tutoring in problem subjects will be provided as needed.
- Includes the development of positive behavior change through the use of evidence-based life skills worksheets and follow-up discussion.
- Encourages skill building associated with problem solving, conflict resolution, personal responsibility, and self esteem.
- Provides assistance with identifying areas of interest to involve the student in community service that would provide instruction and experience in that area.
- Provides support with transitioning the student back into the regular school day.
- Includes supervision of student compliance to the personalized case plan.

Impact:

- This project will positively impact youth in our region and prepare them for adulthood.
- Improve the future workforce that will serve our existing and future employers.
- Create positive feelings about the region that will contribute to talent retention.
- Increase the educational attainment of our youth.
- 466 survey participants identified this project as a priority.
- This project was identified as a priority for single professionals, retirees, and empty nesters.

Readiness:

- This program has worked with over 600 students and has a 97% non-recidivism rate!
- This program already exists within our region.
- This program is funded.

Budget:

- \$149,900

Partners:

- KARSS
- Jay County School Corporation
- United Way of Jay County
- Portland Foundation
- Indiana Youth Services Association (IYSA)

J3: Jay School Corporation Early Education Center

As a partnership, The Portland Foundation, the Youth Service Bureau of Jay County, Jay County Development Corporation, and the Jay County School Corporation completed a feasibility study evaluating 4 sites for a possible Early Learning Center that encompassed daycare to assist with filling the childcare needs in Jay County.

The Jay School Corporation, through the consolidation of elementary schools to right size the schools to match the school-aged population, has space in an elementary school (Former General Shanks Elementary School 414 E. Floral Avenue, Portland, IN) for this project in Academic Year 20-21. This project includes the classroom materials, curriculum, and furniture appropriate for toddlers and preschoolers. The Jay School Corporation will be providing the space and utilities for the project as a contribution to the project and need for daycare and early education in the community. There are currently no daycare or early learning centers in Jay County.

Activities:

- Provides Early Education for the 20-21 School Year and will continue.
- Will serve approximately 75 students during the school year. The goal is to increase the number of students to 125 in the following year.
- Class will be from 6 am-6 pm and will follow guidelines set through Indiana Pathways to Quality.
- This project includes renovation, classroom furniture, and materials needed to outfit the existing Elementary School for the Early Education Center.

Impact:

- There are currently no daycare or early learning centers in Jay County and this will be the first of its kind.
- This will improve the educational attainment of our youth, increasing the talent pool in our region.
- An Early Education Center is a great asset for potential families who are considering moving to the region. This project will aid in the attraction of new residents.
- This project will encourage other day care centers or early centers to emerge within the county based on its success.
- 513 survey participants identified this project as a priority.
- This project was identified as a priority by those 18 and under and young families.

Readiness:

- The physical space is available for use and controlled by the Jay County School Corporation and the Jay County Economic Development Corporation.
- Utilities will be supported by the Jay School Corporation.
- Funding is in place to support the Early Education Center.
- Environmental review is unnecessary for this project.

Budget:

- \$500,675

Partners:

- The Portland Foundation
- Youth Service Bureau of Jay County
- Jay County Development Corporation
- Jay County School Corporation
- United Way of Jay County



Project Name		Financing	
		Identified	Unknown
D1	Dunkirk Façade Program	P	
D2	Dunkirk Library Project and Glass Museum	P	
D3	Dunkirk Downtown Streetscape Project and Lighting Project	P	
D4	Dunkirk to Redkey Trail	P	
D5	Dunkirk Park Trail down Hoover	P	
D6	Dunkirk Weaver Building Wall Restoration and Mural	P	
J1	A Better Life: Brianna's Hope (ABLBH)	P	
J2	Keeping At Risk Students in School Program (KARSS)	P	
J3	Jay School Corp Early Education Center	P	
J4	Scatter Site Senior Housing	P	
J5	Broadband/ High Speed Internet		
PE1	Pennville Trail Improvements, Streetscape, and Restroom/Trailhead	P	
PE2	Pennville Library Expansion Project	P	
PE3	Community Garden Expansion	P	
PE4	Pennville Community Center Renovation Upgrades	P	
PE5	ATV Park		P

PE6	Penn Run and Mill	P	
PO1	Portland Cultural Trail / Trailhead and Restroom	P	
PO2	Portland Façade Program	P	
PO3	Housing Projects/Owner-Occupied Rehab	P	
PO4	Portland Downtown Streetscape	P	
PO5	Portland Arts Place Renovation	P	
PO6	Cultural Trail Townhouses	P	
PO7	Portland Brick Alley Placemaking Project	P	
R1	Redkey St Rd 1 Corridor Owner Occupied Rehab	P	
R2	Redkey Façade	P	
R3	Redkey Streetscape	P	
R4	Community Center	P	
R5	Redkey Mural Restoration	P	

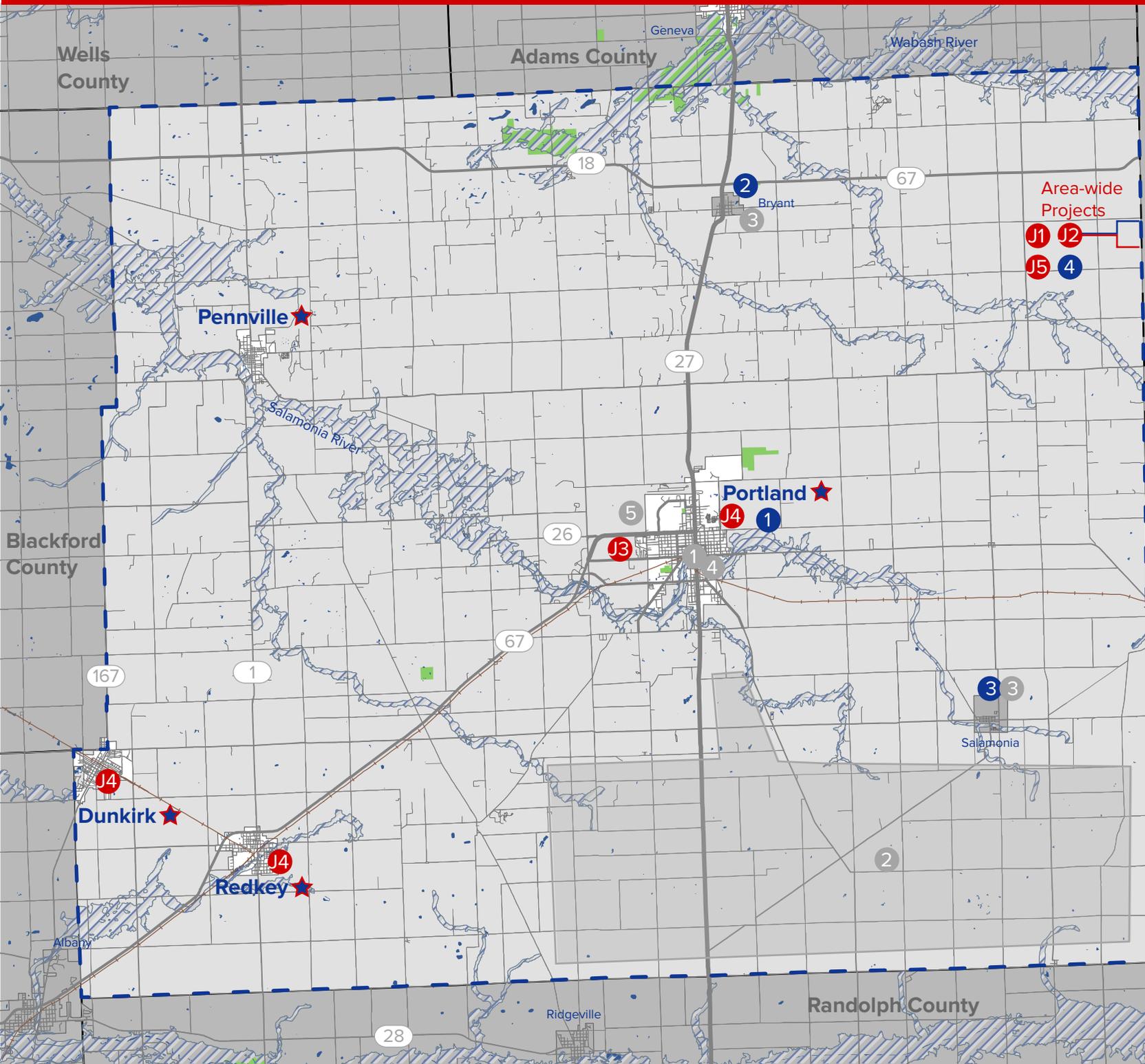
Jay! Region Feasibility Matrix 2021-2023

Site Control			Environmental Review		
Complete	Ongoing	Not Started	Complete	In Process	Not Started
P				P	
P			P		
P				P	
	P			P	
P					P
P				P	
	P			P	
P				P	
P				P	
	P			P	
P				P	
P				P	
P				P	
P				P	
		P			P

Schematic Design			Architectural/ Preliminary Engineering Documents		
Complete	In Process	Not Started	Complete	In Process	Not Started
P				P	
P				P	
P				P	
P				P	
	P			P	
P				P	
P					P
P					P
P				P	
P				P	
P				P	
P				P	
P				P	
P				P	
		P			P



Jay! REGION - Jay County



PROPOSED

- J1** A Better Life: Brianna's Hope (ABLH)
- J2** Keeping at Risk Students in School Program (KARSS)
- J3** Jay School Corp Early Education Center
- J4** Scatter Site Senior Housing
- J5** Broadband/ High Speed Internet

IN PROGRESS

- 1** Scout Clean Energy Wind Farm
- 2** Town of Bryant Paving & Milling
- 3** Town of Salamonina Paving & Milling
- 4** Branding/Marketing/Communication Plan

COMPLETED

- 1** John Jay Center for Learning
- 2** NextEra Wind Farm
- 3** Paving and Milling
- 4** Jay Community Senior Center
- 5** Army Corp Flood Study

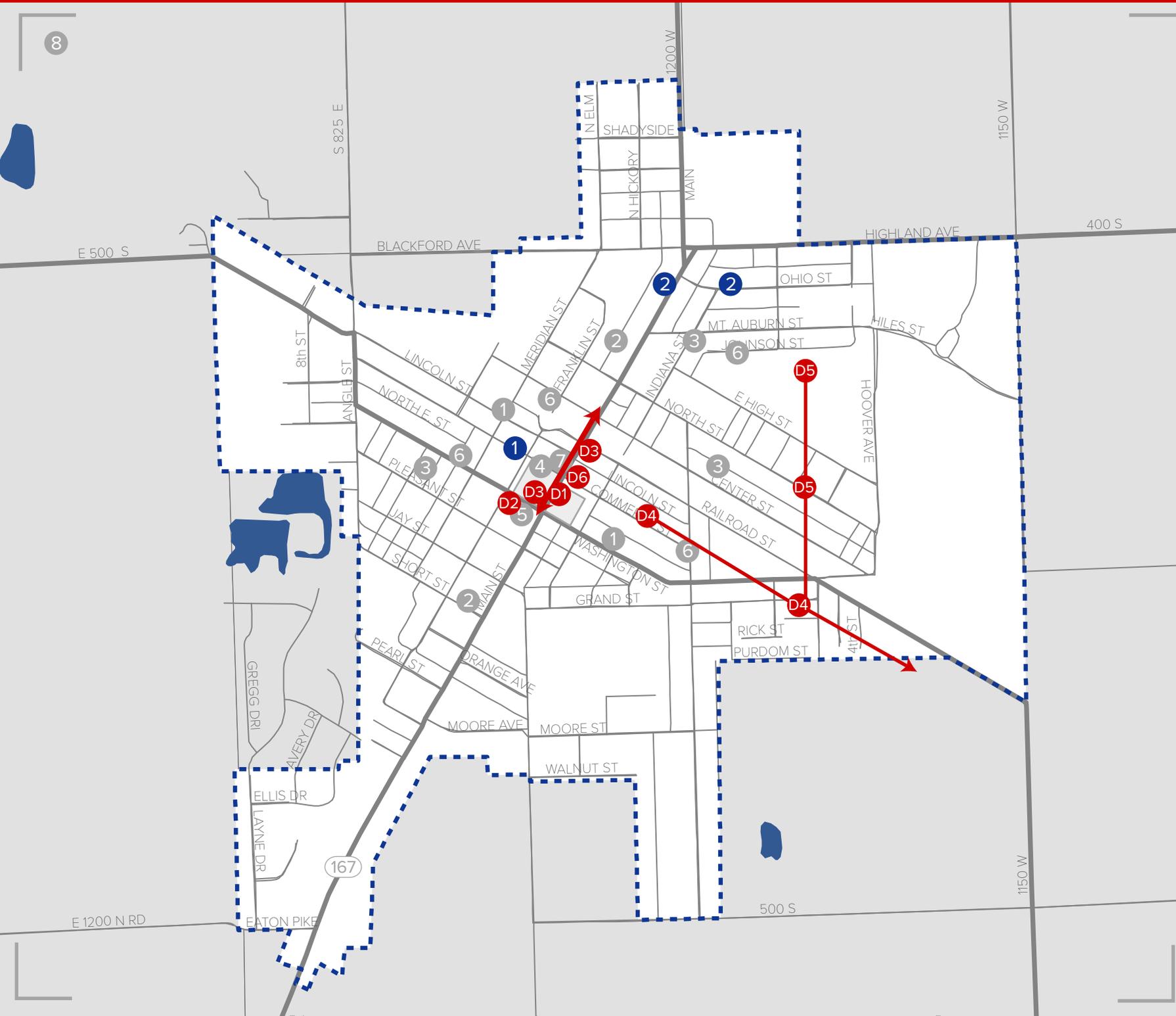
LEGEND

- Parks
- Waterbodies
- Boundary
- Road
- Railroad





Jay! REGION - Dunkirk



PROPOSED

- D1** Dunkirk Facade Improvement Program
- D2** Dunkirk Library & Glass Museum Project
- D3** Downtown Streetscape and Lights Project
- D4** Dunkirk to Redkey Trail
- D5** Park Trail Down Hoover Ave
- D6** Dunkirk Weaver Building Wall Restoration & Mural

IN PROGRESS

- 1** Depot Interior Restoration
- 2** Highland Ave Sidewalk

COMPLETED

- 1** Street Paving
- 2** Sign Project
- 3** Blight Elimination #1
- 4** Downtown Revitalization Plan
- 5** Stewart Bros. Building Stabilization
- 6** Blight Elimination #2
- 7** Downtown Paving and Sidewalk
- 8** Fiber Connectivity Project

