

A **Stellar** City Like No Other

Strategic Investment Plan

2014 Indiana Stellar Communities Application
HUNTINGBURG, INDIANA

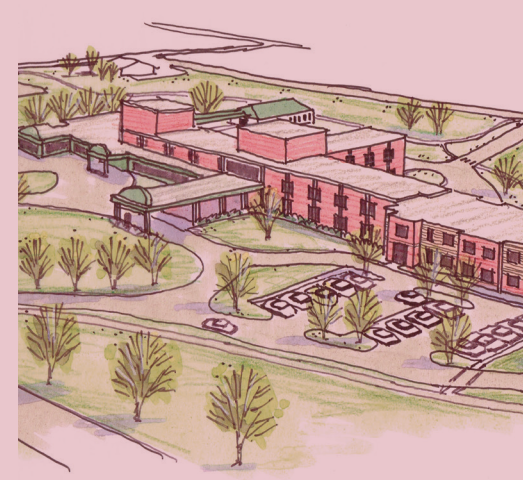
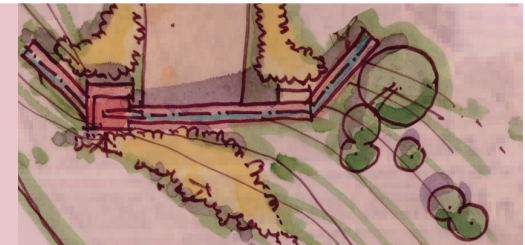




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"There are many reasons why Huntingburg is 'A City Like No Other,' but most importantly its home to thousands of good, hardworking, faithful, proud people. It's home to those of us who were born and raised here, and for those who have more recently discovered us. Everyone is welcome in Huntingburg, 'A City Like No Other!'"

- Denny Spinner | Mayor, City of Huntingburg

SECTION 1

Introduction: Cover Letter



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"There are many reasons why Huntingburg is 'A City Like No Other,' but most importantly its home to thousands of good, hardworking, faithful, proud people. It's home to those of us who were born and raised here, and for those who have more recently discovered us. Everyone is welcome in Huntingburg, 'A City Like No Other!'"

- Denny Spinner | Mayor, City of Huntingburg

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SECTION 1

Introduction: Cover Letter



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City of Huntingburg, Indiana

June 6, 2014

Office of Community and Rural Affairs
Stellar Communities Pilot Program
Review Committee
One North Capitol
Indianapolis, IN 46204

Dear Review Committee:

Huntingburg is "A City Like No Other!" We need your help to make Huntingburg A **Stellar** City Like No Other! Make no mistake, we will do everything in our power to become **Stellar**. Our **Stellar** proposal includes focused projects that will have a regional impact, provide connectivity for the community, have a comprehensive long-term impact, provide sustainable viability for Huntingburg and the region, leverage private and public resources to match state and federal funding and have an immediate and lasting visual impact. These projects dovetail well with projects already underway and will provide a springboard for future projects and investment. All of these developments will light the fuse for Huntingburg, Dubois County, and our region to be ready for explosive economic success.

Huntingburg City officials aren't in this alone. We are partnering with Dubois County Government, Huntingburg Chamber of Commerce; Dubois County Community Foundation; Dubois Strong; Dubois County Tourism; Southwest Dubois County School Corporation; Sperry Van Ness Martin Commercial Group; Boxer Girl, LLC; Vincennes University – Jasper Campus; West Gate Academy; and Radius Indiana; as well as others that will ensure a positive impact on Dubois County and the entire South Central Indiana region, which includes NSWC Crane.

The benefits of the Stellar Communities program have already had positive impact on Huntingburg. We conducted "Reviving The Pride" listening sessions, we updated our Comprehensive Plan, and we completed an OCRA funded Downtown Revitalization Plan. These all prepared us to submit our Letter of Interest for the Stellar Communities Program. The initiatives and projects identified address critical issues in our community and take advantage of opportunities to help prepare Huntingburg for the next 50 years. We haven't sat on our laurels. Partnering with INDOT, a railroad overpass project, which will link north and south Huntingburg for the first time in its history, is in the beginning stages, and is the catalyst for all of our Stellar projects. And with approved tax credits from IHCDA, the first phase of redevelopment of former St. Joseph Hospital, which has been vacant for seven years, will start before years end.

Based on our listening sessions, Comprehensive Plan update and Downtown Revitalization plan, our Strategic Investment Plan has been carefully formulated to have an exponential impact on concentrated areas of Huntingburg. This action plan is the culmination of extensive community planning and is the natural progression to implement ventures that address community and regional needs. It reflects Huntingburg's commitment to the long-term success of our citizens and businesses and a determination to leverage its assets to improve quality of life and provide a comprehensive community impact. Huntingburg is ready, willing and able to receive the coveted Stellar Community designation.

The City of Huntingburg's comprehensive proposal seeking designation as an Indiana Stellar Community is attached with this letter. Any questions regarding this letter or submittal can be directed to Rachel Steckler at the City of Huntingburg or me. Both of our contact information has been listed below.

Mayor Denny Spinner
City of Huntingburg
508 E 4th Street
Huntingburg, Indiana 47542
(812) 683-2211 (P) | (812) 683-4672 (F)
dspinner@huntingburg-in.gov
www.Huntingburg-in.gov

Rachel Steckler
Director of Communication & Community Development
City of Huntingburg
508 E. 4th Street
(812) 683-2211 (P) | (812) 683-4672 (F)
rsteckler@huntingburg-in.gov

Huntingburg's Stellar Strategic Investment Plan wouldn't be possible without numerous partners. Dubois County Government and the Dubois County Community Foundation are core to this plan. Contact information for these partners is listed below.

Randy Fleck, Commissioner
Dubois County Commissioners
(812) 683-5619 (H)

Greg A. Kendall, President
Dubois County Council
(812) 482-6127 (H)

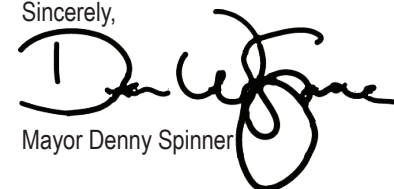
www.duboiscountyin.gov

Brad Ward
Chief Executive Officer
Dubois County Community Foundation
600 McCrillus Street
P.O. Box 269
Jasper, Indiana 47547-0269
(812) 482-5295 (P)
bward@dccommunityfoundation.org
www.dccommunityfoundation.org

Huntingburg's selection as an Indiana Stellar Community is vital to our city and must have consistent leadership over the next four years. That is why I am sharing with the selection committee that while it is not yet public, I will be seeking a second term as Mayor of Huntingburg in the 2015 General Election.

I look forward to our site visit on July 9, 2014 at 1:00 PM at the Huntingburg Event Center with our potential Stellar Partners.

