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# BURKART OPPORTUNITY ZONE

AN **INCLUSIVE** ECONOMIC DEVELOPMENT AGENDA FOR SEYMOUR

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# ACKNOWLEDGMENTS

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## « THE CORE TEAM

The core team is the primary group of local leaders who coordinate with Brookings and LISC to determine the priority area for the agenda and organize the advisory coalition team, as well as manage the CCEI process at the local level. The Core Team includes:

**Matt Nicholson**  
Mayor, City of Seymour

**Dan Davis**  
President & CEO, Community Foundation of Jackson County

**Jackie Hill**  
Workforce Partnership Director  
Jackson County Industrial Development Corporation

**Jim Plump**  
Executive Director  
Jackson County Industrial Development Corporation

## « ADVISORY COALITION

The Advisory Coalition is a cross-sectoral coalition of city and regional stakeholders. Together, with directly impacted communities, they are the co-creators of the place-based investment strategies that make up this agenda. The Advisory Coalition includes:

**Kevin Johnson**  
CEO, Kocolene Development

**Marvin Veatch**  
President & CEO, JC Bank

**Dan Robison**  
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Aisin USA

**Solomon Rust**  
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**Tammy Barker**  
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**Yesenia Otero**  
Pet Supplies Plus

**Ardell Mitchell**  
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# GLOSSARY OF TERMS AND ACRONYMS

Builders Association .....Jackson County Builders Association  
Chamber.....Jackson County Chamber  
Community Foundation .....Community Foundation of Jackson County  
DNR .....Department of Natural Resources  
EDA .....Economic Development Administration  
IHCDA .....Indiana Housing and Community Development Authority  
INDOT.....Indiana Department of Transportation  
JAG .....Jobs for America’s Graduates  
JCEC .....Jackson County Education Coalition  
JCIDC.....Jackson County Industrial Development Corporation  
JC Board of REALTORS.....Jackson County Board of REALTORS

Learning Center.....Jackson County Learning Center  
READI .....Regional Economic Acceleration  
Development Initiative  
SBDC.....Small Business Development Center  
Schneck Medical .....Schneck Medical Center  
(healthcare organization and hospital)  
SCORE .....A non-profit supporting small businesses  
SICA .....Southern Indiana Center for the Arts  
USDA.....United States Department of Agriculture

An aerial photograph of a suburban neighborhood, heavily tinted with a green color. The image shows a mix of residential buildings, trees, and open spaces. A road and a railway line are visible in the lower-left quadrant. The overall scene is a dense residential area with scattered greenery.

# INTRODUCTION + OVERVIEW

BURKART OPPORTUNITY ZONE

# WHAT IS CCEI FOR SMALL TOWNS?

## OVERVIEW

Community-Centered Economic Inclusion (CCEI) helps cities better participate in their region's growth and prosperity by focusing intentionally on uplifting the assets of historically disadvantaged communities. To do this, CCEI focuses investment on specific geographic areas—business districts and adjacent residential neighborhoods—with disinvestment and limited opportunity. Stakeholders use data and convening to set measurable, shared tasks in an Economic Inclusion Agenda that guide focused investment into workforce, community, and economic development. The agenda mobilizes funding, technical expertise, relationship networks, and cultural assets of neighborhoods, the city, and the region to implement specific, shared action-items over a three-year period.

CCEI Agendas:

- » **Uplift historically disadvantaged communities**
- » **Focus on a specific geographic area (not whole city/town)**
- » **Use data to inform discussions**
- » **Convene local stakeholders to craft an agenda**
- » **Implement that agenda over a 3-year period**

## CCEI AGENDAS - A TRACK-RECORD OF SUCCESS

CCEI is built on the experience of hundreds of communities nationwide gathered through the long experience of Local Initiatives Support Corporation (LISC) and the Brookings Institution's Bass Center for Transformative Placemaking (Brookings). Brookings and LISC published a playbook in 2021 based on a pilot in Los Angeles, Indianapolis, and Philadelphia districts. At the time of this current effort, more than 12 cities have participated in the CCEI process. More information about the CCEI process may be found in the joint publication of Brookings and LISC "Community-Centered Economic Inclusion: A Strategic Action Playbook".

## TRANSLATING THE PROCESS TO SMALL CITIES

Recognizing the need to specifically adapt CCEI for small cities, LISC and Brookings selected three Indiana cities to participate in a new CCEI initiative. The three cities—Michigan City, Warsaw, and Seymour—worked in partnership with Brookings and LISC to co-create CCEI agendas aimed at closing racial and geographic gaps in economic opportunity. The effort is supported by the Indiana Economic Development Corporation and is focused on small cities located in its Regional Economic Acceleration and Development Initiative (READI) program regions.

## WHAT A CCEI AGENDA MEANS FOR SEYMOUR

The CCEI agenda will better position Seymour residents and workers to effectively engage in the growing sectors of their regional economy, and will help the city address persistent economic stagnation and inequity by coordinating and concentrating workforce, small business, real estate development, and placemaking efforts.

This agenda, the culmination of the first phase of the work, equips Seymour with a CCEI agenda that provides actionable, achievable, and measurable steps to help close persistent gaps in economic opportunity and enhance the quality of life for all Seymour residents. This agenda will be designed to effectively leverage READI and other federal, state, local, and philanthropic resources, and will ensure that Seymour is part of a statewide effort – with national significance – aimed at advancing economic inclusion in small cities and rural regions.

Brookings and LISC will synthesize the learnings from this process in a report for a national audience that highlights how rural and small cities can work with regional leaders and their states to foster greater equity and prosperity.

# A JOINT EFFORT



## LOCAL INITIATIVE SUPPORT CORPORATION

MISSION | Together with residents and partners, we help forge resilient and inclusive communities of opportunity across America—great places to live, work, visit, do business and raise families.

### ABOUT THEIR ROLE

LISC funded this process through a grant from the Indiana Economic Development Corporation (IEDC). Key leaders from LISC's national team provide insight throughout and managed the process. Key team members include:

- Bill Taft | Senior Vice President of Economic Development
- Teresa Garcia | Program Officer - National Programs (now Senior Project Manager at City of Pasadena)
- Cari Morales | Program Officer - Creative Placemaking
- Andrea Devening | Senior Program Officer Economic Development



## THE ANNE T. AND ROBERT M. BASS CENTER FOR TRANSFORMATIVE PLACEMAKING

MISSION | The Anne T. and Robert M. Bass Center for Transformative Placemaking aims to inspire public, private, and civic sector leaders to make transformative place investments that generate widespread social and economic benefits.

### ABOUT THEIR ROLE

Brookings provided direction and insights as a national thought leader throughout the process. They also led the data analysis portion of the project, which helped local teams to determine and understand the priority area. The data drove key insights into the agenda's creation. Key team members include:

- Jennifer Vey | Senior Fellow and Director of the Anne T. and Robert M. Bass Center for Transformative Placemaking
- Hanna Love | Senior Research Associate
- DW Rowlands | Senior Research Assistant
- Michael McVerry | Research Assistant
- Rowan Bishop | Engagements Coordinator (now Senior Manager, Member Engagement Events & Programs at US Chamber)

# A LEARNING LAB

## ABOUT THE LEARNING LAB PROCESS

Part of the CCEI process in Indiana includes the formation of a Learning Lab—six meetings over the course of the project involving the core team members from each participating city. This Learning Lab model consists of facilitated peer learning exchanges, access to technical assistance and national experts, and a platform to spread and scale tested concepts. “Learning Labs” are part of Brookings Metro’s impact model and have led to concrete policy wins in cities/regions nationwide.

The CCEI Small Cities Learning Lab kicked off in December 2022 with a dinner in Indianapolis where members met each other and heard from a local leader from Indianapolis about his participation in similar processes and the way his organization and neighborhood have benefited from participation in similar processes. The following day the lab introduced the concepts of CCEI, the agenda-creation process, and the goals of CCEI, particularly how it fits into IEDC’s READI initiative.

Subsequently, the lab convened virtually four times throughout the winter and spring, culminating in another in-person meeting in August at the conclusion of the agenda-creation phase.

Along with the benefits participating cities receive, the Learning Lab seeks to reach three additional audiences: local, state, and national stakeholders. At the conclusion of the CCEI agenda-creation process, Brookings will publish a report on lessons learned from the process that could guide other neighborhood, city, and state leaders on how to implement or support CCEI in small cities and rural regions.



Photo of Michigan City, Seymour, and Warsaw Learning Lab Kickoff Meeting in Indianapolis

# THEORY OF CHANGE

## TRANSFORMATIVE PLACEMAKING AND THE AGENDA PROCESS

‘Transformative Placemaking’ as a theory of change came from Brookings Institution’s decades of experience in economic and community development policy research. In today’s economy, opportunity is increasingly dictated by geography. While many cities and parts of cities have experienced growth and revitalization, there are still too many people and places left out of the process. In addition, those who have long been excluded are rightfully wary about who makes planning decisions and who will reap the gains. Transformative placemaking differs from tactical or creative placemaking in several key ways:

- **SCOPE** | It prioritizes place-based investment in long-overlooked areas to generate broad-based and locally led prosperity
- **SCALE** | It centers on specific subareas of cities where economic and/or infrastructure assets cluster and connect—but are limited by varying place-based challenges
- **INTEGRATION** | It brings together varied disciplines—including those that might not consider their work “place-based”—to advance a shared, goal-oriented community vision

## WHAT IT AIMS TO ACHIEVE

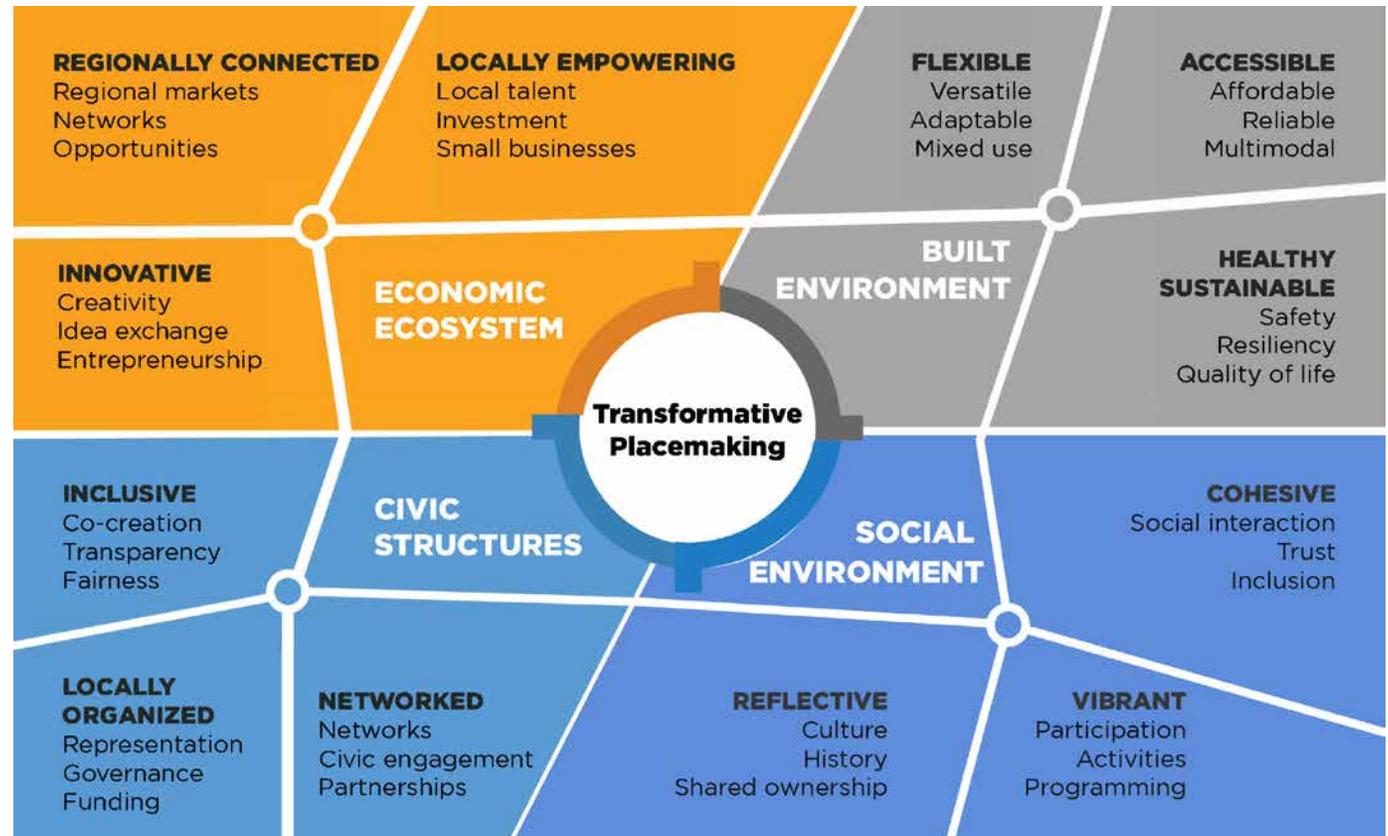
The agenda herein has a variety of tasks that focus on the following aims of Transformative Placemaking

**ECONOMIC ECOSYSTEM** | Nurturing an economic ecosystem that is regionally connected, innovative, and rooted in the assets of local residents and businesses;

**BUILT ENVIRONMENT** | Supporting a built environment that is accessible, flexible, and advances community health and resiliency;

