



GREENFIELD MAIN STREET, INC. **STRATEGIC PLAN**

2024-2028 4-Point Approach
To Our Main Street and
Downtown Development

TABLE OF CONTENTS

OVERVIEW	02	THE MAIN STREET FOUR-POINT APPROACH®	13
2024-2028 4-POINT APPROACH	03	WHY WE EXIST	14
OVERVIEW OF OUR PROCESS	04	GREENFIELD MAIN STREET, INC.	15
COMMUNITY INPUT AND PRIORITIES	06	STRATEGIC POSITIONING	
CITY OF GREENFIELD COMP PLAN - 2015	07	THE WORK WE DO	16
HANCOCK COUNTY COMPREHENSIVE PLAN - 2022	08	COMMUNITY VISION	17
ASSESSING DOWNTOWN	09	PRINCIPLES AND ACTIVITIES	18
POPULATION PROJECTIONS	10	ACKNOWLEDGEMENTS	22
GREENFIELD MAIN STREET, INC. ORGANIZATION	11		

OVERVIEW

Hancock County is one of the fastest-growing counties in Indiana. The county and the City of Greenfield's economic development and quality of place initiatives have played a vital role in attracting new residents. Main Street and Greenfield's Downtown District act as a catalyst to the larger quality of place strategy. The city's center is where residents and visitors can experience the arts, culture, boutique retail shopping, outdoor activities, and entertainment.

Greenfield Main Street, Inc., (GSMI) is the organization that fosters a unique and vibrant downtown where businesses and individuals alike will want to develop and invest in downtown. It is because of the work of the GSMI organization that downtown is the place to be in Greenfield.



Greenfield Main Street embarked on the Strategic Visioning process to:

- Learn what Hancock County residents want to experience and see in downtown Greenfield.
- Hear from local merchants, property owners, and partners.
- Co-create a shared vision of GSMI's future.
- Develop a 4-Point GSMI Strategic Plan.

2024-2028 4-POINT APPROACH TO MAIN STREET AND DOWNTOWN DEVELOPMENT



We will use our Strategic Plan:

- ✓ Tell our story and share the co-created vision of Greenfield's downtown.
- ✓ Guide our decision-making process.
- ✓ Provide a roadmap to how we will leverage new and existing resources for business development and beautification efforts.
- ✓ Encourage investment and further development of downtown.

OVERVIEW OF OUR PROCESS



01

APPRECIATIVE INQUIRY

Listened to downtown merchants and key stakeholders for better ways we can support them.



02

COMMUNITY SURVEY

Conducted a community-wide survey to gather as many voices as possible to inform our work.



03

GAIN ALIGNMENT TO KEY PARTNERS

Searched city, county, and other partners' strategic plans to find ways to align with their goals and ambitions.



04

ANALYZE TRENDS & ASSETS

Studied local, state, and national economic trends and reviewed our downtown assets.



05

CO-CREATE FUTURE

Using the knowledge gathered, we co-created our strategic plan.



CURRENT STATE ASSESSMENT

COMMUNITY INPUT AND PRIORITIES

Community members, stakeholders, merchants, and property owners would like downtown to:

- Attract more **ethnic restaurants or dining options, interactive experiences**
- Increase the number of **landscape art, community art and murals**
- Develop more Summer, Fall, and Winter events
- Market outside of Greenfield and Hancock County