Sincerely,



Mayor Denny Spinner

"Huntingburg's Stellar designation creates a footprint of Stellar Communities across Southern Indiana. This is an excellent opportunity to advance our region as a key place for investment and accelerated economic and community growth. With engaged community partners, a strong vision, and the right collaboration in the public and private sectors, Stellar will enhance our rich heritage and continue advancement of our community for future generations."

- Brad Ward | CEO, Dubois Co. Community Foundation

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SECTION 2
**Qualifications,
Community Capacity
& Engagement**



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Qualifications, Community Capacity & Engagement

The City of Huntingburg is an eligible applicant for the Indiana Stellar Communities Program and is in good standing with IHCDA, INDOT, and OCRA. Huntingburg has a demonstrated capacity to successfully complete complex projects, regularly implementing several challenging projects simultaneously, and a proven track record of delivering projects on time and on budget. The City of Huntingburg's Stellar Development Team, with assistance from the Huntingburg Redevelopment Commission and Huntingburg Economic Development Commission, will be integrally involved in all Stellar activities. Projects that Huntingburg has partnered with the State of Indiana on in the past include:

2014	OCRA	Planning Grant for Downtown Revitalization
	INDOT	Highway Safety Improvement Program
	IHCDA	Stellar Communities Program
	INDOT	New Construction – Styline Drive - Engineering
2013	INDOT	Transit System Equipment
2012	INDOT	Highway 64 Slide project
	INDOT	ARRA Transit Van
	INDOT	Gas Line Relocation Highway 56 - Bridge
2011	INDOT	Gas line Relocation
2010	OCRA	Disaster Recovery – Wastewater Project
	EDA	Public Works – Wastewater Project
	IFA	Wastewater Grant
	INDOT	Transit Van
	IDNR	Outdoor Recreation – Walking Trail
2009	INDOT	Transit Operation
2008	INDOT	Transit Van
2007	OCRA	Comprehensive Plan
2006	OLG	Stormwater Study
2006 - 2014	INDOT	Transit System Operation
2006 - 2013	INDOT	Chestnut Street Improvements

COMMUNITY CAPACITY:

In preparation for participation in the Stellar Communities Program, the City of Huntingburg, under the leadership of Mayor Denny Spinner, has assembled a “Stellar” team of people to help implement the various projects. The Development Team is comprised of individuals that will plan, monitor, and oversee various components of the comprehensive revitalization strategy and includes local leaders and professional consultants. A team of community partners has also been identified to assist with projects. The input of these individuals is essential to success of the Stellar Communities Program.

Development Team — Local Leaders:

■ City of Huntingburg

Denny Spinner, Mayor
 Thomas Dippel, Clerk-Treasurer
 Rich Hazlewood, Planning and Redevelopment Director
 Rachel Steckler, Director Communication and Community Development
 Sue Tooley, ADA Coordinator
 Todd Williams, Water Superintendent
 John Reutepohler, Energy Superintendent
 Jason Stamm, Street Commissioner
 Jim Rueger, Parks & Recreation Director
 Brian Small, City Engineer
 Phil Schneider, City Attorney

■ Huntingburg Chamber of Commerce

Nick Stevens, President

■ Huntingburg City Council

Alex Blackgrove, Member

■ Huntingburg Redevelopment Commission

Eugene Peters, President

■ Huntingburg Economic Development Commission

Eric Olinger, President



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Qualifications, Community Capacity & Engagement

■ Dubois County Community Foundation

Brad Ward, Chief Executive Officer

■ Dubois Strong

Michael Cummings, Interim President

■ Dubois County Commissioners

Randy Fleck, President

■ Dubois County Council

Greg Kendall, President

■ Radius Indiana

Becky Skillman, President, CEO

■ Old National Bank

Cathy Young

■ OFS Brands

Cory Menke

■ German American Bank

John Mundy

■ United Minerals

Vickie Lewis

■ Remax Realty

Phil Ahrens

■ Huntingburg Housing Authority

Heidi Reller, Executive Director

■ Southwest Dubois County Schools

Marina Guerrero

Development Team — Professional Consultants:

■ Indiana Region 15 Planning

Lisa Gehlhausen, Executive Director

Nathan Held, Senior Project Administrator

■ Taylor Siefker Williams Design Group

Ron Taylor, FASLA, Partner / Principal

Scott Siefker, ASLA, AICP, Partner / Principal

Amy Williams, AICP, Partner / Principal

■ Crowe Horwath

Angie Steeno, Senior Manager

Mike Harmless, Director, PERF-Government

Services Delivery Unit

■ Commonwealth Engineers

Eric Parsley, PE, PLS, Senior Engineer

■ The Martin Group

John Martin, Chairman

Steve Martin, President

■ Boxer Girl LLC

Jane Hendrickson, Owner

■ DLZ

Michael Keevan, PE, Vice President

Elliot G. Allen, P.E., S. E.;

Joshua R. Apling, P.E., CxA, LEED AP;

Scott A. Carnegie, Associate AIA

Marvin L. Hitchcock, P.E.

Alan D. Mize, Project Manager

Eric B. Ratts, AIA, NCARB

Faisal Saleem, P.E.

Gary T. Tilford, AIA

■ Strand Associates, Inc.

Bill Hawkins, PE

■ CWC Latitudes, LLC

C. Edward Curtin, FASLA, Owner

■ Judy Olinger and Associates

Judy Olinger, Landscape Designer

COMMUNITY ENGAGEMENT

Members of the community have been actively engaged throughout the development of our Comprehensive Plan, Downtown Revitalization Plan, and Stellar Community Strategic Investment Plan. Listening workshops were conducted to engage community members of all ages, along with prioritization and brainstorming sessions involving our community partners. Huntingburg's complete Stellar Letter of Interest was published on the City's website and opportunity was given through the website and social media outlets to accept feedback on the proposal.

Community Partners:

- Association of Latin Americans in Southern Indiana
- Cinephreak Pictures
- DC Multisport
- Destination Huntingburg
- Dubois County Commissioners
- Dubois County Council
- Dubois County Visitors Center & Tourism Commission
- Dubois Strong
- Huntingburg Chamber of Commerce
- Huntingburg City Council and Utility Board
- Huntingburg Downtown Merchants Association
- Huntingburg Economic Development Commission
- Huntingburg Housing Authority
- Huntingburg Redevelopment Commission
- Vincennes University - Jasper Campus

"I'm not originally from Huntingburg, but moved here after I married my husband, who is a lifelong resident. I can honestly say there is no other place I'd rather raise my children and grow our family than right here in Huntingburg, which is truly, 'A City Like No Other!'"