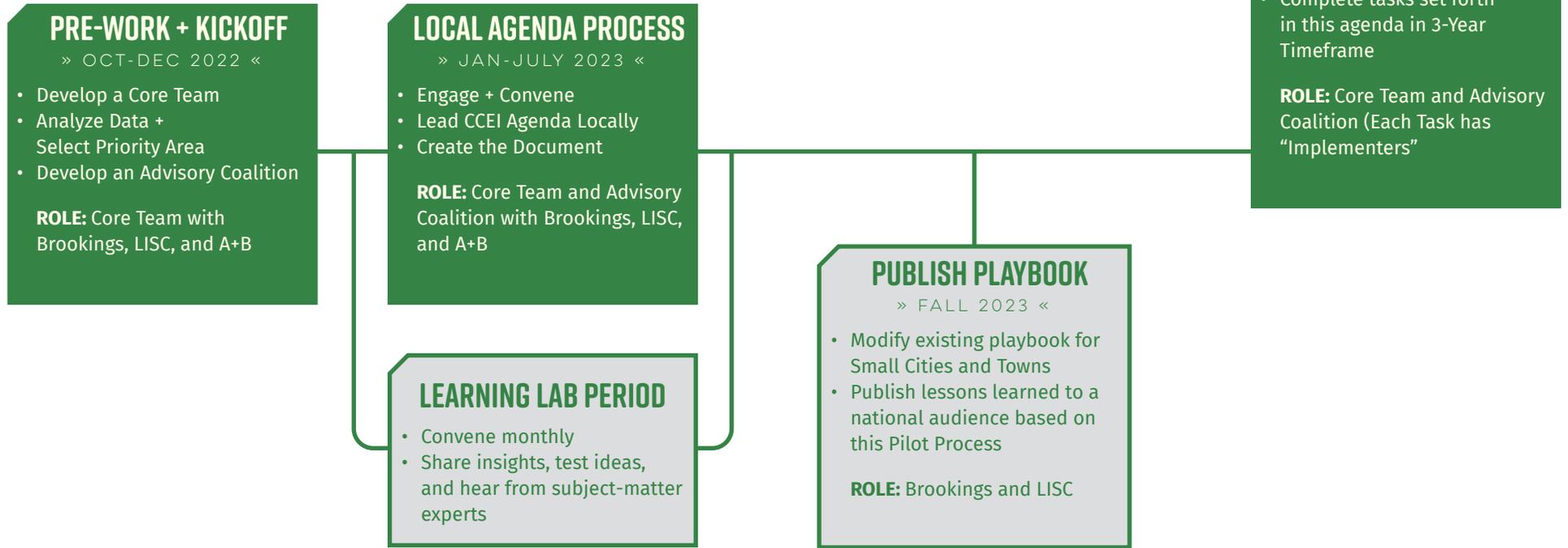
**SOCIAL ENVIRONMENT** | Fostering a vibrant, cohesive social environment that is reflective of community history and identity; and

**CIVIC STRUCTURES** | Encouraging civic structures that are locally-organized, inclusive, and support network building.



Graphic: Brookings Framework and Theory of Change that Guides CCEI

# TIMELINE - 3 YEARS OF ACTION



## IMPLEMENTING THE AGENDA

Completing the agenda creation process is a milestone, but the key to implementation success is identifying an organization to regularly convene lead implementors throughout the three-year period. Each task in the Agenda identifies lead and partner organizations for implementation. These lead implementing organizations (“implementors”) drive the individual tasks and supplement their actions with support, guidance, and input from the supporting organizations. At times multiple lead implementing organizations work together to enact the action described in the task. Alongside these actions on individual tasks, a convening organization will bring lead implementors together regularly as a group to guide the overall Agenda’s implementation throughout the three-year period.

This regular convening is essential to the Agenda’s success for multiple reasons. First, staying in close partnership ensures these strategies remain cohesively together and part of a large-scale theory of change rather than being undertaken as piecemeal projects or siloed initiatives. Second, when difficulties or potential road blocks arise, implementors can strategize and work together to move through these issues. Likewise, communicating regularly and strategically ensures collaboration on funding requests to present a unified vision to current or prospective funders. Finally, community realities and needs shift rapidly—particularly amid economic crises—and meeting is necessary for coalition members to remain in close connection and to ensure the approach is aligned with current realities. Only if these strategies are part of a collective whole can they foster change.

An aerial photograph of a rural landscape, overlaid with a semi-transparent green filter. The scene features a large, open field in the upper half, a dense wooded area in the middle, and several buildings and structures in the lower half. The text is centered over the wooded area.

# DATA + PREVIOUS PLANS

BURKART OPPORTUNITY ZONE

# DATA OVERVIEW

## HELPING DETERMINE “THE WHERE”

Many efforts are limited in success because they targeted the wrong places—places where assets are already valued and will have experienced investment anyway, or places with steep obstacles and few opportunities to alleviate poverty.

Brookings and LISC worked with Core Teams to select a priority area with the potential to make a transformative impact on community, city, and regional economies and economic inequities. Getting the priority areas right helps determine the coalitions and collaborations needed and the investments and interventions that make sense. More information about selecting priority areas may be found in the joint publication of Brookings and LISC “Community-Centered Economic Inclusion: A Strategic Action Playbook”.

In keeping with the CCEI approach, Seymour’s priority area was selected based on the presence of key characteristics, including:

**DEMONSTRATED INEQUITIES** | high poverty, high housing costs, high unemployment, low educational attainment, and a history of disinvestment

**UNDERVALUED ASSETS AND STRENGTHS** | commercial corridors, industrial land, anchor institutions, good and accessible jobs, transit, civic organizations, job training and education assets, and arts and cultural organizations

**REGIONAL SIGNIFICANCE** | a mix of land uses and a population size large enough to impact the economy and play a significant role in the city’s workforce

**COMMUNITY CAPACITY AND BUY-IN** | local organizations with capacity, trust, and buy-in to coordinate stakeholders, such as economic development and community-based organizations

## HOW DATA WAS USED

The following pages provide a summary of some of the key findings uncovered from data analysis that informed the selection of the priority area, as well as the agenda tasks themselves.

## ABOUT THE PRIORITY AREA

Seymour’s priority area is centered on the Burkart Bypass and Trail on the east side and south side of the City, outside of Downtown. This connects the major employment centers of the Eastside Industrial Park and Freeman Field, as well as the largest concentration of Latino immigrants in the City.

# DATA + THE PRIORITY AREA

## KEY REASONS FOR SELECTING THE PRIORITY AREA

- A targeted, strategic scale is critical for the success of community-centered economic inclusion. The priority areas:
  - Contain the densest population centers of the city
  - Are characterized by both severe need and undervalued assets
  - Have high residential and job density
  - Are racially diverse
  - Are characterized by significant economic need, including high poverty rates
- The priority area offers a unique – and promising– avenue to connect residents to opportunity

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Brookings' analysis of Seymour's economic health and well-being data indicate three initial conclusions:

### RAPID POPULATION GROWTH + DIVERSITY

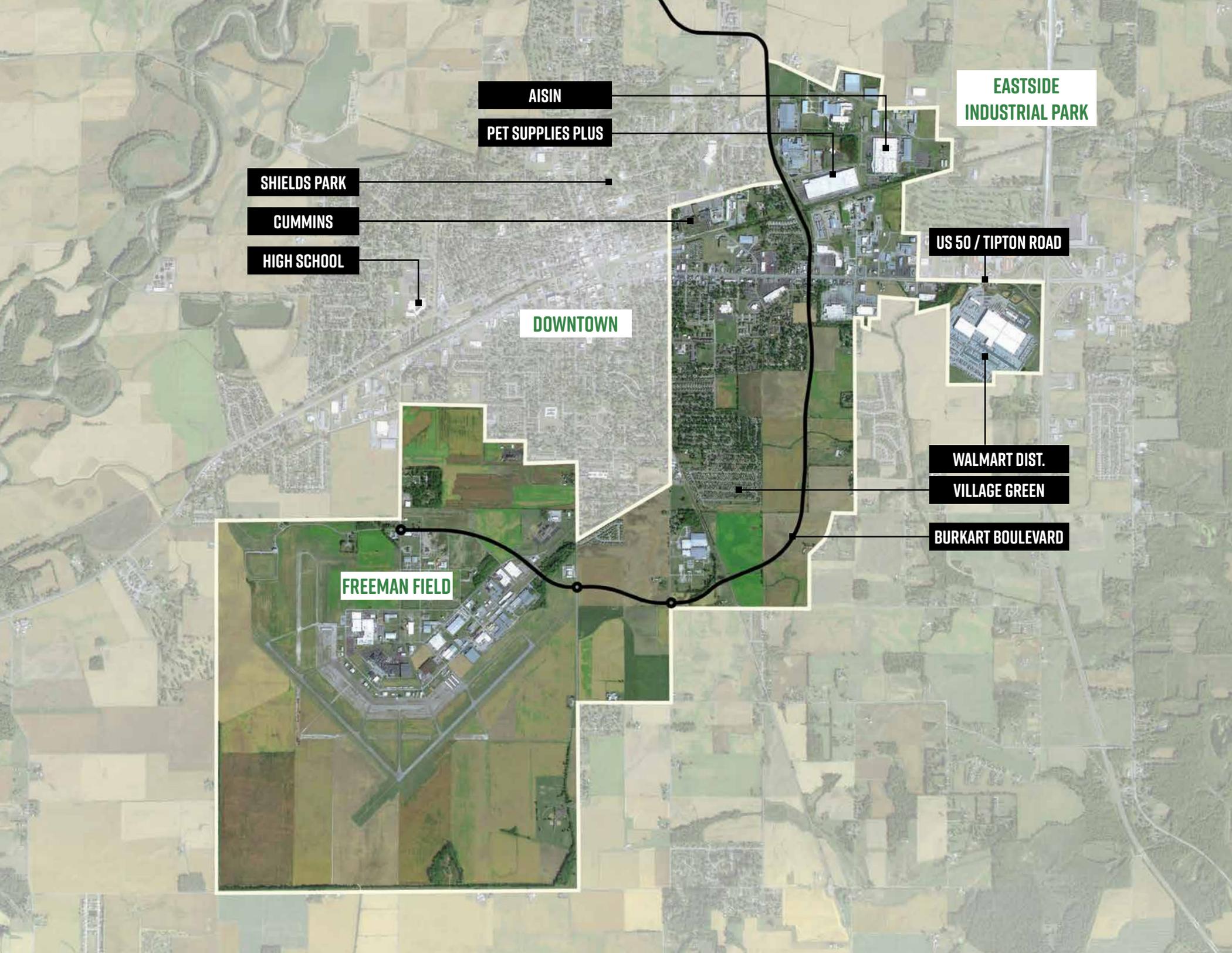
*Seymour's population grew rapidly in past three decades, driven largely by Latino/Hispanic migration. The Burkart Opportunity Zone is one of the city's fastest growing areas—increasing by 81% compared to the city's 39% during the same period—and is today one of the most population-dense and racially/ethnically diverse areas of the city.*

### EMPLOYMENT OPPORTUNITY + DISCONNECTION

*The Burkart Opportunity Zone contains the majority of Seymour and Jackson County's "good and accessible" jobs, but most (71%) of its residents are disconnected from these employment opportunities.*

### QUALITY OF LIFE CONCERNS

*In addition to economic barriers, Seymour's Burkart Opportunity Zone residents face disproportionate quality of life concerns that impact their wealth-building opportunities, such as high housing costs, poor housing conditions, limited household internet access, and relatively low access to fresh food.*



**AISIN**

**PET SUPPLIES PLUS**

**EASTSIDE INDUSTRIAL PARK**

**SHIELDS PARK**

**CUMMINS**

**HIGH SCHOOL**

**DOWNTOWN**

**US 50 / TIPTON ROAD**

**WALMART DIST.**

**VILLAGE GREEN**

**BURKART BOULEVARD**

**FREEMAN FIELD**

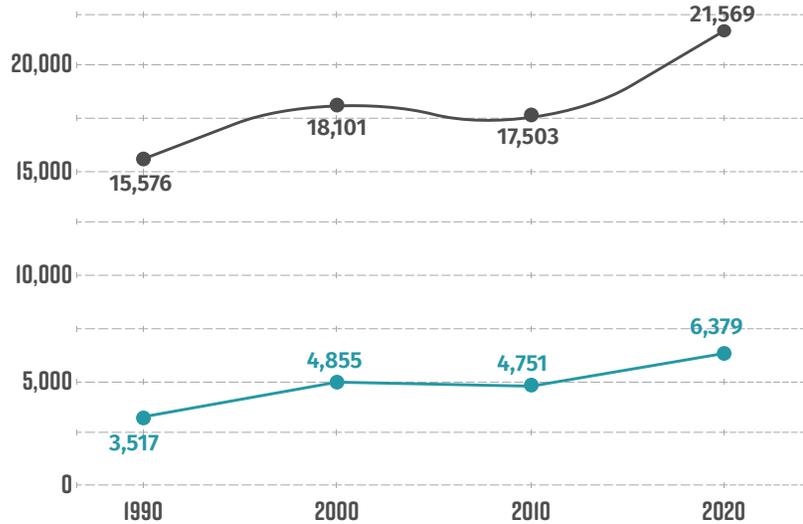
# POPULATION DATA

## POPULATION AND RESIDENTIAL DENSITY

Between 1990 and 2020, Seymour's population grew significantly (Figure 1), driven by a 174% increase in the city's Latino/Hispanic population between 2010-2020. Its priority area, the Burkart Opportunity Zone, grew faster than the city, increasing by 81% in the last three decades, compared to the city's 39%.