400+
SURVEY
RESPONSES



70%
SHOP DOWNTOWN MORE
THAN 6X PER YEAR



**HOSTED
STAKEHOLDER
ROUNDTABLE**

**SUPPORT,
RESOURCES,
MARKETING**

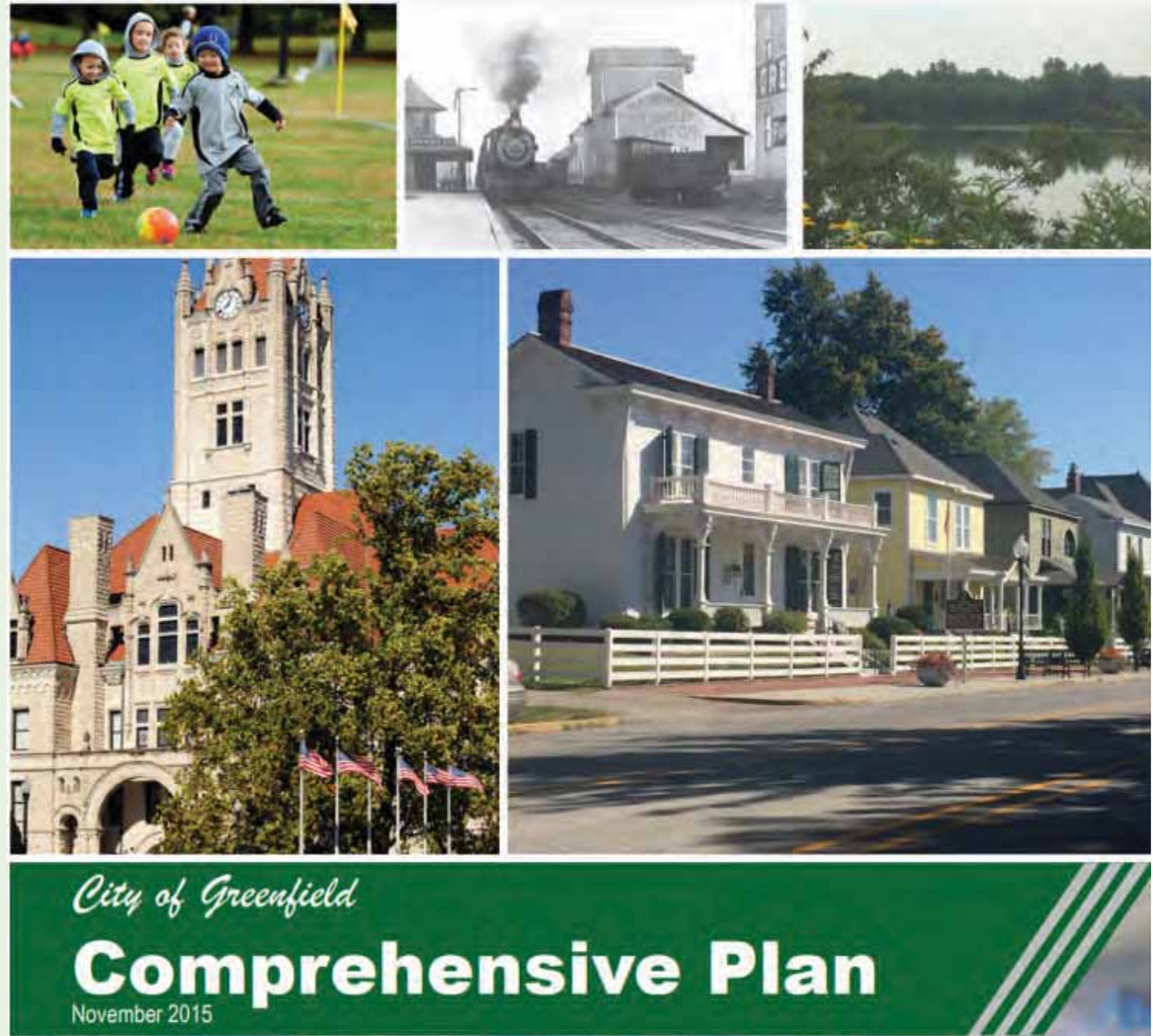
Top value we bring
to stakeholders



CITY OF GREENFIELD COMP PLAN - 2015

Though dated, the City of Greenfield's Comprehensive Plan still outlines key goals for downtown:

- Preserve historical and cultural assets.
- Commitment to revitalizing downtown and attracting people through events and businesses.
- Developing and/or revitalizing mixed-use properties to support increased housing and businesses in downtown.