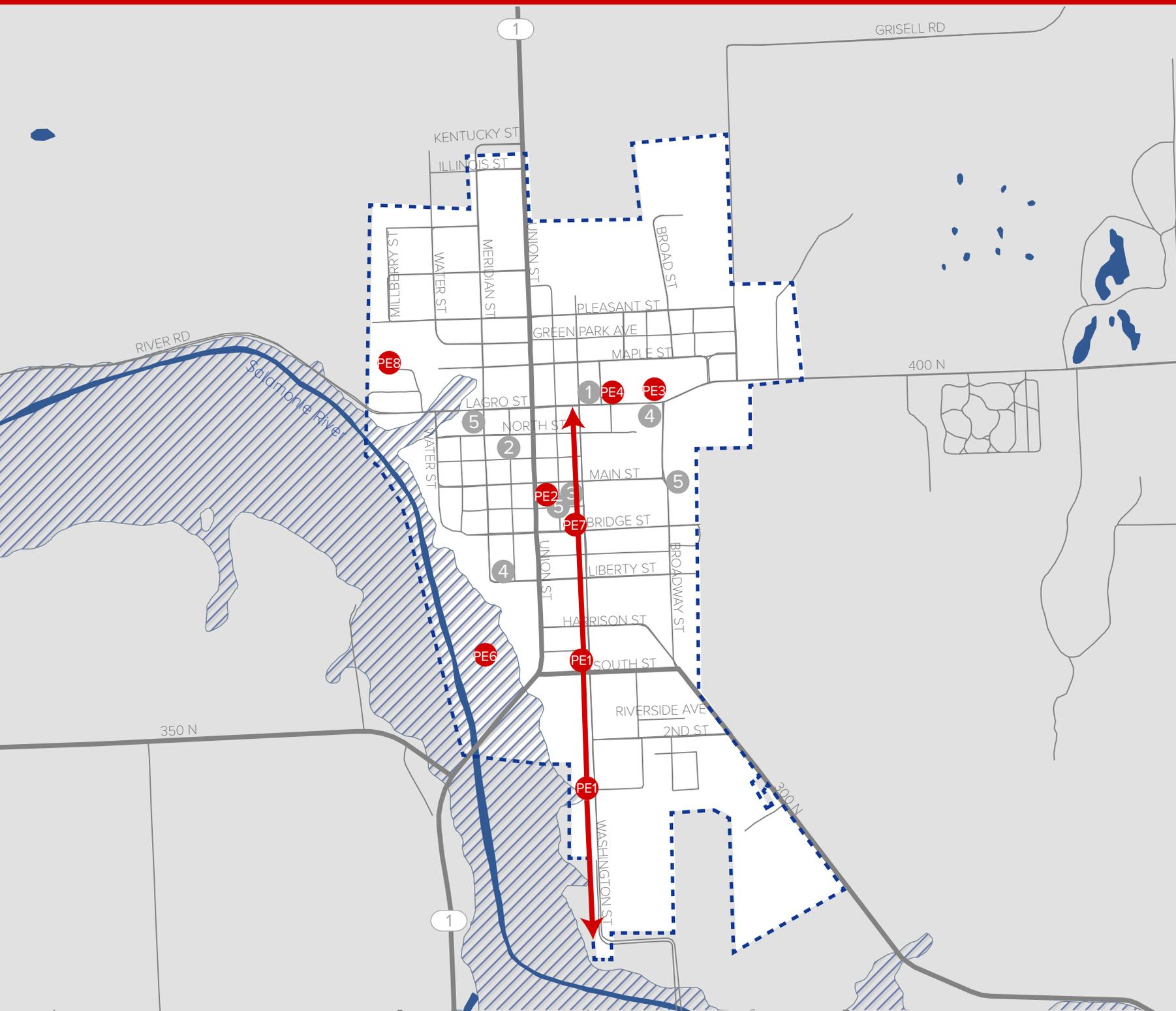
LEGEND

- Waterbodies
- Boundary
- Road
- Railroad

0 550 1,100 2,200
↑
Feet



Jay! REGION - Pennville



PROPOSED

- PE1** Pennville Trail Improvements, Streetscape & Restroom/Trailhead
- PE2** Library Expansion Project
- PE3** Community Garden Expansion
- PE4** Pennville Community Center Renovations/Mill
- PE5** ATV Park
- PE6** Penn Run & Mill
- PE7** Pennville Facade Improvement Program
- PE8** Pennville Scatter Site Senior Housing

COMPLETED

- 1** Park Stage
- 2** Town Planning
- 3** Rescue Truck
- 4** Blight Demolition
- 5** INDOT CCMG Paving

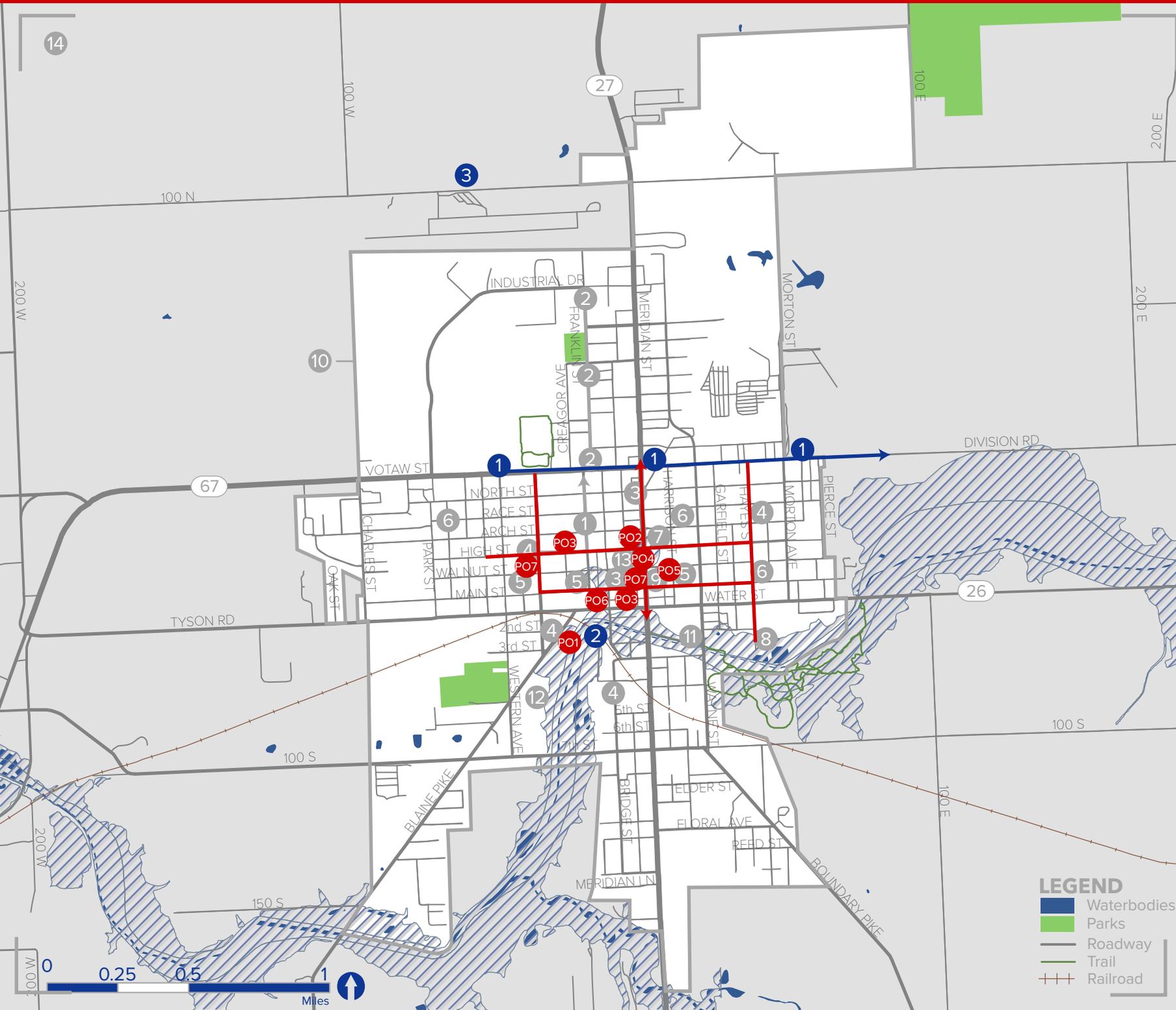
LEGEND

- Waterbodies
- Boundary
- Road

0 450 900 1,800
 Feet



Jay! REGION - Portland



PROPOSED

- PO1** Cultural Trail Trailhead and Restroom
- PO2** Portland Facade Improvement Program
- PO3** Housing Projects/ Owner-Occupied Rehab.
- PO4** Downtown Streetscape Improvements
- PO5** Portland Arts Place Renovation
- PO6** Cultural Trail Townhouses
- PO7** Portland Brick Alley Placemaking Project
- PO8** Portland Scatter Site Senior Housing

IN PROGRESS

- 1** Votaw Sidewalk
- 2** INDOT Paving & Milling
- 3** Airport Expansion

COMPLETED

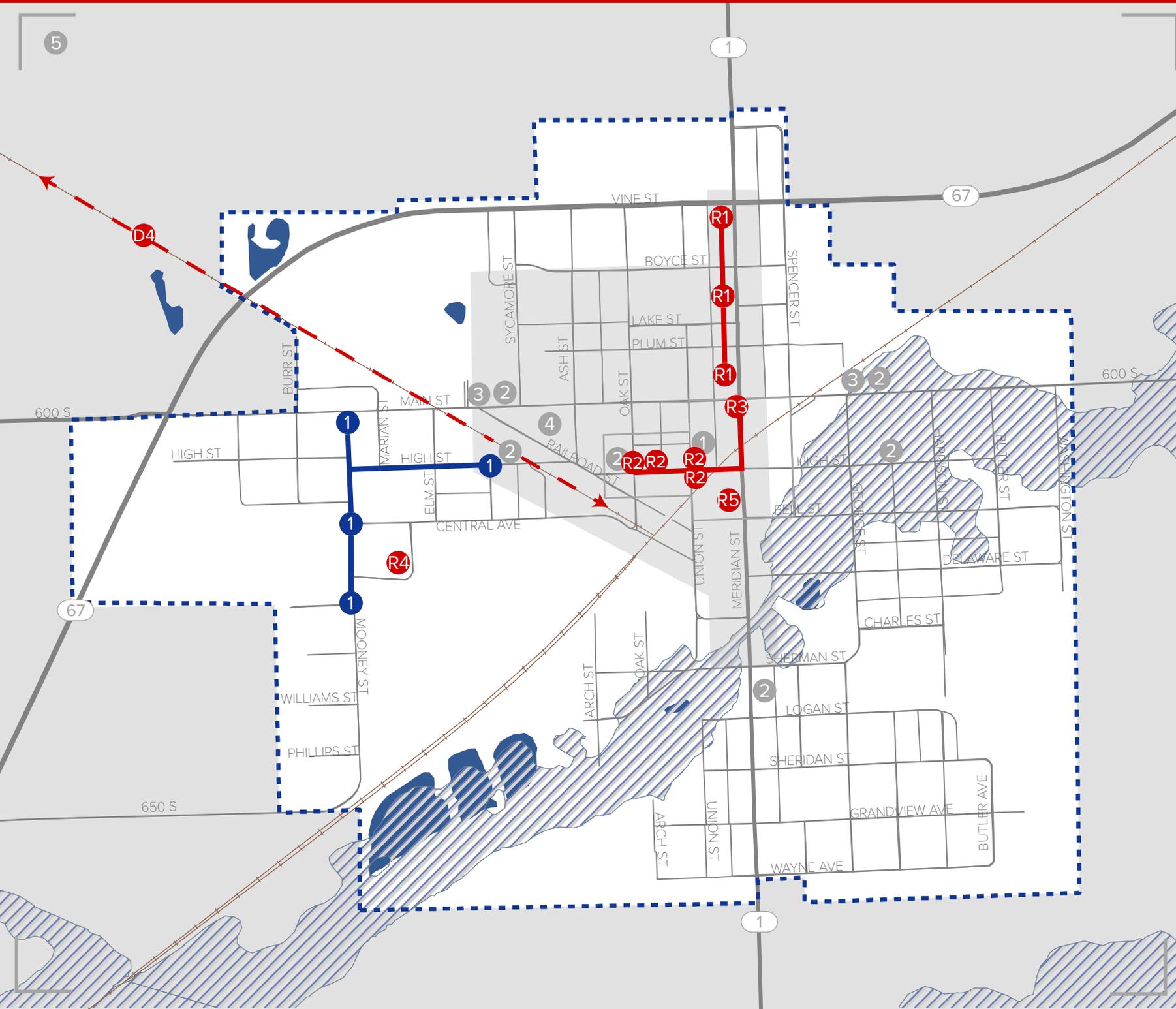
- 1** Middle/High St Sidewalk
- 2** Creagor Ave Greenway
- 3** Facade Program
- 4** Blight Elimination
- 5** Main St Water Project
- 6** Paving & Milling
- 7** Downtown Revitalization Plan
- 8** Water Park
- 9** John Jay Center for Learning Skills Track Industrial Maintenance
- 10** Jay County Paving & Milling
- 11** Jay County Senior Center
- 12** Wastewater Treatment Plant Upgrades
- 13** Ritz Mural
- 15** Fiber Connectivity Project

LEGEND

- Waterbodies
- Parks
- Roadway
- Trail
- Railroad



Jay! REGION - Redkey



PROPOSED

- R1** SR 1 Corridor-Owner-Occupied Rehab.
- R2** Redkey Facade Improvement Program
- R3** Redkey Streetscape Improvement
- R4** Community Center
- R5** Redkey Mural Restoration

IN PROGRESS

- 1** High/Mooney Street Sidewalk

COMPLETED

- 1** Downtown Revitalization Plan
- 2** Paving & Milling
- 3** Waste Water Treatment Plan Upgrades & CSO Separation
- 4** Firestation Construction
- 5** Fiber Connectivity

LEGEND

- Waterbodies
- Boundary
- Road
- Railroad

0 375 750 1,500
↑ Feet

RESOLUTION NO. 2019 - /

RESOLUTION OF THE JAY COUNTY COMMISSIONERS ALLOCATION OF FUNDS
CONTINGENT UPON JAY COUNTY AS PART OF THE JAY! REGION BEING DESIGNATED AS A STELLAR COMMUNITY

WHEREAS, the area identified as the Jay! Region is in need of revitalization; and

WHEREAS, a Stellar Community Regional Development Plan (“Plan”) has been developed for the Jay! Region; and

WHEREAS, the Plan supports the goals of the Jay County Comprehensive Planning efforts, including, but not limited to; revitalization of the downtown area, preservation of historic resources, production of affordable housing, promotion of economic development, expansion of transportation choices, and promotion of mixed land uses; and

WHEREAS, the Plan includes implementation measures; and

WHEREAS, the Plan includes an assessment of the existing physical structures and infrastructure; and

WHEREAS, community input was utilized during the development of the Plan.

NOW, THEREFORE, BE IT RESOLVED, that the Jay County hereby adopts the Stellar Community Regional Development Plan for Jay County, Indiana as part of the Jay! Region; and

NOW, THEREFORE, BE IT FURTHER RESOLVED, that the County is hereby authorized to apply for the Stellar Community Designation and receive funding subsequent to this designation from the Indiana State Department of Health (ISDH), Indiana Department of Transportation (“INDOT”), the Indiana Housing and Community Development Authority (“IHCDA”), and the Indiana Office of Community and Rural Affairs (“OCRA”) published policies, procedures and regulations, as amended from time to time; and

NOW, THEREFORE, BE IT FURTHER RESOLVED, that President Richard L. Huffman is hereby authorized, empowered, and directed to execute, acknowledge, and deliver in the County’s name and on its behalf and all applications, award agreements, documents, instruments, or writings, as are necessary and/or appropriate to consummate the Stellar Community application and receipt of any subsequent funding; and

NOW, THEREFORE, BE IT FURTHER RESOLVED, the Jay County is committing up to \$2 Million towards the final list of Designated Stellar Projects, contingent upon the Jay County, at such time as it deems reasonable to implement various projects, provide support to partner communities, providing that said projects meets all criteria required by Jay County and/or the State of Indiana and providing that Jay County is a Stellar Designee in the year 2019 the City if Jay County receives funding from the Stellar Community Program, to be utilized as an investment match. Such funds will come from a combination of the County's general revenues including, but not limited to, CEDIT, TIF, General Fund, or other funds that Jay County may have access to and potential Development Incentives; and

NOW, THEREFORE, BE IT RESOLVED, by the Commissioners, having met as a duly called meeting at which a quorum of members was present, hereby adopts the Stellar Community Regional Development Plan for Jay County, Indiana.