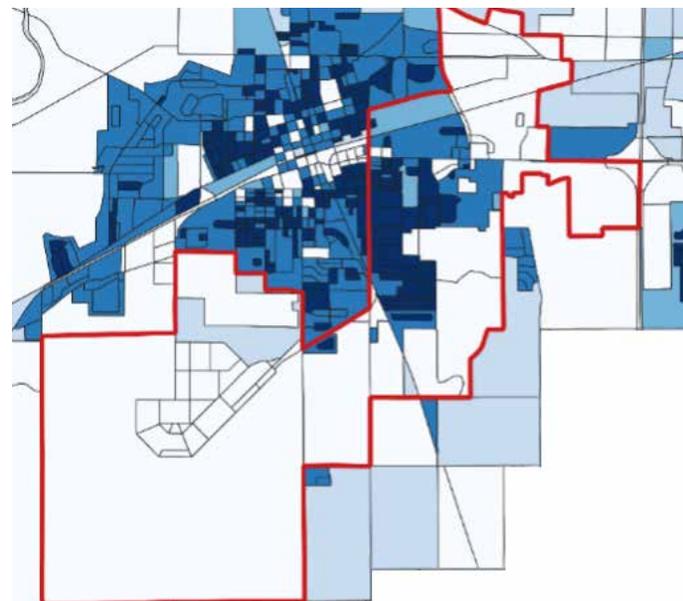
Today, the Burkart Opportunity Zone contains some of the city's most residentially dense (outside of its purely industrial land uses in the southwest and north) and racially/ethnically diverse neighborhoods, comprising 30% of all city residents (Figure 2).

*Seymour's population grew rapidly in past three decades, driven largely by Latino/Hispanic migration. The Burkart Opportunity Zone is one of the city's fastest growing areas—increasing by 81% compared to the city's 39% during the same period—and is today one of the most population-dense and racially/ethnically diverse areas of the city*



**Figure 1: Population Growth Trends**  
1990, 2000, 2010, and 2020  
U.S. Decennial Census Data

● SEYMOUR | +39% INCREASE SINCE 1990  
● PRIORITY AREA | +81% INCREASE SINCE 1990



**Figure 2: Population Density**  
2020 U.S. Decennial Census Data

□ 0 - 100 RESIDENTS PER SQUARE MILE  
 □ 100 - 500 RESIDENTS PER SQUARE MILE  
 □ 500 - 1000 RESIDENTS PER SQUARE MILE  
 □ 1,000 - 5,000 RESIDENTS PER SQUARE MILE  
 □ + 5,000 RESIDENTS PER SQUARE MILE

## RACIAL AND ETHNIC DIVERSITY

The majority of Burkart Opportunity Zone residents are people of color (55%), and nearly half are Latino/Hispanic. In contrast, the city as a whole is 68% white and 26% Latino/Hispanic (Figure 3).



Figure 3: Resident Racial and Ethnic Makeup, 2020

2020 U.S. Decennial Census Data

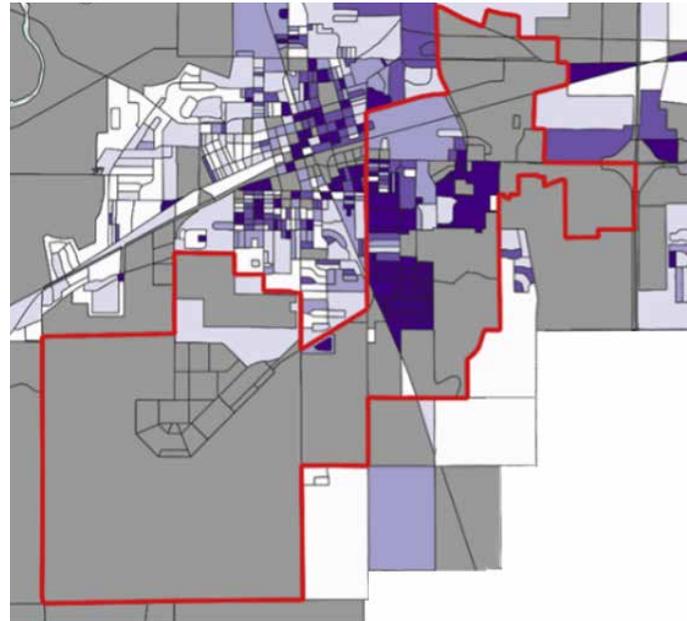
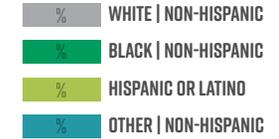
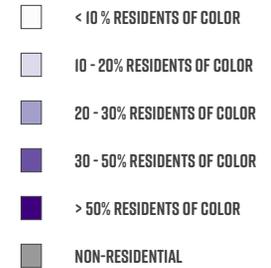


Figure 4: Share of Residents that are People of Color

2020 American Community Survey 5-Year Average



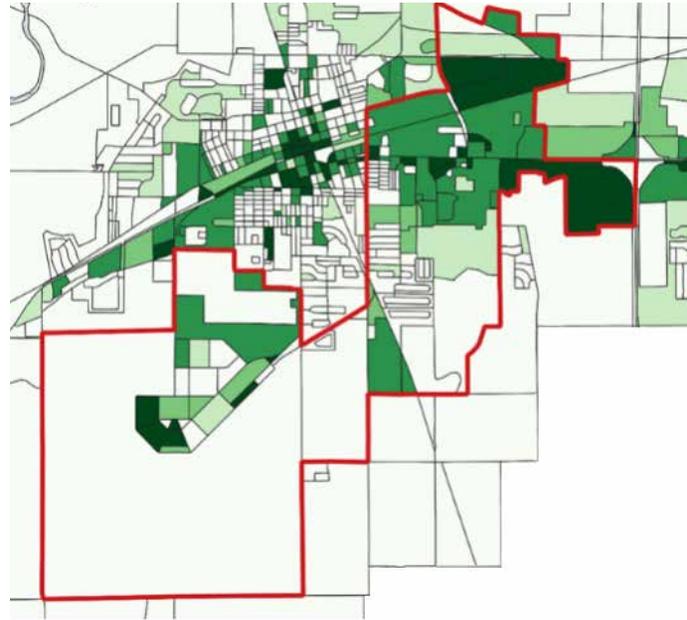
# ECONOMIC DATA

## AVAILABILITY OF “GOOD AND ACCESSIBLE” JOBS

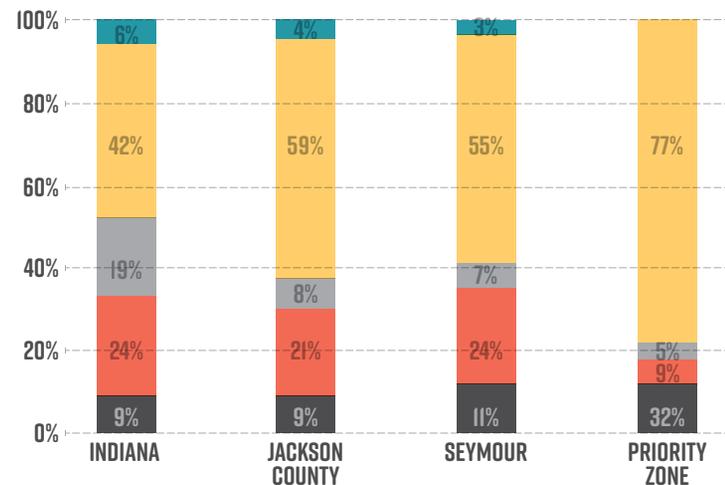
The Burkart Opportunity Zone is job-dense, containing 51% of Jackson County’s jobs—mostly due to the Eastside Industrial Park, the Freeman Field Industrial Park, and the Walmart Distribution Center (Figure 5).

The Opportunity Zone is also home to a higher concentration of “good” jobs—those paying \$40,000 a year or above—than the county and city. This is driven by the area’s industrial jobs (Figure 6). And, 38% of these jobs do not require a college degree—

*The Burkart Opportunity Zone contains the majority of Seymour and Jackson County’s “good and accessible” jobs, but most (71%) of its residents are disconnected from these employment opportunities.*

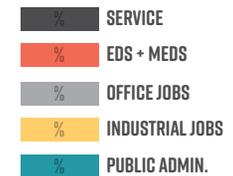


**Figure 5: Jobs per Square Mile**  
2020 American Community Survey  
5-Year Average



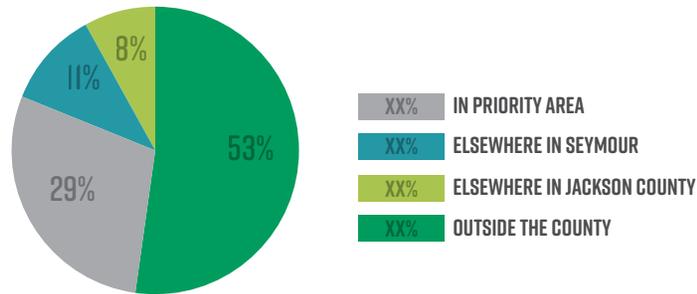
**Figure 6: Industry Segment Breakdown of Jobs Paying over \$40,000 per year**

2020 Longitudinal Employer-Household Dynamics (LEHD) Workplace Data



## DISCONNECTS WITH “GOOD AND ACCESSIBLE” JOBS

Despite the availability of “good and accessible” jobs in the Burkart Opportunity Zone, the majority of residents living in the zone (71%) do not work in these jobs, and most (53%) commute outside of Jackson County for employment (Figure 7).

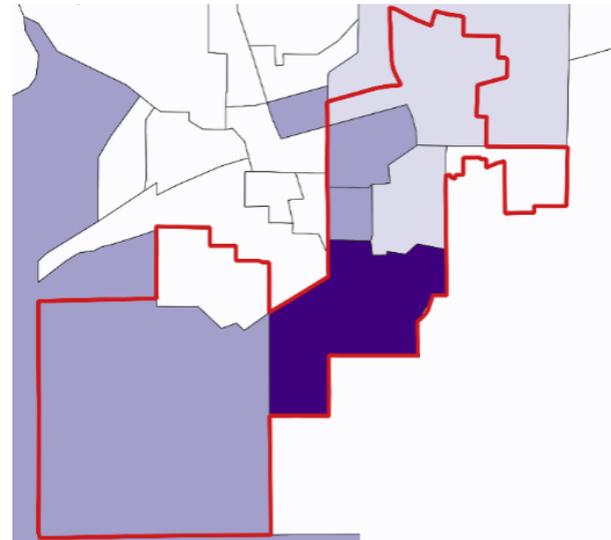


**Figure 7: Location of Employment for Residents of Priority Area**

Brookings Analysis of 2019 Longitudinal Employer-Household Dynamics (LEHD) data

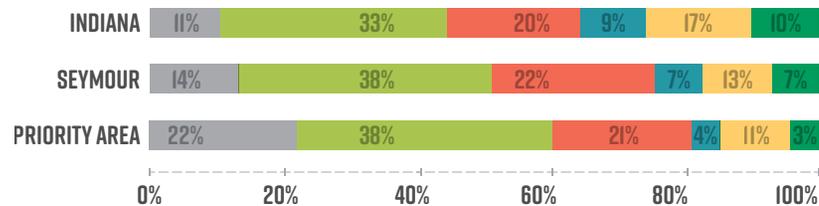
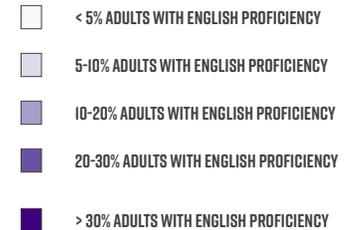
## RESIDENTS’ BARRIERS TO ACCESSING “GOOD” JOBS

Residents of the Opportunity Zone have heightened barriers accessing available jobs—including low rates of English language proficiency (Figure 8) and lower rates of educational attainment than the city and county (Figure 9).



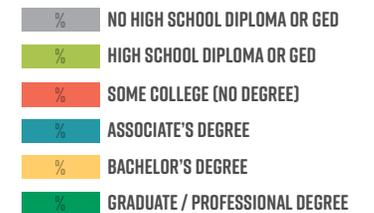
**Figure 8: Percentage of Adults with Low English Proficiency**

2020 American Community Survey 5-Year Average



**Figure 9: Resident Educational Attainment**

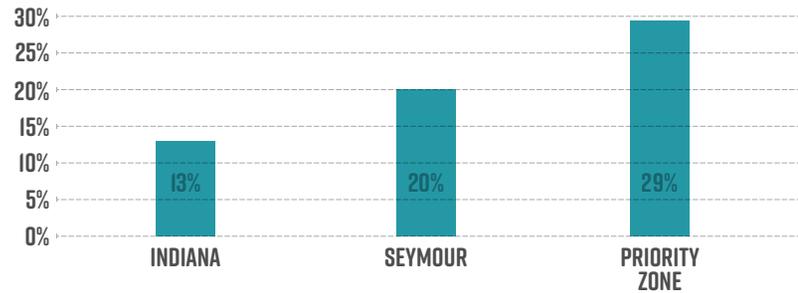
2020 American Community Survey 5-Year Average



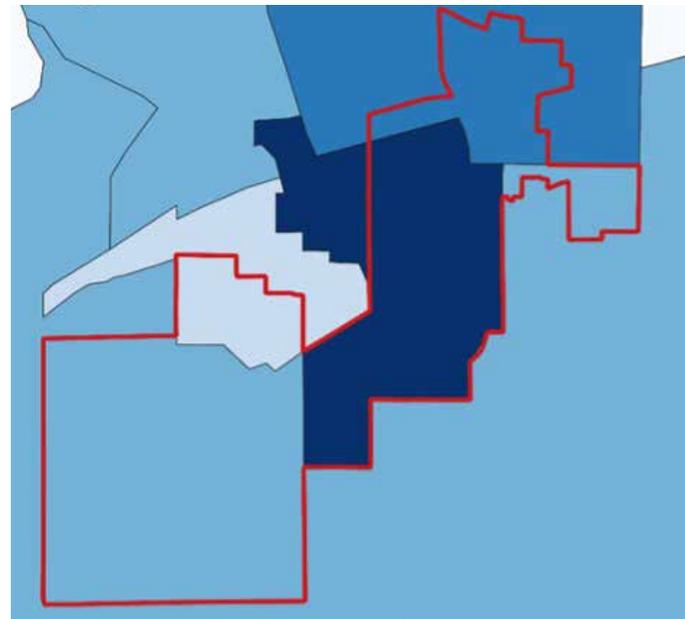
## RESIDENTS' ECONOMIC OUTCOMES

Burkart Opportunity Zone residents—in addition to being excluded from many of the job opportunities in their neighborhoods—also experience disproportionately poor economic outcomes. As of 2020, these neighborhoods' poverty rates were 29%, compared to 20% in Seymour and 13% statewide (Figure 10).

