

SHELBYVILLE YOUTH ACTION PLAN



For

the City of Shelbyville, the Indiana Housing and Community Development Authority, and the My Community, My Vision students from Shelbyville Senior High School.

By Jade Broadnax, April 2017





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The ideas and recommendations of this plan are the result of a collaborative effort from Ball State University (BSU), the Indiana Housing and Community Development Authority (IHCDA), and the 2016-2017 My Community, My Vision (MCMV) students from Shelbyville Senior High School (SHS). The contents of this plan are recommendations from the MCMV students, SHS senior class, and the BSU student mentor Jade Broadnax. All information presented in this plan is perceived correct at its publishing date: April 3, 2017.

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Executive Summary

Purpose

Many small Indiana communities suffer from “brain drain”, or the phenomenon that once educated, local youth move to more desirable communities outside of their hometown. Young people are moving to vibrant communities with job opportunities, but more important to millennials, entertainment. Gone are the days where job security and quality schools are the sole reasons for relocation.

Young people these days are attracted to cities that offer more than just their basic needs of employment and housing, but seek options for socialization. Retaining the local youth is no simple task; it requires a collaborative effort of community and civic leaders as well as entrepreneurs to retain the next generation and create a vibrant community.

The Shelbyville Youth Action Plan aims to retain young people by forming achievable goals and initiatives that are supported by local government and community stakeholders. This plan features goals and initiatives formed by Shelbyville youth, and once legally adopted will serve as guide for Shelbyville lawmakers.

Existing Conditions and Analysis

Demographic and Economic analysis have shown that Shelbyville has slowly but steadily been increasing in population. Shelbyville has a heavy reliance on traditional manufacturing and service jobs, with a largely unskilled workforce to match.

Nearly eighty percent of workers age 16+ in the workforce have less than an associate’s degree, and with lower education levels comes lower income levels. Shelbyville’s median annual income is far below the state of Indiana as a whole. This could explain the lack of support from the local tax base which slows the rate of development seen in the city.

Less development and projects that contribute to the quality of life of Shelbyville helps explain why Shelbyville has been growing at a rate much slower than the state, and other counties adjacent to Marion County. Demographic and Economic data prove that people find Shelbyville is a desirable place to live, but diversifying the employment industries in Shelbyville may help to grow Shelbyville at a competitive rate.



Initiatives

Throughout the planning process, Shelbyville youth have outlined four initiatives for attracting youth back home after graduation.

1. Placemaking Through Public Art

The students loved the idea of making a lasting impression on their city by painting it with their peers. Shelbyville has seen success in their downtown mural, and student art is an easily achievable goal with lots of funding opportunities from local, state, and federal agencies. Research showed that the aesthetics of a place foster attachment to a community, and the MCMV students were excited about creating that attachment.

2. Mobile Food Vendors and Pop-Up Programs

Shelbyville students mention regularly through MCMV meetings and surveys that there is a lack of entertainment options and cultural outlets in Shelbyville. The students mention their desire to create an entertainment district similar to Mass Ave. in Indianapolis, but want to make sure that their goal is achievable. Esri data confirmed the demand for this type of event featuring local businessmen and women, food vendors, live music, and local artisans.

3. Student-Run Business

The students have mentioned a stigma present in Shelbyville. Residents young and old seem to call Shelbyville Shelby-tucky, insinuating that Shelbyville is a “hick” town with uneducated residents with a lack of entertainment. In order to combat this negative stigma, the students desire to create local jobs featuring exemplary Shelbyville High School students.

4. Community Garden

The agricultural context of Shelbyville and small, agricultural communities includes a local supply of residents with skills relating to land management and farming. A community garden offers a unique opportunity for Shelbyville residents to supply the city with fresh sustainable food and education the public at the same time.

Action Steps

Each of these initiatives feature action steps with key partners identified for collaboration in the months to come. The My Community, My Vision group from the 2016-17 school year is largely high school upperclassmen, so the group has future enrollment strategies featuring recruitment events with 8th grade students.



What Is My Community, My Vision?

My Community, My Vision (MCMV) is a youth-centered program created by Ball State University's Urban Planning Department and the Indiana Housing and Community Development Authority (IHCDA). Now in its third year, MCMV pairs with the young people of Indiana cities and towns to create vision plans. These plans feature achievable goals and initiatives that serve youth desires, and encourages them to return to their hometown. The students of each community are assigned a Ball State student mentor, a high school teacher, and a local unit of government to aid the planning process.

The rational comprehensive planning process was used to help the students brainstorm what they thought would be an ideal plan for Shelbyville, Indiana. First we identified the problems in Shelbyville through a SWOT-A analysis. Here the students identified the strengths, weaknesses, opportunities, and threats of Shelbyville, along with their aspirations for the community.



About Shelbyville

Shelbyville, Indiana is the county seat of Shelby County, Indiana with a population of 19,359 (2016) located just 30 miles southeast of Indianapolis. Shelbyville is the largest city among the many townships in Shelby County and is frequented by visitors for the Indiana Grand Casino on its outskirts.

Downtown Shelbyville is celebrated for its beautiful historic facades, and quirky shops around the central roundabout, like the Strand Theatre in operation since 1916. Shelbyville has quick access via state Road 9 or 44, and Interstate 74, all while maintaining a small-town feel. Shelbyville is a safe and comfortable place to live and work with large parks, quality schools, many corporations, and positive growth expected in years to come. Many are proud to call Shelbyville home.



Acknowledgements

The My Community, My Vision team would like to thank all parties involved in formation of this plan and assistance in the process. These include but are not limited to:

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- Lieutenant Governor, Suzanne Crouch

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- Abigail Overton, Ball State Graduate Assistant

Ball State University

-
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- Emily Hepworth, Fort Wayne Mentor
- Brandon Kendera, Crawfordsville Mentor

City of Shelbyville

- Tom DeBaun, Mayor
- Bryant Niehoff, Planning Director
- Adam Rude, Assistant Planning Director
- City Council Members: Bobby Andriot, Donna Eaton, Troy Ethington, Frank Page, Jon Swindler, Mike Zoeller

Shelbyville Senior High School

- Vince Bradburn, AP U.S. History Teacher
- Al Parsons, PLTW Teacher
- Students: Patrick Addis, Billy Blocher, Kaitlyn Brewer, Lucas Hinderliter,
- Danielle Lubbe, Mary Kathleen Tinsley, Austin Tucker, Emily Zheng

Connection to Mainstreet Shelbyville and Shelbyville Comprehensive Plan

Mainstreet Shelbyville is a non-profit dedicated to the revitalization of Downtown Shelbyville through historic preservation, new business recruitment, support for traditional businesses, and creating a place where Shelbyville residents love to live, work and play. Mainstreet Shelbyville has created programs and provided financial assistance to a variety of organizations and community groups, including the Mainstreet facade grant that helped restore Downtown Shelbyville to its charming, historic roots.

Mainstreet Shelbyville's Pop-Up Kiosk program directly relates to the Mobile Food Vendors and Pop-Up Programs initiative proposed in the Shelbyville Youth Action Plan. Mainstreet Shelbyville also provides small business loans, and lists available spaces for rent in the downtown on their website, both useful resources for our Student-Run Business Initiative.



Mainstreet Shelbyville, Inc. has strong connections with historic institutions in Shelbyville, as well as community leaders like the Shelby County Chamber of Commerce and Shelby County Development Corporation. The Shelbyville My Community, My Vision team looks forward to partnering with Mainstreet Shelbyville and their expertise to help implement all of our initiatives.

The Shelbyville Youth Action Plan aims to serve as an extension of the [Shelbyville Comprehensive Plan](#), adopted in 2010. The four general goals of the Shelbyville Comprehensive Plan listed below have inspired the goals and initiatives within the Shelbyville Youth Action Plan. The four general goals of the Shelbyville Comprehensive Plan are:

1. To protect and improve the health, safety, and welfare for the citizens of the City of Shelbyville.
2. To protect and improve the quality of life for the residents of Shelbyville
3. To protect and improve the community character of Shelbyville
4. To manage, direct, and promote growth in Shelbyville in compliance with the general and topic goals throughout the Comprehensive Plan

Timeline

September 2016

IHCDA kickoff event where mentors and students meet for the first time. Students hear presentations about urban planning.

September / October 2016

Students and mentor discuss Shelbyville Strengths, Weaknesses, Opportunities, and Threats in mentor led brainstorming session.

October 2016

Students engage in “My Favorite Places” photo assignment listing their favorite places in Shelbyville and why.

October / November 2016

The senior class of Shelbyville Senior High School took part in a survey that asked their top three favorite places and options for improvement.

November 2016

Students and mentor form goals and initiatives based on research and brainstorming, survey results, etc.

December 2016

The IHCDA hosts its secondary meeting for the communities to review progress and make revisions to goals and initiatives.

January 2017

The initiatives are revised with the help of Planning staff, mentors, and students to prepare for stakeholder meeting.

February 2017

The students and mentor prepare for and hold the stakeholder meeting, attended by members of the community, city departments, master gardeners club, Mayor Tom DeBaun and other civic leaders. The event was live streamed on YouTube.

March 2017

The IHCDA third meeting took place for all communities to share their action plans and review.

April 2017

Shelbyville Youth Action Plan is awarded Best Plan for the 2016-2017 MCMV academic year. The plan is set to be adopted April 24 by Plan Commission as an ammendment to the Shelbyville Comprehensive Plan.

2 The Process

In this section you will find: **Youth Driven Process**

- SWOT-A
- My Favorite Places
- SHS Senior Class Survey

Mentor Led Analysis

- Demographic Profile
- Economic Profile



Youth Driven Process

SWOT-A

The SWOT analysis done at the first mentor/student meeting helped determine the strengths, weaknesses, opportunities, and threats of Shelbyville. After an extensive brainstorming session, the students identified a list of over 90 items that we narrowed down to the most important. The condensed results can be seen in the graphic below.

SWOT

| | | | |
|---------------------------------|-------------------------------|--|---|
| 1. Schools | 1. Lack of retail | 1. Proximity to Indianapolis | 1.Traditional manufacturing economic reliance |
| 2. Parks | 2. Slow growth | 2. Vacant land; room for retail growth and development | 2. Unskilled workforce |
| 3. Strong Agricultural Industry | 3. Youth disengagement | 3. Potential partnerships (non-profits, Shizouka, Japan sister city) | |
| 4. Strong Industrial Base | 4. Shelby-tucky "hick" stigma | 4. Indiana business climate | |
| 5. Non-profit interest | | | |

Aspirations

The aspirations of Shelbyville High School students were what helped draft this plan. The initial meeting started with an unrestricted compilation of the students dream community. The list was then filtered into planning verbs: live, work, play, shop, learn, and tour. The aspirations that helped form our goals can be seen in the chart below.



PLAY

1. Concerts
2. Outdoor venues
3. Sidewalks
4. Bike Rentals
5. Forests and trails
6. Agriculture center for agro-tourism
7. Specialized museums
8. Canoeing
9. Rowboats
10. Skate Park
11. Amateur youth sports
12. Youth outdoor camps
13. Monuments
14. Culture Fairs
15. Baseball team
16. Mass transit



LIVE

1. Luxury housing division
2. Pocket housing with shared open space



WORK

1. Big business HQ
2. Business incubator space



SHOP

1. Luxury car dealerships
2. Shopping center
3. Restaurants
4. Small business retail (boutiques, etc.)



TOUR

1. Advertise park from interstate



LEARN

1. River museum
2. Agricultural center
3. Home gardening
4. University partnership

My Favorite Places

There are first, second, and third spaces present in society. First spaces are typically a person's home, and second spaces are normally related to business, like work or school. Third spaces are leisurely spaces that act as an escape from home and work or school. Successful businesses create the environment of a third space, and invite its patrons to stay a while.

Examples of these are the popular coffee shop, Starbucks, or the high-end clothing store Anthropologie. Third spaces tend to include comfortable seating, a pleasant aroma, other people, and sometimes strong wireless internet connection. Even fast-food places like McDonald's have updated their franchise model to have a more inviting third space type of atmosphere because it is popular with the younger generation.

After the aspirations were formed, MCMV students were asked to complete a photo assignment of their ten favorite places in Shelbyville. They were asked to note its use, physical appearance, popularity at the time of observation, stories, landscaping, and anything else they thought was important or interesting.



The photo assignment helped determine options for youth entertainment and ways to improve upon it. The MCMV group's favorite places emphasized the need to diversify entertainment options in Shelbyville. It would be beneficial to incorporate a third space type of vibe when creating places for Shelbyville youth to enjoy.

A common favorite place in Shelbyville was Wal-Mart. Popular among the MCMV student group, Wal-Mart was seen as a destination or popular "hang out" spot for friends to gather and spend time, although that is certainly not the intention of Wal-Mart stores.

what's hot in
Shelbyville
#walmart
#fastfood
#chainstores
#sports

My Favorite Places

Also popular among the group were national chain restaurants like Buffalo Wild Wings, or restaurants found in strip malls like China Wok. Although strip malls do not add character to Shelbyville, they do provide a safe meeting place for Shelbyville youth. The MCMV students also regularly attend sporting events, like football, baseball, and softball games in Shelbyville parks or Shelbyville High School. The students enjoy the scheduled sporting events, but desire more entertainment when ball sports are not an option.

Also popular among the MCMV group were local restaurants such as Cow Palace, an American restaurant and Ice Cream Shop, and Cholula's Mexican Restaurant. The MCMV student group was more inclined to support their local businesses than the general student population we surveyed later in the semester.