Adopted this 9th day of September 2019.

COUNTY COMMISSIONERS OF THE JAY COUNTY, INDIANA

Voting Affirmative:


Richard L. Huffman


Chad Aker


Mike Leonhard

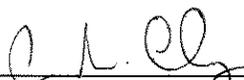
Voting Opposed:

Richard L. Huffman

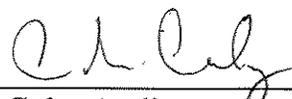
Chad Aker

Mike Leonhard

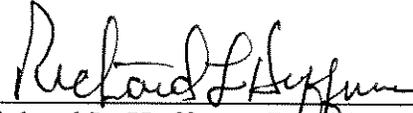
ATTEST:


Anna Culy, Auditor

Presented by me to the President of the Commissioners this 9th day of September, 2019.


Anna Culy, Auditor

Approved by me this 9th day of SEPTEMBER, 2019.



Richard L. Huffman, President
County Commissioners
Jay County, Indiana

RESOLUTION NO. 2019 - 6

**RESOLUTION OF THE CITY OF DUNKIRK ALLOCATION OF FUNDS
CONTINGENT UPON THE CITY OF DUNKIRK AS PART OF THE JAY!
REGION BEING DESIGNATED AS A STELLAR COMMUNITY**

WHEREAS, the area identified as the Jay! Region is in need of revitalization; and

WHEREAS, a Stellar Community Regional Development Plan (“Plan”) has been developed for the Jay! Region; and

WHEREAS, the Plan supports the goals of the City of Dunkirk Comprehensive Planning efforts, including, but not limited to: revitalization of the downtown area, preservation of historic resources, production of affordable housing, promotion of economic development, expansion of transportation choices, and promotion of mixed land uses; and

WHEREAS, the Plan includes implementation measures; and

WHEREAS, the Plan includes an assessment of the existing physical structures and infrastructure; and

WHEREAS, community input was utilized during the development of the Plan.

NOW, THEREFORE, BE IT RESOLVED, that the City of Dunkirk hereby adopts the Stellar Community Regional Development Plan for Dunkirk, Indiana as part of the Jay! Region; and

NOW, THEREFORE, BE IT FURTHER RESOLVED, that the City is hereby authorized to apply for the Stellar Community Designation and receive funding subsequent to this designation from the Indiana State Department of Health (ISDH), Indiana Department of Transportation (“INDOT”), the Indiana Housing and Community Development Authority (“IHCDA”), and the Indiana Office of Community and Rural Affairs (“OCRA”) published policies, procedures and regulations, as amended from time to time; and

NOW, THEREFORE, BE IT FURTHER RESOLVED, that Mayor Gene Ritter is hereby authorized, empowered, and directed to execute, acknowledge, and deliver in the City’s name and on its behalf and all applications, award agreements, documents, instruments, or writings, as are necessary and/or appropriate to consummate the Stellar Community application and receipt of any subsequent funding; and

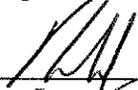
NOW, THEREFORE, BE IT FURTHER RESOLVED, the City of Dunkirk is committing up to \$1 Million towards the final list of Designated Stellar Projects, contingent upon the City of Dunkirk, at such time as it deems reasonable to implement various projects, providing that said projects meets all criteria required by the City of Dunkirk and/or the State of Indiana and providing the City of Dunkirk is a Stellar Designee in the year 2019, the City if Dunkirk receives funding from the Stellar Community Program, to be utilized as an investment match. Such funds will come from a combination of the City's general revenues including, but not limited to, CEDIT, TIF, General Fund, or other funds the City of Dunkirk may have access to and potential Development Incentives; and

NOW, THEREFORE, BE IT RESOLVED, by the Common Council, having met as a duly called meeting at which a quorum of members was present, hereby adopts the Stellar Community Regional Development Plan for Dunkirk, Indiana.

Adopted this 9th day of September, 2019.

COMMON COUNCIL OF THE CITY OF DUNKIRK, INDIANA

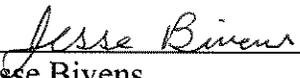
Voting Affirmative:



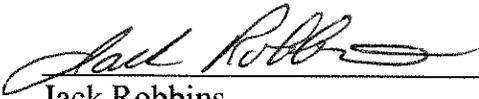
Bryan Jessup



Tom Johnson



Jesse Bivens



Jack Robbins

Lisa Street

Voting Opposed:

Bryan Jessup

Tom Johnson

Jesse Bivens

Jack Robbins

Lisa Street

ATTEST:



Tina Elliott, Clerk-Treasurer

Presented by me to the Mayor this 9 day of Sept, 2019.

Tina Elliott
Tina Elliott, Clerk-Treasurer

Approved by me this 9 day of Sept, 2019.

Gene Ritter
Gene Ritter, Mayor
City of Dunkirk, Indiana

RESOLUTION NO. 2019 -

**RESOLUTION OF THE TOWN OF PENNVILLE ALLOCATION OF FUNDS
CONTINGENT UPON THE TOWN OF PENNVILLE AS PART OF THE JAY!
REGION BEING DESIGNATED AS A STELLAR COMMUNITY**

WHEREAS, the area identified as the Jay! Region is in need of revitalization; and

WHEREAS, a Stellar Community Regional Development Plan (“Plan”) has been developed for the Jay! Region; and

WHEREAS, the Plan supports the goals of the Town of Pennville Comprehensive Planning efforts, including, but not limited to; revitalization of the downtown area, preservation of historic resources, production of affordable housing, promotion of economic development, expansion of transportation choices, and promotion of mixed land uses; and

WHEREAS, the Plan includes implementation measures; and

WHEREAS, the Plan includes an assessment of the existing physical structures and infrastructure; and

WHEREAS, community input was utilized during the development of the Plan.

NOW, THEREFORE, BE IT RESOLVED, that the Town of Pennville hereby adopts the Stellar Community Regional Development Plan for Pennville, Indiana as part of the Jay! Region; and

NOW, THEREFORE, BE IT FURTHER RESOLVED, that the Town is hereby authorized to apply for the Stellar Community Designation and receive funding subsequent to this designation from the Indiana State Department of Health (ISDH), Indiana Department of Transportation (“INDOT”), the Indiana Housing and Community Development Authority (“IHCDA”), and the Indiana Office of Community and Rural Affairs (“OCRA”) published policies, procedures and regulations, as amended from time to time; and

NOW, THEREFORE, BE IT FURTHER RESOLVED, that Alicia Corwin, Council President is hereby authorized, empowered, and directed to execute, acknowledge, and deliver in the Town’s name and on its behalf and all applications, award agreements, documents, instruments, or writings, as are necessary and/or appropriate to consummate the Stellar Community application and receipt of any subsequent funding; and

NOW, THEREFORE, BE IT FURTHER RESOLVED, the Town of Pennville is committing up to \$1 Million towards the final list of Designated Stellar Projects, contingent upon the Town of Pennville, at such time as it deems reasonable to implement various projects, providing that said projects meets all criteria required by the Town of Pennville and/or the State of Indiana and providing the Town of Pennville is a Stellar Designee in the year 2019, the Town if Pennville receives funding from the Stellar Community Program, to be utilized as an investment match. Such funds will come from a combination of the Town's general revenues including, but not limited to, CEDIT, TIF, General Fund, or other funds the Town of Pennville may have access to and potential Development Incentives; and

NOW, THEREFORE, BE IT RESOLVED, by the Common Council, having met as a duly called meeting at which a quorum of members was present, hereby adopts the Stellar Community Regional Development Plan for Pennville, Indiana.

Adopted this 3rd day of September, 2019.

COMMON COUNCIL OF THE TOWN OF PENNVILLE, INDIANA

Voting Affirmative:

Millie A. Ellis
Millie Ellis

Alicia Corwin
Alicia Corwin

Rodne Penod
Rodne Penod

Voting Opposed:

Millie Ellis

Alicia Corwin

Rodne Penod

ATTEST:

Krista M. Scholer
Krista Scholer, Clerk-Treasurer

Presented by me to the Mayor this 3rd day of September, 2019.

Krista M. Scholer
Krista Scholer, Clerk-Treasurer

RESOLUTION NO. 2019 - 10

**RESOLUTION OF THE CITY OF PORTLAND ALLOCATION OF FUNDS
CONTINGENT UPON THE CITY OF PORTLAND AS PART OF THE JAY!
REGION BEING DESIGNATED AS A STELLAR COMMUNITY**

WHEREAS, the area identified as the Jay! Region is in need of revitalization; and

WHEREAS, a Stellar Community Regional Development Plan ("Plan") has been developed for the Jay! Region; and

WHEREAS, the Plan supports the goals of the City of Portland Comprehensive Planning efforts, including, but not limited to; revitalization of the downtown area, preservation of historic resources, production of affordable housing, promotion of economic development, expansion of transportation choices, and promotion of mixed land uses; and

WHEREAS, the Plan includes implementation measures; and

WHEREAS, the Plan includes an assessment of the existing physical structures and infrastructure; and

WHEREAS, community input was utilized during the development of the Plan.

NOW, THEREFORE, BE IT RESOLVED, that the City of Portland hereby adopts the Stellar Community Regional Development Plan for Portland, Indiana as part of the Jay! Region; and

NOW, THEREFORE, BE IT FURTHER RESOLVED, that the City is hereby authorized to apply for the Stellar Community Designation and receive funding subsequent to this designation from the Indiana State Department of Health (ISDH), Indiana Department of Transportation ("INDOT"), the Indiana Housing and Community Development Authority ("IHCDA"), and the Indiana Office of Community and Rural Affairs ("OCRA") published policies, procedures and regulations, as amended from time to time; and

NOW, THEREFORE, BE IT FURTHER RESOLVED, that Mayor Randy Geesaman is hereby authorized, empowered, and directed to execute, acknowledge, and deliver in the City's name and on its behalf and all applications, award agreements, documents, instruments, or writings, as are necessary and/or appropriate to consummate the Stellar Community application and receipt of any subsequent funding; and

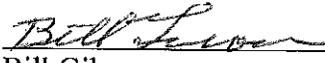
NOW, THEREFORE, BE IT FURTHER RESOLVED, the City of Portland is committing up to \$1.6 Million towards the final list of Designated Stellar Projects, contingent upon the City of Portland, at such time as it deems reasonable to implement various projects, providing that said projects meets all criteria required by the City of Portland and/or the State of Indiana and providing the City of Portland is a Stellar Designee in the year 2019, the City if Portland receives funding from the Stellar Community Program, to be utilized as an investment match. Such funds will come from a combination of the City's general revenues including, but not limited to, CEDIT, TIF, General Fund, or other funds the City of Portland may have access to and potential Development Incentives; and

NOW, THEREFORE, BE IT RESOLVED, by the Common Council, having met as a duly called meeting at which a quorum of members was present, hereby adopts the Stellar Community Regional Development Plan for Portland, Indiana.

Adopted this 3rd day of September, 2019.

COMMON COUNCIL OF THE CITY OF PORTLAND, INDIANA

Voting Affirmative:

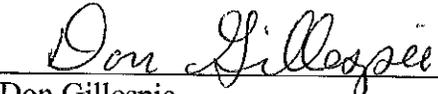


Bill Gibson

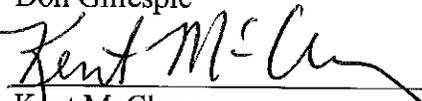
Judy Hedges



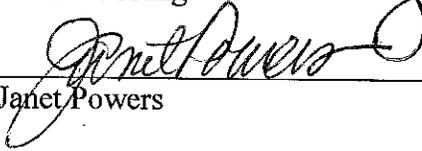
Michele Brewster



Don Gillespie



Kent McClung



Janet Powers

Judy Aker

Voting Opposed:



Bill Gibson

Judy Hedges

Michele Brewster

Don Gillespie

Kent McClung

Janet Powers

Judy Aker

ATTEST.

Lori Ferguson
Lori Ferguson, Clerk-Treasurer

Presented by me to the Mayor this 3rd day of September, 2019.

Lori Ferguson
Lori Ferguson, Clerk-Treasurer

Approved by me this 3rd day of September, 2019.

Randy Geesaman
Randy Geesaman, Mayor
City of Portland, Indiana

**RESOLUTION OF THE TOWN OF REDKEY ALLOCATION OF FUNDS
CONTINGENT UPON THE TOWN OF REDKEY AS PART OF THE JAY!
REGION BEING DESIGNATED AS A STELLAR COMMUNITY**

WHEREAS, the area identified as the Jay! Region is in need of revitalization; and

WHEREAS, a Stellar Community Regional Development Plan ("Plan") has been developed for the Jay! Region; and

WHEREAS, the Plan supports the goals of the Town of Redkey Comprehensive Planning efforts, including, but not limited to; revitalization of the downtown area, preservation of historic resources, production of affordable housing, promotion of economic development, expansion of transportation choices, and promotion of mixed land uses; and

WHEREAS, the Plan includes implementation measures; and

WHEREAS, the Plan includes an assessment of the existing physical structures and infrastructure; and

WHEREAS, community input was utilized during the development of the Plan.

NOW, THEREFORE, BE IT RESOLVED, that the Town of Redkey hereby adopts the Stellar Community Regional Development Plan for Redkey, Indiana as part of the Jay! Region; and

NOW, THEREFORE, BE IT FURTHER RESOLVED, that the Town is hereby authorized to apply for the Stellar Community Designation and receive funding subsequent to this designation from the Indiana State Department of Health (ISDH), Indiana Department of Transportation ("INDOT"), the Indiana Housing and Community Development Authority ("IHCD"), and the Indiana Office of Community and Rural Affairs ("OCRA") published policies, procedures and regulations, as amended from time to time; and

NOW, THEREFORE, BE IT FURTHER RESOLVED, that Terri Taylor, Council President is hereby authorized, empowered, and directed to execute, acknowledge, and deliver in the Town's name and on its behalf and all applications, award agreements, documents, instruments, or writings, as are necessary and/or appropriate to consummate the Stellar Community application and receipt of any subsequent funding; and

NOW, THEREFORE, BE IT FURTHER RESOLVED, the Town of Redkey is committing up to \$400,000 towards the final list of Designated Stellar Projects, contingent upon the Town of Redkey, at such time as it deems reasonable to implement various projects, providing that said projects meets all criteria required by the Town of Redkey and/or the State of Indiana and providing the Town of Redkey is a Stellar Designee in the year 2019, the Town if Redkey receives funding from the Stellar Community Program, to be utilized as an investment match. Such funds will come from a combination of the Town's general revenues including, but not limited to, CEDIT, TIF, General Fund, or other funds the Town of Redkey may have access to and potential Development Incentives; and

NOW, THEREFORE, BE IT RESOLVED, by the Common Council, having met as a duly called meeting at which a quorum of members was present, hereby adopts the Stellar Community Regional Development Plan for Redkey, Indiana.