Notably, the residential portions of the Opportunity Zone (represented in the dark blue portions of Figure 11) have the highest poverty rates in Jackson County.



**Figure 10: Individual Poverty Rate**  
2020 American Community Survey  
5-Year Average \*Rates calculated for  
non-incarcerated individuals



**Figure 11: Individual Poverty Rate**  
2020 American Community Survey  
5-Year Average

- <5% LIVE IN POVERTY
- 5-10% LIVE IN POVERTY
- 10-20% LIVE IN POVERTY
- 20-30% LIVE IN POVERTY
- >30% LIVE IN POVERTY

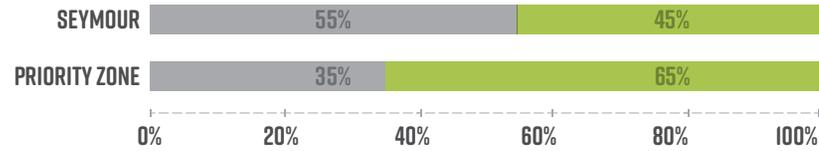
# QUALITY OF LIFE

## HOUSING

The majority of Seymour Burkart Opportunity Zone residents are renters (65%) compared to 45% of city residents (Figure 12). Notably, 35% are housing cost-burdened (meaning they spend more than 30% of their income on rent) compared to 26% citywide.

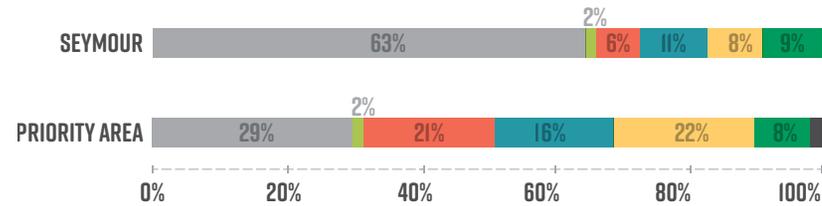
There is also significant variation in the type of housing available in the opportunity zone compared to Seymour as a whole. As Figure 13 demonstrates, most of Seymour (63%) is characterized by detached single-family homes. In the opportunity zone, only 29% of housing structures are single-family homes, whereas 22% are 5-9 unit structures, 21% are manufactured housing, and 16% are 2-to-4 unit structures.

*In addition to economic barriers, Seymour's Burkart Opportunity Zone residents face disproportionate quality of life concerns that impact their wealth-building opportunities, such as high housing costs, poor housing conditions, limited household internet access, and relatively low access to fresh food.*



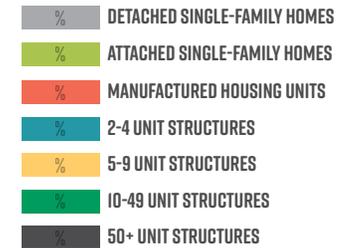
**Figure 12: Ownership Status of Occupied Housing Units, 2020**

2020 American Community Survey 5-Year Average



**Figure 13: Housing Structure Types**

2020 American Community Survey 5-Year Average



## FOOD ACCESS

Burkart Opportunity Zone residents are also underserved by grocery stores and food outlets, relative to the city as a whole (Figure 14). Moreover, over half of opportunity zone residents (54%) receive SNAP benefits compared to just 37% in the city as a whole (Figure 15).

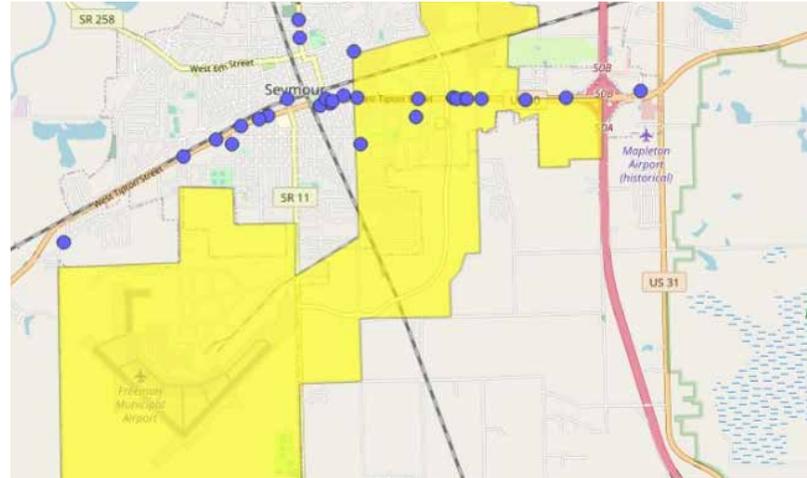


Figure 14: Snap Retailer Locations

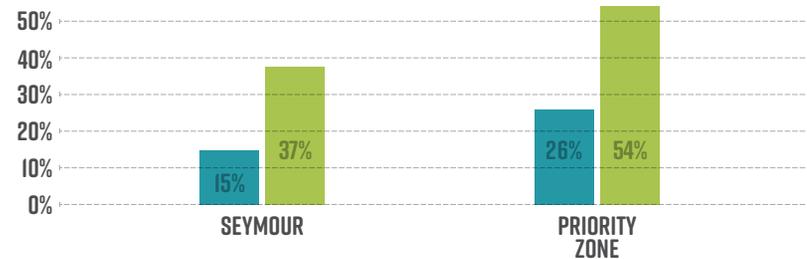


Figure 15: Households Receiving Snap Benefits

2020 American Community Survey 5-Year Average \*Supplemental Nutrition Assistance Program (SNAP)



## INTERNET ACCESS

Finally, the Burkart Opportunity Zone has a higher share of residents without access to internet in the household—17% compared to 10% in Seymour and the state of Indiana as a whole (Figure 16).

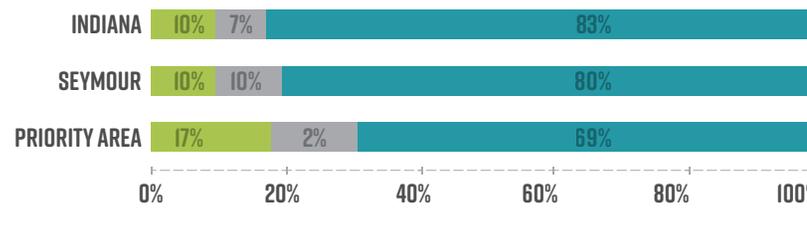
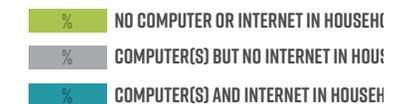


Figure 16: Household Computer and Internet Access

2020 American Community Survey 5-Year Average



# RELEVANT PLANS

At the beginning of this agenda process, city leaders shared a number of relevant plans. The following list summarizes and provides page numbers for goals identified in other documents that are relevant to the priority areas. The reason this review was included is to ensure that the best of other ideas are incorporated.

The page numbers of specific ideas are provided for reference, with the goal of having these previous plans available online at a later date. In the meantime, readers can request these plans by email from the City of Seymour.

## « JCIDC 2019-2022 STRATEGIC PLAN | 2019

### Economic

- Given that there is low unemployment in the county, pivot from attracting new large employers to workforce development activities (3)
- Continue to access state initiatives and programs: Opportunity Zones and Certified Technology Parks (12)
- Explore opportunities to collaborate on community development (13)
- The county's top community development priority is housing (13)
- Collaborate on workforce development with county non-profits (14)
- Evaluate the logistics of and barriers to education opportunities for full-time workers (15)
- Even with the shift to a workforce development focus, remain aware of opportunities to prepare shovel-ready sites at Freeman Field with Seymour Aviation Authority (16)
- Explore private developer interest in preparing sites (16)
- SWOT exercise results: Address low population-growth and quality of life issues in the county (19)
- SWOT exercise results: There is a need for small business development programs (19)
- SWOT exercise results: Consider the options for shovel-ready sites on the Burkart Boulevard bypass (20)
- SWOT exercise results: Improve the county's historic downtowns to improve quality of life and provide specialty retail (20)
- Points noted: more people commute into the county than out which indicates a need for more housing within the county (26)
- Points noted: Management-level and high-income earning employees of Jackson County live primarily outside the county (26)

## « JACKSON COUNTY PATHWAYS TO HOUSING SLIDESHOW | 2021

### Built Environment

- 24% of households are cost-burdened (13)
- 18% of homeowners, but 44% of renters (13)
- There is a 13-month waiting list for subsidized housing (16)
- There are 181 permits issued per year, but a need for 287 (17)
- Surplus of rental and owner-occupied for \$20-50K salaries (22)
- Shortage of both subsidized and high-income units (22)
- Projected shortage of 2800 Units in County by 2030 (22)
- 50% should go to Seymour (up to 70% if aggressive). This equates to a need for 1,960 new homes needed in Seymour in 10 years, or approximately 200 per year (AB analysis)

« **SEYMOUR PARKS 5-YEAR PLAN  
SLIDE SHOW | 2021**

**Outdoor Environment**

- The most used parks in Seymour are Gaiser, Shields, and Freeman Field (15)
- Will focus on upgrading Westside Park, the trails network, and pool and aquatic facilities (17)
- Will add new programs for 2nd- and 3rd-shift workers and families (18)
- Will replace safety surfacing for play areas (18)
- Will renovate Westside Park (18)
- Will create a signature parks amenity for Seymour (18)

« **SEYMOUR PARKS 5-YEAR PLAN  
DNR NARRATIVE FORMAT | 2021**

**Outdoor Environment**

- Submit more grant funding request for trails based on trails maps (9)
- Improve existing facilities and develop new facilities (10)
- Create a multi-use facility (like a YMCA) with walking, running, and swimming areas (12)
- Upgrade Westside Park and Shields pool (12/49)
- Create a nature park, sensory park, and trails and paths (12)
- Support the biggest festivals: Oktoberfest and Seymour City Jam (28)
- Address the growing Hispanic use of parks and include more soccer, baseball, and community gathering spaces (31)
- Meet residents top programming requests: programming for kids, nature programs, outdoor activities, movies in the park, and arts and craft (48)
- Meet residents top facility requests of better walks, paths, trails, and better pool and play equipment (48)
- Create a signature parks amenity for Seymour (50/54)

« **DOWNTOWN STREETScape PLAN | 2013**

- Promote the bike & pedestrian system to attract residents & commerce (2)
- Market the bike & pedestrian system to encourage public health and wellness (2)
- Connect local and regional trails to destinations and public facilities (2)
- Improve safety for all transportation types with signage and infrastructure (3)
- Highlight learning opportunities along the trail system (3)
- Link all schools, parks, libraries, and the community center with the trail system (19)

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# ENGAGEMENT

BURKART OPPORTUNITY ZONE

# ADVISORY COALITION

In February 2023, the Jackson County Industrial Development Corporation (JCIDC) convened an Advisory Coalition to create and ultimately implement an economic inclusion agenda. Made up of community, city, and regional stakeholders, the coalition is designed to be cross-sectoral—spanning the fields of economic development, community development, workforce development, placemaking, education, and social justice.

The purpose of the Advisory Coalition is to ensure that no one organization, sector, or stakeholder type is responsible for creating or implementing the economic inclusion agenda, but rather, the agenda is a reflection of the priorities and capabilities of the city and the region as a whole. Responsibilities for participating in the Advisory Coalition include: 1) attending monthly coalition meetings; 2) being an active participant in co-creating agenda-items; 3) soliciting feedback on proposed agenda items from relevant stakeholders, including community members; and 4) taking an active role in the implementation of agenda items.

Ultimately, the Advisory Coalition will help ensure the success of the agenda by bringing together the cross-sectoral coalition of stakeholders needed to bridge disciplinary silos, design innovative strategies, and implement such strategies in partnership with other city and regional stakeholders.

## COALITION MEETINGS

The Advisory Coalition met six times at the Jackson County Learning Center from 11:30 AM to 1:00 PM EST.

**MEETING 1 | FEBRUARY 14:** The first meeting served as an introduction to LISC and Brooking’s Community-Centered Economic Inclusion process, a presentation of data and justification for the focus area boundaries, the roles and responsibilities of the Advisory Coalition, and a discussion of future engagement activities. The meeting concluded with a modified “dots exercise” where participants were asked to identify a strength, weakness, and an opportunity in the focus area.