SHS Senior Class Survey

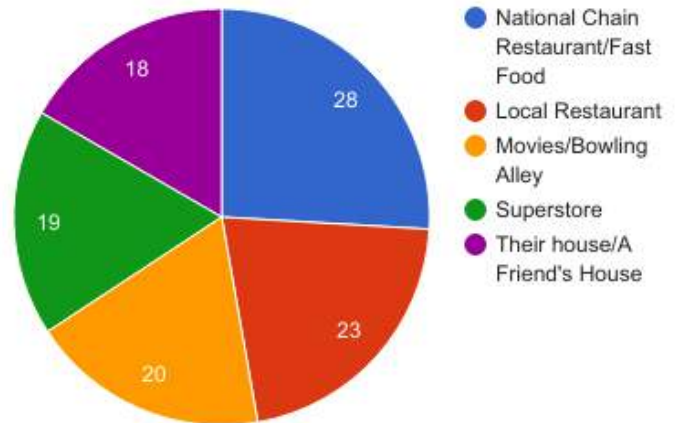
Following the photo assignment, a survey was created for the Shelbyville Senior High (SHS) class of 2017 to list their three favorite places in Shelbyville, along with suggestions for additional amenities. Results show an overwhelming majority of students focus their attention on fast food restaurants, chain restaurants, or Walmart.

While these options are convenient, they are not unique, and do not add much character to a community. Most listed not only their first, but also their second favorite places as fast food restaurants. In fact, the most requested amenity by the SHS senior class was Steak n' Shake. Steak n' Shake offers inexpensive late night food that high school students often frequent after events, like dances and football games. One could presume that the requests for Steak n' Shake are truly requests for a safe, late night hangout option with inexpensive food.

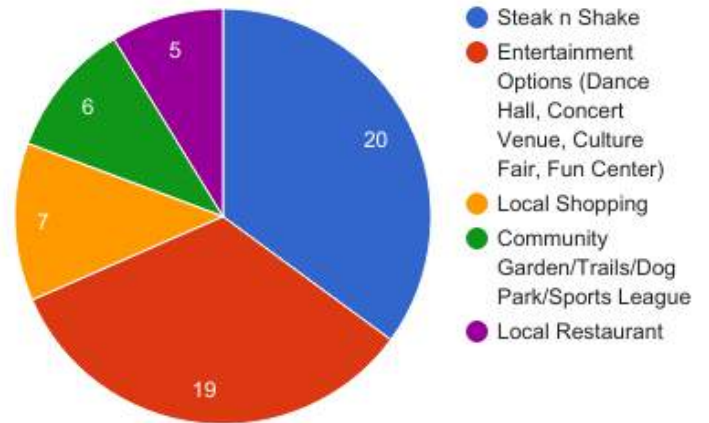
This presents an opportunity to create a late night destination for Shelbyville youth that adds character to the city, like a locally owned and operated 24 hour restaurant. The second most popular request among the seniors, just one vote behind Steak n' Shake, was for more entertainment options. The results revealed the lack of entertainment options for youth in the community.

Requested destinations include, but are not limited to, a dance hall, paintball/airsoft field, skating rink, go karts, mini golf, cultural fairs, and concert venues. This lack of entertainment options helps explain why SHS seniors ranked their house or a friend's house among their top five favorite places. Detailed survey results can be found in Appendix A.

SHS Senior Class Survey Top 5 Favorite Places



SHS Senior Class Survey Top 5 Suggestions



Mentor Led Analysis

Demographic Profile

What Is Shelbyville Like? An Inside Perspective

Before factual data was presented, the students were asked to guesstimate demographics like what kind of people lived in Shelbyville, their income, and education levels. This exercise helped the mentor understand Shelbyville's reputation with youth, and neighboring cities and towns. Student responses included:

- *People don't come here to buy things*
- *We have a lot of lawyers, but not a lot of jobs that require higher education.*
- *It's mostly white people...we have a lot of hispanic people here, too.*

When guessing the economic base of Shelbyville, the students loudly responded with:

- *Factories. Manufacturing, for sure.*

Esri Community Analyst helped create a realistic picture of Shelbyville that was quite similar to the students perception. The most telling analyses are population, race/ethnicity, income, educational attainment, employment, and industry leakage and surplus. Shelbyville was compared to the county, state, and other Indiana cities over time, when appropriate.

Population Change

The overall population of Shelbyville is expected to rise over the next five years from 19,359 to 19,479, which is a slower rate of change than Shelby County, and a much slower rate of change than the state of Indiana. Since 2000, Shelbyville has been slowly growing its population. The students mentioned in the SWOT analysis that Shelbyville has relatively slow growth, and Esri data proves their keen observations were correct.

To understand why Shelbyville is growing slowly, it was compared to municipalities with a similar economic base, population size, and/or geographic location. Later demographic profiles show Shelbyville has a largely unskilled workforce (nearly 80%), an economic base in service jobs, manufacturing, and transportation, is roughly 40 minutes outside of a major city (Indianapolis), and is the county seat.

Huntington, Indiana is nearly identical to Shelbyville in all measures mentioned above. Huntington is located just 40 minutes southeast of Fort Wayne, has an economic base in manufacturing, construction, and transportation, is the county seat, and has roughly the same number of residents as Shelbyville. However, Huntington has been declining in population since the year 2000. This is common in cities relying on an unskilled workforce with traditional manufacturing as an economic base, like Shelbyville.

Shelbyville’s slow but steady positive population growth despite its workforce being nearly 80% unskilled shows that people view Shelbyville as a desirable place to live. This is important when planning for future growth. People may be attracted to Shelbyville because of its proximity to Indianapolis (38 min), or job opportunities at one of the many large industries available. However, Shelbyville could make efforts to increase the population at a faster rate similar to the state as a whole.

Cities in Hamilton County like Westfield (see chart) and Fishers are equidistant from Indianapolis’ city center, and rapidly growing. Cities like Westfield and Fishers cater toward white collar jobs, and have high educational attainment with quality schools. Many factors contribute to population growth, but higher educational attainment is a catalyst for positive growth in communities.

Higher educational attainment among residents warrants a more skilled workforce. A skilled workforce yields higher incomes that invite higher quality housing and development, all of which can contribute to the rapid population growth that Hamilton county is experiencing.

When planning for the future, Shelbyville should hold onto its economic base industries, like manufacturing, but consider inviting others: health, finance, and STEM industries. These require higher educational attainment, and provide higher incomes that may encourage high quality development and contribute to faster population growth. Luckily, Shelbyville will soon break ground on a new hospital with health care professionals who will be searching for places to live and play.

| | 2000 Population | 2010 Population | 2016 Population | 2021 Population | Change | 2000-2021 Rate of Change |
|----------------------|--------------------|--------------------|--------------------|--------------------|---------|--------------------------------|
| Indiana | 6,080,485 | 6,483,802 | 6,698,147 | 6,891,128 | 810,643 | 13.33% |
| Shelby County | 43,445 | 44,436 | 44,953 | 45,340 | 387 | 0.89% |
| Shelbyville | 18,410 | 19,191 | 19,359 | 19,479 | 120 | 0.65% |
| Huntington | 17,877 | 17,210 | 16,985 | 16,798 | -1,079 | -6.04% |
| Westfield | 16,354 | 30,160 | 36,271 | 41,425 | 25,071 | 153.30% |

Population by Race / Ethnicity

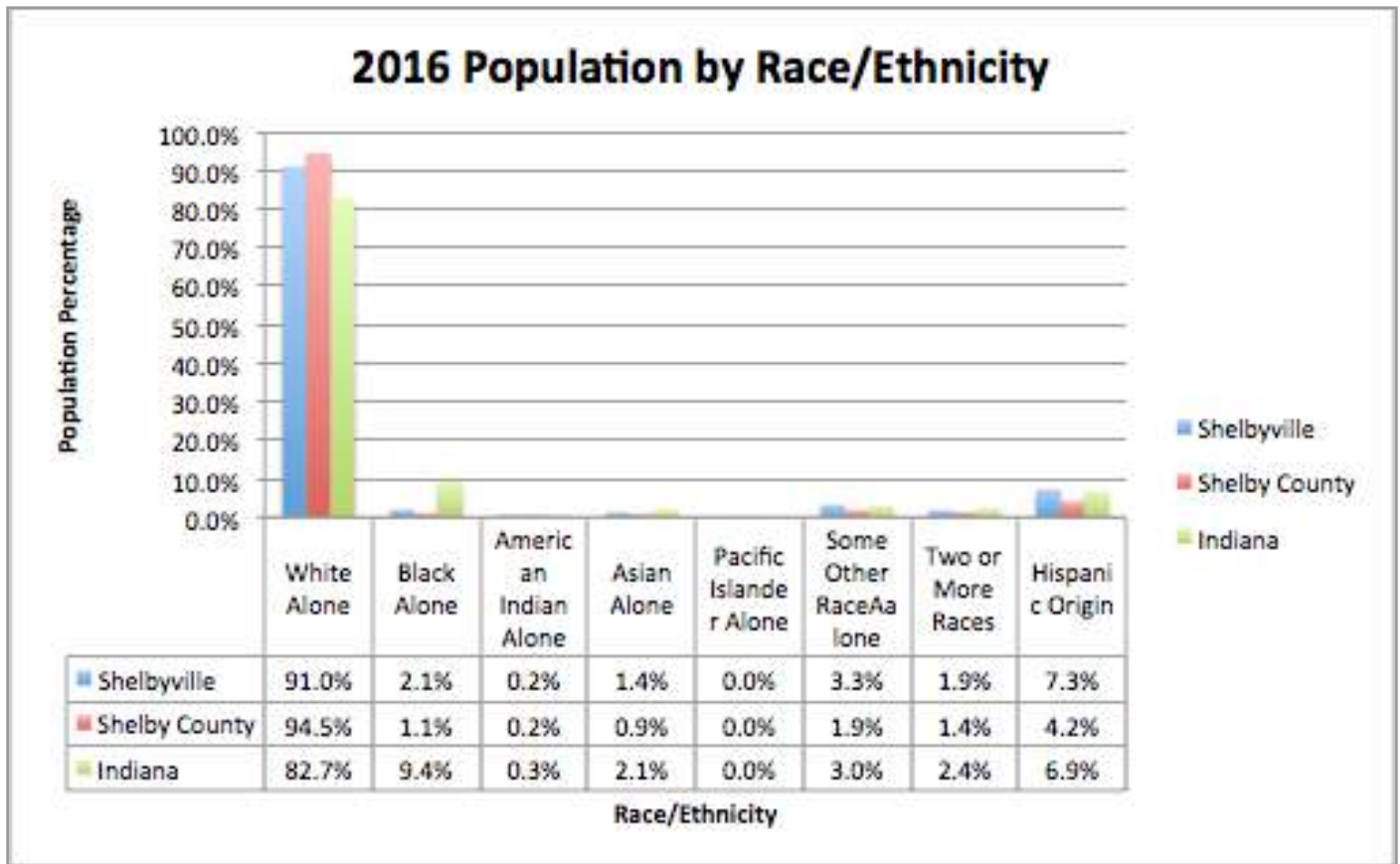
The population of Shelbyville by race/ethnicity is compared to the county and state in the years 2016 and 2021, shown below. Shelbyville is similar to Shelby County and Indiana by being predominantly white, and the white population is expected to decline over the next five years.

However, the white population is expected to decline at a rate faster than both Shelby County, and Indiana, while the hispanic population is expected to increase. By the year 2016, Shelbyville has managed to attract a higher percentage of Hispanics than Indiana, but Indiana is projected to catch up by the year 2021. This large, growing representation of Hispanic people in Shelbyville is notable.

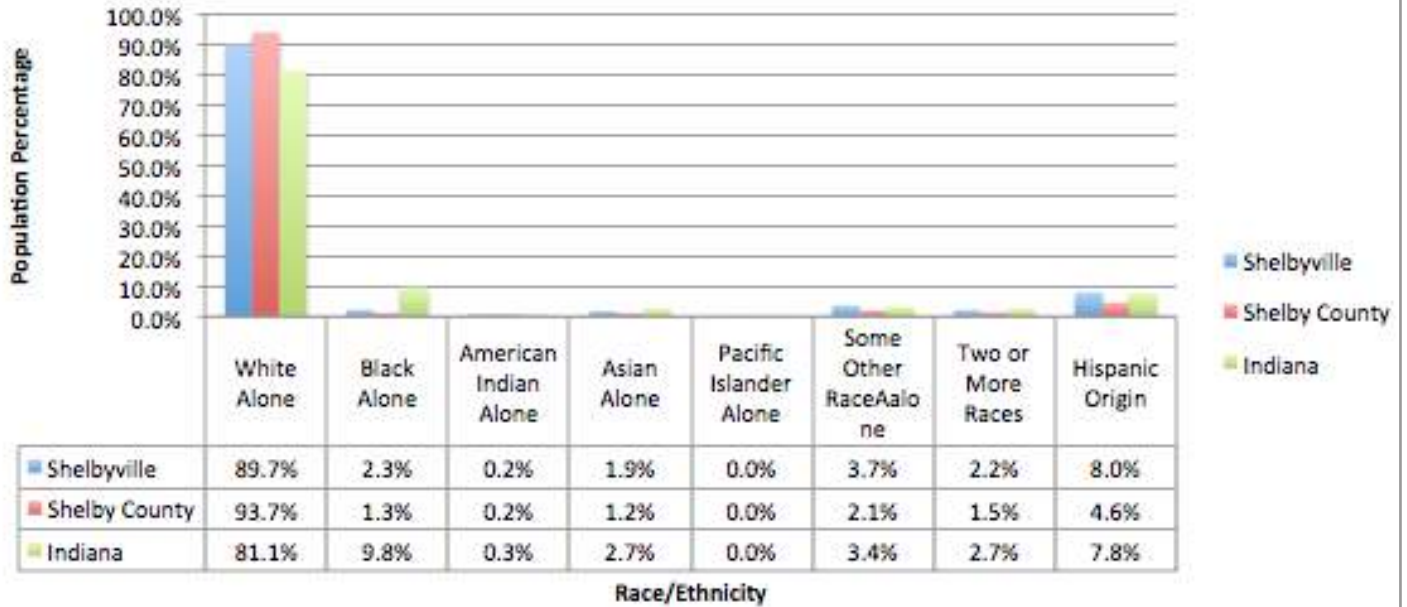
Often times, minorities create racially homogenous neighborhoods within their community and celebrate their individual culture. This can be seen in large cities like New York City and Chicago, featuring Little Italy, Greek Town, and Chinatown.