- Rachel Steckler, Communication Director

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SECTION 3

Project Outcomes & Impact



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Project Outcomes & Impact

STELLAR OUTCOMES

The City of Huntingburg has identified the following outcomes that will result from the Stellar activities:

1.2 St. Joseph Hospital Campus Redevelopment

- Activates a derelict building in the core of northside residential district
- Puts a significant property back on the tax roles
- Revitalizes the northside business district
- Meets a critical need for affordable senior housing

1.3 Senior Center

- Provides a larger facility to meet the needs of a growing senior population
- Is ideally located near senior housing projects and the Heritage Trail
- Allows for enhanced use of the Old Town Hall, the current location of the Senior Center

2 Heritage Trail

- Links key elements, including the Veterans Monument, to the community
- Provides recreation opportunity for all age groups, regardless of physical ability
- Connects neighborhoods to schools and businesses
- Provides for aging in place
- Promotes healthy communities
- Reduces vehicular traffic
- Adds a key component to our quality of life

3 Maintenance / Emergency Shelter

- Relocates existing facility out of floodplain
- Moves salt storage and other hazardous materials out of the floodway
- Relocates facility to area of comparable land use and in the heart of our highest daytime workforce
- Serves as emergency shelter
- Serves as training facility for emergency and public safety personnel
- Serves as a secondary command center for the Dubois County EMA

4 Community Gateways

- Creates gateways welcoming visitors and residents
- Provides branding opportunity for Huntingburg
- Develops an inviting and welcoming atmosphere

5 9th Street Extension

- Provides a safe connection to the industrial property to the north and west of the Norfolk and Southern Railroad
- Is essential to the success of the Overpass Project by providing critical circulation while the project is under construction
- Allows for the expansion of the Industrial Park, including OFS Brands and Touch of Class, two of our community partners

6 14th Street Reconstruction

- Is needed to handle heavy truck and additional traffic expected when the Overpass Project is complete
- Provides a key pedestrian and vehicular connection to the Overpass Project and US 231

- Enhances the use of Huntingburg Event and Community Center
- As part of the Heritage Trail, connects the Event and Community Center and Veterans Monument to the east side of Huntingburg and the St. Joseph Hospital Redevelopment Project
- Enhances the development of the 14th Street Hospitality Corridor identified in the Comprehensive Plan

7 4th and Market Street Park

- Connects 4th Street and Market Street
- Creates space in the heart of downtown for events and activities
- Makes Market Street a community gathering point
- Promotes increased use of the city icon, Old Town Hall

8 4th Street Water Main Replacement

- Provides reliable fire protection
- Provides opportunity for new development
- Provides opportunity for new investment
- Provides reliable city services

9 Workforce Housing

- Meets critical need for workforce housing for both apartments and first time home buyers
- Promotes workforce growth
- Grows tax base
- Develops property within corporate limits which minimizes extension of infrastructure
- Translates to a \$17.2 to \$20.8 million in private investment



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Project Outcomes & Impact

Completion of the Stellar projects will be the first major step forward for Huntingburg's revitalization efforts, but not the last. The Stellar Communities Program lays the groundwork for our future, and we have identified a number of complementary projects that will be pursued after the four year Stellar funding cycle is finished. We will tackle these complimentary projects, and each of the opportunities identified in our Comprehensive and Downtown Revitalization Plans, with the same energy and commitment we have made for the Stellar program. We know that investment draws investment. By aggressively completing the Stellar projects and moving on to the complimentary projects, we will attract new residents and new investment to Huntingburg and Dubois County.

STELLAR IMPACTS

The Stellar projects have been selected for their ability to transform and connect Huntingburg and drive economic investment. These projects will have a dramatic visible and aesthetic impact on Huntingburg and will stimulate new and existing business growth and provide incentive for new investment in the region.

Huntingburg and Dubois County are economic engines for Indiana. With the second lowest unemployment rate in Indiana at 4.4%, Huntingburg and Dubois County are essentially at full employment. With the recently announced growth of our successful companies, the challenge is filling those jobs locally. Because of a housing shortage, the majority of new positions will be filled by outside of the county. We must implement a cohesive strategy that helps our workforce and youth obtain the skills they need to meet this critical need. Working with Vincennes University-Jasper, WorkOne Southwest and Radius

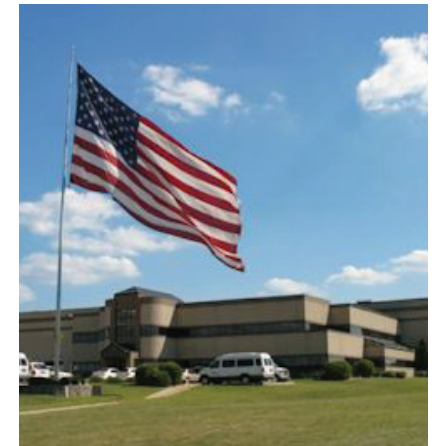
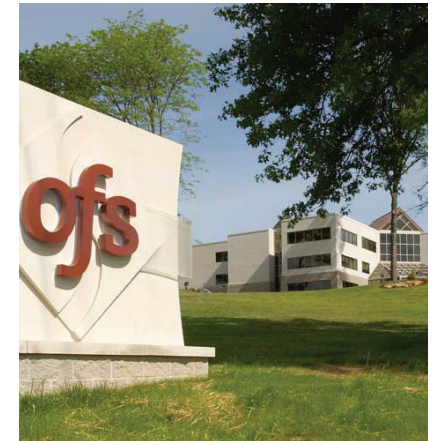
Indiana is critical. Huntingburg is known for our manufacturing, which has economic impacts at the local, regional, national, and international levels. Our Stellar Projects will provide vital infrastructure (homes and quality of life) our regional industries expect by fulfilling critical workforce needs in the Radius Indiana region.

Industry

OFS Huntingburg - Huntingburg-based OFS Brands is the parent company for OFS, First Office, Carolina, Loewenstein, and Styline Logistics, all working together to create a better future. OFS Brands is a company whose history is steeped in the rich furniture making tradition and strong German heritage of southern Indiana. They have been crafting fine wood furniture in Huntingburg for over 75 years. Today, their operations include seven manufacturing plants and four support plants responsible for millions of dollars in production. OFS is the largest employer in Huntingburg with 1,700 employees that produce products sold around the world.

Jasper Engines and Transmissions – Jasper Engines and Transmissions (JET) has been remanufacturing quality products since 1942 and today is the nation's largest remanufacturer of gas and diesel engines, transmissions, differentials, rear axle assemblies, marine engines, stern drives, performance engines, and electric motors. JET has over 1,700 Associates (132 who reside in Huntingburg) and 41 branch and distributor locations.

On April 30, 2014, Jasper Engine and Transmission announced the creation of 235 jobs by 2017. They plan to expand its local footprint to create jobs and reinvest in the former Kimball Plastics manufacturing



Local industry supporting Huntingburg's Stellar Communities proposal include OFS Brands (top) and Jasper Engines and Transmissions (bottom).