Adopted this 12 day of September, 2019.

COMMON COUNCIL OF THE TOWN OF REDKEY, INDIANA

Voting Affirmative:

Voting Opposed:

Randy J May
Randy May

Randy May

Douglas Stanley
Douglas Stanley

Douglas Stanley

Terri Taylor
Terri Taylor

Terri Taylor

Ted Friddle
Ted Friddle

Ted Friddle

David Dudelston
David Dudelston

David Dudelston

ATTEST:

Debbie James
Debbie James, Clerk-Treasurer

Presented by me to the President this 12 day of September, 2019.

Debbie James
Debbie James, Clerk-Treasurer

Approved by me this 12th day of September, 2019.

Terri Taylor
Terri Taylor, President
Town of Redkey, Indiana

September 17, 2019

Indiana Office of Community and Rural Affairs
One North Capitol, Suite 600
Indianapolis, IN 46204

Dear Ladies and Gentlemen,

On behalf of the Board of Trustees of The Portland Foundation, I would like to offer our endorsement of the Jay! Region's Stellar Communities grant proposal.

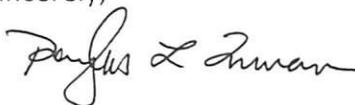
The Portland Foundation, Indiana's second oldest community foundation, was founded on December 17, 1951. Its mission is to enhance the quality of life for the people of Jay County, Indiana, now and for generations to come, by building community endowment, effecting significant impact through grantmaking and providing leadership on key community issues. To date, the Foundation has an endowment of \$38 million and has awarded more than \$18 million in grants and scholarships over the past sixty-eight years.

The Foundation is a partner in the Stellar Communities process, with the Executive Director serving on the Stellar Committee. The Foundation looks to be a financial partner with future projects outlined in the Jay! Region grant proposal.

As part of the Foundation's work on the Lilly Endowment Giving Indiana Funds for Tomorrow (GIFT) VII Initiative, we hired e2 Entrepreneurial Ecosystems of Lincoln, Nebraska to analyze 17 community planning documents and not for profit organizations' strategic plans that have been written over the past three years and perform a prosperity analysis of the Jay County community. We also asked e2 to analyze the Stellar Communities grant proposal.

We congratulate the work done in the Jay County community over the past three years, and are eager to partner on upcoming projects designed to enhance the quality of life and make Jay County an even better place to live, work, and play.

Sincerely,



Douglas L. Inman
Executive Director





now joined with
Springsted and Umbaugh

September 19, 2019

Baker Tilly Municipal Advisors, LLC
112 IronWorks Ave, Ste C
Mishawaka, IN 46544
United States of America

T: +1 (574) 935 5178
F: +1 (574) 935 5928
bakertilly.com

Ms. Ami M. Huffman, Director
Jay County Community Development
118 South Meridian Street, Suite B
Portland, IN 47371

RE: 2019 Stellar Communities Strategic Investment Plan

Dear Ami:

We have reviewed the County's financial commitment for the proposed Jay County Stellar Community Projects as outlined in the attached Special Purpose Report dated September 18, 2019. Based on our analysis, it appears there will be sufficient funding available to enable the Jay County Communities to fulfill the financial commitments associated with the proposed Stellar Projects.

Very truly yours,

BAKER TILLY MUNICIPAL ADVISORS LLC

A handwritten signature in black ink that reads "Jeff Rowe". The signature is fluid and cursive.

Jeffrey P. Rowe

JPR/mac

Attachment

September 18, 2019



Ms. Ami M. Huffman
Director
Jay County Community Development
118 South Meridian Street, Ste B
Portland, IN 47371

now joined with
Springsted and Umbaugh

Baker Tilly Virchow Krause, LLP
112 IronWorks Ave, Ste C
Mishawaka, IN 46544
United States of America

T: +1 (574) 935 5178
F: +1 (574) 935 5928
bakertilly.com

Re: Stellar Application

Dear Ami:

In connection with the Stellar Communities application for Jay County we have, at your request, prepared this special purpose report. This special purpose report includes the following schedules:

Pages

- 2 Stellar Funding – Estimated Sources and Uses of Funds
- 3 Dunkirk Civil City, Indiana – Actual and Projected Cash Flows (2018-2023) – 301 EDIT
- 4 Dunkirk Civil City, Indiana – Actual and Projected Cash Flows (2018-2023) – 101 General
- 5 Dunkirk Civil City, Indiana – Estimated 2019 Maximum Debt Limitation Analysis – GO Bonds
- 6 Portland Civil City, Indiana – Actual and Projected Cash Flows (2018-2023) – 218 TIF 2007 Allocation Fund
- 7 Portland Civil City, Indiana – Actual and Projected Cash Flows (2018-2023) – 205 EDIT
- 8 Redkey Civil Town, Indiana – Actual and Projected Cash Flows (2018-2023) – 444 EDIT
- 9 Redkey Civil Town, Indiana – Actual and Projected Cash Flows (2018-2023) – 424 - CCI
- 10 Redkey Civil Town, Indiana – Estimated 2019 Maximum Debt Limitation Analysis – GO Bonds
- 11 Jay County, Indiana – Actual and Projected Cash Flows (2018-2023) – 1112 EDIT

In the preparation of these schedules, assumptions were made as noted regarding certain future events. As is the case with such assumptions regarding future events and transactions, some or all may not occur as expected, and the resulting differences could be material. We have not examined the underlying assumptions, nor have we audited or reviewed the historical data. Consequently, we express no opinion thereon, nor do we have a responsibility to prepare subsequent reports.

Baker Tilly Virchow Krause, LLP

STELLAR FUNDING - ESTIMATED SOURCES AND USES OF FUNDS

Index		PROJECTED			TOTAL	EXPECTED FUNDING	VARIANCE
		2020	2021	2022			
1	Funding Sources:						
2	IHCDA	\$4,350,812	\$4,350,812	\$4,350,812	\$17,403,248	\$17,403,248	\$ -
3	INDOT	1,000,151	1,000,151	1,000,151	4,000,603	4,000,603	-
4	OCRA	2,000,522	2,000,522	2,000,522	8,002,088	8,002,088	-
5	ISDH	18,750	18,750	18,750	75,000	75,000	-
6							
7	Funding From Dunkirk - EDIT	121,653	78,750	78,750	357,903	357,903	-
8	Funding From Dunkirk - General	159,448	159,448	159,448	637,791	637,791	-
9	Funding From Dunkirk - GO Bond	-	-	-	-	-	-
10	Funding From Dunkirk - Total	281,101	238,198	238,197	995,694	995,694	-
11							
12	Funding From Portland - 2007 TIF Allocation	225,842	225,842	225,842	903,371	903,371	-
13	Funding From Portland - EDIT	154,943	154,943	154,943	619,772	619,772	-
14	Funding From Portland - Total	380,785	380,785	380,785	1,523,143	1,523,143	-
15							
16	Funding From Redkey - EDIT	29,376	18,265	18,265	84,171	84,171	-
17	Funding From Redkey - CCI (Tax Levy)	116,747	16,635	17,268	168,556	168,556	-
18	Funding From Redkey - GO Bond	65,000	-	-	65,000	65,000	-
19	Funding From Redkey - Economic Development Inc.	69,372	-	-	69,372	69,372	-
20	Funding From Redkey - Total	280,495	34,900	35,533	387,099	387,099	-
21							
22	Funding From Jay County - EDIT	302,794	302,794	302,794	1,211,177	1,211,177	-
23	Funding From Other Sources	575,284	575,284	575,284	2,301,136	2,301,136	-
24	Funding From Developers	683,250	683,250	683,250	2,733,000	2,733,000	-
25	Total Funding Sources	\$ 9,873,944	\$ 9,585,446	\$ 9,586,079	\$ 38,632,188	\$ 38,632,188	\$ -
26							
27	Funding Uses:						
28	Stellar Project	\$ 9,873,944	\$ 9,565,446	\$ 9,586,079	\$ 38,632,188	\$ 38,632,188	\$ -

The project costs are assumed to be spread over a four year period.

Line 9: See page 5 for maximum General Obligation Debt limitation.

Line 18: See page 10 for maximum General Obligation Debt limitation.

Line 19: The Redkey Economic Development, Inc. Fund 999 had a balance of \$386,137 as of December 31, 2018.

(Subject to the attached letter of Baker Tilly Virchow Krause, LLP dated September 18, 2019)

DUNKIRK CIVIL CITY, INDIANA

ACTUAL AND PROJECTED CASH FLOWS (2018 - 2023)

301 - EDIT

Index	ACTUAL		BUDGETED		PROJECTED			
	2018		2019		2020	2021	2022	2023
1								
2		\$ 70,745		\$ 72,100		\$ 78,750	\$ 78,750	\$ 78,750
3								
4								
5		68,504		78,000		-	-	-
6		-		-		78,750	78,750	78,750
7								
8		68,504		78,000		78,750	78,750	78,750
9								
10								
11		2,241		(5,900)		(42,903)	-	-
12		46,562		48,803		42,903	-	-
13		\$ 48,803		\$ 42,903		\$ -	\$ -	\$ -
14								
15		71.24%		55.00%		0.00%	0.00%	0.00%

Line 6: Assumes that the City uses all available EDIT money (\$357,903), in addition to General Fund money (\$637,791) to fund its \$995,694 share of the Stellar Project. Project costs are assumed to be spread over a four year period.

DUNKIRK CIVIL CITY, INDIANA

ACTUAL AND PROJECTED CASH FLOWS (2018 - 2023)

101 - General

Index	ACTUAL	BUDGETED		PROJECTED			
		2018	2019	2020	2021	2022	2023
1							
2	\$ 897,249	\$ 1,034,179	\$ 1,070,375	\$ 1,113,190	\$ 1,155,491	\$ 1,198,244	
3	(49,248)	(57,249)	(59,253)	(61,623)	(63,965)	(66,332)	
4	199,629	-	-	-	-	-	
5	1,047,630	976,930	1,011,123	1,051,567	1,091,526	1,131,912	
6							
7	295,939	266,980	287,870	287,870	287,870	287,870	
8	58,209	-	-	-	-	-	
9	2,251	-	-	-	-	-	
10	6,653	8,520	8,520	8,520	8,520	8,520	
11	13,992	13,133	13,133	13,133	13,133	13,133	
12	1,506	1,323	1,535	1,535	1,535	1,535	
13	64,445	72,496	75,033	78,035	81,000	83,997	
14	19,353	19,500	19,500	19,500	19,500	19,500	
15	9,504	14,700	14,700	14,700	14,700	14,700	
16	2,547	-	-	-	-	-	
17	-	113,100	113,100	113,100	113,100	113,100	
18	45,589	1,000	1,000	1,000	1,000	1,000	
19	1,567,618	1,487,682	1,545,514	1,588,960	1,631,884	1,675,267	
20							
21							
22	609,352	877,680	895,234	913,138	931,401	950,029	
23	33,366	80,555	82,166	83,809	85,486	87,195	
24	393,666	280,018	285,618	291,331	297,157	303,100	
25	40,039	16,400	16,400	16,400	16,400	16,400	
26	43,230	-	-	-	-	-	
27	34,886	-	-	-	-	-	
28	-	-	159,448	159,448	159,448	159,447	
29							
30	1,154,539	1,254,653	1,438,866	1,464,126	1,489,892	1,516,172	
31							
32	413,079	233,029	106,648	124,833	141,992	159,095	
33	1,293,631	1,706,710	1,939,739	2,046,387	2,171,220	2,313,212	
34							
35	\$ 1,706,710	\$ 1,939,739	\$ 2,046,387	\$ 2,171,220	\$ 2,313,212	\$ 2,472,307	
36							
37	147.83%	154.60%	142.22%	148.29%	155.28%	163.06%	

Lines 2-3: Assume a 3.5% increase in 2020, 4% in 2021, 3.8% in 2022, 3.7% in 2024.

Line 7: 2020 - 2023 assumed at the DLGF estimated for 2020.

Line 13: 2019 - 2023 assumed at 2019% of property tax levy.

Lines 22-24: Assume 2% annual inflation.

Line 28: Assumes that the City uses all available EDIT money (\$357,903), in addition to General Fund money (\$637,791) to fund its \$995,694 share of the Stellar Project.

All other receipts and disbursements are assumed to remain at 2019 budget levels per the Form 1 and Form 2 budget forms.

(Subject to the attached letter of Baker Tilly Vitchow Krause, LLP dated September 18, 2019)

DUNKIRK CIVIL CITY, INDIANA

ESTIMATED 2019 MAXIMUM DEBT LIMITATION ANALYSIS -
GENERAL OBLIGATION BONDS

General Obligation Bonds:		
Step 1: 2019 Certified Net Assessed Value	\$	63,528,420
Step 2: Assessed Value (Step 1) Divided by 3		<u>3</u>
Subtotal		21,176,140
Step 3: Step 2 Multiplied by 2%		<u>2%</u>
Estimated 2019 Maximum Debt Limitation	\$	<u>423,523</u>
Estimated 2019 Maximum Debt Limitation	\$	420,000
Less: Allowance for cost of issuance and Underwriter's discount		<u>(50,000)</u>
Stellar Project Bond Funding	\$	<u>370,000</u>

(Subject to the attached letter of Baker Tilly Virchow Krause, LLP dated September 18, 2019)

PORTLAND CIVIL CITY, INDIANA

ACTUAL AND PROJECTED CASH FLOWS (2018 - 2023)
218 - TIF 2007 Allocation Fund

Index	ACTUAL 2018	BUDGETED		PROJECTED		
		2019	2020	2021	2022	2023
1						
2	\$ 316,050	\$ 316,050	\$ 316,050	\$ 316,050	\$ 316,050	\$ 316,050
3	975	975	975	975	975	975
4						
5	317,025	317,025	317,025	317,025	317,025	317,025
6						
7						
8	414,568	253,006	253,006	253,006	253,006	253,006
9	-	-	225,842	225,842	225,842	225,845
10						
11	414,568	253,006	478,848	478,848	478,848	478,851
12						
13	(97,543)	64,019	(161,823)	(161,823)	(161,823)	(161,826)
14	753,593	656,050	720,069	558,246	396,423	234,600
15						
16	\$ 656,050	\$ 720,069	\$ 558,246	\$ 396,423	\$ 234,600	\$ 72,774
17						
18	158.25%	284.61%	116.58%	82.79%	48.99%	15.20%

Line 8: 2019 through 2023 assumes transfers out equal to the three-year average of 2016, 2017, and 2018 transfers.

Line 9: Assumes that the City uses TIF money (\$903,371), in addition to EDIT Money (\$619,772) to fund its \$1,523,143 share of the Stellar Project.
Project costs are assumed to be spread over a four year period.