Neighborhoods are often filled with families celebrating their unique culture through food and entertainment. If Shelbyville has a largely Hispanic area, public officials should look into integrating Hispanic culture into more programs around the city. Encouraging harmony among racial/ethnic groups helps to create a sense of community and form an attachment to Shelbyville that encourages people to invest in the city.

Also notable is the huge under-representation of Black people in Shelbyville (2.1%) and Shelby County (1.1%) when compared to Indiana (9.4%). Increased efforts to celebrate culture, and more employment opportunities may encourage minorities to locate in Shelbyville and Shelby County.



2021 Population by Race/Ethnicity

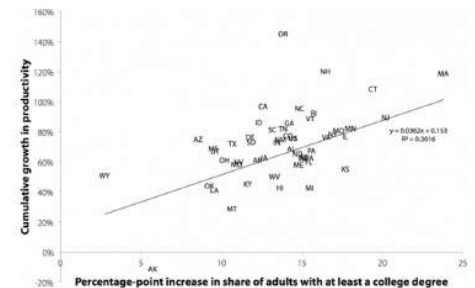


Educational Attainment

The educational attainment of Shelbyville revealed a shocking 78% of the workforce is unskilled. Only 22% of the population has an associate's degree or higher. The state percentage of unskilled workforce is 66%, and covers a much larger geographical area than the city of Shelbyville. See the 2016 educational attainment chart below for reference.

According to Economic Policy Institute, investing in education is good for budgets in the long run, since workers with higher wages contribute more through taxes over the course of their lifetimes. This institute also mentions the correlation between productivity and educational attainment. See (Figure TBD) on productivity to the right.

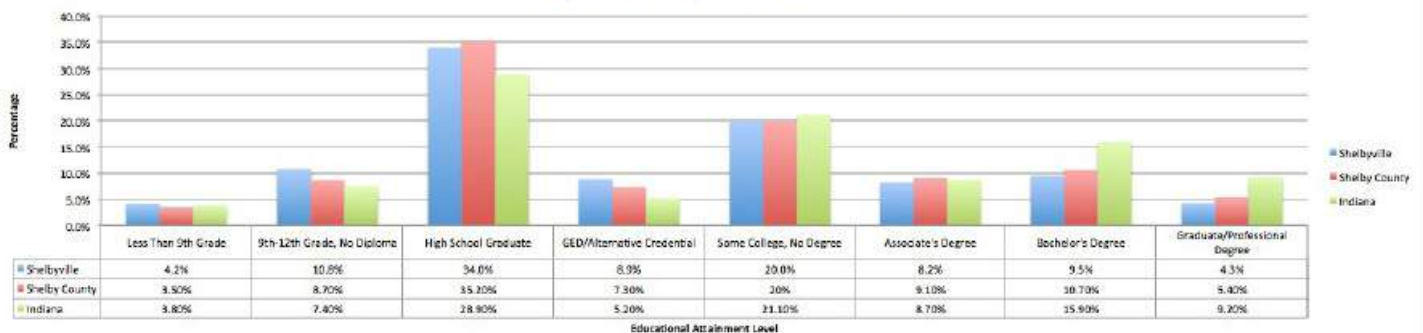
Productivity has grown more in states with greater growth in the educational attainment of their workforce
Relationship between state productivity growth and increase in college attainment from 1979 to 2012



Source: EPI analysis of unpublished total economy productivity data from the Bureau of Labor Statistics (BLS) Labor Productivity and Costs program, state employment data from BLS Local Area Unemployment Statistics, and college attainment data from the Current Population Survey basic monthly microdata

Economic Policy Institute

2016 Population 25+ by Educational Attainment

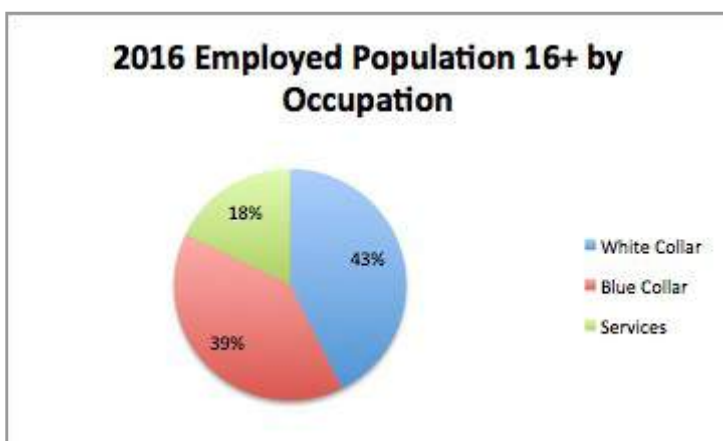
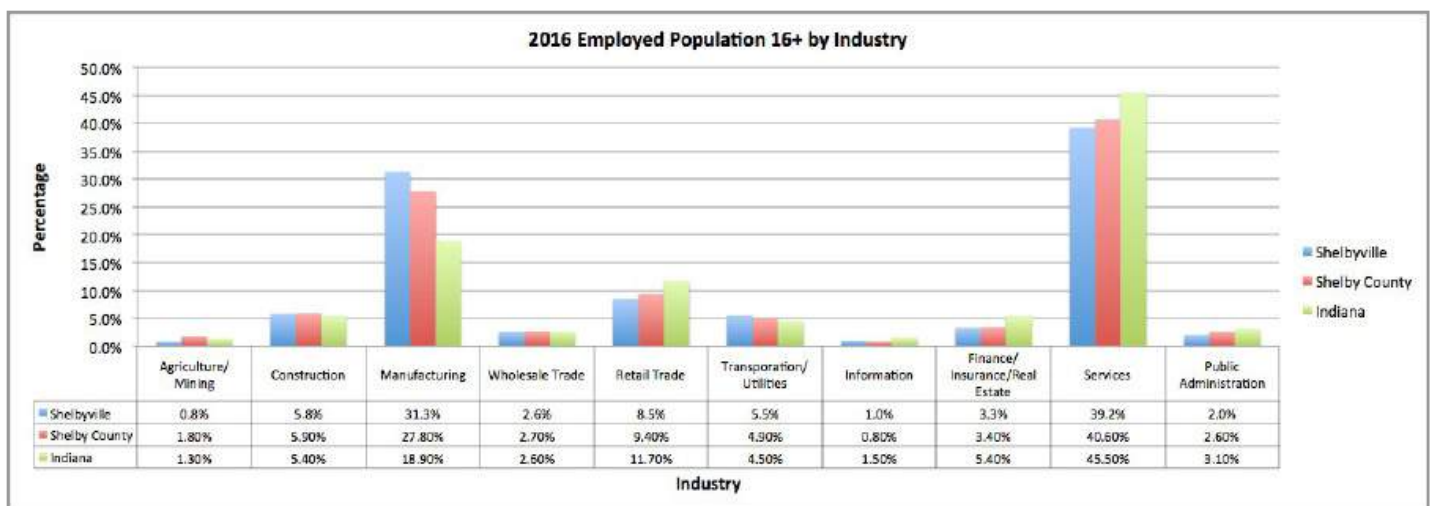


Economic Profile

Employment by Industry

The students were fairly certain the economic base was manufacturing, but this was disproved as Esri showed “Services” is the most common industry type. Service jobs in Shelbyville are likely to include administrative assistants, or similar positions that do not require a college degree, only special certification. Examples of this include management at movie theatres, phlebotomists and certified medical assistants, personal services like dry cleaning and beauty shops, and maintenance.

The 2016 Employed Population by Occupation data shown below specifies that most Shelbyville service jobs are blue collar jobs in Manufacturing or Transportation, i.e. factories and trucking. These types of blue collar service jobs typically don’t require higher education, and further explains the uneducated stigma present in Shelbyville.



2016 Employed Population 16+ by Occupation

White Collar 42.6%

- Management/Business/Financial 8.5%
- Professional 15.0%
- Sales 6.9%
- Administrative Support 12.3%

Services 17.8%

Blue Collar 39.5%

- Farming/Forestry/Fishing 0.3%
- Construction/Extraction 6.0%
- Installation/Maintenance/Repair 3.4%
- Production 20.8%
- Transportation/Material Moving 9.1%

Industry Leakage and Surplus

Leakage and surplus reports created by Esri provide detailed analyses on supply and demand by industry group. This report shows a dollar amount of demand for a type of industry, like Drinking Places-Alcoholic Beverages. Demand is called “retail potential” and supply is “annual retail sales.” If there is more sales than demand, there is an industry surplus. If there is more demand than sales, there is an industry leakage.

Esri shows the industries leakage as an exact dollar amount. On Esri, Drinking Places- Alcoholic Beverages shows a positive retail gap of over \$700,000, or an industry leakage. Basically, there is \$700,000 worth of demand for bars in Shelbyville that remains untapped potential. For entrepreneurs and investors deciding what business to start in an area, the Esri Industry Leakage & Surplus report takes risk out of the equation.

Of the industries with leakage, clothing and clothing accessories stores, drinking places-alcoholic beverages, and direct selling establishments are most relevant to this plan. These industries with leakage match the students suggestions for boutiques, fun places, and culture fairs, found in the aspirations section of the SWOT analysis, and SHS senior class survey.

The suggested series of culture fairs houses booths for direct selling establishments, featuring goods produced by students artists and local artisans not located in a leased store. The direct selling industry alone has a leakage of over \$700,000. The demand for these types of industry groups prove that the students aren’t the only ones in search of new Shelbyville businesses. A detailed summary of leakage and surplus in Shelbyville can be found in Appendix B.

| Industry Group | NAICS | Demand (Retail Potential) | Supply (Retail Sales) | Retail Gap |
|-------------------------------------|-------|---------------------------|-----------------------|--------------|
| Clothing Stores | 4481 | \$ 4,192,099 | \$ 2,745,485 | \$ 1,446,614 |
| Direct Selling Establishments | 4543 | \$ 714,620 | \$ - | \$ 714,620 |
| Drinking Places-Alcoholic Beverages | 7224 | \$ 1,392,901 | \$ 664,581 | \$ 728,320 |

Income

The average income of Shelbyville is expected to increase by 2021 at a rate very similar to the state of Indiana. The median income of Shelbyville is expected to increase by 2021 at a rate faster than the state, indicating higher paying jobs coming to Shelbyville by the year 2021.

The per capita income, or income of all persons in the city of Shelbyville divided by the total number of people, is expected to increase by 2021 at a rate slower than the state and county. See charts below.

| | 2016 Average Household Income | 2021 Average Household Income | Growth Rate |
|----------------------|-------------------------------|-------------------------------|-------------|
| Shelbyville | \$56,763 | \$62,645 | 10.36% |
| Shelby County | \$68,163 | \$75,823 | 11.24% |
| Indiana | \$65,504 | \$72,261 | 10.32% |

| | 2016 Median Household Income | 2021 Median Household Income | Growth Rate |
|----------------------|------------------------------|------------------------------|-------------|
| Shelbyville | \$41,375 | \$47,129 | 13.91% |
| Shelby County | \$53,455 | \$59,975 | 12.20% |
| Indiana | \$50,189 | \$56,210 | 12.00% |

| | 2016 Per Capita Income | 2021 Per Capita Income | Growth Rate |
|----------------------|------------------------|------------------------|-------------|
| Shelbyville | \$23,011 | \$25,317 | 10.02% |
| Shelby County | \$26,836 | \$29,825 | 11.14% |
| Indiana | \$25,583 | \$28,276 | 10.53% |

Major Findings: Quantitative Data

- Shelbyville has a large, unskilled workforce with jobs mostly in services and manufacturing
- Shelbyville's population is growing slowly when compared to the state and other cities equidistant from Indianapolis' city center.
- Shelbyville's population is growing faster when compared to cities of similar economic base, educational attainment, political views, and proximity to a major city.
- Shelbyville is mostly white, with a growing hispanic population.
- Shelbyville is providing a large number of services, but could provide more diverse retail and entertainment options (clothing, hobby stores, sporting goods, drinking places).
- Students were correct in most of their presumptions.

3 Goal Formation

In this section you will find:
3 Overarching Goals

- Connecting Students to Downtown
- Fighting the Stagnant Rural Stigma
- Community Beautification

4 Action-Oriented Initiatives

- Placemaking through Public Art
- Mobile Food Vendors and Pop-Up Programs
- Student-Run Business
- Community Garden

Introduction

The SWOT-A analysis, survey results, and quantitative analysis helped form four overarching goals for Shelbyville moving forward. Connecting students to downtown, increasing community pride, community beautification, and fighting the “Stagnant Rural” stigma.