**MEETING 2 | MARCH 14:** During the second meeting, after a presentation including additional data points, planned engagement opportunities, and READI updates, the Advisory Coalition broke into three groups—Built Environment, Economic Opportunities, and Civic & Social Life. Each group reviewed potential agenda items gleaned from a review of previous plans and the feedback given in the “dots exercise” from the first meeting.

**MEETING 3 | APRIL 18:** The third meeting began with a relay of feedback taken from engagement activities between the second and third meetings, and then the group again divided into work tables. At these work tables—again divided into Built Environment, Economic Opportunities, and Civic & Social Life—participants reviewed a “working draft agenda”, crafted based on the first two meetings, the engagement activities, and best practices. Advisory Coalition members were asked to review potential agenda items and eliminate, modify, or add agenda items as necessary.

**MEETING 4 | MAY 16:** At the fourth meeting, participants walked through the draft agenda, and the A+B team discussed 3-4 agenda items that the team believed required additional discussion and feedback. Additionally, the A+B team led the group in a visioning exercise for two sites—land north of Freeman Field and land along Burkart Blvd in the focus area—where large-scale redevelopment is possible. The team used a map with tracing paper to show potential land uses of the sites and made on-the-spot adjustments based on the vision and feedback from participants.

**MEETING 5 | JUNE 20:** The fifth meeting served as a final review of the draft agenda. Participants provided feedback on the tasks, on the partners who will implement the tasks, on the potential funding sources for the tasks, and on the proposed timeline for implementation.

**MEETING 6 | JULY 18:** Finally, the Advisory Coalition celebrated the completion of the agenda creation phase of the process. They discussed best practices for implementing the agenda and continuing the momentum built in the first phase of the process.

# FOCUS GROUPS

## ABOUT FOCUS GROUPS

There were certain topics that warranted deeper discussions about specific potential tasks or inclusive of particular constituents. To address these, several focus group meetings were held with the following groups for further information and discussion.

### PET SUPPLIES PLUS EMPLOYEES

Met on March 27 at Pet Supplies Plus

Advisory Coalition members organized a question and answer session with employees from Pet Supplies Plus. Key takeaways from this discussion:

- All participants, but specifically non-English speakers, stated a need for greater communication about existing services, activities, and events
- One of the biggest gaps identified by the group is the need for family-friendly entertainment and recreation spaces for both winter and summer
- Employees stated a need for more workforce housing options and affordable child care
- There are transportation challenges—specifically key sidewalk and infrastructure deficiencies on routes from home to work

### MAYOR'S YOUTH COUNCIL & JAG

Met on March 27 at Seymour High School

Mayor Matt Nicholson and Jackie Hill of JCIDC convened a group of high school students, pulled from both the Mayor's Youth Council and the JAG program. Key takeaways from this discussion:

- Youth report a lack of entertainment and socializing options, with Wal-Mart being the gathering spot of choice on weekend evenings
- Youth agreed they love downtown's diversity retail and dining options and would like to spend more time there
- Many of the youth appreciate the safety and familiarity of a small city, but some express a desire for a more inclusive atmosphere, particularly around racial and gender differences

### AISIN, USA EMPLOYEES

Met on March 27 at Aisin, USA

Advisory Coalition members again organized a question & answer session with some employees from Aisin. Key takeaways from this discussion:

- There are traffic concerns on Burkart Boulevard and the entrance to the Eastside Industrial Park
- Employees express a desire for more free time and for family-friendly activities, both indoor and outdoor
- Some reported difficulty finding adequate housing and a need for affordable child care
- Based on the available services and activities reported by the Advisory Coalition, there is a disconnect and/or a lack of communication about existing opportunities among area employees.

### PASTORS ROUNDTABLE

Met on March 27 at Jackson County Learning Center

JCIDC gathered a group of area pastors to discuss challenges and opportunities facing their congregations, their members, and the broader community. Key takeaways from this discussion:

- Churches are adapting to the changing demographics of the city, employing translators and administering social media accounts in multiple languages
- The faith-based community serves on the frontline for many in need, particularly those new to the community, those facing addiction or in recovery, and those in need of mental health services
- Pastors believe there is a need for recovery housing—longer term than emergency housing like Anchor House—where residents can continue to receive support through recovery
- An opportunity for ecumenical cooperation exists, particularly as a support for non-native English speakers trying to navigate services and supports

# FOCUS GROUPS

## **SEYMOUR YOUNG PROFESSIONALS**

**Met April 18 at the Jackson County Chamber**

The JCIDC gathered a group of the Seymour Young Professionals for an informal conversation about Seymour. Key takeaways from this discussion:

- Most participants grew up in Seymour or the surrounding area and chose to live here for family or community bonds
- They noted a need for more indoor recreation and more activities for mothers with young children, particularly in the winter months
- They support the continued growth downtown and encourage expanded partnerships with the Small Business Development Organization
- There is support for emerging Latino businesses and new residents, but currently not much interaction in their civic and social lives
- There is a need to support first-time homebuyers and to develop additional workforce housing

## **4-H JUNTOS GROUP AND FAMILIES**

**Met April 18 at Calvary Baptist Church**

Recognizing the lack of connections with new residents, particularly Latino families in the focus area, one Advisory Coalition member suggested meeting with the existing 4-H Juntos Group and their families. A few members of the group and their families were joined by a pastor and his wife who immigrated to Seymour over 20 years ago. Key takeaways from this discussion:

- Many 4-H Juntos participants live in Village Green, a manufactured housing community in the priority area
- There is a need for advocacy around tenant rights
- Conditions in Village Green are poor
- Some areas have frequent flooding
- Pipes occasionally freeze in the winter causing residents to lose water
- Residents use the parks system frequently
- There is a desire for additional spaces for recreation and socializing both in summer and winter
- Limited housing opportunities lead to crowding
- Trails provide a need connection to work and public spaces

## **BROWN ELEMENTARY SCHOOL LEADERS**

**Met May 8 Virtually**

We coordinated with the superintendent of Seymour Schools to organize a meeting with Brown Elementary School leaders. It is located in the priority area with its highest concentration of non-native English speakers. Key takeaways from this discussion:

- Over the past 5-7 years, the number of non-native English speaking students and the number of languages spoken in the building has dramatically increased
- This is forcing teachers to adapt quickly and learn new methods of instruction
- A good number of students walk from home and to work, emphasizing the need for sidewalks and connectivity
- Brown Elementary School fields and playground equipment are open to the public after school hours

# INTERVIEWS

## ABOUT INTERVIEWS

There were certain topics that warranted deeper discussions about specific potential tasks or with key leaders who were not part of the Advisory Coalition. To address these, several interviews were held with the following individuals for further information and discussion.

### STACY FINDLEY

Director, Seymour Parks & Recreation  
Met April 12 Virtually

### BRI ROLL

Executive Director, Seymour Main Street  
Met April 12 Virtually

### CELESTE BOWMAN

JAG Specialist, Jobs for America's Graduates (JAG) Program  
Met April 12 Virtually

### KATE GARRITY

Executive Director, Child Care Network  
Met April 19 Virtual

### ASHLEY CASERES

Executive Director, Su Casa  
Met April 27 Virtually

### NADIA HERRERA

Vecinas Program Coordinator, Su Casa  
Met May 5 Virtually

### BRANDON HARPE

Seymour Community Schools  
Met May 10 Virtually

## SUMMARY OF INTERVIEW INPUT

### Communication with Latinos and other new residents

- There is a need for a centralized location—a welcome center—to connect new residents with services, information, and social events
- The number of new residents and their needs indicate a need for additional resources and staff for SuCasa and the Vecinas Program
- The Vecinas program identifies natural leaders in various communities to build trust and disseminate information
- The existing SuCasa location is well known in the community
- New residents, especially some who speak Chuj, may be illiterate in their native languages and would benefit from literacy services
- Communication with Latino-owned businesses could improve

### Education and Workforce Supports

- A previous bilingual JAG program ended due to the loss of the staff person (to a higher paying job)
- Exposing students to a variety of career opportunities helps them see future opportunities
- The Child Care Network opened a new center in January 2023
- Finding adequately certified staff prevents three additional childcare classrooms from opening
- There is a goal of employing Spanish speaking childcare workers, but has been challenging to date

### Places and Things to do

- Parks & Recreation completed many of its current goals and needs a new strategic plan
- Shields Park Pool will require major improvements in the near future
- Indoor recreation is needed, but with an eye to on-going operational costs
- Downtown has momentum with low vacancy, improving connectivity, and façade improvement grants
- There is opportunity to expand events to include other cultures, but connections to Latino leaders and new residents are needed so planning is thoughtful
- The local school system considered building a new pool facility as part of a recent construction project but rising costs prevented it
- The school system is interested in partnering on an indoor pool and recreation facility
- The facility does not need to be on school property but needs to be close enough to allow students and staff to access it during the school day

# KEY ENGAGEMENT THEMES

## WHAT WAS HEARD THE MOST FROM ALL GROUPS

A variety of topics were discussed during Advisory Coalition meetings, at Focus Groups, and during interviews. The following list summarizes those topics that were heard most frequently throughout the engagement process.

### » HOUSING

#### *Build additional housing, particularly for growing workforce*

- The need for additional housing units, particularly those priced for workforce housing and for first-time homebuyers came up at nearly every engagement activity
- Unlike many small cities, Seymour's population is increasing as new residents choose to move to the area for the available jobs
- Housing development needs to keep up with the pace of population increases
- There is a demand for different types of housing units for both first-time homebuyers and retirees looking to downsize

### » THINGS TO DO

#### *Provide indoor recreation and entertainment activities*

- A lack of family-friendly activities, indoor recreation, and entertainment activities resonated with all segments of the population
- The recent closings of the local movie theater, the skating rink, and the bowling alley magnifies a lack of entertainment activities
- The local indoor and outdoor pools are both aging (the indoor pool has had to restrict access due to school safety concerns), demonstrating the need for additional recreation and entertainment options
- Residents struggle to find activities, particularly in the winter, and resort to walking at big box stores for exercise
- After working long hours, employees often don't have the time or resources to travel to neighboring communities for these activities

### » WELCOMING NEW RESIDENTS

#### *Connect new residents to services, civic events, and social life*

- Seymour's growing population is due mostly to the rise of new residents, often recent immigrants
- Immigrants originate mostly from Mexico and Central America, including a large number from a mountainous region of Guatemala
- An increasing number also come from Haiti
- These new immigrants join a small group of Japanese immigrants who routinely come to Seymour as a result of the Japanese-owned companies
- Language barriers and the need for translators create challenges for disseminating information regarding everything from health care to education to social and civic events
- Su Casa, a Columbus based nonprofit, established a Seymour presence, but local needs exceed their existing staff capacity
- Long-time and new residents agree a central location is needed to distribute information, direct residents to resources, and generally welcome new residents to Seymour

### » ECONOMY

#### *Support workers, small businesses, and entrepreneurs*

- Using funds from READI, Seymour worked with Vincennes University to create a maintenance technician training program, based on the needs identified by local companies
- There is a need to continue to build these opportunities in order to both serve a needed role within local companies and to provide possibilities for upward mobility for workers
- Many recount their appreciation for the growing vitality downtown. To support these efforts, residents advocate ways to both identify and train entrepreneurs who want to open micro or small businesses there.