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Project Outcomes & Impact

facility. The company plans to invest \$6.9 million to renovate and equip a 220,000-square-foot facility that is currently vacant.

MasterBrands - MasterBrand Cabinets, Inc. (MBCI), a manufacturer of home cabinetry products, announced in January of 2014 135 new jobs by June of 2014 and in April of 2014 announced another 262 jobs by the end of 2016 for a total of 397 new jobs.

The Jasper-headquartered company will invest approximately \$8 million in equipment that will add additional capacity and expand the product offering at its 500,000 square-foot facility located in Ferdinand. MBCI, which currently employs more than 3,500 associates at its six Indiana facilities and more than 1,500 in Ferdinand, plans to begin hiring cabinet assemblers, component pullers, shipping helpers, supervision and quality positions later this year. MBCI's Huntingburg facility is the primary supplier of product for the Ferdinand assembly plant.

Region

According to Dubois Strong, the recently announced 632 jobs in Dubois County will generate over \$51 million in new wages, with an average earnings per job of \$53,211, and create an additional 333 indirect jobs. These jobs will provide new income tax, growing the local EDIT funds, and the new development will enhance the property tax base.

Radius Indiana's - Radius Indiana's mission is to lead regional collaboration by leveraging the diverse assets of Southern Indiana to drive attraction, retention and expansion of business, thereby increasing employment and investment opportunities and quality of life within the region. Radius Indiana's four main sectors are Defense, Tourism, Manufacturing, and Education. This regional partnership of counties is under the leadership of former Lt. Governor Becky Skillman. Formed in 2009, Radius Indiana serves as a primary point of contact in Indiana for NSWC Crane Division.

Vincennes University-Jasper Campus - The Vincennes University-Jasper Campus and seven local manufacturing companies have joined forces in a partnership to address a major workforce challenge. Employers have reported that their greatest need is for technicians with the skills to maintain and program high-tech equipment such as CNC machines, laser cutters, industrial robots and electronic controls.

The partnership has created an associate degree program in Technical Maintenance in which students will be employed part-time and enrolled at VUJC full-time. Graduates of this program are in high demand by industry both locally and nationally. The students' work assignments will be coordinated with their on-campus classroom and lab experiences. The employers will assign a senior technician as mentor to each student. At the end of their studies, those enrolled will have earned an associate degree, have two years of work experience, receive preferred employment with their companies in a stimulating and satisfying career field, and will have no student debt. Employers in the degree partnership include Jasper Engines and Transmissions; Indiana Furniture Industries (IFI); OFS Brands; Wabash Valley Produce; MasterBrand Cabinets; Kimball International; Kimball Electronics; Kimball Office; and Jasper Rubber. The program will be offered at the new Center for Technology, Innovation, and Manufacturing on the VUJC campus.

Local

Of the 2,492 housing units available in Huntingburg only 43 are for sale. That means only 1.7% of the housing stock available in the City. According to the national averages, having 4.1% available for sale is considered a healthy market. The Martin Group will provide an initial 35 units in the first phase and 40 in the second phase of a multi-family development for a total investment of \$8.5 million. As the result of the interest created by Huntingburg being a named a Stellar Community Finalist and the clear need for workforce housing in Dubois County, Boxer Girl, LLC has become a partner that will develop as many as 80 detached, for sale, workforce housing units. This is a new development since the letter of interest was submitted. With price points between \$100K to \$120K per unit, this represents another private investment of \$8M to \$10M.

"Huntingburg is a community truly like no other. With its beautiful & Historic Downtown, League Stadium and, most importantly, the people who always make you feel right at home."

- Nick Stevens | Huntingburg Chamber of Commerce

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SECTION 4.1

Strategic Investment Plan:

PROJECT COSTS & AMOUNT REQUEST



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Strategic Investment Plan: PROJECT COSTS & AMOUNT REQUEST

The project mix of Huntingburg's Stellar Strategic Investment Plan aligns well with the priorities and funding sources of INDOT, IHCD, and OCRA. The projects also address critical issues in Huntingburg that facilitate leveraging local resources to complete those projects that need to be funded locally. Our project budget clearly shows that each and every project is financially feasible. A Preliminary Tax Increment Finance (TIF) Analysis prepared by Crowe Horwath, LLP verifies our ability to meet the financial commitments of this aggressive plan. The estimated cost of Huntingburg's Stellar projects is \$42,500,000. Of this total, \$33,200,000 will come from leveraged resources. Because of Huntingburg's sound financial management and the partnerships Huntingburg has forged with the Dubois County government, the Dubois County Community Foundation and private industry partners, Huntingburg will provide nearly a 4:1 dollar match to State funds.

To meet the demand for senior and affordable workforce housing, private developers have committed to over \$25,000,000 for planned housing projects in the Stellar Impact Zone. The Huntingburg City Council has approved a resolution committing \$500,000 in Economic Development Income Tax (EDIT) funds in support of the Stellar proposal. The Dubois County Commissioners and County Council have designated \$500,000 in county EDIT funds toward Huntingburg's Stellar Proposal over the next four years. In partnership with Dubois County Community Foundation, a \$1.8 million fund-raising campaign will be launched in support of our Stellar designation. Of that fund, 60% will be earmarked for immediate use, with 40% to be placed in an endowment to maintain the projects and provide long-term sustainability. The Foundation recently announced their largest single grant of \$50,000 toward our Stellar projects. An additional \$530,000 has been pledged to the Foundation when Huntingburg receives the Stellar designation. And the Foundation's public effort to gain support for the Stellar program has yet to begin.

City of Huntingburg, IN Project Budget Summary Matrix | 2015-2019

	Stellar Activity	Partners							Amount of Leverage / Funding Investment	Project Cost	Construction Year
Project		INDOT	IHCDA	OCRA	City / Foundation / County	Partner	Total City & All Partners	Total Source Contributions			
1.2	St. Joseph Hospital Redevelopment Phase 2				\$200,000	\$8,799,004	\$8,999,004	\$8,999,004	100.00%	\$8,999,004	2017
1.3	St. Joseph Senior Center			\$449,728	\$50,000		\$50,000	\$499,728	11.12%	\$499,728	2017
2	Heritage Trail - Phase 1	\$5,000,000			\$3,195,507		\$3,195,507	\$8,195,507	0.00%	\$8,195,507	2018
3	Maintenance / Community Shelter				\$997,998	\$1,000,000	\$1,997,998	\$1,997,998	100.00%	\$1,997,998	2018
4	Community Gateways				\$360,686		\$360,686	\$360,686	100.00%	\$360,686	2018
5	9th Street Extension				\$699,799		\$699,799	\$699,799	100.00%	\$699,799	2016
6	14th Street Improvements	\$1,351,143			\$500,000		\$500,000	\$1,851,143	37.01%	\$1,851,143	2017
7	4th and Market Street Parks			\$1,035,402	\$500,000		\$500,000	\$1,535,402	48.29%	\$1,535,402	2018
8	4th Street Water Main				\$326,010	\$500,000	\$826,010	\$826,010	100.00%	\$826,010	2017
9.1	Workforce Housing - Multi - Family		\$2,500,000		\$550,000	\$3,473,229	\$4,023,229	\$6,523,229	100.00%	\$6,523,229	2017
9.2	Workforce Housing - Detached Homes				\$500,000	\$8,767,928	\$9,267,928	\$9,267,928	100.00%	\$9,267,928	2017
	Total	\$6,351,143	\$2,500,000	\$1,485,130	\$7,880,000	\$22,540,161	\$30,420,161	\$40,756,434	294.30%	\$40,756,433	