Brainstorming activities with the students revealed a desire to improve Shelbyville’s popularity by providing more educational and entertainment opportunities.

Goal: Connecting Students to Downtown

A city’s downtown is ideally where all ages are invited to live, work, and play in an area that is unique and vibrant at all hours of the day. Local businesses should thrive here, and people should feel welcome. A part of a downtown’s success is physically getting people there, whether that be through pedestrian friendly initiatives, or inviting fun businesses to locate here, people should populate and invest in the downtown. Popular strategies to create a thriving downtown include public spaces for events, multimodal transportation efforts, and creating an entertainment district.

Luckily, Mayor Tom DeBaun and the local planning department have worked with consultants to draft a downtown revitalization plan. Key points of the plan include creating a central gathering plaza, re-orienting parking either by use of an underground or surface lot, and turning historic buildings into a hotel and living spaces. Similar to the MCMV plan, the revitalization efforts are aimed at the youth generation. However, the Shelbyville revitalization plan is expected to take a minimum of four years for results. Supplemental projects can be created now to engage youth downtown. SHS class of 2017 survey results revealed a number of students love “the downtown circle” and wanted to see more activities surrounding it. If there were

more youth centered destinations downtown, more students would probably list the circle as their favorite place.

Placemaking is a planning and design approach to create spaces that promote people’s happiness, health, and well-being. Placemaking efforts typically include public art with resting places, like benches, that invite people to congregate. The MCMV group mentioned public art as an aspiration of theirs throughout all brainstorming events. This initiative includes public art in downtown and throughout the city of Shelbyville, and can be achieved in one year.

Other popular placemaking efforts include pop-up programs and events, like street fairs and festivals, both of which were mentioned by SHS seniors and the MCMV group as an aspiration of theirs. A short to long term goal of the MCMV group is to have ethnic food vendors in an unused lot downtown. Programming of the space will vary across seasons, focusing on food vendors during the warm months and seasonal beverages during the colder months.

Initiative: Placemaking through Public Art

Why This is Important (Why)

Placemaking invites people to reinvent public spaces to display the heart of their city. Placemaking is a collaborative effort of a community to establish city pride, and connect with one another. Public art is an especially simple and effective form of placemaking that brings life to otherwise lifeless public spaces. The SHS and MCMV students desire to create more spaces for people to connect. This directly relates to the survey results that mentioned preference of a friends house over public spaces. While public art is important, community driven art forms attachment.

The MCMV students emphasize their desire to include student artists as part of the public art initiative. Studies show that the “aesthetics of a place – its art, parks, and green spaces,” ranked higher than education, safety, and the local economy as a “driver of attachment.” Public art is important because it influences human gathering, and bolsters feelings of attachment. Academically speaking, public art increases the chances of youth returning to Shelbyville after high school or college because art helps form human attachment to a community.

Recommendation (What)

The students wish to include public art in downtown locations first, and later expand to other available sites in Shelbyville. The artwork is to include student artists from Shelbyville schools, and increase community pride through this collaborative effort. Various types of art should be considered, but community murals have proven noticeable and effective, like the 70' x 30' mural presently near city hall. See a video of its creation here. <https://vimeo.com/113286531>

Action Steps (How)

SHS and MCMV students should pair with the Shelbyville arts council, a local art teacher, artists, and a volunteer association to organize a community art initiative. For locations in public spaces, business owners should be contacted to determine willingness to participate. Pairing with local government officials will also be beneficial. The city of Shelbyville’s planning department can create new business incentives to include public art that reflects the heart of Shelbyville.

The student led community art initiative should work to be sponsored by the Shelbyville arts council and local government in order to establish legitimacy and secure funding with adult supervision. Once established, it will be the student artists, volunteers, and their adult sponsors collaborative responsibility to organize themselves. This includes nominating leadership, establishing a fund for donations, securing a meeting place and storage for supplies, cleanup of sites suitable for mural application, fundraising, creating a shared vision for a community mural, and actually implementing the project.

Funding sources

Funding for public art projects can be obtained by working with local government to apply for grants, and pairing with the Shelbyville Arts Council and its financial donors to create a student led public art fund. Crowdfunding, or simply individual donations, are an effective way for students to secure additional funding. Options for public art funding are available in abundance. Sources include the Arts Council of Indianapolis, and percentages from development projects benefiting the cause. Additional funding sources available in Appendix C.



| Name of Location | Address | Located in Downtown | Type of Art | Available Art Square Footage |
|---|------------------------|---------------------|-----------------------|------------------------------|
| First Methodist Building/ Commercial office | 22 W Washington Street | Yes | Wall Mural | 3800 ft ² |
| East Washington Parking Lot | 39 E Washington Street | Yes | Wall Mural | 3600 ft ² |
| Traffic Signal/Utility Boxes | Throughout the City | Yes and No | Painted Utility Boxes | 70 ft ² |

Budget and Timeline

Phase One: Two downtown murals priced at \$5,000 to \$15,000 per mural brings the grand total for phase one to \$10,000 to \$30,000. The expected time for implementation is 6-9 months to find and organize the artist commission. The mural should take 3 months to paint, so weather permitting the entire process should take around one year.

Phase two: Utility box art in downtown Shelbyville is a way to spruce up otherwise bland utility boxes. They should cost an estimated \$50 per box, and an estimated 20 downtown utility boxes brings the grand total for phase two to around \$1,000. It should take 3 months to find and organize a student artist, and around 6 months to paint them all, given the weather.

Initiative: Mobile Food Vendors & Pop-Up Programs

Why This is Important (Why)

The students have mentioned an interest in programmable events that convert vacant parking lots into activated spaces for mobile food vendors and fun activities. Bringing people from the entire city downtown on a regular basis, once a week or even just once a month, makes citizens aware of the unique amenities that exist in Shelbyville. The creation of these events gathers people who do not live or work downtown, so the event exposes more people to the assets present in the heart of Shelbyville.

As a result, folks are more likely to visit downtown for shopping, dining, or entertainment on other occasions, and are more likely to consider living downtown or perhaps locating their business downtown. Another benefit of these types of events is that they engage local merchants, artists, and entrepreneurs, helping to make these businesspeople champions for downtown revitalization. The students are working toward connecting to downtown and increasing community pride through programmed events in vibrant spaces. This initiative pairs nicely with the public art initiative. Strategically choose sites with unused surface parking that are willing to hold events and sport public art on their buildings helps further placemaking efforts that attract the youth generation.

Research shows a demand for an additional \$2 million worth of sales for non-store retailers. Selling goods from portable stalls is a type of non-store retailer often found at city sponsored events featuring downtown merchants, music, and food. Non-store retailers have an opportunity to “test the waters” at these programmed events, and may The foundation of pop-up events and mobile food vendors not only engages the residents of Shelbyville, but also serves as a catalyst for economic development. See Appendix B for details on demand for non-store retailers.

Recommendation (What)

The mobile food vendors and pop-up programs are an effort to encourage a more diverse Shelbyville. The students mentioned a need for diverse food, music, and entertainment, so that these pop-up programs serve as cultural fairs for the city and encourage welcoming all of its citizens. Highlighting the local hispanic population and Japanese sister city through cuisine, live music, and dance would help create the vibrant atmosphere that Shelbyville youth feel is missing today.

The culture fairs should highlight local artists, food vendors, artisans, and artistic businesses like dance schools or local gyms with previews of dance classes outside. These pop-up programs are mutually beneficial, acting as entertainment for patrons, and free advertising for businesses. This initiative includes a chart of suitable sites and availability to host mobile food vendors and pop-up programs in the downtown and/or around the city.





| Address | Downtown | Name of Location | Current Use |
|------------------------|----------|------------------------------------|-------------|
| 22 W Washington Street | Yes | Parking lot west of methodist bldg | Parking Lot |
| Public Square | Yes | Circle in Public Square | Parking Lot |
| Lee Boulevard | No | Blue River Memorial Park | Park Space |

Action Steps (How)

The city of Shelbyville should work to determine the types of programs that most interest students and residents of the city. Survey results show a desire for cultural events with a diverse array of food, music, and celebration. The formation of such events requires organizing a committee with the appropriate departments. The street, police, and parks and recreation departments should pair with local merchants/business owners to program regular events downtown.

A student representative could serve on this board to act as youth liaison, so that the vision is not lost. This creates a unique leadership opportunity for the student. First, the committee should select sites that all departments agree are suitable for use. Second, the committee should create a schedule for outdoor programs that cater toward young adults.

Action Steps (How) Continued

The events should come with a memorable tag line, like “First Friday Food Truck Festival” or “Downtown Circle Block Party” with a theme, date, time, and place for each event. Third, city departments should seek out vendors for the programs, like local businesses who are looking to sell merchandise, food, or services. Fourth, the planning department should help businesses and vendors obtain permits for such events.

Lastly, all departments and youth liaison should work to promote these events. In addition to this committee, students should pair with Mainstreet Shelbyville, Inc. This 501-C3 is dedicated to improving Shelbyville, and has multiple programs to do so, including Pop-Up Kiosks. These kiosks through Mainstreet Shelbyville, Inc. are an opportunity for small entrepreneurs to test the retail market in historic downtown Shelbyville. This organization is the perfect partner for the MCMV downtown centered initiatives, and may be of assistance when expanding to other locations in the city.

Funding

Funding for community events is primarily supported from an existing city budget, but fundraising efforts and sponsorships can be obtained from local businesses through promotional opportunities and advertisement. Fundraising can be obtained via percent nights, where organizations pair with local businesses on certain days. A portion of sales on these days are then donated to a reputable cause. The Project for Public Spaces website has funding strategies available. A detailed list of funding resources can be found in Appendix C.

Budget and Timeline

The placemaking initiative depends on activated public spaces that likely include murals. An IHEDA placemaking grant is available for an expected \$5,000 worth of public art. The rest of the budget should be a part of the Shelbyville city budget in order to hire entertainment and pay for security staff. The event would require an estimated \$5,000 to \$20,000 of city budget, depending on the event space and size of the events.

Ticket sales for events and increased tourism will supplement the temporary loss in revenue. It will take 3 years to create a program schedule, 6 months to create the city budget, and 3 to 6 months to find entertainment, vendors, and promote the events for a total of 9-12 months of preparation for a full year of programming.



Goal: Fighting the “Stagnant Rural” Stigma

Students have mentioned a negative stigma that lingers over Shelbyville. According to the youth generation, Shelbyville is often called “Stagnant Rural” due to the assumption that Shelbyville residents are, or unintelligent people who live in the country. To devoid a community of such a stigma requires a look at its origination. Often times s are assumed to have low educational attainment, and socioeconomic status.


Esri reports confirm that only a small percentage of Shelbyville residents aged 25 and older have achieved an associates, bachelors, or some higher degree. In fact, the most popular form of educational attainment for this demographic is simply a high school degree, GED or equivalent (42.9%). 20% of residents have some college, but no degree, and 10.8% of residents 25 and over attended grades 9-12 without receiving a diploma. In short, the unskilled workforce in Shelbyville accounts for nearly 80% of the population 25 years and older as of 2016. Because of this fact, investments in education are of the utmost importance.

There is a strong correlation between educational attainment and community prosperity. According to a recent study by the Arizona State University (ASU) Department of Economics and Center for Competitiveness and Prosperity Research, the positive relationship between higher education and higher earnings is unmistakable. Not only do higher earnings for those with college degrees exist, but it creates higher wages for those without college degrees. This ASU study revealed that for every 1 percentage point increase in the labor force share of college graduates in a metropolitan area hold, it yields an increase in wages for high school dropouts by 1.9%, 1.6% for high school graduates, and a 0.4% increase for college graduates themselves. Basically,

the more Shelbyville encourages and prepares students to graduate college and return home, the more prosperity it will see. As Shelbyville sees more prosperity and investment, the quality of life is expected to increase. A high quality of life invites educated people to settle in Shelbyville, thus replacing the “Stagnant Rural” stigma with a more positive view.

The same ASU study outlines the importance of a quality college education. “Individuals who graduated from a college rated as ‘highly or most competitive’ earned 15 percent more than someone who graduated from a ‘competitive’ institution. The wage premium for those who graduated from a ‘very competitive’ college was 8 percent relative to a ‘competitive’ institution. Graduates from public institutions earned 4 percent less than those from private institutions.

Finally, graduates from graduate degree-granting research institutions earned 14 percent more than graduates from liberal arts colleges.” In short, the quality of educational institutions has a direct affect on earning potential for its students. Eradicating Shelbyville’s stigma requires investments in high quality education, job opportunities, and entrepreneurial options for well-educated graduates to return home and encourage quality higher learning.



only 22% have more than a high school degree

Goal: Fighting the “Stagnant Rural” Stigma (Continued)

Creating a desire for quality higher education is a key component to fighting the “Stagnant Rural” stigma. Community stakeholders must work together to provide opportunity for Shelbyville youth both in and outside the classroom. Students need to challenge themselves to become the well-rounded individuals that quality college institutions recruit. These institutions are searching for students involved in advanced academic courses, extracurricular activities, part-time jobs, and volunteer opportunities. A student run business is an excellent opportunity to offer educational opportunities that simultaneously serve as work experience, all of which are excellent attributes for young college hopefuls applying to quality schools.

Not only is this an excellent opportunity, but a student-run business increases community pride and attachment in a way that working at a local chain does not. In fact, the students themselves were thrilled at the prospect of managing their own store. Introducing students to the pride associated with business management encourages them to attend college, and return home with entrepreneurial ideals. A student run business, with the right advertising and promotional efforts, has potential to serve as a catalyst for economic development in Shelbyville. Active peer engagement through educational and entrepreneurial opportunities will help eliminate the “Stagnant Rural” stigma that is present today.