(Subject to the attached letter of Baker Tilly Virchow Krause, LLP dated September 18, 2019)

PORTLAND CIVIL CITY, INDIANA

ACTUAL AND PROJECTED CASH FLOWS (2018 - 2023)

205 - EDIT

Index	ACTUAL 2018	BUDGETED		PROJECTED		
		2019	2020	2021	2022	2023
1						
2	\$ 233,672	\$ 243,806	\$ 269,893	\$ 269,893	\$ 269,893	\$ 269,893
3	32,050	32,700	32,050	32,050	32,050	32,050
4	21,336	-	-	-	-	-
5						
6	287,058	276,506	301,943	301,943	301,943	301,943
7						
8						
9	209,455	147,000	147,000	147,000	147,000	147,000
10	57,547	50,000	-	-	-	-
11	-	-	154,943	154,943	154,943	154,943
12						
13	267,002	197,000	301,943	301,943	301,943	301,943
14						
15	20,056	79,506	-	-	-	-
16	542,609	562,665	642,171	642,171	642,171	642,171
17						
18	\$ 562,665	\$ 642,171	\$ 642,171	\$ 642,171	\$ 642,171	\$ 642,171
19						
20	210.73%	325.98%	212.68%	212.68%	212.68%	212.68%

Line 11: Assumes that the City uses TIF money (\$903,371), in addition to EDIT Money (\$619,772) to fund its \$1,523,143 share of the Stellar Project. Project costs are assumed to be spread over a four year period.

REDKEY CIVIL TOWN, INDIANA

ACTUAL AND PROJECTED CASH FLOWS (2018 - 2023)
444 - EDIT

Index	ACTUAL 2018	BUDGETED		PROJECTED		
		2019	2020	2021	2022	2023
1						
2	\$ 16,547	\$ 17,265	\$ 18,265	\$ 18,265	\$ 18,265	\$ 18,265
3						
4						
5	18,977	10,000	-	-	-	-
6	-	-	29,376	18,265	18,265	18,265
7						
8	18,977	10,000	29,376	18,265	18,265	18,265
9						
10	(2,430)	7,265	(11,111)	-	-	-
11	6,276	3,846	11,111	-	-	-
12						
13	\$ 3,846	\$ 11,111	\$ -	\$ -	\$ -	\$ -
14						
15	20.27%	111.11%	0.00%	0.00%	0.00%	0.00%

Line 6: Assumes that the Town uses all available EDIT money (\$84,171), in addition to CCI money (\$166,556), a GO Bond (\$65,000), and Economic Development Inc money (\$69,372) to fund its \$387,099 share of the Stellar Project. Project costs are assumed to be spread over a four year period.

REDKEY CIVIL TOWN, INDIANA

ACTUAL AND PROJECTED CASH FLOWS (2018 - 2023)
424 - Cumulative Capital Improvement (Tax Levy)

Index	ACTUAL 2018	BUDGETED		PROJECTED		
		2019	2020	2021	2022	2023
1						
2	\$ 13,509	\$ 14,448	\$ 14,954	\$ 15,552	\$ 16,143	\$ 16,740
3	(1,020)	(1,157)	(1,197)	(1,245)	(1,292)	(1,340)
4	(530)	-	-	-	-	-
5	11,959	13,291	13,757	14,307	14,851	15,400
6						
7	2,023	2,163	2,239	2,328	2,417	2,506
8	13,982	15,454	15,996	16,635	17,268	17,906
9						
10						
11	4,753	-	-	-	-	-
12	12,642	14,500	-	-	-	-
13	-	-	116,747	16,635	17,268	17,906
14						
15	17,395	14,500	116,747	16,635	17,268	17,906
16						
17	(3,413)	954	(100,751)	-	-	-
18	103,210	99,797	100,751	-	-	-
19						
20	\$ 99,797	\$ 100,751	\$ -	\$ -	\$ -	\$ -
21						
22	573.71%	694.63%	0.00%	0.00%	0.00%	0.00%

Line 13: Assumes that the Town uses all available EDIT money (\$84,171), in addition to CCI money (\$168,556), a GO Bond (\$65,000), and Economic Development Inc money (\$69,372) to fund its \$387,099 share of the Stellar Project. Project costs are assumed to be spread over a four year period.

REDKEY CIVIL TOWN, INDIANA

ESTIMATED 2019 MAXIMUM DEBT LIMITATION ANALYSIS -
GENERAL OBLIGATION BONDS

General Obligation Bonds:		
Step 1: 2019 Certified Net Assessed Value	\$	14,848,478
Step 2: Assessed Value (Step 1) Divided by 3		<u>3</u>
Subtotal		4,949,493
Step 3: Step 2 Multiplied by 2%		<u>2%</u>
Estimated 2019 Maximum Debt Limitation	\$	<u>98,990</u>
GO Bond Size	\$	95,000
Less: Allowance for cost of issuance and Underwriter's discount		<u>(30,000)</u>
Stellar Project Bond Funding	\$	<u>65,000</u>

(Subject to the attached letter of Baker Tilly Virchow Krause, LLP dated September 18, 2019)

JAY COUNTY, INDIANA

ACTUAL AND PROJECTED CASH FLOWS (2018 - 2023)

1112 - EDIT

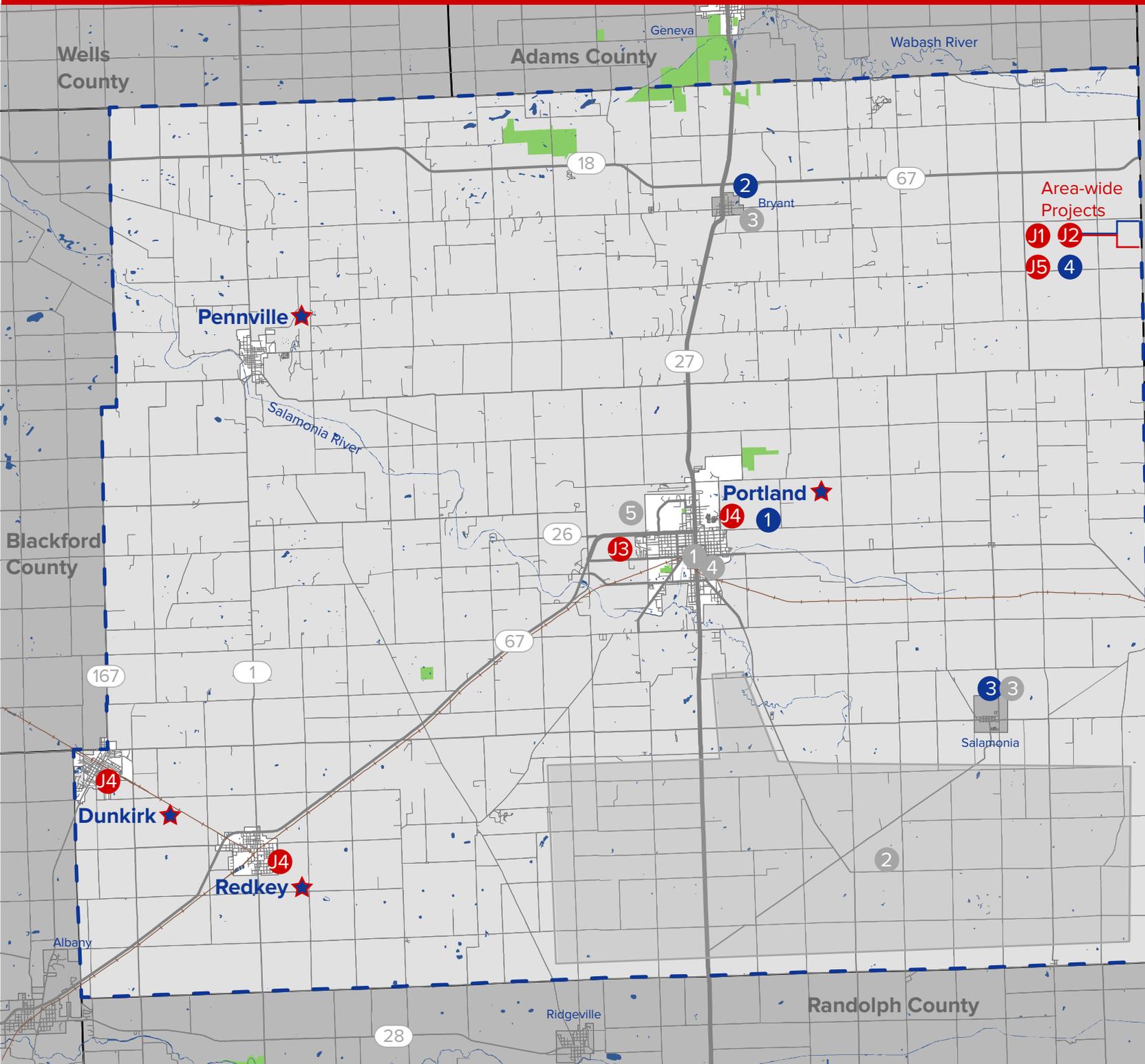
Index	ACTUAL 2018	BUDGETED		PROJECTED		
		2019	2020	2021	2022	2023
1						
2	\$ 521,604	\$ 530,224	\$ 585,332	\$ 585,332	\$ 585,332	\$ 585,332
3	4,831	-	-	-	-	-
4						
5	526,435	530,224	585,332	585,332	585,332	585,332
6						
7						
8	381,160	338,500	345,270	352,175	359,219	366,403
9	100,000	100,000	-	-	-	-
10	-	-	302,794	302,794	302,794	302,795
11						
12	481,160	438,500	648,064	654,969	662,013	669,198
13						
14	45,275	91,724	(62,732)	(69,637)	(76,681)	(83,866)
15	1,157,938	1,203,213	1,294,937	1,232,205	1,162,568	1,085,887
16						
17	\$ 1,203,213	\$ 1,294,937	\$ 1,232,205	\$ 1,162,568	\$ 1,085,887	\$ 1,002,020
18						
19	250.07%	295.31%	190.14%	177.50%	164.03%	149.73%

Line 8: Assumes 2% annual inflationary allowance.

Line 10: Assumes Jay County fully funds its share of the Stellar project (\$300,000) from EDIT as well as Pennville's share (\$911,177) from EDIT. Project costs are assumed to be spread over a four year period.



Jay! REGION - Jay County



PROPOSED

- J1** A Better Life: Brianna's Hope (ABLBH)
- J2** Keeping at Risk Students in School Program (KARSS)
- J3** Jay School Corp Early Education Center
- J4** Scatter Site Senior Housing
- J5** Broadband/ High Speed Internet

IN PROGRESS

- 1** Scout Clean Energy Wind Farm
- 2** Town of Bryant Paving & Milling
- 3** Town of Salamonina Paving & Milling
- 4** Branding/Marketing/Communication Plan

COMPLETED

- 1** John Jay Center for Learning
- 2** NextEra Wind Farm
- 3** Paving and Milling
- 4** Jay Community Senior Center
- 5** Army Corp Flood Study

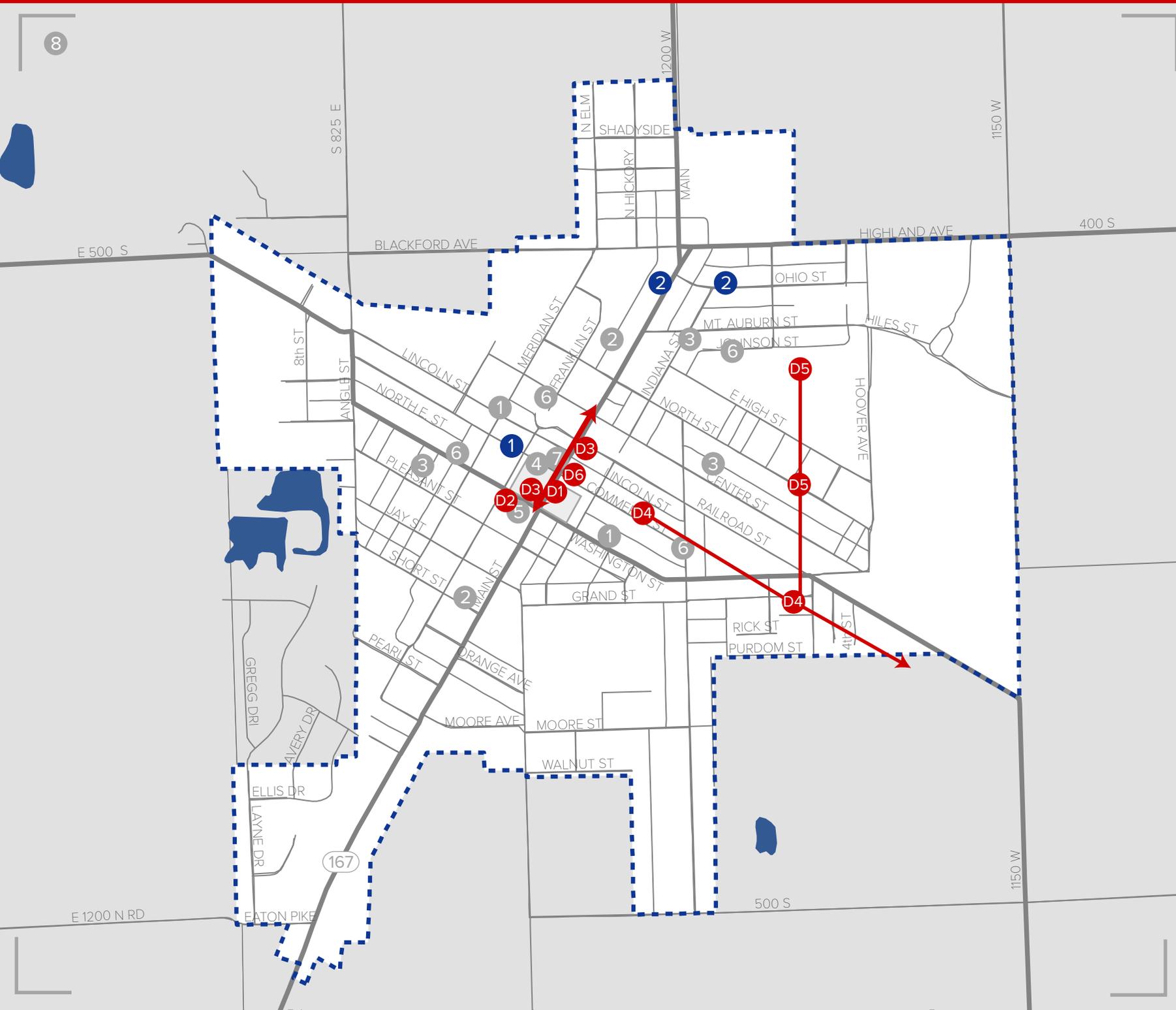
LEGEND

- Parks
- Waterbodies
- Boundary
- Road
- Railroad





Jay! REGION - Dunkirk



PROPOSED

- D1** Dunkirk Facade Improvement Program
- D2** Dunkirk Library & Glass Museum Project
- D3** Downtown Streetscape and Lights Project
- D4** Dunkirk to Redkey Trail
- D5** Park Trail Down Hoover Ave
- D6** Dunkirk Weaver Building Wall Restoration & Mural

IN PROGRESS

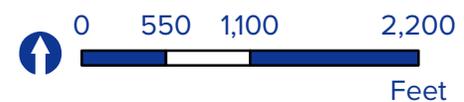
- 1** Depot Interior Restoration
- 2** Highland Ave Sidewalk