# THE AGENDA

## BURKART OPPORTUNITY ZONE

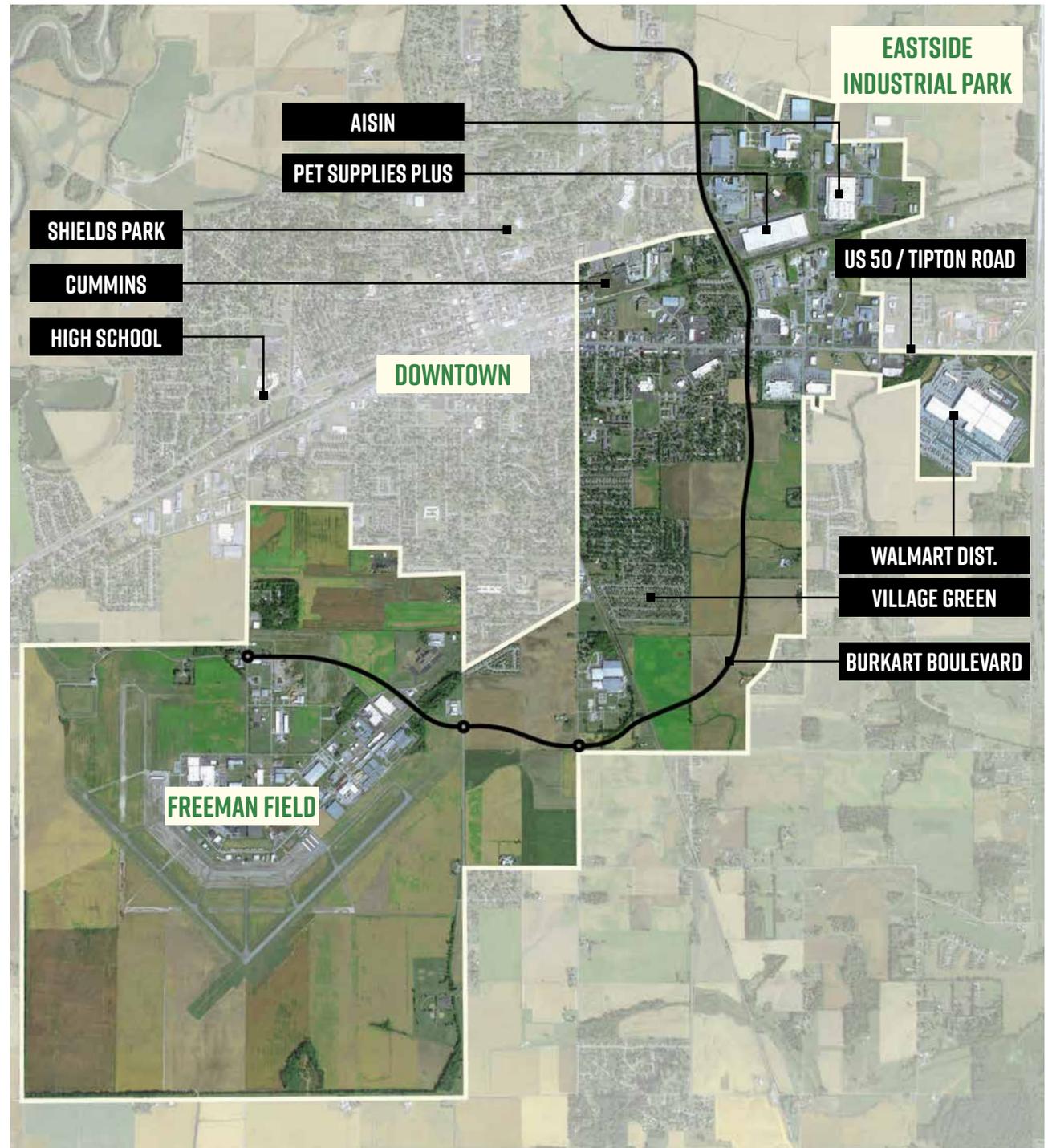
AN **INCLUSIVE** ECONOMIC DEVELOPMENT AGENDA

## FOR SEYMOUR

# AGENDA SUMMARY

This is a CCEI Agenda—not a plan. This agenda represents a commitment to action by a group of local stakeholders—The Burkart Opportunity Zone Advisory Coalition. The goal of the Agenda is to leverage place-based investments for community benefit. To do this, the Agenda integrates community, economic, and workforce development efforts within underinvested communities to connect them to their regional economies. The table on the next page summarizes this Agenda. Agenda items are organized into **SIX** categories identified by the numbers on the left. Within each category, there are multiple **AGENDA TASKS** (1.1, 1.2, and so on).

Each agenda task includes a topic, timing, and lead implementing organizations (implementors). The Theory of Change for Transformative Placemaking focuses on four **TOPIC** areas for agenda items to address: (1) Built Environment, (2) Economic Development, (3) Civic Life, and (4) Social Life. For each agenda task, a topic is identified. In addition, each task includes the **TIMING** needed to accomplish it. These are described as either short-term, mid-term, or long-term. Short-term items can begin in Year 1, while Mid-term items will likely take 2-3 years. Long-term items will likely take longer than three years, but there are steps recommended within the 3-Year time frame, such as visioning and advocacy. Lastly, **IMPLEMENTORS** are the lead implementing organizations identified to shepherd these items to completion. Partners in dark green are lead implementors, and those in light green are supporting partners. The map to the right highlights the priority area boundary where these place-based tasks are located.



AGENDA ACTION TASKS	TOPICS	TIMING	IMPLEMENTORS	
<b>1</b>	<b>Enhance career pathways and build small businesses</b>			
	1.1 Train existing workers for advancement	Economic	Short-Term	JCIDC, Education Coalition, Vincennes
	1.2 Encourage small business growth through entrepreneur support	Economic	Short-Term	Chamber, Mayor's Office, Elevate Indiana
<b>2</b>	<b>Welcome new immigrants</b>			
	2.1 Develop an Immigrant Welcome Center	Civic + Social	Mid-Term	Su Casa + United Way
	2.2 Strengthen multi-lingual communications	Civic + Social	Short-Term	Su Casa + United Way
	2.3 Create a community space near South O'Brien	Civic + Social   Built	Mid-Term	Parks + Su Casa
<b>3</b>	<b>Connect people to work and play</b>			
	3.1 Fill in the gaps and expand the trail system	Economic   Built	Mid-Term	Parks, City Engineer, Trails Committee
	3.2 Create a new master plan for parks	Economic   Built	Short-Term	Parks
<b>4</b>	<b>Improve affordable living options</b>			
	4.1 Improve residential and apartment conditions	Economic   Built	Mid-Term	Mayor's Office, City Engineer, Planning +Zoning
	4.2 Develop new, affordable trail-side communities	Economic   Built	Long-Term	Mayor's Office, JCIDC, Local Banks Parks, Developers
<b>5</b>	<b>Expand housing options for a growing population</b>			
	5.1 Create Freeman Village - a new neighborhood	Economic   Built   Civic + Social	Mid-Term	Mayor's Office, JCIDC, Local Banks, Parks
	5.2 Support first-time homebuyers	Economic   Built	Short-Term	Mayor's Office + Local Banks
<b>6</b>	<b>Create new places for recreation and socializing</b>			
	6.1 Build a new indoor recreation facility	Civic + Social   Built	Mid-Term	Parks, Seymour Community Schools, Schneck Medical
	6.2 Cultivate third spaces through creative placemaking	Civic + Social   Built	Short-Term	Young Professionals, Main Street, SICA

1

ENHANCE CAREER PATHWAYS AND BUILD SMALL BUSINESSES

## TASK 1.1: TRAIN EXISTING WORKERS FOR ADVANCEMENT

2

### » WHY

Seymour is a community at full employment, focused less on attracting new businesses and more on retaining and equipping the existing workforce. To develop pipelines to local employment, Seymour has invested in high school programs like Owl Manufacturing and the Ag-Science Center where students are exposed to a variety of career opportunities and learn advanced manufacturing skills to prepare them to enter the workforce.

The Jackson County Industrial Development Corporation's (JCIDC) 2019-2022 strategic plan calls for JCIDC to eliminate barriers to further education for full-time workers. Though JCIDC's outreach, employers report a lack of employees trained in machine maintenance, and employees report a desire for more free time and higher wages to address a rising cost of living.

3

4

### » WHAT

In order to provide advancement opportunities for the existing workforce and to fill skilled positions with local employers, the Community Foundation of Jackson County, JCIDC, and the Jackson County Education Coalition (JCEC) worked with Vincennes University to create a maintenance training program. Through READI 1.0, this program will have additional space at the Jackson County Learning Center (Learning Center) with high-quality equipment and facilities for training.

Along with completing the build-out of the training facility at the Learning Center, the program requires strong participant recruitment. This training offers an opportunity for advancement, and thus emphasizing the chance to earn higher wages will be critical for recruitment. Furthermore, while this partnership is new, it is designed for continued advancement once the initial expertise is achieved. Local employers require employees with advanced maintenance skills, and the program is designed to offer additional training once a cohort completes the first level. Executing this model well under this new partnership will facilitate additional adult education trainings and courses at the Learning Center as further employer needs are identified and as workers desire career advancement. Further, given the high number of non-native English speakers, there is a need for Spanish or other language offerings of the maintenance and other courses.

Given the strong programs at the Ag-Science Center and Owl Manufacturing, JCIDC and the high school need to track student participation and employment post-graduation in order to continue to build the program and to provide connections between the local workforce and local employers.

5

6

### » HOW | FUNDING

Potential Funding Sources to Pursue

- Community Foundation of Jackson County (CFJC)
- Workforce Innovation and Opportunity Act
- Local Employers
- Vincennes University

### » HOW | TASKS «

Year 1 | Continue conversation with Vincennes University to expand offerings in Seymour,

Year 2 | Explore adding Spanish or other language trainings in the Vincennes University maintenance training partnership

Develop way to track students who participate in the Ag-Science Center and Owl Manufacturing to determine job placement and career path post-graduation

Develop a way to continually touch base with local employers regarding their evolving needs to refine or expand Owl Manufacturing and adult education

Finish build-out of maintenance training

### » WHO «

Dark Green is lead | Light Green is support

JCIDC

Community Foundation

Education Coalition

Large Employers

Vincennes University

Seymour Community Schools

The Learning Center

Leadership Jackson County

target date

### » WHEN «

short-term

mid-term

long-term

1

# TASK I.2: ENCOURAGE SMALL BUSINESS GROWTH THROUGH ENTREPRENEURIAL SUPPORTS

2

## » WHY

Seymour’s track record for recruiting large industrial and logistics companies is strong, particularly given its size. It also boasts a rich history of successful home-grown businesses. Seymour’s Main Street organization is growing, adding energy and opportunity to the downtown business district. Youth and adults both enjoy patronizing the local businesses downtown and express a desire for continued momentum. Likewise, the growing immigrant community continues to open small businesses, both downtown and in and near the focus area, as evidenced by site visits and conversations with Main Street staff.

3

Yet, increasingly Seymour residents and workers report traveling out of the city for food and restaurant options and to buy clothing and other goods typically found at small businesses. Additionally, new businesses, particularly those owned by recent immigrants, often open and operate without supports—such as business planning, marketing, and peer-to-peer networking—that could increase their likelihood for success. Main Street staff attempt to provide assistance and guidance but report that limited staff size and language and cultural differences serve as barriers. Advisory Coalition members also report a lack of support for entrepreneurs looking to start non-retail businesses and the need to encourage local business starts and growth.

4

Overall, entrepreneurs looking to start a small business in Seymour lack support navigating site selection, business planning, staffing, and networking.

5

6

## » WHAT

Building off the growth and stabilization of downtown and the growth of new immigrant businesses in and near the focus area, there is an opportunity to fuel this growth through increased support for entrepreneurs and a streamlined approach for new business creation. Creating ways for existing business owners to connect and to work together could produce further growth. The Main Street program utilizes the expertise of IEDC’s Small Business Development Center to provide technical assistance to prospective business owners, and expanding this service could spur new businesses. A few Advisory Coalition members expressed interest in working with Elevate Ventures to establish a local fund, modeled off funds in surrounding communities, to support entrepreneurs with ideas looking to grow their businesses.

## » HOW | FUNDING

### Potential Funding Sources to Pursue

- City of Seymour
- Chamber of Commerce
- Corporate Support & Private entrepreneurs
- Redevelopment Commission
- Community Foundation
- Elevate Ventures
- SBDC, EDA, SCORE, USDA

## » HOW | TASKS «

Year 1 | Compile a list of available properties for immediate occupancy

Continue to provide support for small businesses through partnership with the Small Business Development Center, including translation for new immigrant business owners when possible

Conduct outreach to Latino-owned businesses and consider a regular forum for these businesses to meet

Year 2 | Explore Elevate Ventures and other models to establish a fund to support local entrepreneurs

Year 3 | Consider a location for an incubator

## » WHO «

Dark Green is lead | Light Green is support

Chamber

Main Street

Mayor’s Office

JCIDC

Elevate Indiana

Small Business Dev. Center

Learning Center

target date

## » WHEN «

short-term

mid-term

long-term

1

## TASK 2.I: DEVELOP AN IMMIGRANT WELCOME CENTER

2

### » WHY

Seymour is home to a large and rapidly-increasing immigrant population from Mexico, Central America, and the Caribbean. While many of these new residents report coming to Seymour due to the availability of jobs, many come with limited English-language skills and have difficulty navigating various systems, such as healthcare, education, job training, child care, transportation, and other services. Su Casa, a Columbus based organization, currently provides these supports to Seymour residents through part-time staff, but the high number of immigrants would benefit from additional resources. Su Casa’s small Seymour office is currently located in the United Way building downtown and has built a strong identity among new residents through word-of-mouth.

3

4

### » WHAT

The idea of a centralized place for new residents to receive support, information, and guidance—a Welcome Center—has gained traction throughout this process, including among new residents and those who serve new residents. As discussed throughout the process, the Center will provide information on healthcare, education, employment, daycare, and housing options. It will provide a connection to the faith communities who are regularly providing food and transportation support. Prospective entrepreneurs will receive support and guidance on business planning and navigating the legalities around opening a business. Additionally, it will serve as a source of education, including a “Know Your Rights” campaign for renters. Staff will direct visitors to assistance for immigration services when needed. The Center will be large enough to offer meeting and training space.

5

6

Su Casa’s “Vecina” program, translated as “neighbor” program, identifies leaders in various neighborhoods and ethnic communities to serve as conduits for information and assistance. This network is vital for outreach and communication with various new immigrant communities and will be helpful to directing residents to the Welcome Center.

### » HOW | FUNDING

Potential Funding Sources to Pursue

- OCRA/Community Development Block Grant (CDBG)
- Lilly Endowment (LEI)
- USDA Community Facilities Loan and Grant Program
- READI 2.0 (capital costs)

### » HOW | TASKS «

Year 1 | Organize a group visit to Su Casa in Columbus and La Plaza and the Immigrant Welcome Center in Indianapolis

Create a task force with Su Casa to examine existing and consider expanded programs for the center

Year 2 | Develop a budget for needed additional staffing and operations

Year 3+ | Assist with heightened engagement and outreach to the community through the Su Casa Vecina program

### » WHO «

Dark Green is lead | Light Green is support

Su Casa

Community Foundation

United Way

Local Pastors

target date

### » WHEN «

short-term

mid-term

long-term

# 1 TASK 2.2: STRENGTHEN MULTI-LINGUAL COMMUNICATIONS

## 2 » WHY

Seymour’s population continues to grow, and much of this growth is due to new immigrants from Mexico, Central America, and the Caribbean. There are a large number of native Chuj speakers from Guatemala and Spanish speakers from a number of countries. And, recently, French-Creole has emerged as a first language, due to the arrival of new residents from Haiti. Yet, the availability of translators is limited, with schools, banks, churches, and others reporting difficulty finding translators to fill needs.