**“A student run business...
has potential to serve as
a catalyst for economic
development in Shelbyville.”**

Initiative: Student-Run Business

Why This is Important (Why)

The students have mentioned an interest in creating a student-run business. A student-run business provides minimum wage jobs for youth in a workplace they feel connected to. Because of the pride students have in their business, they are likely to recommend it to their peers, resulting in a guaranteed student customer base. Students who work at this business invite their friends to frequent it, and student managers are likely to promote student community involvement.

This student run business has potential to become a hub for student social responsibility: promoting volunteer efforts and community service. The millennial generation prides itself on the ability to passionately “give back” to its community, and a student run business creates jobs and increases Shelbyville pride. The publicity Shelbyville would gain in having the county’s first student-run business would help to reduce the stigma present today.

This business opportunity helps teach youth transferable skills like customer service, management, leadership, and basic business principles, such as balancing a register, employee scheduling, and potentially fundraising. A student-run business offers youth an opportunity for more responsibility that is not yet available for them in Shelbyville. The skills gained in this business may encourage students to open their own business, and the job experience helps create competitive college applications. The student-run business offers encouragement for Shelbyville youth to attend college and return home, increasing the educated population and further reducing the stigma present today. All while increasing economic development opportunities.

Recommendation (What)

An ideal student run business has low startup costs. The students have expressed interest in starting a coffee shop initially located inside Shelbyville Senior High School (SHS), then analyzing quarterly sales to plan for locations around the city. The first coffee shop located inside an SHS concession stand would sell coffee, tea, snacks, and baked goods, prepared and sold by students.



Pictured: Unutilized concession stand at SSSHS

The coffee shop would serve as a hangout for students during the leisure periods before and after school and lunch. The student hangout status would be achieved by including a television with movies or music, i.e. 90’s movies, kids movies, rock n’ roll music, etc. that rotate with each season or school events. The coffee shop would also increase student involvement by promoting student events via bulletin board, and highlighting community outreach opportunities that students can get involved in.

The coffee shop aims to be a “third space” separate from work or home for its patrons to engage one another, become more socially responsible, as well as relax or complete homework. Future engagements include creating a year long work-study course that teaches students how to run a business, and sell product during their class period.

| Location | Downtown | Business/ Use Attached | Owner Occupied/ Renter Occupied | Date available | Times available |
|---|----------|--|--|---|---|
| 22 W Wash- ington Street | Yes | First Method- ist Building/ Commercial office | TBD | N/A | N/A |
| 2003 S Miller St, Shelbyville, IN 46176 | No | Shelbyville High School Concession Stand | State controlled | August-June of Academic school year | August-June of academic school year |

Action Steps (How)

The first step for creating a student-run business is to find an adult sponsor to help with securing funding and act as a mentor. This may be an economics teacher, local business person, or both. The adult sponsor will need to receive some sort of incentive for helping the students, so arranging payment through the school may be necessary if they are not already a teacher. Second, find an appropriate space for selling the product or service.

The startup will likely be held inside the school at a concession stand or cafeteria window, so students should work with the school administration to secure spaces available. For future expansion students should pair with local government to find appropriate spaces.

Third, the students and sponsor will have to build a client base. The startup will likely be located inside the school, with guaranteed student sales. For future expansion, building a client base may necessitate attending seminars to learn the tricks of the trade, or advertising the business outside of various school sanctioned and city-wide events.

Funding Sources

The startup will likely be held inside the school at a concession stand or cafeteria window, so students should work with the school administration to secure spaces available. For future expansion students should pair with local government to find appropriate spaces.

Grants are available for student run businesses that serve as a school sponsored learning opportunity. Grants.gov has an available list of funding opportunities that students and the mentor can research and apply for together. In order to apply for grants as an organization through grants.gov, the students and mentor must register as an organization and obtain a DUNS number and SAM registration, which can take up to 4 weeks.

Adobe reader software is required, so school computers will likely have to be used to apply for organizational or individual grants. Crowdfunding is likely to be used for a student run business. Sources of crowdfunding include a GoFundMe.com page, fundraising at special events, door to door sales, and promotional campaigns through social media.

Budget and Timeline

Phase One includes two downtown gardens priced at \$5,000 per garden for a total of \$10,000. Full funding for this may come from a Blue River Community Foundation Grant that may take one year for implementation.

Phase Two includes two gardens located in Shelbyville priced at \$5,000 per garden for a total of \$10,000. Full funding for this may come from an American Community Garden Association grant that may take up to one year for implementation. The Shelby County Master Gardeners Association may help close any funding gap that could potentially arise.

Goal: Community Beautification

Beautiful communities are made possible through hard work and dedication. Studies show that people feel more connected to cities with beautiful public spaces. Public spaces that impact people the most tend to be aesthetically pleasing, and incorporate green space into public infrastructure, plazas, or gathering spaces. Community beautification is important because it creates opportunity for residents to engage with one another and form lasting relationships. Beautiful communities with resident attachment also see more investment in the city to maintain it, which results in a safe, vibrant community that attracts new residents and businesses and detracts criminal activity.



Initiative: Community Garden

Why This is Important (Why)

The students have mentioned an interest in beautifying their community and increasing community pride through an environmentally conscious community garden. Community gardens provide a sense of social responsibility, and help create safe spaces for all ages to come together for one shared vision: food security. Food security is the state of having reliable access to a sufficient quantity of affordable, nutritious food. While the community garden initiative may start small, it has potential to grow into a reliable source of food for the community.

Millennials have a shared interest in environmentally conscious efforts. Clean eating and locally sourced foods are ways to ensure interest from the youth generation. Other than that, community gardens tend to increase property values in the immediate vicinity where they are located. Milwaukee shows that every house within 250 feet of the garden gained \$24.77 per foot of garden. Each garden also added \$9,000 to the local tax revenue. Community gardens help reduce the amount of greenhouse gases emitted from the transportation of food. Gardens are also beneficial for public health. There has been a 48% physical activity increase in information areas, like community gardens where youth learn how to garden. Youth education and reduced crime are two important added benefits of community gardens.

Recommendation (What)

Students should work with the Shelbyville government and appropriate neighborhood associations to compile a list of available sites suitable for gardening. This may include making GIS maps of Shelbyville with soil type and irrigation/water systems as attributes. Students should work with experienced gardeners to determine what types of crops to grow and what to include in the garden.

Sustainable suggestions include: native plant species, rain gardens for rainwater collection, composting, and the use of upcycled materials. Gardening sites should be sure to include a shed for tool and material storage, seating, shade, and areas for all ages. The garden is a reflection of the community, so it is important to have a separate children's garden, and shaded seating or less intensive gardening activities available for seniors. The chart below shows available sites and their suitability.

| Location | Estimated Square Footage | Owner of Land |
|----------------|--------------------------|----------------------|
| 607 E Jackson | 2580 ft ² | Habitat For Humanity |
| 618 Elm Street | 3600 ft ² | Habitat for Humanity |
| 621 E Jackson | 3300 ft ² | Habitat for Humanity |
| 820 S Noble St | 6200 ft ² | Habitat for Humanity |

Action Steps (How)

Students are responsible for creating a garden club that will eventually partner with Leadership Shelby County and their gardening efforts. Leadership Shelby County is an organization that has community gardening initiatives underway. The students may find it beneficial to join the efforts of MCMV and Leadership Shelby County in order to yield quicker results.

Once created, the garden club of Shelbyville will coordinate and host various activities, like trips to local farms, researching sustainable gardening practices, watching documentaries on food security, and listening to guest speakers on how to garden. The club will pair with the local government to find sites and determine their suitability, as well as promote the initiative on GreenTowns.com, a social network of 15,000 communities dedicated to gardening efforts.

The gardening club will be responsible for electing leadership, locating sites, organizing community members of all ages, securing funding with adult supervision, construction and upkeep of gardens, future expansion of gardens, and recruitment of new members in the following years.

Funding

Community gardening initiatives are likely to receive funding from the Shelbyville general fund and state/federal grants. Likely grant categories on grants.gov are for sustainable practices, youth engagement, and environmental protection. OCRA.gov also has grants available for smaller communities, and will help students and their mentor coordinate funding options for a community garden initiative. The American Community Garden Association has gardening grants available.

Locally speaking, partnerships can be made with home improvement stores like Lowe's or Home Depot for funds and/or supplies. Additionally, this linked website mentions sources for community gardens. Additional resources are identified in Appendix C.

Budget and Timeline

A portion of the city and school budget including donation of abandoned concession space should fund this initiative since the initiative startup costs will be low. Other sponsorships for a student run coffee-shop like in-kind donations, crowdfunding, individual sponsorships, and private/corporate business sponsorship are available. Any gap in the funding may be supplemented by a Blue River Community Foundation \$5,000 grant. It may take up to 1 year for starting a business inside the school, and another full year to expand to a storefront.

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4 References

In this section you will find:

- Appendix A: Survey Results
- Appendix B: Esri Reports
- Appendix C: Extending Funding Resources For Initiatives
- Appendix D: Economic Development
- Appendix E: Environmental Analysis
- Appendix F: Sources

Appendix A: Survey Results

| | Favorite Place | Second Favorite Place | Third Favorite Place | What do you want to see more of? | Notes on what they want to see | | |
|---|----------------|-----------------------|----------------------|----------------------------------|--|----|----|
| National Chain Restaurant/Fast Food (Wendy's, Fazoli's, Taco Bell, Applebees, Dunkin, Dairy Queen, McDonald's) | 9 | 10 | 9 | 20 | These were almost all for steak n shake. Also chic fil a, and popeyes | 28 | #1 |
| Superstore (Walmart, Target, Etc.) | 7 | 11 | 1 | 0 | | 19 | #4 |
| Local restaurant (Cholulas, el Meson, King Buffet) | 10 | 5 | 8 | 5 | | 23 | #2 |
| Local gym (anytime fitness, others) | 3 | 0 | 0 | 2 | Public facility with gym (boxing, pool, indoor soccer) | 3 | |
| Local/regional shopping (three sisters, pink poppy, maurices, cato, strip mall) | 4 | 4 | 1 | 7 | Requests for shopping center/redo current shopping center | 9 | |
| Local Park (Sunset, Blue River, Symbiosis Forest Preserve) | 4 | 4 | 3 | 6 | Trails or Community garden, dog park, community sports leagues at blue river park | 11 | |
| Downtown/The Circle | 4 | 3 | 4 | 5 | | 11 | |
| Educational Places (Shelbyville High School/ Local Library/Grover Museum) | 3 | 2 | 1 | 6 | Robotics/engi neering & ciutinary competitions, music programs, sessions on how to pay for college, art programs, ROTC program | 6 | |
| Their house/friend's house | 5 | 3 | 10 | 0 | | 18 | #5 |
| The movies/bowling alley | 4 | 8 | 8 | 0 | | 20 | #3 |
| Hobby type store (gamestop) | 2 | 0 | 2 | 0 | | 4 | |
| Animal Shelter/Pet Stores | 1 | 0 | 3 | 1 | ethical pet store/Cat palace | 4 | |
| Airport | 1 | 0 | 0 | 0 | | 1 | |
| Agriculture/manuf acturing related place (auto parts, junk yard, rural king, knauff railroad, clay dairy farms) | 2 | 5 | 0 | 0 | | 7 | |
| Grocery Store (Aldi, Kroger) | 0 | 1 | 2 | 0 | | 3 | |
| The vi-doc by high point? | 0 | 0 | 1 | 0 | What is this? | 1 | |
| More entertainment destinations (dance hall, painball/airsoft field, fun zone, skating rink, go karts, mini golf, fairs, circle night life, concert venues.) | | | | 19 | | | |