City of Greenfield

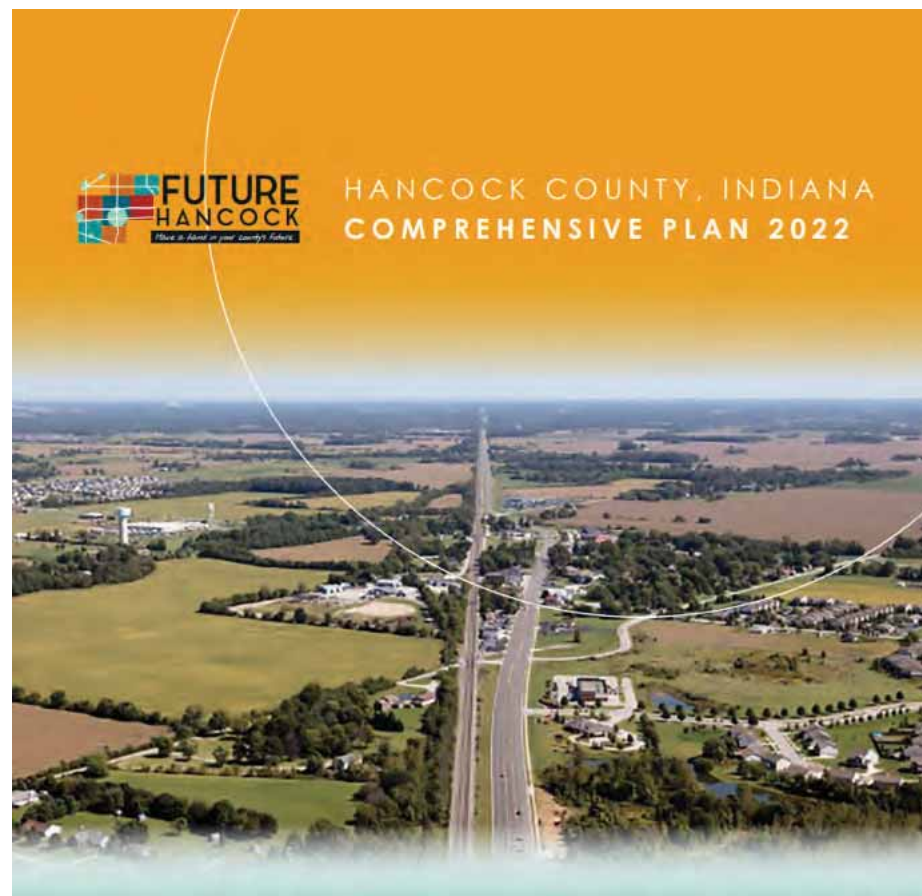
Comprehensive Plan

November 2015

HANCOCK COUNTY COMPREHENSIVE PLAN - 2022

The newly created the Hancock County's Comprehensive Plan outlines key goals and objectives that align to GMSI's goals including:

- Continue to build on and improve the quality of life for residents.
- Establish Hancock County as a community of choice for the Indianapolis region that provides a range of attractive public and private amenities.
- Expand open space, recreation, and parkland opportunities in Hancock County, potentially through a County Parks Board and County parkland acquisition strategy.
- Preserve Hancock County's distinct historical and cultural features.



ASSESSING DOWNTOWN

Greenfield's downtown district has undergone significant revitalization over the past decade.

There is a variety of new restaurants, retail shopping, and more.