As a result, workers and residents from the new immigrant communities report a lack of knowledge about available services, from parks programming to child care options and events. Due to language barriers, new immigrants learn about services and events from word-of-mouth and through social media, primarily Facebook. St. Ambrose, the local Catholic church and school, operates two Facebook accounts, one in English and one in Spanish, and reports higher and immediate interaction with the Spanish-language account.

In addition to translation needs, service providers and school officials report many immigrants lack reading and writing skills and would benefit from educational support to read and write in their native language. This lack of literacy also indicates written translated materials have a limited reach.

## 3 » WHAT

Given the lack of available translators and the limited literacy skills of some new immigrants, Seymour needs to utilize creative ideas to communicate with its growing population. One way to do this is to utilize forms of audio communication. Although a local radio station exists, local programming is limited and can be cost prohibitive. However, low-cost audio through podcasts or YouTube make audio communication more accessible. A weekly summary of news and information on social services and events could help bridge the communication gaps revealed through engagement activities. Likewise, St. Ambrose’s success with Spanish-language social media provides a model for others in the community, particularly city services. And, the Boys & Girls Club utilizes an on-demand translation service, Boost Lingo, which may serve as an interim resource for other agencies.

Alongside these interim measures, there is still a need to grow the number of available translators locally and to provide education programs to help immigrants develop reading and writing skills in their native languages. The McDowell Center in Columbus offers such literacy instruction.

## 4 » HOW | FUNDING

Potential Funding Sources to Pursue

- Lilly Endowment (LEI)
- Local Employer Support

## » HOW | TASKS «

Year 1 | Develop a weekly Spanish-language podcast or live-stream to convey local news, social services, and event information

Use high school students with language and social media skills to manage Spanish language social media accounts for city services

Year 2 | Support Su Casa to expand on-demand translation support services

Consider partnerships with McDowell Center of Adult Education for reading and writing skills in native language

## » WHO «

Dark Green is lead | Light Green is support

Su Casa

Community Foundation

United Way

Learning Center

McDowell Center

Business Community

target date

## » WHEN «

short-term

mid-term

long-term

# 1 TASK 2.3: CREATE A COMMUNITY SPACE NEAR SOUTH O'BRIEN

## 2 » WHY

Based on conversations held during engagement activities, it is clear the immigrant community, particularly the Latino residents, are active users of parks and trails in Seymour. During workforce and resident conversations, participants repeatedly noted the need for more outdoor community space and additional park space, especially an increase in soccer fields. The need to improve awareness of and connections to existing parks and to adapt offerings to meet the desires of the growing Latino populations is the focus of Task 3.2.

The second goal, and the focus of this task, is to seek creative ways to include an accessible new gathering space in the area near South O'Brien Street. A large number of new residents and the Latino immigrant community lives in a manufactured housing development in the focus area just west of South O'Brien Street. While this area now has trail access to large parks, there is a lack of public space for gatherings and events in close proximity to these homes. Residents report meeting in the small yards of neighbors but express a desire for a larger space.

## » WHAT

Develop a new community space south of Oak Street near South O'Brien Street and Marley Lane that is easy for surrounding residents to access on foot. The space would provide gathering space and encourage socialization. While the acquisition of land and construction of a park is a longer term goal, an immediate goal is identifying land for a "pop-up" type gathering space, utilizing low-cost materials and volunteer support. Such a "pop-up" could be a way to involve the residents of Village Green, the manufactured housing development, and the apartments in the Brown Elementary School neighborhood in the planning and design process and to engage residents in placemaking activities. Initial ideas for the space voiced by residents include a shelter for pitch-in and neighborhood meetings, picnic tables, and a playground for young children.

## » HOW | FUNDING

Potential Funding Sources to Pursue

- DNR - Land and Water Conservation Fund (LWCF) Grant
- Parks Department
- Local Employer Support

## » HOW | TASKS «

Year 1 | Determine a list of potential locations for a temporary pop-up gathering space. Su Casa to work with the local community to develop a program and design for the pop-up

Year 2 | Acquire land south of Oak Street near South O'Brien Street and Marley Lane for a more permanent space

Seek funding and develop full design plans to make the initial space more permanent

## » WHO «

Dark Green is lead | Light Green is support

Parks Department

Property Owners

Su Casa

Local Employers

Young Professionals

Local Pastors

target date

## » WHEN «

short-term

mid-term

long-term

# 1 TASK 3.1: FILL IN THE GAPS AND EXPAND THE TRAIL SYSTEM

## 2 » WHY

In recent years, the creation of Burkart Trail transformed the walking and biking options both north of the Eastside Industrial Park and along the newly open South Burkart Bypass project. A multi-use path was installed on the north side of US50 east of Burkart, and there are plans to improve conditions along O’Brien Street. An updated Bicycle and Pedestrian Master Plan is scheduled for 2024. While all of this progress is beneficial, there are still relatively small gaps in the system that, if addressed, would connect employees to jobs and school-aged children to school.

3 Employees at the Eastside Industrial Park note the gap in the Burkart Trail north of US50, evidenced by the worn foot path. Pedestrians getting to work face unsafe conditions as a result. Likewise, residents of the focus area travel to Freeman Field for soccer games and practices and the existing trail on State Road 11 lack safety features. School-aged children, either walking to Brown Elementary or from the high school to Freeman Field, also face unsafe conditions due to gaps in trails and sidewalks.

## 4 » WHAT

5 The City will complete a 2024 Bicycle and Pedestrian Master Plan. Based on the feedback given through the agenda creation process, this plan needs to include way to complete the missing leg of the Burkart Trail near and across US50 with a robust signalized crosswalk for bikes and pedestrians, as this path is used by many at the Eastside Industrial Park. Likewise, building high-quality trail spurs connecting apartments and manufactured homes south of Oak Street will provide walk or bike to work and recreation options for a large number of residents. Given the high usage of the Freeman Field Recreational Area, implementors will consider upgrading the bike lane on State Road 11 from Burkart Trail to Freeman Field Recreational Area to a fully-separated trail and creating a north connection on SR11/Walnut to Downtown. Along with these goals, the Bicycle and Pedestrian Master Plan will set a high standard for maintaining existing trails that will inform additional trail creation.

## 6 » HOW | FUNDING

Potential Funding Sources to Pursue

- READI 2.0 (Burkart Trail connection across US50)
- READI 2.0 (State Road 11 bike lane converted to a trail)
- Indiana Trail Program

## » HOW | TASKS «

Year 1 | Work with a consultant and INDOT to evaluate options and develop design drawings for connecting Burkart Trail across US50

Year 2 | Secure consulting fees to produce an updated Bike and Ped Plan that includes preferred routes and budget for SR11/Walnut and north south routes from Freeman Field to the high school

Year 3+ | Secure fees to begin construction of the Burkart Trail connection

## » WHO «

Dark Green is lead | Light Green is support

Parks Department

INDOT

City Engineer

Mayor’s Office

Trails Committee

Large Employers

target date

## » WHEN «

short-term

mid-term

long-term

1

## TASK 3.2: CREATE A NEW MASTER PLAN FOR PARKS

2

### » WHY

Nearly every meeting with residents, and particularly with recent immigrants, included a discussion on the desire and need for more public spaces for relaxation, family and community events, and recreation. While all expressed an appreciation for the existing parks, the number and amenities at times differ from the growing population’s needs. In particular, many focus group participants commented on the need for additional soccer fields.

The Seymour Parks Department created a Master Plan for the first time in decades in 2021 and has achieved many of this plan’s goals. Thus, the Parks Department is poised to take on additional goals through a new parks master plan which serves as a necessary component for key funding sources.

3

### » WHAT

A new Seymour Parks Master Plan can help the community solidify its values and goals for public space and recreation for all members of the community and ensure access for the most marginalized.

A new parks master plan will build on the previous plan’s successful Latino outreach efforts to ensure the parks are growing and adapting to meet the needs of the growing population. Implementors will work to address the growing needs of the new immigrant communities with particular attention to the need for Spanish, Chuj, and French-Creole translation of park guides and event postings. The plan will call for expanding the number of soccer fields and building additional playground spaces. Another focus of the plan will be ways to extend the seasonal use of parks to address the community’s desire for increased activities during the winter months. Additionally, the plan will include items detailed elsewhere in this agenda, particularly constructing a gathering space near South O’Brien (Task 1.3) and evaluating indoor recreation and aquatic options (Task 4.1), to ensure the greatest chance of completion.

The previous Parks Master Plan sought to include elements of creative placemaking, including movies in the park, with limited success. The new plan will build on lessons learned through this effort and solicit input and planning support from the Mayor’s Youth Council to engage youth in this design of this programming.

4

5

6

### » HOW | FUNDING

Potential Funding Sources to Pursue

- Local Government

### » HOW | TASKS «

Year 1 | Secure funding for consultant fees for engagement and parks planning

Work with Su Casa to set up a team for assisting with Latino engagement

Year 2 | Create updated Parks Master Plan

### » WHO «

Dark Green is lead | Light Green is support

Parks Department

Young Professionals

Large Employers

Su Casa

Mayor’s Youth Council

target date

### » WHEN «

short-term

mid-term

long-term

# 1 TASK 4.I: IMPROVE RESIDENTIAL + APARTMENT CONDITIONS

## 2 » WHY

Residents of the focus area are poorer (29% live in poverty, compared to 20% city-wide). Based on initial conversations with the Advisory Coalition, a number of apartment communities and manufactured home sites in the focus area were identified for improvements. Residents engaged during the Juntos 4H meeting confirmed these concerns and report multiple families living in single units due to the lack of available housing. Residents report incidents of flooding and frozen pipes, and express a desire to better know their rights as renters when issues arise. Additionally, many do not drive and request improved sidewalk connections to adjacent parks and trails.

3  
4 Even with the problems described, these homes are still in high demand due to the lack of affordable options locally. While adding housing units is addressed elsewhere in the agenda (Tasks 4.2 and 5.1) existing housing in the focus area requires safety and livability improvements to meet the high demand.

## 5 » WHAT

6 A number of actions will be taken to improve the existing affordable apartments and manufactured home properties near South O'Brien and Oak Streets. The city will evaluate options to reduce flooding on public streets and improve utilities, while providing added connections to adjacent sidewalks and trails. Also, while it has proven to be difficult in the past, the City will continue to cultivate relationships with ownership and management of properties where issues are reported and ramp up code enforcement efforts. They will seek funding to improve conditions of existing properties and coordinate with Su Casa (See Task 2.1) to support their efforts to provide tenant rights information through the Welcome Center (See Task 2.1).

## » HOW | FUNDING

Potential Funding Sources to Pursue

- Identify developers with capacity to purchase and rehabilitate properties with reported issues
- READI 2.0 (infrastructure costs for drainage, road construction, and trail leg)

## » HOW | TASKS «

- Year 1 | Conduct an audit of trouble sites for drainage and flooding issues in the area
- Reach out to management and ownership of apartments in the focus area
- Ramp up code enforcement efforts at key apartment properties
- Provide legal information to tenants in coordination with Su Casa
- Year 3 | Seek funding or partnerships to renovate apartments in need

## » WHO «

Dark Green is lead | Light Green is support

Mayor's Office

Thrive Alliance

City Engineer

United Way

Planning + Zoning

Property Owners

Health Department

target date

## » WHEN «

short-term

mid-term

long-term

# 1 TASK 4.2: DEVELOP NEW, AFFORDABLE TRAIL-SIDE COMMUNITIES

## 2 » WHY

One of the largest needs identified throughout all engagement activities in this process was workforce housing. This reported need aligns with data showing 35% of focus area residents are cost burdened (meaning they spend more than 30% of their income on rent) compared to 26% citywide. A 2021 Jackson County Pathways to Housing presentation found the County projects a 2800 housing unit shortage by 2030. Given Seymour is by far the largest city in Jackson County, a bare minimum of 1400 housing units are needed to fill demand in Seymour by 2030—200 units a year. This need was reinforced during subsequent focus group meetings by workers and representatives from Aisin and Pet Supplies Plus who report crowded housing conditions and a lack of available housing for those looking to relocate to Seymour to fill available jobs.

## 3 » WHAT

The new Burkart Boulevard Bypass project includes the parallel Burkart Trail, which provides non-automotive access to the City’s two largest manufacturing sites—the Eastside Industrial Park and Freeman Field. The bypass and trail run along multiple undeveloped parcels in the focus area that are well-suited to new residential development. As the City seeks partnerships with affordable housing developers, they will prioritize these available sites to make job access easier and safer for the workforce.

The City will conduct a scan of available properties to determine existing owners’ interest in selling or developing their properties. For smaller sites, the City will cultivate partnerships with affordable housing developers to pursue Low-Income Housing Tax Credits. For larger sites, a vision or master plan will be created to guide development with specific targets for workforce housing, as well as internal trail connections, and bike amenities. An example illustration is provided on the subsequent page.