| Timestamp | What is your favorite place? If Name a second favorite place Name another favorite place What projects/initiatives/programs they would like to see for Shelbyville? | Do you live in: | Pick your age group from be | Pick your sex from below | Pick your race/ethnicity from | | |
|-------------------|---|---|---|--|-------------------------------|--------|-------------------|
| 11/2/2016 8:35:16 | Shelbyville High School | Walmart | My home | Steak n Shake | Shelbyville | Male | White Alone |
| 11/2/2016 8:35:53 | Alport | Pettit's Junk Yard | My house | Steak n Shake | Shelbyville | Male | White Alone |
| 11/2/2016 8:36:39 | I like the circle | Taco bell | cow palace (local restaurant) more fairs | more fairs | Shelby County | Female | White Alone |
| 11/2/2016 8:36:46 | Jimmy Johns | Wal mart | Cinema 10 Studios | Nat suru | Shelbyville | Male | White Alone |
| 11/2/2016 8:41:24 | Library | Library | Calbell's (local ice cream) | Culinary comp. | Shelbyville | Male | White Alone |
| 11/2/2016 8:49:54 | Three Staters | Taco Bell | Church | Community robotics/engineering events | Shelbyville | Female | White Alone |
| 11/2/2016 8:57:58 | Pettit's Auto Parts | Shelbyville Auto Parts | Church's | Steak and Shake | Shelbyville | Male | White Alone |
| 11/2/2016 8:58:07 | Blue River Park | Walmart | The circle (the atmosphere) | Community place. More activities on the circle (concert venue?? Culture fairs) iik | Shelbyville | Female | White Alone |
| 11/2/2016 8:58:15 | My house | The bread rafined (large fine) | The v-dob by highpoint | More social events and the creation of night life. | Shelby County | Male | White Alone |
| 11/2/2016 8:59:55 | Choulos | Cow Palace (local restaurant) | Studio 10 Cinema | Good restaurants | Shelby County | Male | White Alone |
| 11/2/2016 9:00:09 | King's Buffet | The circle | Gamestop | Shopping Center | Shelbyville | Female | White Alone |
| 11/2/2016 9:00:11 | Three Staters Books and Gift | Lime's (local bakery and cal) | Cracker Barrel | more public entertainment. WTHOUT destroying the circle because that's a PART of Shelbyville | Shelbyville | Female | White Alone |
| 11/2/2016 9:00:17 | The circle | stip mall | parcs | Mail | Shelbyville | Female | Two or More Races |
| 11/2/2016 9:00:29 | McDonald's | The parks | My house | A mall | Shelbyville | Male | Two or More Races |
| 11/2/2016 9:00:30 | Fazio's | Cato (juniors shopping chain) | Mauro's | Steak n shake | Shelbyville | Female | Two or More Races |
| 11/2/2016 9:00:34 | My bed | Dunkin donuts | Mauro's | Projects that help support local and small businesses. There have been so many um | Shelbyville | Female | Two or More Races |
| 11/2/2016 9:00:55 | The Circle | Downtown Shelbyville | Starbucks | More fun stuff | Shelbyville | Male | White Alone |
| 11/2/2016 9:00:59 | The Library | Sunset Park | Animal Shelter | Steak n shake, information sessions on how to pay for college, community sports opt | Shelbyville | Male | White Alone |
| 11/2/2016 9:01:13 | Wal Mart | Rural King | Major Hospital | Steak n shake | Shelbyville | Male | White Alone |
| 11/2/2016 9:01:15 | My house | Dairy queen | Bradens house | Steak n shake | Shelbyville | Male | White Alone |
| 11/2/2016 9:01:32 | Cagneys | Blue River Parks | Choulos | Steak n shake | Shelbyville | Male | White Alone |
| 11/2/2016 9:01:33 | Blue river park | Blue river bowling alley | Applebee's | Steak n shake | Shelbyville | Male | White Alone |
| 11/2/2016 9:01:42 | El mason | Walmart | My house | Steak n shake | Shelbyville | Male | White Alone |
| 11/2/2016 9:01:43 | Anytime fitness | Maote theater | Babe nati (local baseball tea) Steak n Shake, public gym | Steak n shake | Shelbyville | Male | White Alone |
| 11/2/2016 9:01:46 | My house | Mauro's | Wendy's | Steak n shake | Shelbyville | Male | White Alone |
| 11/2/2016 9:01:53 | El mason | Rural King (farm supply) | My house | Steak n shake | Shelbyville | Female | White Alone |
| 11/2/2016 9:01:54 | Wal mart | Walmart | Dr Miller's (dentist office) | More entertaining places | Shelbyville | Male | White Alone |
| 11/2/2016 9:01:59 | Pink poppy | Walmart | Movie theatre | Something fun. (feeler state nink) | Shelby County | Female | White Alone |
| 11/2/2016 9:02:09 | Wendy's | McDonalds | Don't have a second favorite | Chk FTA | Shelbyville | Male | Hispanic Origin |
| 11/2/2016 9:02:16 | Pink Poppy | Walmart | my house | more things for young people, like steak and shake, a Panama, a roller rink, more sio | Shelby County | Female | White Alone |
| 11/2/2016 9:02:22 | sunset park | Chicken Inn (local restaurant) | BRSA Fields (park adam sh) Steak n Shake, Go-kart place with putt putt | I don't know. I like it as it is | Shelbyville | Male | White Alone |
| 11/2/2016 9:02:23 | Fazio's (or a different place)SHS | Don't have | Kroger | Shopping center, more recreational places | Shelby County | Female | White Alone |
| 11/2/2016 9:02:39 | Cagneys | Bowling alley | Starbucks | Steak n Shake | Shelbyville | Male | White Alone |
| 11/2/2016 9:02:42 | The movies | Starbucks | I durno | Public transport | Shelbyville | Female | White Alone |
| 11/2/2016 9:02:42 | Walmart | Walmart | Home | Restaurant | Shelbyville | Male | White Alone |
| 11/2/2016 9:02:50 | GameStop | Sunset Park | Cagneys (local pizza king) | Shopping center, more recreational places | Shelby County | Male | White Alone |
| 11/2/2016 9:02:55 | Donutkon | Studio 10 cinema | My house | Mail | Shelby County | Female | White Alone |
| 11/2/2016 9:02:57 | Choulos | Movie theatre | The downtown area | The little stip near 44 needs to be redone and made into other buildings. It is very ru | Shelbyville | Female | White Alone |
| 11/2/2016 9:02:58 | Applebees | Scored fields | Eastside Express Carwash | Steak and shake | Shelbyville | Male | White Alone |
| 11/2/2016 9:03:04 | Choulos | The Strand Backstage (local Home) | Music Programs | Steak n Shake | Shelby County | Male | White Alone |
| 11/2/2016 9:03:07 | The SHS Auditorium | Blue river soccer fields (park East side express car wash) | Indoor soccer, Steak n Shake | Indoor soccer, Steak n Shake | Shelby County | Male | White Alone |
| 11/2/2016 9:03:12 | Choulos | My house | Theater | Paintball airsoft field | Shelbyville | Male | White Alone |
| 11/2/2016 9:03:25 | Anytime fitness | Wendy's | circle | Public swimming pool, public transport, a public office, a disco for young people with Shelbyville | Shelby County | Male | White Alone |
| 11/2/2016 9:03:41 | movies | Styie Dance Academy | Wendy's | Steak n shake, rascals fun zone, skating rink. | Shelby County | Female | White Alone |
| 11/2/2016 9:03:45 | Walmart | Bowling alley | My bed | Steak n Shake, indoor soccer, S.V.zone | Shelbyville | Male | White Alone |
| 11/2/2016 9:03:47 | Dunkin donuts | Applebee | Taco Bell | community garden | Shelby County | Male | White Alone |
| 11/2/2016 9:03:53 | Blue River Park | symbolos (Forest preserve) | The track and field | Near restaurants, more activities to attract various age groups | Shelby County | Male | White Alone |
| 11/2/2016 9:04:00 | my house | Clothing Stores | Blue River Bowl | More big art programs | Shelbyville | Female | White Alone |
| 11/2/2016 9:04:09 | Movie Theatre | Walmart | The Circle | Community garden | Shelbyville | Female | White Alone |
| 11/2/2016 9:04:17 | Starbucks | My house | Movies | More popular shopping centers | Shelby County | Female | White Alone |
| 11/2/2016 9:04:45 | Walmart | Kroger | Aids | Community Garden | Shelby County | Female | White Alone |
| 11/2/2016 9:05:05 | My house | Walmart | The Studio 10 Cinema | It seems to me that there really isn't a way for students that don't have internet at hom | Shelby County | Female | White Alone |
| 11/2/2016 9:05:16 | Walmart | Clay Dairy Farms (local farm) | Gamestop | Steak n shake restaurant | Shelbyville | Female | White Alone |
| 11/2/2016 9:08:39 | My house | Public Library | Animal Shelter | Parks | Shelbyville | Female | White Alone |
| 11/2/2016 9:08:41 | I don't know | I don't know | I don't know | More like to see more animal-related implementations, such as a dog park, an e | Shelbyville | Female | White Alone |
| 11/2/2016 9:08:44 | Taco Bell | Starbucks | Walmart | Steak n shake | Shelbyville | Female | White Alone |
| 11/2/2016 9:09:04 | Taco Bell | The Circle (really, the entire) | Pet Valu | Going to the movies | Shelbyville | Female | White Alone |
| 11/2/2016 9:10:40 | Eating at a restaurant | Going to the movies | Going to the movies | Chula Mexican Restaurant | Shelbyville | Female | White Alone |
| 11/2/2016 9:11:44 | Walmart | Chula Mexican Restaurant | The spider (local restaurant) | Something cool | Shelbyville | Female | White Alone |
| 11/2/2016 9:12:58 | Taco Bell | Cagney's (local pizza king n) | Peru Station | Anyting | Shelbyville | Male | White Alone |
| 11/2/2016 9:13:57 | Gym | Walmart | Crochus | A public facility with a pool like the high schools with a boxing ring and a small gym | Shelbyville | Male | Hispanic Origin |

Appendix B: Esri Reports



Retail MarketPlace Profile

Shelbyville City, IN
Shelbyville City, IN (1869318)
Geography: Place

Prepared by Esri

| Summary Demographics | | | | | | |
|---|-----------|------------------------------|--------------------------|----------------|---------------------------|-------------------------|
| 2016 Population | | | | | | 19,359 |
| 2016 Households | | | | | | 7,722 |
| 2016 Median Disposable Income | | | | | | \$35,055 |
| 2016 Per Capita Income | | | | | | \$23,011 |
| Industry Summary | NAICS | Demand (Retail Potential) | Supply (Retail Sales) | Retail Gap | Leakage/Surplus Factor | Number of Businesses |
| Total Retail Trade and Food & Drink | 44-45,722 | \$215,941,544 | \$629,576,247 | -\$413,634,703 | -48.9 | 214 |
| Total Retail Trade | 44-45 | \$197,462,967 | \$588,957,982 | -\$391,495,015 | -49.8 | 144 |
| Total Food & Drink | 722 | \$18,478,577 | \$40,618,265 | -\$22,139,688 | -37.5 | 70 |
| Industry Group | NAICS | Demand (Retail Potential) | Supply (Retail Sales) | Retail Gap | Leakage/Surplus Factor | Number of Businesses |
| Motor Vehicle & Parts Dealers | 441 | \$45,131,204 | \$173,705,732 | -\$128,574,528 | -58.8 | 25 |
| Automobile Dealers | 4411 | \$36,725,488 | \$93,165,077 | -\$56,439,589 | -43.5 | 12 |
| Other Motor Vehicle Dealers | 4412 | \$5,713,238 | \$14,054,189 | -\$8,340,951 | -42.2 | 2 |
| Auto Parts, Accessories & Tire Stores | 4413 | \$2,692,478 | \$66,486,466 | -\$63,793,988 | -92.2 | 11 |
| Furniture & Home Furnishings Stores | 442 | \$4,771,358 | \$4,950,724 | -\$179,366 | -1.8 | 5 |
| Furniture Stores | 4421 | \$3,264,931 | \$4,950,724 | -\$1,685,793 | -20.5 | 5 |
| Home Furnishings Stores | 4422 | \$1,506,427 | \$0 | \$1,506,427 | 100.0 | 0 |
| Electronics & Appliance Stores | 443 | \$9,700,706 | \$10,540,308 | -\$839,602 | -4.1 | 10 |
| Bldg Materials, Garden Equip. & Supply Stores | 444 | \$9,128,375 | \$18,377,944 | -\$9,249,569 | -33.6 | 11 |
| Bldg Material & Supplies Dealers | 4441 | \$7,604,433 | \$17,334,563 | -\$9,730,130 | -39.0 | 8 |
| Lawn & Garden Equip & Supply Stores | 4442 | \$1,523,942 | \$1,043,381 | \$480,561 | 18.7 | 3 |
| Food & Beverage Stores | 445 | \$35,362,635 | \$198,453,257 | -\$163,090,622 | -69.8 | 13 |
| Grocery Stores | 4451 | \$32,265,078 | \$190,742,578 | -\$158,477,500 | -71.1 | 6 |
| Specialty Food Stores | 4452 | \$1,098,929 | \$1,987,881 | -\$888,952 | -28.8 | 4 |
| Beer, Wine & Liquor Stores | 4453 | \$1,998,628 | \$5,722,798 | -\$3,724,170 | -48.2 | 3 |
| Health & Personal Care Stores | 446,4461 | \$13,851,819 | \$24,306,340 | -\$10,454,521 | -27.4 | 12 |
| Gasoline Stations | 447,4471 | \$14,843,186 | \$47,556,679 | -\$32,713,493 | -52.4 | 15 |
| Clothing & Clothing Accessories Stores | 448 | \$7,000,639 | \$6,604,911 | \$395,728 | 2.9 | 11 |
| Clothing Stores | 4481 | \$4,192,099 | \$2,745,485 | \$1,446,614 | 20.9 | 5 |
| Shoe Stores | 4482 | \$1,256,976 | \$1,647,951 | -\$390,975 | -13.5 | 2 |
| Jewelry, Luggage & Leather Goods Stores | 4483 | \$1,551,564 | \$2,211,475 | -\$659,911 | -17.5 | 4 |
| Sporting Goods, Hobby, Book & Music Stores | 451 | \$5,879,978 | \$4,592,816 | \$1,287,162 | 12.3 | 9 |
| Sporting Goods/Hobby/Musical Instr Stores | 4511 | \$4,551,013 | \$4,019,923 | \$531,090 | 6.2 | 7 |
| Book, Periodical & Music Stores | 4512 | \$1,328,965 | \$572,893 | \$756,072 | 39.8 | 2 |
| General Merchandise Stores | 452 | \$39,005,073 | \$87,698,979 | -\$48,693,906 | -38.4 | 7 |
| Department Stores Excluding Leased Depts. | 4521 | \$30,425,609 | \$80,096,407 | -\$49,670,798 | -44.9 | 2 |
| Other General Merchandise Stores | 4529 | \$8,579,464 | \$7,602,572 | \$976,892 | 6.0 | 5 |
| Miscellaneous Store Retailers | 453 | \$10,308,823 | \$11,786,816 | -\$1,477,993 | -6.7 | 25 |
| Florists | 4531 | \$335,170 | \$1,516,071 | -\$1,180,901 | -63.8 | 3 |
| Office Supplies, Stationery & Gift Stores | 4532 | \$2,098,456 | \$1,146,725 | \$951,731 | 29.3 | 5 |
| Used Merchandise Stores | 4533 | \$1,026,964 | \$2,814,534 | -\$1,787,570 | -46.5 | 9 |
| Other Miscellaneous Store Retailers | 4539 | \$6,848,233 | \$6,309,486 | \$538,747 | 4.1 | 8 |
| Nonstore Retailers | 454 | \$2,479,171 | \$383,476 | \$2,095,695 | 73.2 | 1 |
| Electronic Shopping & Mail-Order Houses | 4541 | \$1,581,504 | \$383,476 | \$1,198,028 | 61.0 | 1 |
| Vending Machine Operators | 4542 | \$183,047 | \$0 | \$183,047 | 100.0 | 0 |
| Direct Selling Establishments | 4543 | \$714,620 | \$0 | \$714,620 | 100.0 | 0 |
| Food Services & Drinking Places | 722 | \$18,478,577 | \$40,618,265 | -\$22,139,688 | -37.5 | 70 |
| Full-Service Restaurants | 7221 | \$8,381,213 | \$20,518,485 | -\$12,137,272 | -42.0 | 35 |
| Limited-Service Eating Places | 7222 | \$8,221,132 | \$18,688,912 | -\$10,467,780 | -38.9 | 27 |
| Special Food Services | 7223 | \$483,331 | \$746,287 | -\$262,956 | -21.4 | 4 |
| Drinking Places - Alcoholic Beverages | 7224 | \$1,392,901 | \$664,581 | \$728,320 | 35.4 | 4 |