PARKS - 1

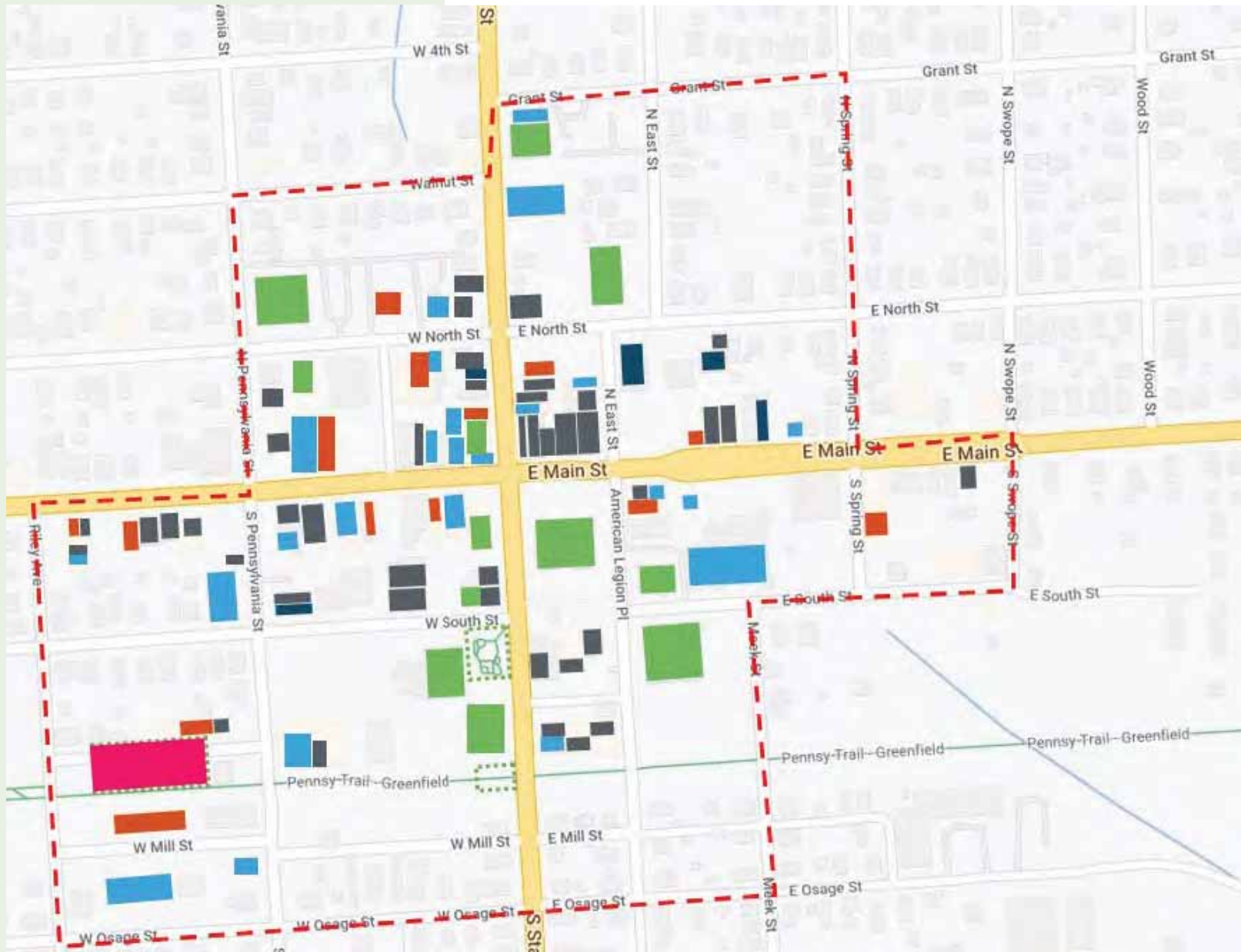
RETAIL - 24

RESTAURANTS - 14

SERVICES - 42

GOVERNMENT - 12

ORGANIZATIONS - 5



Asset Map Developed 09.2022

POPULATION PROJECTIONS

As of 2020, the total population of Hancock County was 79,840. This represents an increase of 44% since 2000.

Over the last decade, the County has continued to grow faster (14%) than the average growth rate for all counties in the region (9%).

By the year 2045, Hancock County is projected to have a population of 103,431, or an increase of nearly 20,000 people from the Census 2020 population count.



GREENFIELD MAIN STREET, INC. ORGANIZATION

In the planning process, we conducted an internal assessment of the following:

- **Mission:** Our team reviewed the current mission statement to decide if it genuinely speaks to the purpose of our organization going forward. We looked for ways we could become clearer about why we exist, who we serve, what we do, and how we do it.
- **Resources Available:** We evaluated our current resources and organizational structure to decide whether the resources and structure will move towards our aspirational vision of Greenfield's Main Street and Downtown.
- **Catalysts In Our Work:** We acknowledged our momentum and considered how we harness these existing positives. Greenfield Main Street is in a position of strength with a positive cash flow with an effective leader at the helm, we are one of the fastest growing counties in Indiana, operate with a diverse board, and have current investment and interest in downtown.



- **Our Anchor Assets:** Unique to Greenfield, Indiana we have strong roots in the arts with famed American writer, poet, and author James Whitcomb Riley. Additionally, we have the Depot Street Concert Venue, a Historic Downtown that acts as a gateway to Eastern Indiana, our Main Street is located on Historic Route 40, we support outdoor activities with the Pennsy Trail, and we have highly engaged community residents.