COMPLETED

- 1** Street Paving
- 2** Sign Project
- 3** Blight Elimination #1
- 4** Downtown Revitalization Plan
- 5** Stewart Bros. Building Stabilization
- 6** Blight Elimination #2
- 7** Downtown Paving and Sidewalk
- 8** Fiber Connectivity Project

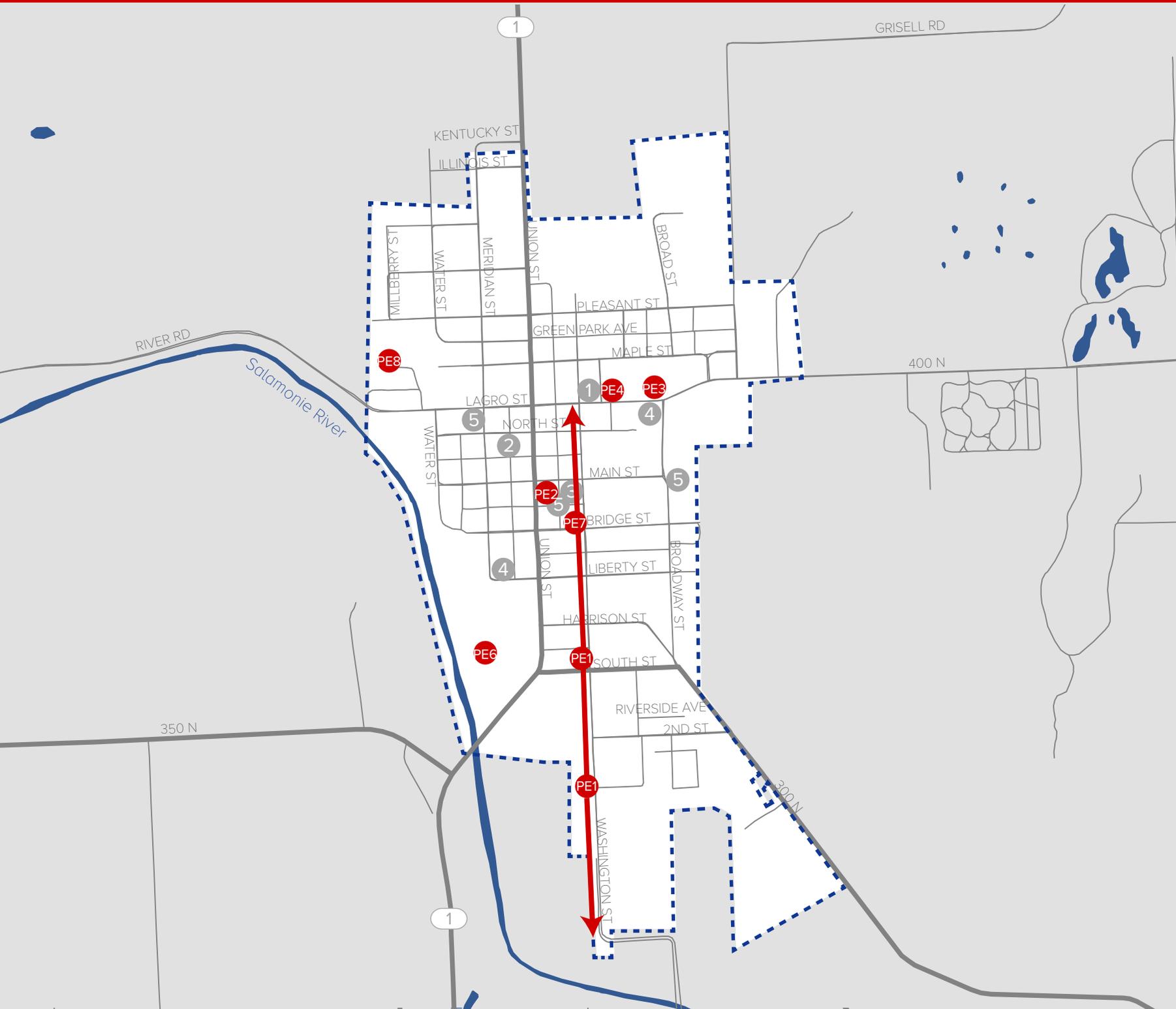
LEGEND

- Waterbodies
- Boundary
- Road
- Railroad





Jay! REGION - Pennville



PROPOSED

- PE1** Pennville Trail Improvements, Streetscape & Restroom/Trailhead
- PE2** Library Expansion Project
- PE3** Community Garden Expansion
- PE4** Pennville Community Center Renovations/Mill
- PE5** ATV Park
- PE6** Penn Run & Mill
- PE7** Pennville Facade Improvement Program
- PE8** Pennville Scatter Site Senior Housing

COMPLETED

- 1** Park Stage
- 2** Town Planning
- 3** Rescue Truck
- 4** Blight Demolition
- 5** INDOT CCMG Paving

LEGEND

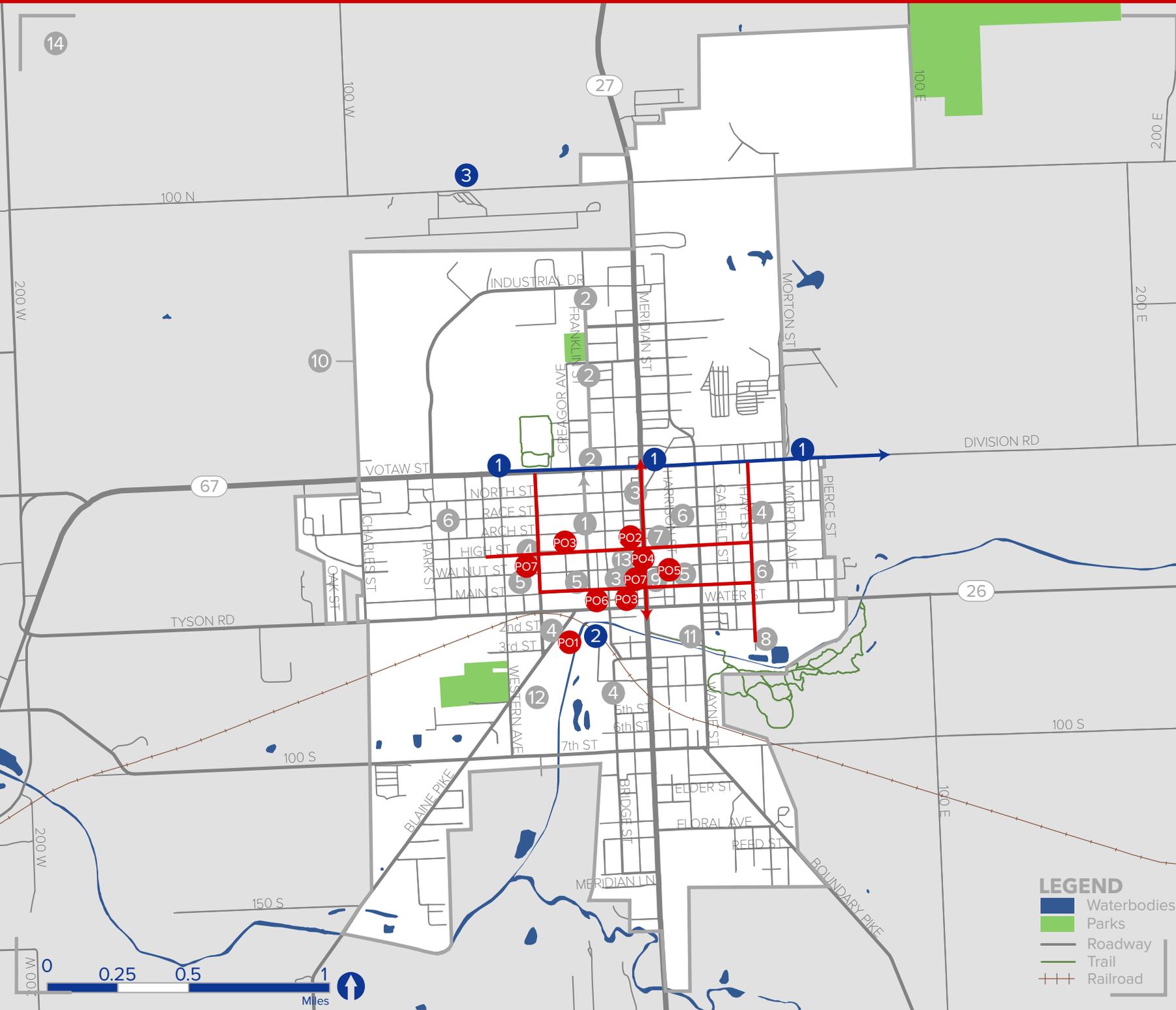
- Waterbodies
- Boundary
- Road

0 450 900 1,800

 Feet



Jay! REGION - Portland



PROPOSED

- PO1 Cultural Trail Trailhead and Restroom
- PO2 Portland Facade Improvement Program
- PO3 Housing Projects/ Owner-Occupied Rehab.
- PO4 Downtown Streetscape Improvements
- PO5 Portland Arts Place Renovation
- PO6 Cultural Trail Townhouses
- PO7 Portland Brick Alley Placemaking Project
- PO8 Portland Scatter Site Senior Housing

IN PROGRESS

- 1 Votaw Sidewalk
- 2 INDOT Paving & Milling
- 3 Airport Expansion

COMPLETED

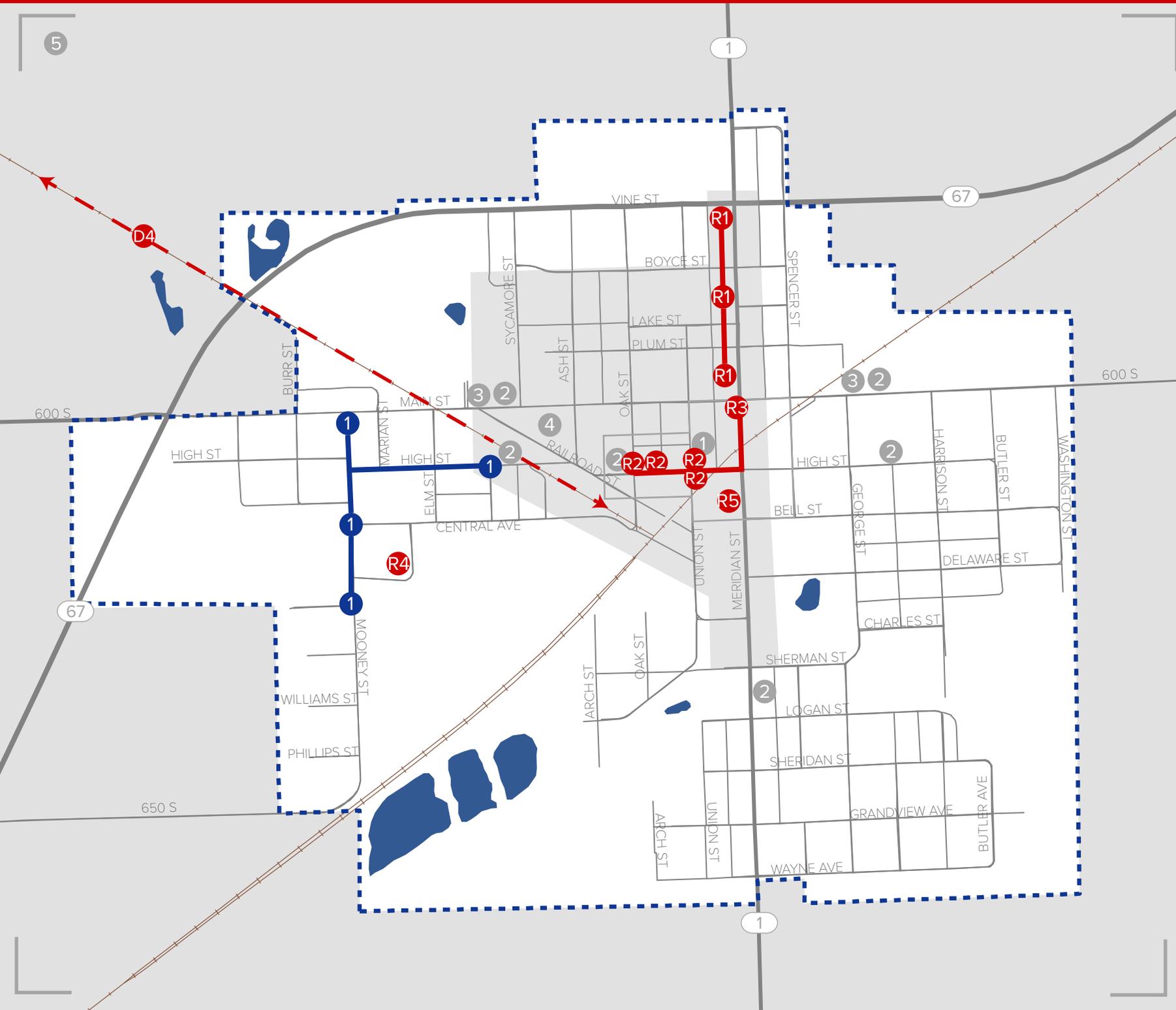
- 1 Middle/High St Sidewalk
- 2 Creagor Ave Greenway
- 3 Facade Program
- 4 Blight Elimination
- 5 Main St Water Project
- 6 Paving & Milling
- 7 Downtown Revitalization Plan
- 8 Water Park
- 9 John Jay Center for Learning Skills Track Industrial Maintenance
- 10 Jay County Paving & Milling
- 11 Jay County Senior Center
- 12 Wastewater Treatment Plant Upgrades
- 13 Ritz Mural
- 15 Fiber Connectivity Project

LEGEND

- Waterbodies
- Parks
- Roadway
- Trail
- Railroad



Jay! REGION - Redkey



PROPOSED

- R1** SR 1 Corridor-Owner-Occupied Rehab.
- R2** Redkey Facade Improvement Program
- R3** Redkey Streetscape Improvement
- R4** Community Center
- R5** Redkey Mural Restoration

IN PROGRESS

- 1** High/Mooney Street Sidewalk

COMPLETED

- 1** Downtown Revitalization Plan
- 2** Paving & Milling
- 3** Waste Water Treatment Plan Upgrades & CSO Separation
- 4** Firestation Construction
- 5** Fiber Connectivity

LEGEND

- Waterbodies
 - Boundary
 - Road
 - Railroad
- 0 375 750 1,500
↑ Feet

Project Number
D1
D2
D3
D4
D5
D6
J1
J2
J3
J4
J5
PE1
PE2
PE3
PE4
PE5
PE6
PE 7
PO1
PO2
PO3
PO4
PO5

PO6

PO7

R1

R2

R3

R4

R5



Stellar Project Name
Dunkirk Façade Program
Dunkirk Library Project and Glass Museum
Dunkirk Downtown Streetscape Project and Lighting Project
Dunkirk to Redkey Trail
Dunkirk Park Trail down Hoover
Dunkirk Weaver Building Wall Restoration and Mural
A Better Life: Brianna's Hope (ABLBH)
Keeping At Risk Students in School Program (KARSS)
Jay School Corp Early Education Center
Scatter Site Senior Housing
Broadband/ High Speed Internet
Pennville Trail Improvements, Streetscape, and Restroom/Trailhead
Pennville Library Expansion Project
Community Garden Expansion
Pennville Community Center Renovation Upgrades
ATV Park
Penn Run and Mill
Pennville Facades
Portland Cultural Trail / Trailhead and Restroom
Portland Façade Program
Housing Projects/Owner-Occupied Rehab
Portland Downtown Streetscape
Portland Arts Place Renovation