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Strategic Investment Plan: PROJECT COSTS & AMOUNT REQUEST

City of Huntingburg, IN

Public Funds, Private Sector Contributions and other Funders | 2015-2019

Leverage Resources	Proposed (P) or Committed (C)	Amount	Total of Committed Funds	Designated Project
Huntingburg Redevelopment Commission (TIF)	C	\$5,800,000		Unrestricted
City of Huntingburg - Economic Development Fund (EDIT)	C	\$500,000		Unrestricted
Dubois County Government	C	\$500,000		Maintenance Building
OFS	C	\$150,000		Gateways
German American Bank	C	\$100,000		Unrestricted
Greg and Carol Olinger	C	\$80,000		Unrestricted
Old National Bank	C	\$75,000		Unrestricted
Jasper Engines	C	\$50,000		Workforce Housing
Dubois County Community Foundation	C	\$50,000		Unrestricted
United Minerals	C	\$20,000		Unrestricted
Dunn & Associates	C	\$5,000		Unrestricted
Huntingburg Chamber of Commerce	P			Unrestricted
Edward Jones	P			Unrestricted
Freedom Bank	P			Unrestricted
Springs Valley Bank and Trust	P			Unrestricted
Touch of Class	P			Unrestricted
Masterbrand	P			Unrestricted
Uebehler Development	P			Unrestricted
Farbest Foods	P			Unrestricted
Fred Souders	P			Unrestricted
USDA	P	\$500,000		Waterline
Homeland Security	P	\$500,000		Maintenance Building
FEMA	P	\$500,000		Maintenance Building
Dubois County Community Foundation - Sustainability	P	\$720,000		Ongoing Maintenance
Dubois County Community Foundation - Campaign	P	\$550,000		Unrestricted
Total		\$9,380,000	\$7,330,000	

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SECTION 4.2

Strategic Investment Plan:
PROJECT GOALS & OBJECTIVES



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Strategic Investment Plan: PROJECT GOALS & OBJECTIVES

PLANNING PROCESS

Under the leadership of the Huntingburg City Council, three major planning initiatives were completed over the last two and a half years. Each of these efforts was to actively engage the community and identify issues and opportunities and lay the course for Huntingburg's future.

“Reviving the Pride” Vision

- **Community Place** - The various places that makeup a community: where we live, shop, work, recreate, learn, worship, and gather create a quality of life. How these various land uses function together, how they look, and how the residents feel about these places creates the “sense of community.”
- **Community Connections** - A complete trail system would provide preventive health-care benefits, attract eco and recreational tourists, address safety concerns for school children, and enhance economic opportunities. Such trails are generating significant economic impacts in communities across the nation.
- **Community Identity** - Attention to entrances on key corridors should be given strong consideration. New entry features should be constructed at both ends of the proposed Railroad Overpass. The intersection at US 231 and SR 64 should be developed as the major entry feature to the city, identifying the arrival to downtown.
- **Community Opportunity** – Key community elements were identified that when properly addressed, should be building blocks for an effective strategic economic approach to strengthening the community. These specific assets include:
 - Downtown
 - Huntingburg Regional Airport
 - Railroad Overpass
 - Events and Community Center / St. Joseph's Hospital Area
 - Huntingburg League Stadium

Downtown Revitalization Plan Goals

An OCRA funded Downtown Revitalization Plan was completed in 2013, focusing on our Historic 4th Street. As a result, we have a clearly defined set of goals for the heart of Huntingburg.

- Create “WIN-WIN” scenarios for Huntingburg's largest employers and downtown by encouraging them to participate in and support the revitalization of 4th Street.
- Establish downtown as the next great neighborhood in Huntingburg by creating additional living options through new construction and upper story renovations.
- Build off Huntingburg's position as a regional destination for shopping, dining, and entertainment to expand downtown's customer base.
- Create new employment opportunities and attract regional employees to downtown with vibrant retail, dining, and entertainment options as well as diverse housing opportunities for all income levels.

Comprehensive Plan Growth Objectives

An update of the 2007 Comprehensive Plan, also completed in 2013, identified city wide issues and areas where Huntingburg will need to experience growth in order to remain a vibrant, attractive community.

- **Residential Base** - Increase the number of people who live in and have access to downtown will ensure around-the-clock activity, expand the built-in customer base for local shops and restaurants, and increase the local tax base.
- **Public Spaces** - Formalize existing gathering and open spaces to be used by the public for events and festivals. Open space is an important factor in increasing the quality of life for residents, employees, and visitors, while at the same time diversifying its ability to support different activities.
- **Visitor Impact** - Continue to expand and diversify events and programming to attract visitors as repeat supporters of local shops and restaurants.
- **Infrastructure** - Replacement of the water line along 4th Street is a well-known need, but improvements to sidewalks, parking configurations, and improved landscaping and lighting will enhance and unify the look of the city.
- **Connectivity** - Create additional access by connecting existing recreational destinations and public spaces along an urban trail system. Trails through urban areas are known to increase property values and spending.

As our application clearly shows, the planning efforts put forth by the City Council over the past two years are addressed in our Stellar projects.

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SECTION 4.3

Strategic Investment Plan:

TARGET POPULATION



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Strategic Investment Plan: TARGET POPULATION

SUPPORTING OUR RESIDENTS & VISITORS

The City of Huntingburg, its residents, businesses and partners have identified a number of projects that will have a dramatic impact on Huntingburg, Dubois County, the Radius Indiana region and the State of Indiana. Huntingburg is ready to implement these projects that will reap benefits for a wide array of stakeholders.

Workforce: To attract the workforce necessary to fill the 600 + new jobs being created in Dubois County, we need quality of life amenities, reliable infrastructure and housing at an affordable price point. By providing both apartments and detached housing we offer a mix of options that meet the needs and desires of each family.

Senior Citizens: The Lofts at St. Joseph's Apartments, the new Senior Center and the proximity of business and services in the immediate vicinity makes the former St. Joseph Hospital an attractive site for seniors. The addition of the Heritage Trail will create a walkable community that will encourage them to visit and travel throughout the neighborhood and other areas of the community that are connected via the trail system.