VALUE PROPOSITION & 4-POINT APPROACH TO MAIN STREET AND DOWNTOWN DEVELOPMENT

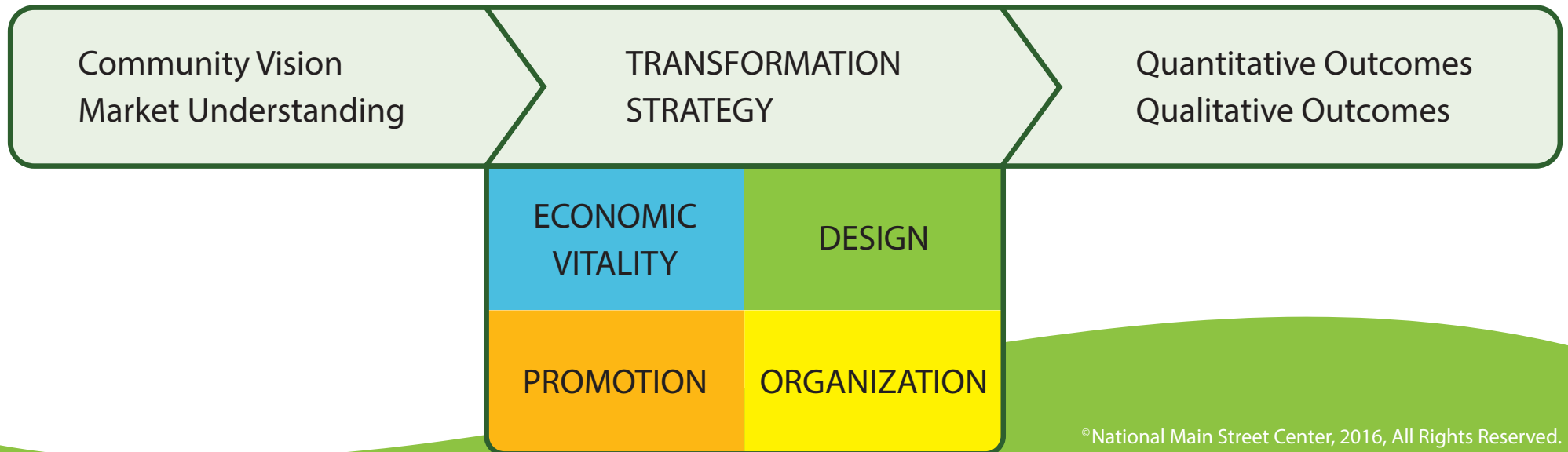
THE MAIN STREET FOUR-POINT APPROACH®

GMSI has adopted Main Street America's "Main Street Four-Point Approach" and Transformation Strategies as the framework to our Strategic Plan.

The Main Street Approach is centered around Transformation Strategies. A Transformation Strategy articulates a focused, deliberate path to revitalizing or strengthening a downtown or commercial district's economy.

A program's work on Transformation Strategies will be organized around the **Four Points: Economic Vitality, Design, Promotion, and Organization.**

A revitalization program's work – and its Transformation Strategy will be **Visitor Attraction, Resident/Visitor Shopping, and Tourism.**



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GREENFIELD MAIN STREET, INC. STRATEGIC PLAN 2024-2028

WHY WE EXIST

Our Mission:

GMSI is leading the movement to foster a strong and vibrant downtown.

Our Purpose:

GMSI exists to lead the movement for the people of Greenfield and Hancock County, so that downtown is the place to be.

You can count on us to:

- Act as a connector to business development, beautification, and the arts resources.
- Support and promote existing businesses and events.
- Encourage new business.
- Be the liaison to the City of Greenfield for downtown initiatives.



Why it matters:

- Investments will have a direct impact on businesses throughout the city.
- An improved downtown will make the city more attractive to talent, which increases the number of citizens, expands the tax base, and provides an even more diverse talent pool in the future.
- Employers can anticipate greater employee retention, lower commute times, reduced healthcare costs, and easier recruitment.

GREENFIELD MAIN STREET, INC.'S STRATEGIC POSITIONING

GMSI's Transformation Strategy is Visitor Attraction, Resident/Visitor Shopping, and Tourism. Greenfield, Indiana is uniquely positioned to leverage its connection to the arts through both the current and past contribution of many talented musicians, painters, poets, and writers. One of the more famous is literary giant James Whitcomb Riley, an 18th Century American poet, writer, and author. Riley's rich history acts as a catalyst to attract those that appreciate the arts, poets, book lovers, and history buffs from around the world.



GMSI'S strategic focus aspires to celebrate the rich abundance and history of the arts in a way that brings people to Greenfield and creates positive economic impact for downtown merchants.

THE WORK WE DO

CONNECTOR

Act as a connector to business development, beautification, and the arts resources.

We are the downtown central resource hub. Our role is to connect individuals, merchants, property owners, and community organizations to existing resources.

SUPPORT EXISTING BUSINESS

Support and promote existing businesses and events

We will work to provide support to our current business owners and events.

This support includes marketing their businesses, attracting visitors outside of Hancock County, designing programs to increase patron traffic, and collaborating to increase awareness of their local business and our events.