Cultural Trail Townhouses

Portland Brick Alley Placemaking Project

Redkey St Rd 1 Corridor Owner Occupied Rehab

Redkey Façade

Redkey Streetscape

Community Center

Redkey Mural Restoration



RI Region
Budget Matrix
21-2023

Total Project Cost	Private Investment	Local Leverage	Other Sources (Foundations etc.)	Gap
\$602,697	\$150,000	\$150,000	\$0	\$452,697
\$2,500,255	\$0	\$300,000	\$300,000	\$1,900,255
\$1,495,994	\$0	\$299,199	\$0	\$1,196,795
\$2,114,137	\$0	\$422,827	\$1,691,309	\$0
\$160,081	\$0	\$160,081	\$0	\$0
\$60,427	\$0	\$25,000	\$35,427	\$0
\$149,500	\$0	\$0	\$74,500	\$75,000
\$149,900	\$75,000	\$0	\$74,900	\$0
\$500,675	\$159,000	\$150,000	\$0	\$191,675
\$16,508,125	\$159,000	\$150,000	\$0	\$16,199,125
\$403,403	\$403,403	\$0	\$0	\$0
\$1,331,289	\$0	\$214,658	\$0	\$1,116,631
\$350,142	\$0	\$70,028	\$0	\$280,114
\$25,001	\$0	\$25,001	\$0	\$0
\$50,089	\$0	\$50,089	\$0	\$0
\$351,212	\$0	\$351,212	\$0	\$0
\$1,009,957	\$0	\$201,991	\$0	\$807,965
\$400,790	\$100,000	\$0	\$0	\$300,790
\$2,484,079	\$0	\$796,903	\$0	\$1,687,176
\$934,625	\$150,000	\$125,000	\$0	\$659,625
\$300,971	\$0	\$50,000	\$0	\$250,971
\$2,003,661	\$0	\$400,732	\$0	\$1,602,929
\$1,770,972	\$1,690,000	\$0	\$0	\$80,972

\$852,600	\$100,000	\$50,000	\$0	\$702,600
\$100,508	\$0	\$100,508	\$0	\$0
\$300,550	\$0	\$50,000	\$0	\$250,550
\$350,735	\$0	\$25,000	\$0	\$325,735
\$481,474	\$0	\$50,000	\$0	\$431,474
\$1,250,066	\$150,000	\$0	\$125,000	\$975,066
\$50,686	\$0	\$50,686	\$0	\$0
\$39,044,600	\$2,986,403	\$2,861,122	\$274,400	\$25,938,398

% of Local Leverage
50%
24%
20%
100%
100%
100%
50%
100%
62%
2%
100%
16%
20%
100%
100%
100%
20%
25%
32%
29%
17%
20%
95%

18%
100%
17%
7%
10%
22%
100%
16%

Leverage Resources	Proposed (P) or Committed (C)
Dunkirk	C
Jay County	C
Pennville	C
Portland	C
Redkey	C
Community Fundraising / Other Sources	P
Private / Developers	P
FCC	P
Tyson	P
Ardagh/Verallia	P
Motherson Sumi Systems, Ltd	P
ATI - Forged Products	P
Sonoco	P
Priority Plastics	P
Mosey Mfg.	P
Joyce-Dayton	P
General Motors	P
Red Gold	P
American Woodmark	P
Indiana MARUJUN, LLC	P
ELSA, LLC	P
Draper	P
Nestle USA	P
Anchor Glass	P
<i>Total</i>	

y! Region
Budget Matrix
2021-2023

Amount Total	Construction	Endowment	Designated Project
\$995,694	\$995,694		Project Specific
\$300,000	\$300,000		Project Specific
\$912,979	\$912,979		Project Specific
\$1,523,143	\$1,523,143		Project Specific
\$387,099	\$387,099		Project Specific
\$2,301,136	\$2,301,136		Project Specific
\$2,733,000	\$2,733,000		Project Specific
\$50,000	\$32,500	\$17,500	Unrestricted
\$50,000	\$32,500	\$17,500	Unrestricted
\$50,000	\$32,500	\$17,500	Unrestricted
\$20,000	\$13,000	\$7,000	Unrestricted
\$15,000	\$9,750	\$5,250	Unrestricted
\$20,000	\$13,000	\$7,000	Unrestricted
\$100,000	\$65,000	\$35,000	Unrestricted
\$15,000	\$9,750	\$5,250	Unrestricted
\$50,000	\$32,500	\$17,500	Unrestricted
\$50,000	\$32,500	\$17,500	Unrestricted
\$15,000	\$9,750	\$5,250	Unrestricted
\$25,000	\$16,250	\$8,750	Unrestricted
\$25,000	\$16,250	\$8,750	Unrestricted
\$25,000	\$16,250	\$8,750	Unrestricted
\$25,000	\$16,250	\$8,750	Unrestricted
\$25,000	\$16,250	\$8,750	Unrestricted
\$25,000	\$16,250	\$8,750	Unrestricted
\$15,000	\$9,750	\$5,250	Unrestricted
\$9,728,052	\$9,526,802	\$201,250	

—

Jay! Region
Stellar Research Investment Spreadsheets
2021-2023

Capital Investments - Stellar Area	Description:	Type based upon 4 Categories of: Building Renovation, Building Construction, Housing/Residential, Infrastructure)	Year	Investment Amount
Dunkirk Waste Water Treatment Plant	Upgrades and renovation at the Dunkirk WWTP	Infrastructure	2014	\$2,800,000
Portland Middle and High Street Sidewalk Project	ADA Compliant Sidewalk Project	Infrastructure	2014	\$174,000
Dunkirk Façade Program - Todd Building	Historic Façade Renovation on the Todd Opera House	Building Renovation	2014	\$58,400
Jay Community Center - Senior Center	Construction of a new senior center in downtown Portland	Building Construction	2015	\$558,600
Redkey Fire Station	Construction of a new Redkey Volunteer Fire Department	Building Construction	2015	\$489,000
Dunkirk Sign Project	Signs throughout the city replaces and repaired	Infrastructure	2015	\$102,502
Portland Westside CSO Project	Following IDEM agreed order to separate lines	Infrastructure	2015	\$1,271,100
Portland Pedestrian Greenway	New walkway for connectivity	Infrastructure	2015	\$191,465
Portland Water Park	A new water park in Portland	Infrastructure	2015	\$3,500,000
Dunkirk Blight Elimination Program	The elimination of 9 abandoned homes in Dunkirk	Infrastructure	2016	\$180,000
Portland Airport Expansion	The expansion of the Portland Municipal Airport	Infrastructure	2016	\$3,500,000
Portland Waste Water Treatment Plant	Portland Waste Water Treatment Plant Renovation	Infrastructure	2016	\$3,400,000
Portland Paving	Paving of 4 streets in Portland	Infrastructure	2016	\$237,471
Portland Army Corps of Engineering Flood Study	A review of the City to find flood mitigation options	Infrastructure	2017	\$308,000
Dunkirk Paving	Paving of streets in Dunkirk	Infrastructure	2017	\$113,572
Redkey Fiber Optic Project	The addition of fiber optics to the Redkey Industrial Site	Infrastructure	2017	\$77,800
Pennville Park Stage	The addition of a stage in the Pennville Park for Entertainment	Infrastructure	2017	\$12,000
Portland Façade Program Investment	2 new facades in the downtown	Building Renovation	2017	\$69,367
Portland Blight Elimination	Portland funded blight removal	Infrastructure	2017	\$26,000
Portland Main Street Water Main Project	The repair and maintenance of a water main on Main Street	Infrastructure	2017	\$876,000
Redkey CSO Project	Separation of sewer and storm water lines from IDEM Agreed Order	Infrastructure	2018	\$8,500,000
Redkey Paving	Paving in the area around downtown City of Portland	Infrastructure	2018	\$468,846
Portland Paving	Running new fiber optic lines in Dunkirk	Infrastructure	2018	\$70,000
Dunkirk Fiber Optics Project	Hotel Renovations at the Holiday Inn Express	Building Renovation	2018	\$888,267
Jay County Paving	Paving projects in the county	Infrastructure	2018	\$2,222,331
Portland Fiber Connectivity Project	Running new fiber optic lines in Portland	Infrastructure	2018	\$26,100
Dunkirk Stewart Brothers Stabilization Project	Stabilizing a downtown cornerstone building	Building Renovation	2018	\$129,000
Dunkirk Blight Elimination Program	Removal of 11 blight homes in Dunkirk	Infrastructure	2018	\$107,100
Pennville Downtown Plan	Planning for the downtown	Infrastructure	2018	\$15,000
Dunkirk Paving	Paving of 6 streets with ADA sidewalks in the City of Dunkirk	Infrastructure	2019	\$337,040
Bryant Paving	Paving of nearly all of the Town of Bryant	Infrastructure	2019	\$285,021
Salamonia Paving	Paving of nearly all of the Town of Salamonia	Infrastructure	2019	\$256,369
Dunkirk Downtown Revitalization Plan Revisit	Planning for the downtown	Infrastructure	2019	\$15,000
Portland Downtown Revitalization Plan	Planning for the Downtown of Portland	Infrastructure	2019	\$36,500
Total				\$31,301,851

Private Capital Investments - Stellar Area

Arrowhead Poultry

ATI Forge Products

Green Valley Ranch

FCC Indiana

New Residentail Houses

New Residentail Houses

FCC Indiana

Next Ear Wind Farms

New Residentail Houses

Dunkirk Fiber Optics Project

Stay Jay Hotels

New Residentail Houses

Bitter Ridge Wind Farm

Total

Jay! Region

Stellar Research Investment Spreadsheets

2021-2023

Description: Please provide a description of the investment. Example: " 8 lights on Main Street and Harrison Road"	Type based upon 4 Categories of: Building Renovation, Building Construction, Housing/Residential, Infrastructure)	Year
Poultry Barn Investment	Building Construction	2015
Building Renovation Investment at the Forge Plant	Building Renovation	2015
New Poultry Investment	Building Construction	2015
Building Expansion at the FCC, Indiana Plant	Building Construction	2015
Construction on a new residential homes	Housing/Residential	2015
Construction on a new residential homes	Housing/Residential	2016
Building Expansion to accommodate more machinery	Building Construction	2017
The installation of wind turibines in southeastern Jay County	Infrastructure	2017
Construction on a new residential homes	Housing/Residential	2017
Running new fiber opic lines in Dunkirk	Infrastructure	2018
Hotel Renovations at the Holiday Inn Express	Building Renovation	2018
Construction on a new residential homes	Housing/Residential	2018
The installation of wind turibines in Jay County	Infrastructure	2019

**Investment
Amount**

\$2,400,000

\$1,285,000

\$10,000,000

\$15,481,000

\$18,285,658

\$17,285,575

\$20,320,800

\$145,000,000

\$14,589,584

\$260,000

\$888,267

\$13,254,887

\$240,000,000

\$499,050,771

Private Non - Capital Investments *Ex: new events(i.e., Festivals) , programs, marketing campaigns, merchant trainings)

Jay County Heritage Festival

Antique Gas Engine & Tractor Show

Jay County Fair

Fiber Arts Festival

Dunkirk Glass Days Festival

Vintage Bike Show

Delt's Holiday Arts & Crafts Show

Gathering of Great Lakes Nations Powwow

Annual Quilt Show

Pennville Lions Fair

Webster Depot Concert Series

Gathering of Great Lakes Nations Powwow

Annual Quilt Show

Pennville Lions Fair

Webster Depot Concert Series

Key Palace Theater

Barn Quilts Throughout Jay County

The Alcove

Mid-west Shutterbug Scale Model & Picture Car Show

NCGLNAC Annual Spring Cultural Arts Classes

Sportsman Outdoor Show, Sale and Auction

Kroozen the Courthouse Car Show

National Run for the Fallen

Stars in the Park

Coon Dog Show

**Indiana Sired Fair Circuit
Harness Races**

Pennville Fall Festival

Military Vehicle Show & Swap Meet

Tri-State Swap & Sell Meet

Redkey Fall Festival

Taste of Jay

Winterfest

Farm Toy Show

Jay! Region
Stellar Research Investment Spreadsheets
2021-2023

Description

Honoring the colorful history of Jay County, the heritage festival is hosted at the historical museum and offers free admission. Visitors are treated to a different theme each year, along with special demonstrations, exhibits, and delicious food options. Other features include entertainment, reenactors, exhibits, kids' area, crafts, artisans, carriage rides, old-time game area, and music!

Jay County is the home of the world's LARGEST Gas Engine and Tractor Show! The show features over 3000 engines and 800 tractors, 150 antique and craft dealers, and 400 engine and tractor parts dealers. Additionally, the show features a large trading post to satisfy even the most casual of enthusiasts with furniture, glassware, primitives, clocks, dolls, jewelry, watches, coins, and more!

Operating since 1853, the Jay County Fair is one of the county's biggest events of the year. Visitors will find plenty of fun and excitement for the whole family, including Midway rides, demolition derbies, a truck and tractor pull, classic car cruise-in and nationally known entertainment.

The festival features sheep shearing, a Fiber Style Show, and children's activities. , Meet dozens of vendors selling yarn, knitted goods, thread, and your other fiber needs. Sign up for classes on weaving, knitting, spinning, and so much more!

The Dunkirk Glass Days festival is held in downtown Dunkirk. There is something for everyone at Dunkirk Glass Days! Visitors can find free entertainment, contests, food vendors, crafts, glass demos, tours and much more.

The annual Vintage Bike show is the largest meet of its kind in the nation! The show offers a swap meet, auction, displays of countless vintage motor bikes and scooters including vintage Cushman motorbikes, fun rides, and a fantastic food selection.

Hosted at Jay County High School, Delt's Holiday Arts & Craft Show features over 130 booths. Food available all day. Event is sponsored by a philanthropic organization and all proceeds go to help others.

Every year for the past decade, the National Center for Great Lakes Native American Culture has made their way to the only Jay in the U.S.A. to remember and honor Great Lakes Native American culture. Citizens are welcomed to join in celebrating and honoring Great Lakes Native American culture during the two-day event at the Tri-State Grounds in Portland, Indiana. These gatherings are intended to educate attendees about the importance of preserving Great Lakes Native art, history and culture. During the fun, the aura of tradition and revitalization resonates through the grounds and into the footsteps of proud Native Americans and curious citizens of Jay County. The drumming and dancers will entice observers to join in and practice honoring Native American Culture the way Great Lakes Native Americans did centuries ago. Along with bouncing to the rhythm of the beat, spectators will be encouraged to participate in storytelling, tomahawk and artisan demonstrations, and many activities for children. When your stomach grumbles for a taste of authenticity, there will be numerous options of Native American cuisine to choose from. Along with the Annual Gathering of Great Lakes Nations Pow Wow, the NCGLNAC hosts a variety of activities and workshops throughout the spring and fall for children and adults to learn about Native American traditions, art and the customs of the Great Lakes Native Americans. People come from all over to attend this Native American Culture Pow Wow each year. This is a great family-oriented learning opportunity and a chance to display your Native American honor. Please join us for this

Held every year Thursday, Friday & Sat during the Antique Gas Engine & Tractor Show the end of August. The Annual Quilt Show is sponsored by the Stitch & Chatter Quilt Club. Beautiful quilt displays, raffles, vendors and demonstrations.