Youth: The youth in our community play a significant role in the future of Huntingburg. Organizations such as: A Kid's Place, a community daycare that serves for over 130 local children; Southwest Dubois School Corporation, providing quality education for over 1,700 students; and the Teen Outback, a local non-profit youth organization housed in a 10,000 square ft. facility that offers after-school, all-day summer and weekend programs, are able to provide care and education from infancy through high school.

Young Entrepreneurs: While Huntingburg was once experiencing the effects of the "brain drain" epidemic, we're seeing an upward shift in the number of young professionals moving back to the area after college. In fact, we currently have five business owners on 4th Street who are age 32 and under. There is still much to be done to provide quality, affordable housing; offer better amenities and improve the overall quality of life needed to attract more of our youth back to Huntingburg.

Tourists & Visitors: By reinforcing the fabric of Historic Downtown Huntingburg and making it a pedestrian friendly space; providing venues for events and activities that attract a broad spectrum of visitors; and having a greater variety of festivals and special events, 4th Street will become a true destination for the thousands of tourists and visitors that frequent Southwestern Indiana.

Arts & Culture Community: The 4th and Market Street Park will have the most direct impact on local Arts and Culture. This will provide an attractive location for a wide range of events and activities. This space will provide a venue for our area's only Hispanic Festival, the annual Garden Gate Jazz, Art, Wine and Craft Beer Festival, the Farmer's Market, Haunted Huntingburg and other downtown events. These events currently attract over 5,000 people to downtown Huntingburg.

The Dubois County Community Foundation provided a two-year grant to launch our Artworks Initiative for arts and culture. The grant to the American Latin Association of Southern Indiana helped celebrate the presence of the Hispanic Culture and the Latino Community in our region.



Celebrating downtown business openings (top); The Jazz and Wine Festival downtown (bottom).



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Strategic Investment Plan: TARGET POPULATION

Downtown Businesses: By providing a new waterline, bringing the Heritage Trail through the heart of downtown, creating a user-friendly flexible space that can be adaptable for the business owner and making improvements to Fourth and Market Street Park, we are making downtown Huntingburg a hub of activity which will provide significant customer traffic for those who make a business investment in the heart of our community.

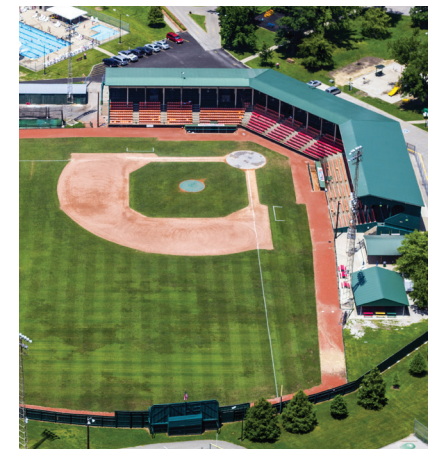
Professionals: All of the activities Huntingburg is working on are with the goal of building on the high quality of life in Huntingburg. By addressing issues in the community and adding a number of amenities, this will give Huntingburg an advantage in being able to attract not only the workforce but those professionals that are critical to the success of a community.

Health & Wellness Advocates: Working to make Huntingburg a walkable and biking community will provide a great resource for our residents to use a safe and accessible trail. This single action will directly affect all citizens regardless of age or ability. This will also tie into our "5-5-5" program of free 5K's that promote physical activity and community spirit. As Wellness Advocates, we are helping to set an example as our initiatives have been recognized by the American Heart Association, naming the City of Huntingburg as a Gold Fit Friendly Workplace.

Defense & Military: Huntingburg is the only community in the Crane Naval Surface Warfare Center area and the Radius Indiana

region participating in the 2014 Stellar program. After talking with the Commander of NSWC Crane, it became clear that with the Stellar designation, Huntingburg could position itself as a major asset for Crane as it works to attract the best and brightest to the 4th largest concentration of scientists and engineers in the country. As the Colonel said "We need to surround ourselves with Stellar Communities" because that is the kind of place he wants his workforce to live.

Filmmakers: Huntingburg has already been the location for three major motion pictures (A League of Their Own, Soul of the Game and Hard Rain). Huntingburg's quality of life has been enhanced by the film industry, with League Stadium being a major recreation and community gathering spot. We will use our experience as a springboard to create an office for the promotion of the movie industry not just in Huntingburg, but across the State of Indiana.



Niehaus Park trail will connect to Heritage Trail project, expanding health & wellness opportunities (top); Tourism and the cinema arts are promoted by venues such as League Stadium (bottom).

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SECTION 4.4

Strategic Investment Plan:
PROJECT ACTIVITIES



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Strategic Investment Plan: PROJECT ACTIVITIES

SENIOR HOSPITAL REDEVELOPMENT



Stellar Activities

The campus of the former St. Joseph's Hospital will be revitalized in three ways:

1. Senior Living Apartments:

- The north and west wings of the main building will become independent living senior housing for residents 55 and over
- Over 30,000 square feet will be renovated into 25 one and two bedroom apartments
- A 27,000 square foot addition will be constructed on the north side to provide an additional 20 units

Ready to Proceed

- Developer has received tax credits from IHCD
- Designs have been developed
- Project is scheduled to go to bid in Fall 2014

2. Redevelopment of Existing Structures

- The south end of the former hospital and adjacent buildings

will be targeted to provide community health care

Ready to Proceed

- Community Partner owns property
- City incentives are in place to attract investment

3. Senior Citizen Center

- An unused building will be repurposed, allowing expansion of services to a growing senior population
- The facility will be near the new senior apartments
- The facility would provide improved ADA access to senior programs
- Moving the Senior Center from the Old Town Hall will allow better use of this historic structure

Ready to Proceed

- Developer has received tax credits from IHCD
- Designs have been developed
- Project is scheduled to go to bid in Fall 2014

HERITAGE TRAIL



Stellar Activities

The Heritage Trail will be developed in three phases:

1. Veterans Trail

- Will utilize the Railroad Overpass to tie the St. Joseph Hospital Redevelopment and new residential areas to the Huntingburg Event and Community Center, Dubois County Veterans Monument, and the Charles C. Niehaus Memorial Park

2. Historic Downtown Trail

- Will connect Charles C. Niehaus Memorial Park to the Historic Business District, the 4th & Market Street Park and east to Van Buren Street

3. Railway Trail

- Will connect the Historic Business District to the Northeast neighborhoods, to the IGA, and to the Veterans Monument/Event Center area. Most critical for this route is the pedestrian bridge necessary to cross the Dubois County Railroad
- The Heritage Trail will allow all quadrants of Huntingburg to be connected for the first time without having to cross an at grade railroad track

Ready to Proceed

- Site control is in place
- Conceptual designs have been developed
- Ready to select consultant for design of Phases 1-3