ENCOURAGE NEW BUSINESS

Encourage new business

Collaborate with property owners and stakeholders to foster innovative ways to attract new businesses in the district. We will work to provide new business owners with support, training, and resources.

LIAISON TO THE CITY

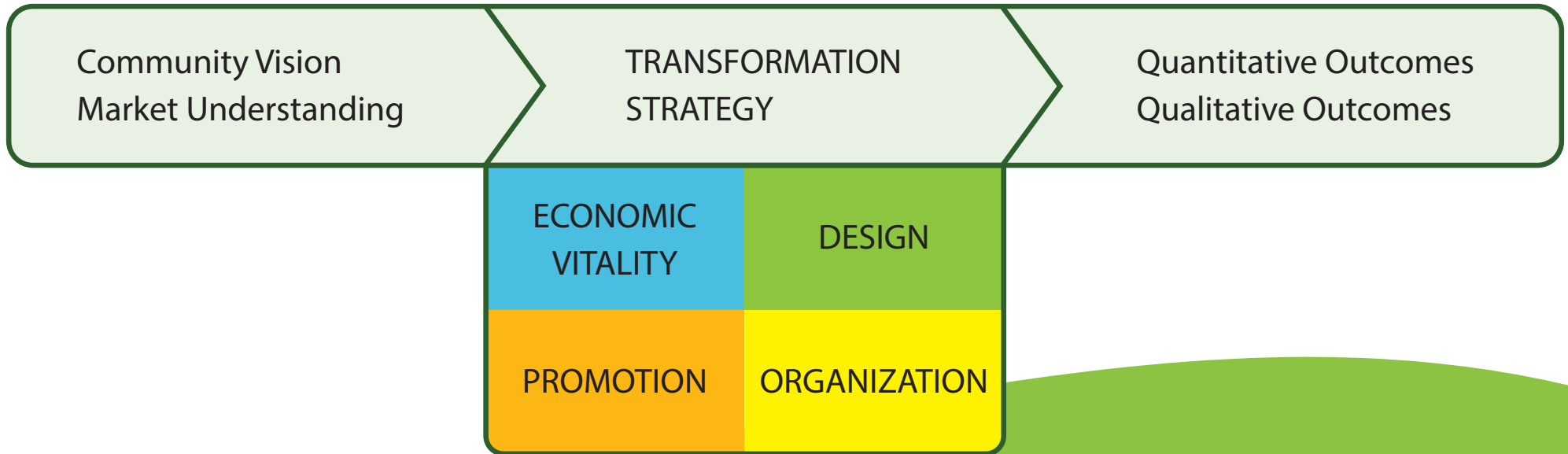
Be the liaison to the City of Greenfield for downtown initiatives

Greenfield Main Street Organization will partner with government leadership, corporate entities, foundations, and individuals to create an all-encompassing momentum driving progress in the downtown area.

COMMUNITY VISION

Downtown Greenfield is located on Historic U.S. Route 40, acting as a gateway to Indianapolis. Main Street and downtown is a lively and vibrant day-trip destination and great place to live or work.

We embrace our rich history of the arts, while also fostering innovative and forward-thinking initiatives.



ECONOMIC VITALITY PRINCIPLES AND ACTIVITIES:

Economic Vitality Goals:

- Increase spending with downtown merchants.
- Increase attendance and engagement at merchant meetings.
- Offer pop-up business opportunities for aspiring entrepreneurs.
- Increase in number of new businesses and expansion of current businesses.
- Have a strong Indiana Small Business Development Center relationship to provide support and resources to local small businesses.

Key Activities To Achieve Goals:

- Administer programs aimed at increasing foot traffic in Main Street designated zone using programs such as Downtown Dollars.
- Host merchant meetings to provide a platform for merchants to share ideas, have a voice in decisions made regarding downtown and collaborate with each other.
- Maintain strategic partnerships with organizations like the Indiana Small Business Development Center (ISBDC) to offer new business packets, training, workshops, and other support or with property owners to offer temporary or permanent space for aspiring entrepreneurs.
- Managing a comprehensive marketing strategy that includes online and offline strategies.



ECONOMIC VITALITY focuses on capital, incentives, and other economic and financial tools to assist new and existing businesses, catalyze property development, and create a supportive environment for entrepreneurs and innovators that drive local economies.