Data Note: Supply (retail sales) estimates sales to consumers by establishments. Sales to businesses are excluded. Demand (retail potential) estimates the expected amount spent by consumers at retail establishments. Supply and demand estimates are in current dollars. The Leakage/Surplus Factor presents a snapshot of retail opportunity. This is a measure of the relationship between supply and demand that ranges from +100 (total leakage) to -100 (total surplus). A positive value represents 'leakage' of retail opportunity outside the trade area. A negative value represents a surplus of retail sales, a market where customers are drawn in from outside the trade area. The Retail Gap represents the difference between Retail Potential and Retail Sales. Esri uses the North American Industry Classification System (NAICS) to classify businesses by their primary type of economic activity. Retail establishments are classified into 27 industry groups in the Retail Trade sector, as well as four industry groups within the Food Services & Drinking Establishments subsector. For more information on the Retail MarketPlace data, please click the link below to view the Methodology Statement. <http://www.esri.com/library/whitepapers/pdfs/esri-data-retail-marketplace.pdf>

Source: Esri and Infogroup. Retail MarketPlace 2016 Release 1 (2015 data in 2016 geography) Copyright 2016 Infogroup, Inc. All rights reserved.

October 26, 2016

Appendix C: Extended Funding Resources For Initiatives

Placemaking Through Public Art

- Public and private sector collaborations
- Involve artists in creating murals
- Percent for art ordinance
- 0.5 percent to 2 percent of capital improvement projects per year designated for public art projects
- New developments set aside percentage of total space developed for public art
- Parking meter revenue helps fund public art
- Sales tax revenue supports public art
- Historical societies and commissions financially support public art
- Arts council and advisory board support for public art
- Online resources
- Project for Public Spaces Public Art Guidance <https://www.pps.org/reference/artfunding/>
- Arts Council of Indianapolis
- <http://indyarts.org/component/zoo/item/public-art-for-neighborhoods>
- Indiana Regional Initiative Grant <http://www.in.gov/arts/regionalinitiativegrant.htm>
- Indiana Individual Artist Grant <http://www.in.gov/arts/individualartistprogram.htm>
- Shelby County Arts Council <https://shelbycountyartscouncil.com/donations.php>
- Blue River Community Foundation Arts & Culture Grants
- <http://blueriverfoundation.com/grants-2/>

Mobile Food Vendors & Pop Up Programs

- Online Resources
- <https://www.pps.org/reference/lighter-quicker-cheaper-a-low-cost-high-impact-approach/>
- Placemaking Indiana initiative; funds communities looking to implement placemaking
- <http://in.gov/myihcda/placemakingindiana.htm>

Student-Run Business

- See Funding opportunities within the economic development initiative in Appendix D
- Revolving loan funds
- In-kind sponsorship
- Private Corporate/ Business sponsorship
- Crowdfunding
- Tax incentives
- Loans
- Individual sponsorship
- Blue River Community Foundation Youth Council Grants
- <http://blueriverfoundation.com/grants-2/>

Community Garden

- American Community Gardening Association Grants
- <https://communitygarden.org/resources/funding-opportunities/>
- In Our Backyards, neighborhood project crowdfunding site
- https://www.ioby.org/?gclid=CjwKEAiA8JbEBRCz2szzhqrX7H8SJAC6FjXXS4s8SE5x_WzC9tGXyapllbvi-NdrZ-moymbhKbbzLRoC-K7w_wcB
- Blue River Community Foundation Community Grants
- <http://blueriverfoundation.com/grants-2/>

Grant available relative to culture fair:

- Small grants program
- For US to Japanese economic boosts in education, arts, food and nutrition, among other funding activities. Shelbyville's sister city in Japan, Shizuoka, encourages Japanese sponsorship.
- Award amount available from \$1000 - \$100,000
- Available for higher education, private institution applicants, county and city governments, nonprofits, independent school districts, and individuals.
- Funding Opportunity Number: PAS-TOKYO-FY2017-0001
- <http://www.grants.gov/web/grants/search-grants.html>

Appendix D: Economic Development

Economic Improvement Strategies

While many communities have issues with population loss, Shelbyville has the opportunity to advance its population growth at a rate not seen in the past. Trend data has shown that Shelbyville is a desirable place to live. Small communities with a strong reliance on manufacturing like Shelbyville have seen slow but steady population loss in today's post-industrial society. Shelbyville however, has seen slow but steady population growth in the same amount of time. Typically, counties located surrounding a growing major metropolis, like Indianapolis, see fast population growth.

Shelbyville has the opportunity to diversify its workforce in order to grow at a rate on par with Indianapolis and many of the surrounding counties. Shelbyville relies on a largely uneducated workforce, nearly 80%. Economic Development initiatives help diversify the workforce and attract jobs that require higher education. Higher skilled workers have higher incomes, resulting in a robust local tax base that helps fund redevelopment projects, improve the quality of life, and attract new residents. I strongly encourage reviewing Portland, Oregon's economic development strategy document, available for download here: <http://www.pdxeconomicdevelopment.com/>

- Business Improvements Districts
- Urban Center Living Opportunities
- Small Business Incentives and Subsidies
- Cluster Strategy with Industry Specific Action Plans
- Invest in sustainable and energy efficient industries
- Create technology incubators
- Create maker districts (entrepreneurial, energy, STEM)
- Revolving Loan Funds
- Food Security Efforts

These projects range in time from a few short months to five to ten years for implementation. Each of these projects can be strategically managed with support from various funding sources and community leadership entities, like the Shelby County Chamber of Commerce, and the Blue River Community Foundation.

Action

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

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

Keys to success include:

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

Identifying local stakeholders

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

Educate & Advocate

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

Assign Tasks to Achieve the Plan

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

Funding

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

Private corporate or business sponsorship

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

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

Grants

- Private Corporate/Business sponsorship
- Individual sponsorship
- In-kind sponsorship
- Crowd funding
- Tax Incentives
- Loans

Grants

Grants are monies which are applied for by organizations from foundations.

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

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

Private corporate or business sponsorship

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

Individual sponsorship

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

In-kind sponsorship

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

Crowdfunding

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

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

Tax Incentives

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

A business improvement district is an economic development tool with a purpose to improve the livelihood of a downtown area. Through a BID, all owners within the proposed district are required to contribute to the communal fund through an assessment fee. Additional funds can be raised (through efforts like those described above).

These communal funds are then used for services that benefit the downtown; this in turn makes the area more attractive to visitors, tourists, residents, which spurs businesses, and propels from there. This requires intensive local organizing and buy-in from policy makers who will approve the plans and assessments, owners within the district, and intense management once implemented.

Revolving Loans

Revolving loan funds provide a source of capital within the community that can be used to fill in gaps for funding. They provide low interest loans to community members. When the loans are repaid, the loan amount is returned to the fund and is available to other borrowers. This type of funding is most useful for projects that will eventually make money and be self-sustaining.

RLFs are typically administered by planning and development commissions or economic development organizations. Initial funding can come from federal grant programs and other sources, listed above.

Business Loans

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

Appendix E: Environmental Analysis

Environmental Inventory

Shelbyville is home to many natural resources and desirable environmental features, like its many parks, the Blue River, and its adjacent streams. There is opportunity to invest in the remediation of environmental hazards present in the city of Shelbyville, and potentially use cleanup sites for commercial use.

Shelbyville Parks

- Blue River Park
- Meridian Park Aquatic Center
- Clearwick Park
- Kennedy Park
- Morrison Park
- Pioneer Park
- Sunrise Park
- Sunset Park

Shelbyville Trails

Shelbyville is home to many trails featuring walking and biking routes. A complete list of available courses has been made available at mapmywalk.com and IndianaTrails.com, and they feature beautiful trails like the Intelliplex trail for walking and biking, with water features and native species surrounding the Intelliplex Planned Unit Development, and nearby residences.

Water Bodies & Streams

- East Fork Water Basin
- Little Blue River
- Big Blue River
- East Fork White
- Dozens of Historic Wetlands

Environmental Hazards & Remediation Sites Inventory

Institutional Control Sites

An institutional control sites are a subset of land use regulations and are generally proprietary or governmental controls that protect land. Proprietary control sites deal with private land typically on a single parcel, and include easements that restrict use. Governmental control sites deal with land controlled by a government entity, and include zoning, fishing bans and limits placed by federal law, and/or land and resource restrictions.

1. ECONOMY OIL CORPORATION, 207 N HARRISON ST
2. GAS STATION (BROADWAY & HARRISON), HARRISON ST AT BROADWAY ST.

Brownfields

A brownfield is a former industrial or commercial site where future use is affected by real or perceived environmental contamination.

Shelbyville Brownfields:

1. BAUSSBACK DIVISION & DARLING COMPANY, Old Franklin Road
2. GAS STATION, Harrison St at Broadway St.
3. BLUE RIVER CAREER CENTER, 789 St. Joseph Street
4. VACANT BUILDING, 310 E South St
5. MUNCEY AUTO SALES, 702 - 704 Harrison St
6. WELLMAN AUTO PRODUCTION LLC DIVISION SHARES INCORP, One Progress Rd

Cleanup Sites

Cleanup sites are pieces of land where the Environmental Protection Agency (EPA) conducts cleanup actions because oil or hazardous chemicals may have been released into the environment. These places have been cleaned, and are safe to use.

Shelbyville Cleanup Sites:

1. BLUE RIVER CAREER CENTER
2. SHELBYVILLE WELLFIELD
3. Knauf Fiberglass GMBH
4. SHELBYVILLE MANUFACTURE GAS PLANT 2
5. TOMPKINS STREET
6. INDIANA GAS COMPANY PUBLIC SERVICE OF INDIANA
7. OLD KITCHEN REALTY PROPERTY
8. IN DOT
9. CCAK INCORPORATED
10. SHELBYVILLE FIRE DEPARTMENT
11. TRW INCORPORATED CONNECTOR DIVISION

Corrective Action Sites

Hazardous waste can be released accidentally from storage facilities. Under the Resource Conservation and Recovery Act (RCRA), owners or operators of treatment, storage or disposal (TSD) facilities are responsible for investigating and cleaning up these accidental releases. EPA calls this kind of cleanup a "corrective action."