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Strategic Investment Plan: PROJECT ACTIVITIES

MAINTENANCE & EMERGENCY SHELTER



Stellar Activities

- The facility will serve a dual purpose as a maintenance and operations facility for the city Street Department and emergency shelter in case of emergency for the community and local workforce
- Location near the overpass facilitates provides ease of access in case of emergency
- The facility would be approximately 17,000 square feet
- These areas would double as training facilities for local emergency management personnel and back-up control center for Dubois County EMA

Ready to Proceed

- Community Partner owns property
- Conceptual designs have been developed
- Ready to select consultant for design

COMMUNITY GATEWAYS



Stellar Activities

- With the Railroad Overpass, new major intersections will be created
- This will create gateways at these intersections welcoming visitors and residents to Huntingburg
- An inviting and welcoming atmosphere will be created, with the theme to be used throughout the city and along the Heritage Trail
- The Gateways will guide visitors to the Heritage Trail, the Event and Community Center and the Veterans Monument

Ready to Proceed

- Gateway locations have been identified
- Site control is in place
- Conceptual designs have been developed



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Strategic Investment Plan: PROJECT ACTIVITIES

9TH STREET EXTENSION



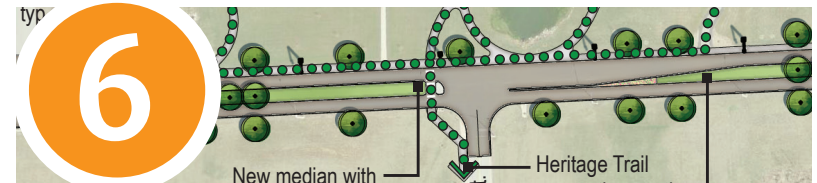
Stellar Activities

- Is a complimentary project to the Railroad Overpass project
- The extension provides a safe connection to the industrial property to the north and west of the Norfolk and Southern Railroad
- Is critical to the success of the overpass project by providing traffic flow into the industrial park while the overpass project is under construction
- Allows for the future expansion plans of OFS Brands and Touch of Class, two of our community partners

Ready to Proceed

- Site control is in place for the project
- Preliminary design has been completed
- Ready to issue RFP for project

14TH STREET RECONSTRUCTION



Stellar Activities

- 14th Street reconstruction provides a key pedestrian and vehicular connection to the Overpass Project and US 231
- 14th Street needs to be upgraded to handle heavy truck traffic when the overpass project is complete
- This upgrade will enhance the use of Huntingburg Event and Community Center
- The Heritage Trail will connect the Event Center to the east side of Huntingburg and to the St. Joseph Hospital Redevelopment Project
- This will also enhance the ability to develop the available city-owned property on the south side of 14th Street as a hospitality corridor

Ready to Proceed

- Site control is in place for the project
- Ready to issue RFP for project

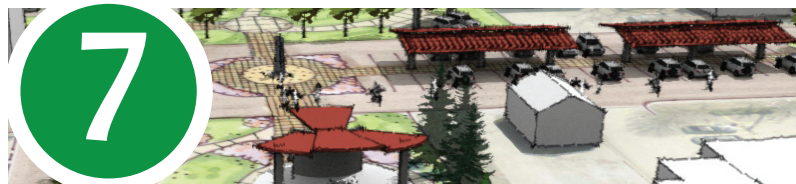


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Strategic Investment Plan: PROJECT ACTIVITIES

4TH & MARKET STREET PARK



Stellar Activities

- Creates a space in the heart of downtown for events and activities that connects 4th Street to Market Street
- Improves Market Street and creates a community gathering point
- Enhances the use of Old Town Hall as a gathering and meeting space

Ready to Proceed

- Identified as a key element in the Downtown Revitalization Plan
- Conceptual Design has been completed

4TH STREET WATER MAIN REPLACEMENT



Stellar Activities

- Replaces 120 year old water line
- Will improve fire protection and provide more reliable water source for the business district, securing the long-term viability of the Historic Downtown
- The enhanced infrastructure will promote renovation and improvements to vacant and under-utilized second story structures for use as downtown apartments

Ready to Proceed

- Site control is in place.
- Preliminary design completed as part of the Downtown Revitalization study
- Ready to issue RFP for project

WORKFORCE HOUSING



Stellar Activities

The Workforce Housing will be developed in two phases: 1) Multi-Family and 2) Detached homes:

- Addresses the top priority in Dubois Strong's Strategic plan to meet the need for workforce housing in Dubois County
- 75 rental units will be developed by Martin Commercial Group
- As many as 80 single-family detached workforce housing units will be developed by Boxer Girl LLC
- S&S Properties will develop an adjacent undeveloped site
- It is anticipated that the majority of the funds would come from LIHTC and HTC equity with some grants and a small first mortgage
- The housing would be affordable for a family making \$10 to \$15 per hour
- This translates to a \$17.2 to \$20.8 million in investment

Ready to Proceed

- Options on the property have been secured
- Martin Commercial Group has completed a market study and developed preliminary site plans
- Huntingburg Housing Authority has approved a resolution of support as a partner in the development

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SECTION 4.5

Strategic Investment Plan:

STAFF RESPONSIBLE FOR PROJECT



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Strategic Investment Plan: Staff Responsible for Project

City of Huntingburg

Mayor Denny Spinner will maintain full responsibility for the implementation of the Stellar Program for the City of Huntingburg. **Clerk-Treasurer Thomas Dippel** will also be integral to our success as he will provide fiscal oversight and ensure the timely receipt and expenditure of funds awarded to the program. **Communications Director Rachel Steckler** will be responsible for updating all stakeholders on the Stellar process.