DESIGN PRINCIPLES AND ACTIVITIES:

Design Goals:

- Leverage Downtown Improvement Grants to sustain facades, incentivize investment, and beautify downtown.
- Play a key role in the development and sustainability of an Arts District.
- Lead and promote public art projects.
- Partner with the city to develop guidelines for style for downtown.

Key Activities To Achieve Goals:

- Promote the availability of façade grants to encourage beautification and historic preservation.
- Follow procedures and policies consistently to identify needs and opportunities for improving downtown aesthetics.
- Cultivate and strengthen relationships with organizations and volunteers who are aligned with our mission and goals.
- Maintain and enhance Downtown Design Guidelines.



A focus on **DESIGN** supports a community's transformation by enhancing the physical elements of downtown while capitalizing on the unique assets that set the commercial district apart.

PROMOTION PRINCIPLES AND ACTIVITIES:

Promotion Goals:

- Plan and partner with others for events that highlight community assets and increase traffic to downtown Greenfield.
- Partner in promoting non-GMSI Events (Hello Hancock).
- Execute GMSI events and festivals that align with our transformational strategy, arts-focused visitor attraction, resident and visitor shopping, and tourism.

Key Activities To Achieve Goals:

- Organize events aligned with an “art” theme.
- Annually revisit current events and festivals to ensure they are profitable or minimum break even and align to transformational strategy.
- Foster strong partnerships with the Parks and other partners to organize a variety of other types of events.
- Leverage a comprehensive marketing plan that includes video series and other creative strategies.
- Leverage the Hello Hancock Community Calendar on GMSI website as the go to for Greenfield and Hancock County events.
- Promote non-GMSI events.



PROMOTING Main Street takes many forms, but the goal is to position the downtown or commercial district as the center of the community and the hub of economic activity, while creating a positive image that showcases a community’s unique characteristic.

ORGANIZATION PRINCIPLES AND ACTIVITIES:

Organization Goals:

- Use this Strategic Plan to guide our work.
- Develop a case for employers and businesses to invest in GMSI.
- Strengthen City partnership.
- Provide governance oversight to the GMSI Board of Directors and direct support to the Executive Director.
- Ensure the financial viability and sustainability of GMSI by ascertaining funding through grants and sponsorships.

Key Activities To Achieve Goals:

- Formalize a partnership with the City of Greenfield through a Memo of Understanding.
- Research expanding footprint and determine if expanding Main Street designation will benefit downtown and Main Street.
- Further define the connection hub concept.
- Pursue grant-making to “arts”.
- Develop a stakeholder Case for Support.



This element of the Main Street Approach focuses on building collaboration among a broad range of public and private sector groups, organization and constituencies, enhancing your district’s civic value. The **ORGANIZATION** Team plays a key role in keeping the board, teams and staff functioning by attracting people and money to the Main Street program.

ACKNOWLEDGEMENTS

We extend our heartfelt gratitude to the individuals who have played an instrumental role in shaping this Strategic Plan. Their dedication, invaluable insights, and expertise played an important role in crafting a vision for our future. Our appreciation goes out to the diverse range of stakeholders who have been pivotal in this journey, including downtown business owners, community residents, property owners, and representatives with the City of Greenfield. Their diverse perspectives have not only enriched our understanding but have also guided our board's efforts.

Our board members deserve special recognition for their collaborative spirit and tireless commitment. Together, they have developed our key strategies and outlined the most vital actions captured within this plan. Their dedication to our shared mission has been the driving force behind this endeavor.

As we move forward, this Strategic Plan demonstrates the power of collective wisdom and collaboration. We are deeply grateful for the contributions of each individual and group involved, as they have illuminated the path to a brighter and more prosperous future for our community.

Thank you for your unwavering support and commitment.

Greenfield Main Street, Inc.

Board Members:

- Mary Gible, President Emeritus
- Sara Joyner, President
- Jenn Wells, Vice President
- Dan Jack, Secretary
- Kim Pauszek, Treasurer
- Jeff Clark
- Joanie Fitzwater
- Tony Seiler
- Andy Isch
- Adam Jurs
- Lauren Lavy
- Dan Riley
- Jeff Somers
- Missy Tennant
- Charlie Vettors
- Lew Wooton
- Madison Ritchison
- Monica Holden
- Evan Beaty
- Kelli Edon

Special Recognition:

We want to thank the Community Foundation of Hancock County for their generous support the strategic planning process.

Consulting Partners:

Stratavize Consulting Inc.