Shelbyville Corrective Action Sites

1. WELLMAN THERMAL SYSTEMS CORP, 1 PROGRESS RD

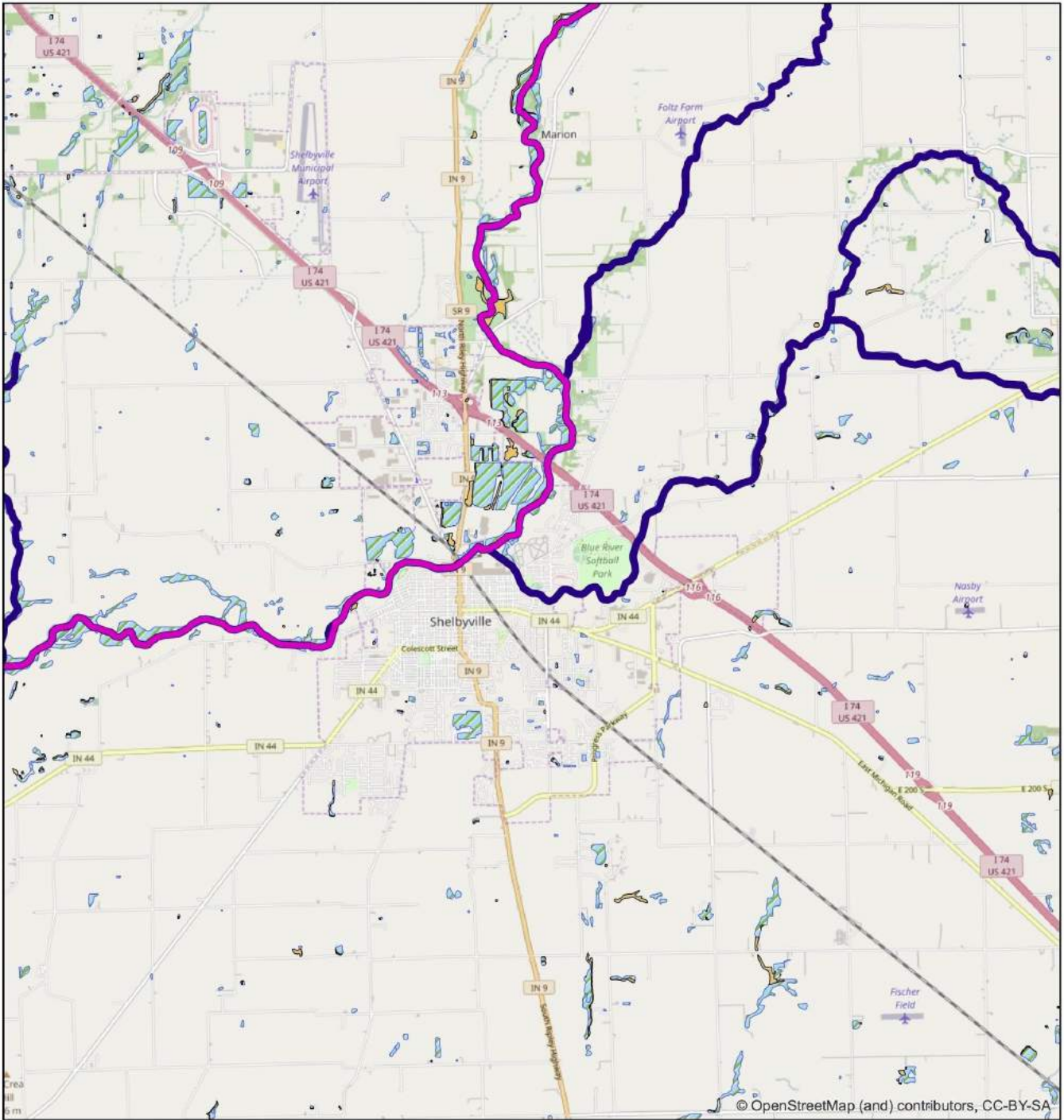
Voluntary Remediation Program

The Voluntary Cleanup Program provides a means for private parties and government entities to voluntarily investigate and, if warranted, clean up properties that may be contaminated.

Shelbyville Voluntary Remediation Program
Sites:

1. TRW INCORPORATED CONNECTOR
DIVISION, 630-700-710 S. Noble
2. ANTHES UNIVERSAL INCORPORATED,
739 East Franklin Street

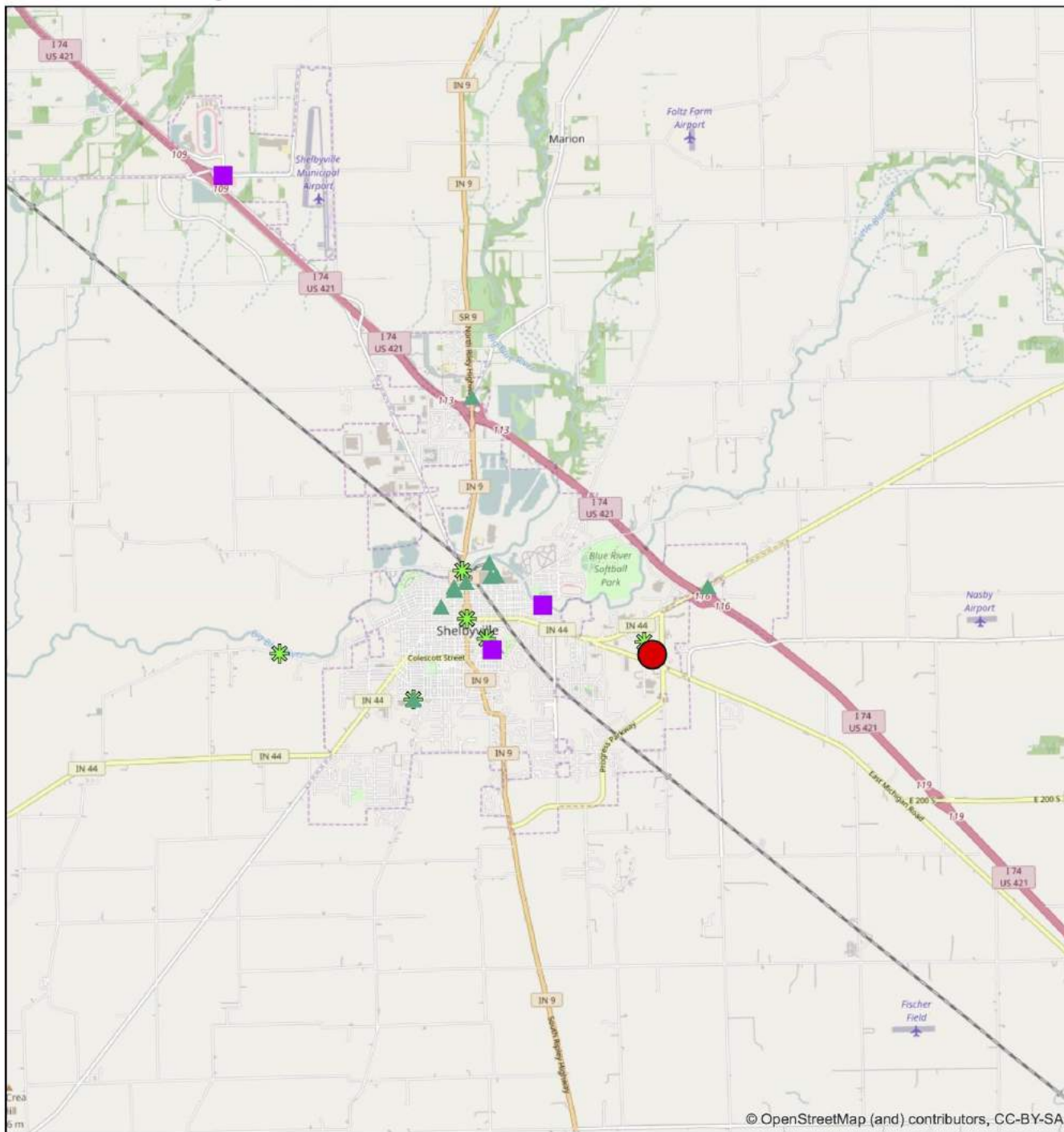
Shelbyville, Indiana Water Bodies



Legend

-  Outstanding Rivers
-  Impaired Streams
-  Historic Wetlands
-  Wetlands

Shelbyville, Indiana Environmental Remediation



Legend

-  Voluntary Remediation Program
-  Corrective Action Sites
-  Cleanup Sites
-  Brownfields
-  Institutional Control Sites

Environmental Opportunities Proposal

Trail Expansion

Connecting trails from the Intelliplex Trail to Downtown Shelbyville and Shelbyville High School has potential to link western and eastern Shelbyville to downtown via bicycle or walking. Automobile reliance is high in Shelbyville, so connecting the institutions and desirable places around the city could potentially influence public health, as well as increase property value along the placement of these trails.

Brownfield Remediation and Empty Site Development

Previous Brownfields are an excellent opportunity to include green space within Shelbyville. Our initiatives in the Shelbyville Youth Action Plan include community gardens, and pop-up programs featuring the activation of gray space. If determined safe by the EPA, previous brownfields could be the perfect location to grow local food, flowers, and plants to sell in the community and educate local youth. These spaces could also be ideal for hosting culture fairs and pop-up programs around the city.

Blue River and Historic Wetland Improvement

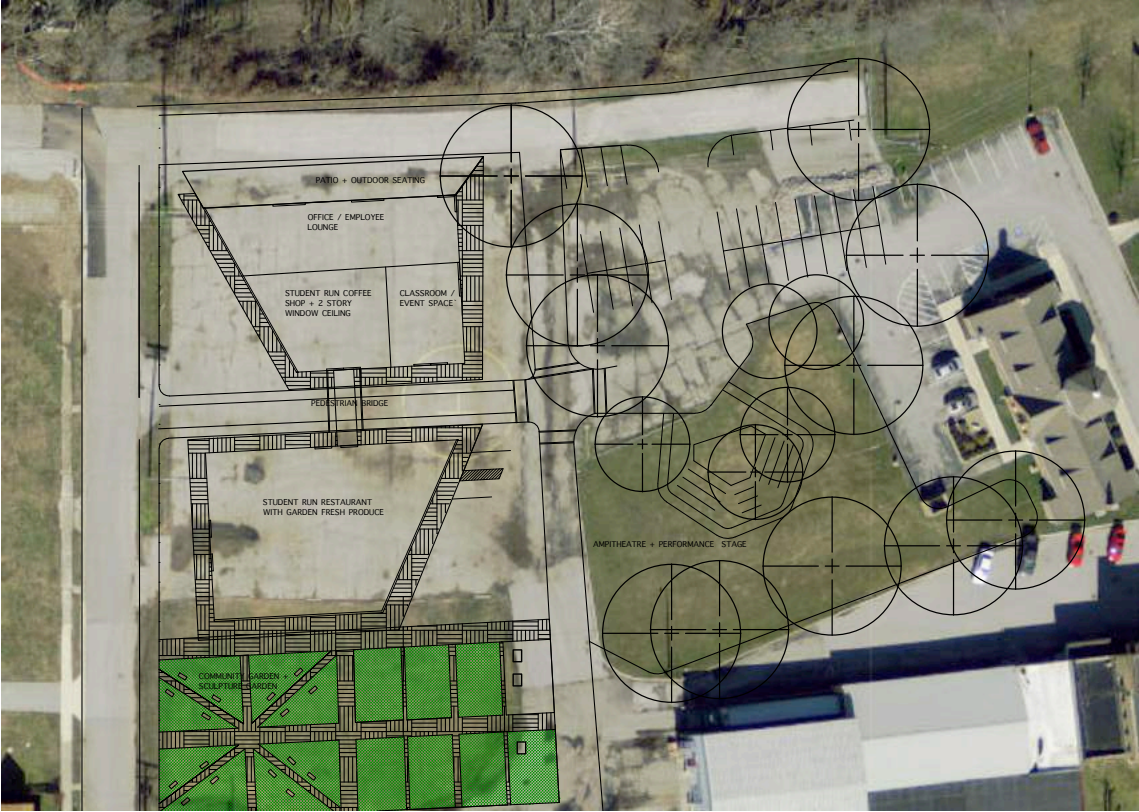
Increasing recreational activity surrounding the Blue River would be beneficial. The Blue River was named an Outstanding River, but has Impaired Streams surrounding it. Improving the water quality of these streams could increase recreational activity, for fishing and swimming, which could lead to campsite reservation revenue for Shelby County. The many historic wetlands in Shelbyville should be labeled as such in order to draw visitors for recreational activities. This could increase opportunity for tourism while educating visitors on the history of Shelby County Wetlands as they relate to the state of Indiana.

Action

Action for these environmental initiatives may require collaboration with various federal and state government agencies, including the EPA, Indiana Department of Natural Resources, and the Hoosier Environmental Council. An AutoCAD site plan has already been developed by Jade Broadnax on 501 N Harrison Street for a MCMV center with all of the initiatives from this plan on a former community pool site that was slightly contaminated.



AutoCAD site for 501 N Harrison Street MCMV center proposal.



AutoCAD site plan for 501 N Harrison Street MCMV center proposal.

Appendix F: Sources

Demographic Profile

Section: Educational Attainment

<http://www.epi.org/publication/states-education-productivity-growth-foundations/>

Placemaking through public art

Section: Why This Is Important

<https://dirt.asla.org/2012/10/15/why-public-art-is-important/>

Mural construction time lapse video <https://vimeo.com/113286531>

Section: Action Steps (How)

<http://mariabrophy.com/business-of-art/how-to-price-a-wall-mural-developing-a-price-sheet-and-proposal.html>

Mobile Food Vendors and Pop-Up Programs

Section: Why This Is Important

<http://urbanscale.com/blog/12-strategies-will-transform-citys-downtown/>

Fighting the Stagnant Rural Stigma

Section: Intro

<https://www.asu.edu/president/p3/Reports/EdValue.pdf> p.11

<https://www.asu.edu/president/p3/Reports/EdValue.pdf> p.21

Community Garden

Section: Why This Is Important

http://www.gardeningmatters.org/sites/default/files/Multiple%20Benefits_2012.pdf

Section: Action Steps (How)

<http://www.greentowns.com/category/food>

Section: Funding

<https://communitygarden.org/resources/funding-opportunities/>

<http://youreconomy.org/>

Economic Development

Sections: Action, Keys to Success, and Funding

(As prepared by Lindi Conover for all plans in 2016)

<http://in.gov/myihcda/files/OneMuncieOneVision-FINAL.DRAFT-4.7.16.pdf>

<http://in.gov/myihcda/files/DeKalbCountyActionPlan.pdf>

[http://in.gov/myihcda/files/COMPASSActionPlan_\(2\).pdf](http://in.gov/myihcda/files/COMPASSActionPlan_(2).pdf)

http://in.gov/myihcda/files/MCMV_GaryPlanFinal.pdf

http://in.gov/myihcda/files/MCMV_Hamilton_Heights_Action_Plan_FINAL.pdf

http://in.gov/myihcda/files/MCMV_Martinsville_Plan_Final.pdf