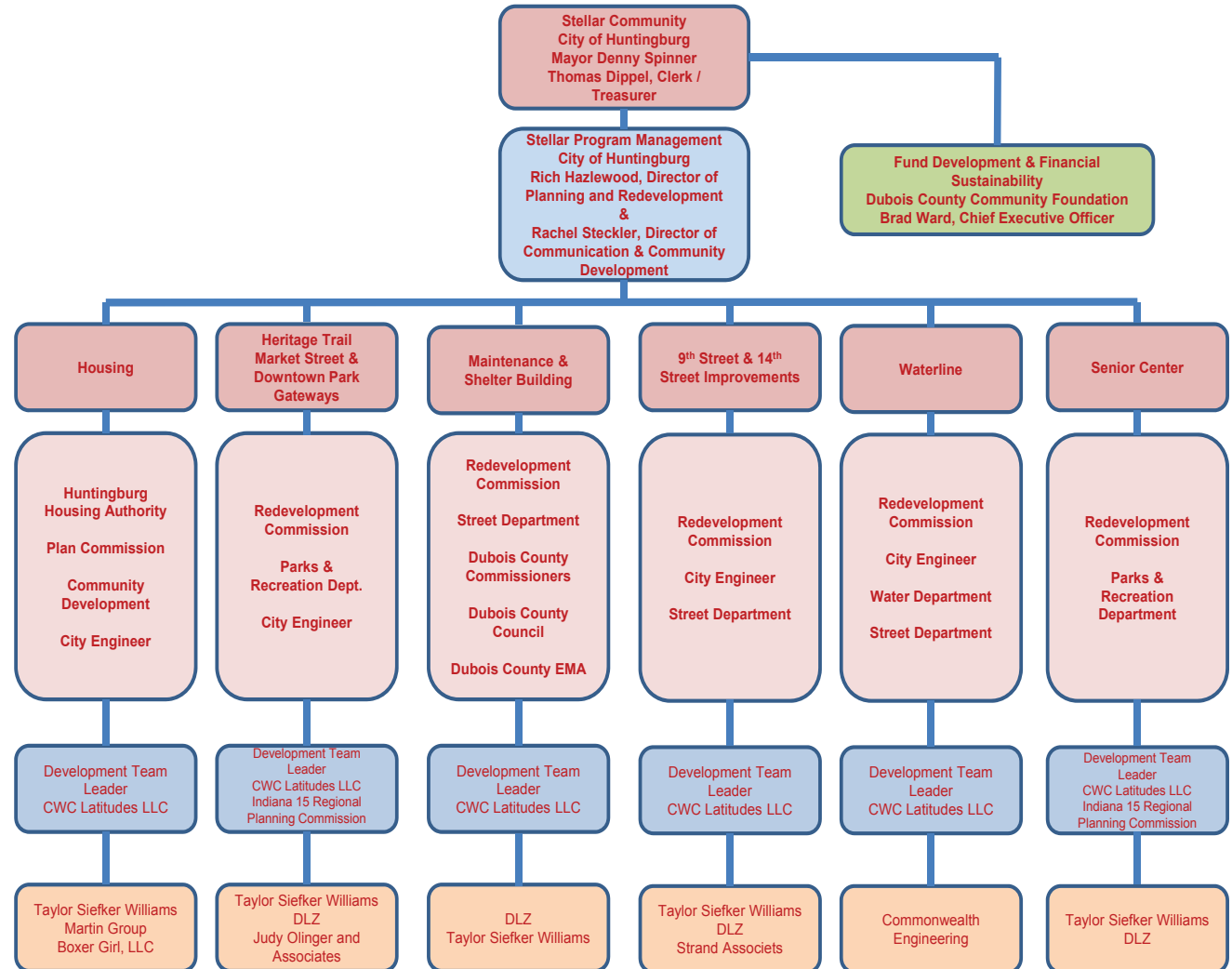
The Huntingburg City Council and Utility Board has fiscal oversight for Economic Development Income Tax (EDIT) funds, all bonding, and utility expenditures. **Council members Amy Lehr, Glen Kissling, Alex Blackgrove, Steve McPherron and Linda Summers** will be directly involved in all financial matters relating to the Stellar projects.

An experienced staff from the City of Huntingburg will team with professionals to guide the Stellar Program.

Huntingburg Redevelopment Commission (RDC)

The Huntingburg Redevelopment Commission will be charged with the responsibility of implementing the Stellar Projects and will also have the fiduciary responsibility for the TIF funds utilized to complete Huntingburg's Stellar Community Strategic Investment Plan. The RDC has committed to investing available funds to the plan via a TIF-backed bond. **RDC President Eugene Peters** has been actively

Organizational Chart





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Strategic Investment Plan: Staff Responsible for Project

involved in promoting economic development in the City of Huntingburg and Dubois County for over 25 years. **City Planning Director Rich Hazlewood** will work with the RDC to guide this process.

Dubois County Community Foundation

The Dubois County Community Foundation is a public charitable foundation that supports donors in their charitable giving and awards grants to effective nonprofit organizations serving Dubois County. The Foundation's goal is to connect community members with the needs they care about most and empower them to make a difference in Dubois County through philanthropy. They accomplish this goal through donor opportunities and grantmaking. The Community Foundation will play an integral role by aligning our philanthropic sector with this effort. The Foundation will serve as the steward of charitable dollars held in the Huntingburg Stellar Fund, an endowment to provide long term sustainability to the overall Stellar plan and future of the City of Huntingburg. Additionally, Foundation **CEO Brad Ward** will continue to serve in a leadership position on the Stellar Steering Committee.

Taylor Siefker Williams Design Group, LLC

Taylor Siefker Williams Design Group is a landscape architecture, urban design, and planning firm with experience in many of the areas included in Huntingburg's Stellar application. Their projects focus on creating signature community spaces and infrastructure that drives the quality of life in communities. TSWDG's principals **Ron Taylor, FASLA; Scott Siefker, ASLA, AICP**; and **Amy Williams, AICP** will be leading the design and planning for the

Heritage Trail, Gateways, and 4th Street and Market Street Downtown Park and will providing site design and landscape architectural services for the Senior Center, Maintenance and Shelter Building, and the 9th and 14th Street Improvements activities.

CWC Latitudes, LLC

Latitudes is a landscape architecture, redevelopment, economic development and urban planning studio specializing in a variety of problem solving, design planning, economic, and redevelopment services. Latitudes has worked on numerous high-profile, budget-responsive, and schedule sensitive projects. Huntingburg has designated Latitudes and its owner, **C. Edward Curtin, FASLA**, as the Development Team Leader for the Heritage Trail, Senior Center, Maintenance and Shelter Building, and Gateways, and the 9th and 14th Street Improvements activities.

Indiana 15 Regional Planning Commission

The staff of Indiana 15 Regional Planning Commission conducts the daily activities and operations of the six-county commission. There are three certified grant administrators on staff to service the program requirements of Community Development Block Grant funds for the Indiana Office of Community and Rural Affairs' Community Focus Fund (CFF) programs. The Commission also provides for staffing of specialized services in revolving loan fund administration, computer-aided mapping, municipal codifications, infrastructure development, and community and economic development planning. **Executive Director Lisa Gehlhausen** has a history of working with the City of

Huntingburg to secure grants in association with OCRA, INDOT, and IHCD.

Huntingburg Housing Authority (HHA)

The Huntingburg Housing Authority administers public housing programs for the City. HHA **Executive Director Heidi Reller** and **Martin Group Chairman John Martin** will serve as development team leaders for the Workforce Housing activities.

Communications and Reporting

Information related to Stellar activities and their implementation will be made available to the public by **Communications Director Rachel Steckler** through the City's website and social media outlets and by periodic press releases on Stellar updates and information. **Mayor Denny Spinner** will conduct monthly Stellar progress meetings with City department heads and the local steering committee. Huntingburg will host quarterly meetings with OCRA, INDOT, and IHCD to keep the agencies abreast of progress being made.