Annual event for families with booths, music and games.

A variety of concerts in an inviting setting during the Summer.

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Enjoy a wide variety of Blues Music in this Historic Vintage Theatre. This Theater has been providing great Blues Music for over 50 years.

Experience the beauty, culture, and history of Jay County by the colorful quilt murals that are throughout the area.

This organization is composed of a multi-talented group of visual and performing artists with a goal of promoting their art as a group and as individuals.

A scale and model show located at the Jay County Fairgrounds that allows photos of and models of classic show cars to be displayed and judged.

This Native American Cultural Arts array of classes focuses on the beauty of the Native American history and teachings of different arts in the culture.

The Sportsman Outdoor Show, Sale, and Auction was started by the Jay County Fair Board as a way to utilize the Jay County Fair Grounds for a "sportsmans garage sale" where sports fans could buy, sell, and trade wares. It has grown into an event that draws thousands interested in all areas of hunting, fishing, and camping.

A display of classic cars and hot rods all around the Jay County courthouse.

The National Run for the Fallen is every September 11th and honors fallen soldiers and gold star families.

This annual talent contest hosts signers, dancers, magicians, and musicians from all over East Central Indiana and Ohio! This contest takes place in the

United English Breeders and Bluetick Breeders gather at the Coon Hunters Club twice a year to run animals.

Annual sired circuit fair harness racing at the Jay County Fairgrounds.

Annual Pumpkin and Fall Festival highlighting local artistry, vendors, business, and fall themed activities. A family event for all ages in the Town of Pennville.

A gathering of military vehicles and military themed swap meet at the Jay County Fairgrounds.

A pickers dream come true! The Tri State Swap & Sell Meet is a gathering of Ohio, Illinois, and Indiana vendors all gathered to find value in each others spoils. This well attended event is located at the Jay County Fairgrounds.

A downtown Redkey Festival revolving around all things fall! Pumpkin decorating, cake walks, flashlight halloween candy hunts, and vendors line the streets for a fun weekend.

A semi-annual event of local food and beverage vendor gathering highlighting the variety of food and drink available in Jay County.

A magical Christmas festival spanning 3 days in Jay County. A Parade of Lights, Decorated Home Tour, Carnival, and Christmas at the Museum at the Jay County Historical Society all happen in this festival.

This trade show is the Farm Toy Showcase of the Midwest. Displays of rare and unique farm toys as well as vendors migrate to the Jay County Fair Grounds for this event annually.

Stellar Area (Y/N)	Year	Investment Amount
Y	Ongoing-Started in 1964	\$25,000 annually
Y	Ongoing-Started in 1965	\$40,000 annually
Y	Ongoing-Started in 1853	\$220,000 annually
Y	Ongoing - Started in 2005	\$15,000 annually

Y	Ongoing- Started in 1956	\$35,000 annually
Y	Ongoing - Started in 1972	\$15,000
Y	Ongoing- Started in 1985	\$3,000

Y	Ongoing - Started in 2003	\$2,000
Y	Ongoing- Started in 2009	\$200 annually
Y	Ongoing- Started over 50 years ago	\$8,000 annually
Y	Ongoing- Started in 1985	\$8000 annually

Y	Ongoing - Started in 2003	\$2,000
Y	Ongoing- Started in 2009	\$200 annually
Y	Ongoing- Started over 50 years ago	\$8,000 annually
Y	Ongoing- Started in 1985	\$8000 annually
Y	Ongoing- Started in 1969	\$25,000 annually
Y	Ongoing- Started in 2010	\$10,000
Y	Ongoing- Started in 2007	\$500 annually
Y	Ongoing- Started in 2014	\$5,000 annually
Y	Ongoing- Started in 2003	\$1,500.00

Y	Ongoing- Started in 2016	15000 annually
Y	Ongoing- Started in 1994	\$500 per show
Y	Ongoing- Started in 2015	\$300 annually
Y	Ongoing- Started in 2012	\$5,000 annually
Y	Ongoing- Started in 1999	\$500 annually
Y	Ongoing	\$3,000 annually
Y	Ongoing- Started in 2016	\$5,000 annually
Y	Ongoing- Started in 2015	\$3,330 annually
Y	Ongoing- Started in 1982	\$3,500 annually
Y	Ongoing- Started in 1985	\$3,500 annually
Y	Ongoing- Started in 2010	\$4,100 annually
Y	Ongoing	\$10,500 annually

Y	Ongoing- Started in 2005	\$2,500 annually

**Non - Capital Investments *Ex: new events(i.e.,
Festivals) , programs, marketing campaigns,
merchant trainings)**

Business Start Up

Marketing your small business

**Introduction to Forensic Science in Criminal
Investigation**

Remnant Trust: Putting History in your Hands

Strengthening our Local Food System

Learning Through Travel

Putting Indiana History on the Map

Industrial Maintenance Training Classes

Senior Lunch and Learn Series

Jay! Region
Stellar Research Investment Spreadsheets
2021-2023

Description	Stellar Area (Y/N)
<p>ISBDC training sponsored by the John Jay Center for Learning and the Portland Main Street Connect to provide an overview of the contents of a good business plan and the roadmap to success.</p>	<p>Y</p>
<p>Learn how to identify your target audience, develop marketing strategies, use branding to increase sales, and create an annual marketing plan for your small business.</p>	<p>Y</p>
<p>Presentations will cover both the history of forensic science and the advancement of the new technologies. The goal will be to provide those in the community attending with information that will help them better understand forensic science in criminal investigations.</p>	<p>Y</p>
<p>The Remnant Trust is a public educational foundation that shares an actively growing collection of manuscripts, first editions, and early works dealing with the topics of individual liberty and human dignity with some pieces as early as 2500 B.C. The trust makes the collection available to colleges, universities, and other organizations for use by students faculty scholars and the general public.</p>	<p>Y</p>

<p>The Merry Lea Sustainable Farm is an educational, demonstration, and experimental farm specializing in perennial agriculture, carbon farming, regenerative agriculture, food literacy, and environmental education.</p> <p>Our #3 nationally-ranked college farm is set within a 100-acre landscape that includes pastures, woods, prairie, wetland, orchards, vegetable gardens, and a historic farmstead. Students gain experience with annual vegetables, fruit and nut orchards and livestock. One unique feature is a 5.5-acre Woody Perennial Polyculture mixed crop and animal system. The farm supplies food to local food pantries, Merry Lea programs, the Goshen College dining services, and a student CSA.</p>	<p>Y</p>
<p>LaNae's back, Paddling Lana, follows the daily journal of the couple's 1600 mile journey to the Gulf of Mexico, She shares with readers the events of each day, but also the observations, philosophies, fears, and exhilarations experienced throughout their journey. Rare is the tale of self-sustenance that revolves around a couple experiencing life together in an outdoor adventure.</p>	<p>Y</p>
<p>Program lectures custom maps created by the GIS Research and Map Collection to commemorate Indiana Bicentennial in 2016. The maps tell the story of Indiana's rich history in politics, war, and the home front, civil rights, inventions, womens history, sports, and arts and culture. Some maps will depict important places in the lives of famous Hoosiers like Gus Grissom, John Dillinger, Tecumseh, Mary Wright Sewell, Catherine and Levi Coffin.</p>	<p>Y</p>
<p>Industrial Maintenance Courses at John Jay Center for Learning has been approved by the State Approving Agency and meets the requirements for Veterans G.I. Bill for the educational, professional, or vocational objectives.</p>	<p>Y</p>

The program is designed for seniors 55 plus who are wanting to become more proficient with electronics, learning new things and meeting new friends.	Y

Year	Investment Amount
2014, 2015, 2017, 2019	\$300
2019	\$300
2018	\$250
2018	\$3,000

2018	\$2,000
2018	\$2,000
2016	\$5,000
Ongoing- Started in 2017	\$1,150,000

Ongoing- Started in 2016	\$5,000

Real Estate Transactions - Stellar Area	Number	Year
Arms Length	134	2019
Other		
Long-Term Lease Agreements		
Total		

Total Value of Transactions

\$12,060,500

\$12,060,500

Economic Development	Number	Year (Since Designation)
New Businesses	21	2018
New Jobs Created		
Estimated amounts of new investments		
Total	21	

Description

Resume

Ami M Huffman, Director

Jay County Development Corporation
Jay County Community Development

Education

- Ball State University, BS, Physiology
- Ball State MS, Public Health
- BSU Indiana Economic Development Course Certificate 2008

Selected Certificates

- INDOT ERC (2012-Present)
- Office of Community and Rural Affairs Grant Administrator (2005-Present)

Organizational Leadership

- Jay County Chamber of Commerce Board of Directors (2005-Present)
- Portland Rotary Club (2005-Present)
- Advisory Member of the Portland Revolving Loan Fund (2006-Present)
- Advisory Member of the Portland Historic Commission (2009-Present)
- Chairman of the Annual Parade of Lights (2009-2015)
- Jay County Community Center Board of Directors (2013-Present)
- LifeStream Services Board of Directors (2013-Present)

Awards

- 2014 Jay County Citizen of the Year

Resume

Richard L. "Chuck" Huffman

5228 S. 1225 W. Dunkirk, Indiana 47336

Education

Dunkirk High School, Dunkirk, Indiana - Received Diploma in May 1975

- Ball State University, Muncie, Indiana - Received BS in Finance with a minor in Political Science in May 1979
- Cannon Financial Institute, Charlotte, North Carolina - Received Diploma in June 1984

Work Experience

The Peoples Bank - 1979-1994

- Began career as a management Trainee in May 1979, moving quickly into the Trust Department
- Ultimately served as Senior Trust Officer as well as performing duties during my tenure as Cashier and Head of Human Resources

Union Bank & Trust (later MainSource Bank) - 1994-1995

- Served as Senior Vice President, managing the bank's Trust Department as well as Manager of Jay County's four locations

First National Bank of Portland - 1995-2006

- Initially served as Senior Vice President, managing the bank's Trust Department
- Served in other capacities such as Investment Officer, Operations Officer and Cashier
- Served as Executive Vice President until the bank was merged into First Merchant Bank

First Merchants Bank - 2006-Present

- Current serve in position of Senior Vice President, managing the Portland office's Trust operations as well as serving clients in the corporation's Main Office in Muncie, Indiana.

Community Service

- United Way of Jay County (1994-2000), served as president (1994-1995)
- The Dunkirk Foundation (1994-present), served several years as treasurer
- Arts Place (1995-2004), served in several positions including president (2002-2003)
- West Jay Community Center (1999-2014), served as founding president (1999-2011) while heading up all aspects of starting the organization including organizational structure, fundraising, and overseeing building construction.
- Jay County Development Corporation (2001-present), served as president (2003-2005) and on the Executive Committee (2005-present).



Resume

Daniel Watson, Jay County Engineer

Jay County 1989-Present

INDOT Design Engineer 1984-1989

Education

- Tri State University 1979-1983
 - Bachelor of Science
 - Civil Engineering with a Major in Structures

Organizational Leadership

- Jay County Development Corporation Board of Directors (2004-Present)
- Jay County Chamber of Commerce Board of Directors (2012-Present)
- Jay County Solid Waste Board of Directors (1989-Present)
- Dunkirk City Council (1996-2005)
- West Jay Community Center Board of Directors (2012-Present)
- Jay County Redevelopment Commission (2010-Present)
- Indiana Association of Engineers & Supervisors (1989-Present)

Committees & Memberships

- 2013 Jay County Citizen of the Year
- Jay County United Way
- Dunkirk Beautification Committee
- East Central Indiana Regional Planning District Board of Directors
- St Mary's Catholic Church, Finance Council President

Resume

Ray Cooney,

Editor, Writer, Photographer, Designer - Commercial Review

Professional Experience

The Commercial Review - Portland, Indiana

Sports editor - 2001-2013

Assistant managing editor - 2005-2013

Managing editor - 2013-2014

Editor - 2014-present

In these various roles, I have:

- Led a staff of full-time and part-time reporters
- Written editorials on local, state and national topics
- Designed two to six pages daily
- Reported on a wide variety of news, sports and features
- Served as photographer for both news and athletics
- Spear-headed newspaper's web and print redesign

The Chronicle-Telegram - Elyria, Ohio

Sports stringer/news intern - 2000-01

The Morning Journal - Lorain, Ohio

Sports stringer - 1998-99

Awards

I earned five awards in this year's Hoosier State Press Association Better Newspaper Contest. Under my leadership, the Commercial Review has finished first or second for general excellence in each of the last seven years. Below is a list of my first-place honors during the last five years

Hoosier State Press Association

- Editorial writing - 2015 and 2019
- Sports feature photo - 2018
- Sports news or feature coverage - 2016
- General news photo - 2016
- Picture story with audio or video - 2016
- In-depth feature or feature package - 2016
- Sports commentary - 2015
- Headline writing - 2015
- Use of graphics - 2015

Indiana Associated Press Media Editors

- Deadline sports story - 2018
- Headline writing - 2016 and 2018
- Sports photo - 2017
- Video - 2017
- Business writing - 2016 and 2017
- Non-deadline sports story - 2016
- I was also the recipient of the Indiana High School Athletic Association
- Distinguished Media Service Award during the 2011-2012 school year.



Resume

Travis Richards, Executive Director,

- Jay County Development Corporation, November 2018 - Present

Education

- Bachelor of Science in Mechanical Engineering, Tri-State University, May 2007

Experience

- Manager - Portland Casting Plant, Fort Recovery Industries, Inc. - April 2015 to November 2018
 - Direct and coordinate overall plant operations including manufacturing, quality, maintenance, and die maintenance.
 - Develop plant policies and procedures consistent with organizational and corporate policies, direct and supervise the application of these policies.
 - Coordinate the execution of manufacturing schedules based on sales requirements, material availability, and plant capacities while controlling input costs.
 - Develop and maintain an effective organizational structure and staffing requirements for all departments and shifts.
 - Ensure adherence to safety programs and housekeeping standards at all times.
- Manufacturing/Facilities Engineer, Fort Recovery Industries, Inc. - January 2013 - April 2015
 - Prepare and present capital project proposals including investigation, recommendations, budget, timeline, and financial justification.
 - Implement projects including: equipment purchase and installation, building construction, utility installation and various facility repairs.
 - Coordinate efforts and schedules of contractors with internal resources and production requirements to complete projects in a timely manner.
 - Serve as site supervision/management in the absence of the plant superintendent.
- Product Development Engineer, Micromatic, LLC - October 2011 - January 2013
 - Develop concepts for new customer applications and prepare quotes for new designs.
 - Travel to customer sites to gather application data and assist with new product installations.
 - Conduct pressure and leak testing on existing products and endurance testing on new concepts.
 - Disassemble and evaluate returned units to determine cause of failure.
- Chassis Design Engineer, Workhorse Custom Chassis - May 2007- October 2011
 - Design responsible for functional areas of the vehicle: frames, steering systems, suspension, and brakes.
 - Direct supplier interaction throughout design, prototype, and production phases.
 - Create calculation sheets and issue design guidelines.
 - Interact daily with manufacturing, quality, and materials departments to correct production issues.