## 4 » HOW | FUNDING

Potential Funding Sources to Pursue

- Low-Income Housing Tax Credits (LIHTC)
- Rental Housing Tax Credits (RHTC)
- Indiana’s new Affordable Housing Tax Credit
- READI 2.0 (acquisition costs and infrastructure)

## » HOW | TASKS «

Year 1 | Identify key opportunity parcels along the bypass and meet with owners to determine viability

Year 2 | Assemble adjacent parcels when possible to create larger properties

Develop a vision for all sites and require partners to meet key goals of affordable workforce housing, trail access, and walkable design

Year 3+ | Identify funding sources for acquisition, infrastructure, and housing development

## » WHO «

Dark Green is lead | Light Green is support

Mayor’s Office

City Engineer

JCIDC

Industry Leaders

Local Banks

Community Foundation

Parks Department

JC Board of Realtors

Developers

Builders Association

Seymour Community Schools

target date

## » WHEN «

short-term

mid-term

long-term

» **EXAMPLE ILLUSTRATION** «  
For Reference

**Estimated Yields of Illustration**

Single Family Rear-Load Homes: 192  
Rowhomes with tuck-under Garage: 168  
Garden Apartment Units: 240  
Mixed-Use Units: 180 at average of 900 sqft.  
Total Units: 780  
Target of 20% Workforce Units



PARK SPACE

NEIGHBORHOOD RETAIL

MIXED-USE  
WORKFORCE UNITS

APARTMENTS

SINGLE-FAMILY

INTERNAL TRAIL LOOP

MIXED-USE  
WORKFORCE UNITS

APARTMENTS

BOULEVARD

BOULEVARD

TOWNHOMES

TOWNHOMES

AFFORDABLE SINGLE-FAMILY

DETENTION OVERLOOK

GARDENS



» **EXAMPLE ILLUSTRATION** «  
See Page 44 for more information  
on this example of a trail-side community



## » WALKABLE EXAMPLES «

### Top Left | High Point Seattle

The High Point development incorporates walkable features such as sidewalks, street trees, homes with front doors facing the street and parking in the rear.

### Bottom Left | Mueller Park Development

Mueller Park includes linear green spaces that treat stormwater as well as creating public amenities.

### Bottom Right | Housing Scale

The illustrations drawn as examples in this agenda included lot sizes similar to the older neighborhoods in Seymour. This allows for enough density to make the neighborhood vibrant and active.



# 1 TASK 5.I: CREATE FREEMAN VILLAGE - A NEW NEIGHBORHOOD

## 2 » WHY

Seymour’s growing population means a variety of housing options is needed to meet the city’s housing shortfall. A lack of housing options limits Seymour’s growth and ability to meet local companies’ workforce demands as reported by young professionals, employees at Aisin, USA and Pet Supplies Plus, and a 2021 Jackson County Pathways to Housing presentation. Professional and technical workers alike note the lack of housing options and a current housing leakage to surrounding communities. Likewise, due to Seymour’s development history, current housing options typically exist in groups of similar housing typologies—with affordable housing options grouped together and single family homes of higher value grouped in subdivisions.

## 3 » WHAT

In addition to a number of potential sites for affordable multifamily housing along Burkart Bypass (See Task 4.2), two parcels just north of Freeman Field present a unique opportunity for additional housing units at a variety of price points and types. In discussions with the Advisory Coalition, these parcels were met with the most excitement due to their location between the High School to the north and Jackson Elementary, the Ag-Science Center, and Freeman Field to the south. The size of these parcels provide an opportunity to add a number of needed housing units while also including additional park space and an indoor recreation and aquatic center (See Tasks 3.2 and 6.1).

The implementors will work with the owners of the two large properties north of Freeman Field to develop a new neighborhood that includes a variety of housing types and price points. These properties will either be purchased or co-developed and then annexed into the City. Partnering with a land-planner and master developer experienced in mixed-use villages and traditional neighborhoods is needed to assist the City in planning and implementation and to pursue funding for infrastructure and other costs.

## 4 » HOW | FUNDING

Potential Funding Sources to Pursue

- Rental Housing Tax Credits (RHTC)
- HOME - HUD’s Home Investment Partnership Program
- Indiana’s new Affordable Housing Tax Credit
- READI 2.0 (acquisition costs and infrastructure)

## » HOW | TASKS «

Year 1 | Coordinate with property owners and consider acquisition, annexation, and platting

Partner with a land planner and a master developer with mixed-use village and traditional neighborhood development experience to create a master plan and assist with implementation

Year 2 | Seek funding to build public infrastructure and amenity spaces identified in the plan and create areas for development

Year 3+ | Partner with developers experienced in each component of the master plan to build desired housing types

## » WHO «

Dark Green is lead | Light Green is support

Mayor’s Office

City Engineer

JCIDC

Industry Leaders

Local Banks

Community Foundation

Parks Department

JC Board of Realtors

Builders Association

target date

## » WHEN «

short-term

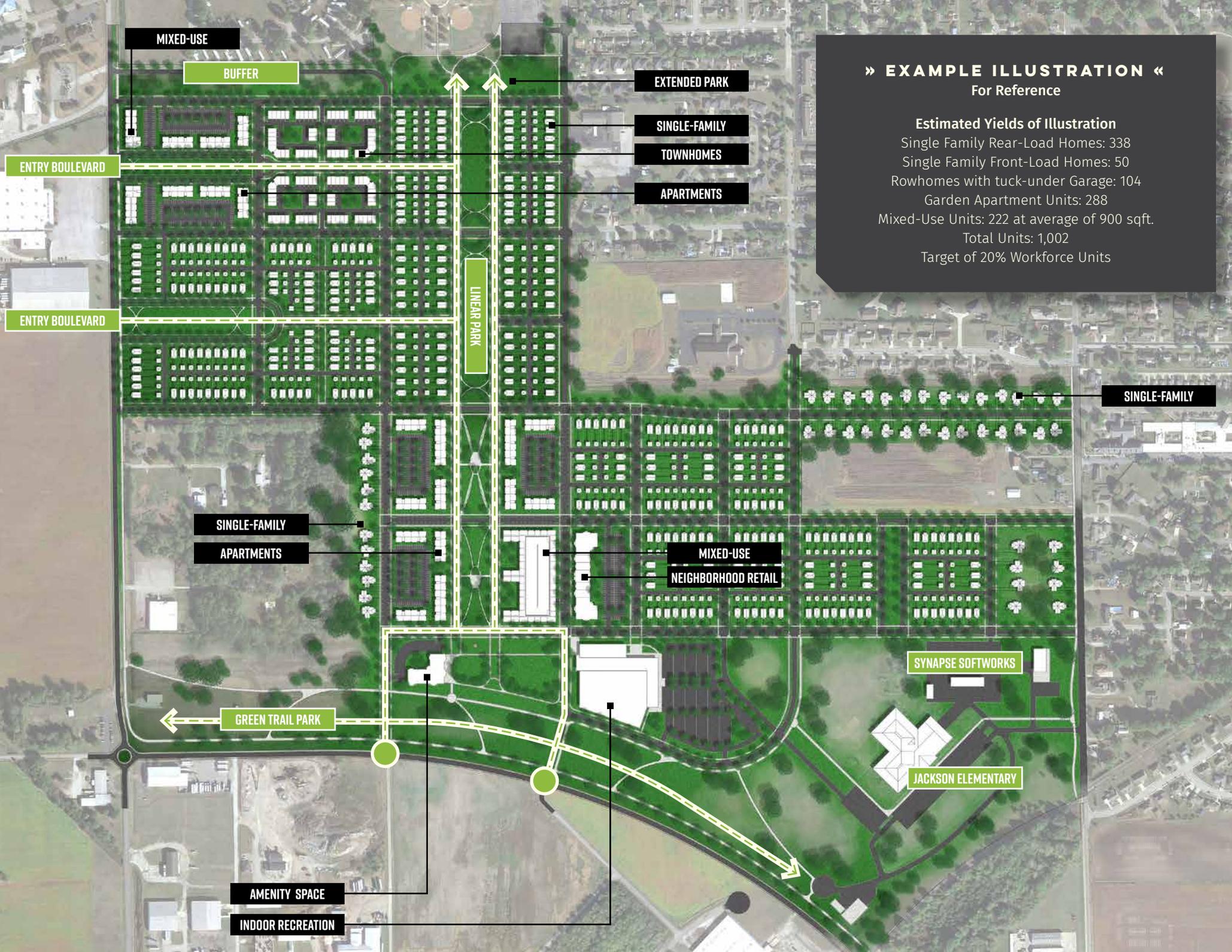
mid-term

long-term

» **EXAMPLE ILLUSTRATION** «  
For Reference

**Estimated Yields of Illustration**

- Single Family Rear-Load Homes: 338
- Single Family Front-Load Homes: 50
- Rowhomes with tuck-under Garage: 104
- Garden Apartment Units: 288
- Mixed-Use Units: 222 at average of 900 sqft.
- Total Units: 1,002
- Target of 20% Workforce Units



1

## TASK 5.2: SUPPORT FIRST-TIME HOMEBUYERS

2

### » WHY

During conversations with the Seymour Young Professionals focus group and during formal and informal interviews, participants note the mounting difficulties facing first-time homebuyers of varying incomes and backgrounds. From the lack of housing supply to the difficulty of saving for a down payment when cost-burdened, prospective buyers find solutions in surrounding communities or settle for less desirable housing solutions.

At the same time, Seymour has a number of properties in already developed areas with vacant homes or vacant lots where homes once stood. Local bankers state that surrounding communities offer incentives for first-time homebuyers who are both building on vacant lots and purchasing an existing home. During Advisory Coalition meetings, the City voiced a desire for pre-approved building plans that would fit on the existing lot sizes available in the City in order to make the process easier for builders, buyers, and reviewers.

3

4

5

### » WHAT

Lead implementors will coordinate an effort between area banks to support first-time homebuyers of various incomes and backgrounds by providing educational programs and replicating an incentive structure similar to surrounding communities. Education programs will cover the homebuying process, home ownership, basic home maintenance, and general financial health. The incentive program will offer incentives, likely down payment assistance, for first-time homebuyers who purchase existing homes or build on vacant lots.

Additionally, the City will assist builders unfamiliar with narrower (40-50 foot wide) lots in the City by providing them with a menu of three to five pre-approved home plans to reduce cost and to develop housing options for first-time homebuyers.

6

### » HOW | FUNDING

Potential Funding Sources to Pursue:

- Work with area banks regarding incentives and homebuyer education
- IHEDA - Down Payment Assistance Programs (First Place, Next Home, & Mortgage Credit Certificate)

### » HOW | TASKS «

Year 1 | Coordinate with area banks to provide education programs to first-time homebuyers

Coordinate with area banks to replicate incentives for first time homebuyers in existing homes or building on vacant lots

Identify local lenders to participate in IHEDA's down payment assistance program

Promote the down payment assistance program through local employers and the young professional network

Work with an architect to develop a pattern book of three to five pre-approved home layouts and design

### » WHO «

Dark Green is lead | Light Green is support

Mayor's Office

Young Professionals

Local Banks

Other Local Lenders

Local Realtors

Builders Association

target date

### » WHEN «

short-term

mid-term

long-term

1

## TASK 6.1: BUILD A NEW INDOOR RECREATION FACILITY

2

### » WHY

Residents and stakeholders engaged during this process expressed a need for more indoor recreation activities, especially swimming, soccer, playgrounds, and walking tracks. It was noted that many mothers and families drive to Columbus or elsewhere off-season or in inclement weather so that children can access indoor playgrounds.

At the same time, both the City and high school pools are at an age where replacement is needed. The School Corporation and the City began conversations regarding a shared facility several years ago, but they stalled. Conversations have renewed during this process and this is an opportunity to include additional indoor uses, such as soccer fields (particularly popular with Latino residents) and playgrounds (popular with all residents).

3

4

### » WHAT

A task force should be convened in coordination with the Parks Master Plan process (See Task 3.2) to develop a feasibility study for indoor recreation that would include a shared indoor pool, along with a fitness area, walking track, courts, and possibly aquatic rehabilitation activities in conjunction with Schneck Medical. The facility should also include amenities for parents as kids play, such as a coffee shop. An indoor soccer field could be included in the space or next to it within a lower-cost steel frame or air-supported fabric dome.

5

6

### » HOW | FUNDING

Potential Funding Sources to Pursue

- Pursue a feasibility study to make project more shovel-ready
- READI 2.0 (capital costs)

### » HOW | TASKS «

**Year 1 | Convene a task force made up of Seymour High School, the parks department, and local non-profits to tour peer facilities**

Coordinate outreach to confirm community desires with the Parks Master Plan—with particular engagement of Latino and lower-income residents

Develop a feasibility study to examine potential sites, desired programs, costs, and management

**Year 3 | Raise funding to pay for selected outcomes from the feasibility study and to hire needed staff for programming and management**

### » WHO «

Dark Green is lead | Light Green is support

Parks Department

Community Foundation

Seymour Community Schools

Large Employers

Schneck Medical

Boys and Girls Club

Girls, Inc.

target date

### » WHEN «

short-term

mid-term

long-term

# 1 TASK 6.2: CULTIVATE THIRD-SPACES THROUGH CREATIVE PLACEMAKING

## 2 » WHY

During focus group meetings with youth and young professionals, participants repeatedly noted the lack of social gathering spaces. Over the past several years, the bowling alley, the movie theater, many stores at the outlet mall, and the skating rink have all closed. Teens and young workers stated an appreciation for the activity downtown, but also noted that for passive socializing, they often end up walking around at Walmart.

New immigrant and employee families mentioned the lack of social gathering spaces as well, noting they will often drive to Columbus or Indianapolis to go out for a movie or shopping. This cost is an additional strain on cost-burdened families and adds difficulty for those working long and late hours. Employees in focus groups noted a desire to spend more time with their families close to home.

These findings are supported by the Mayor’s annual surveys, with both the recent adult and teen surveys noting the lack of entertainment options as one of the highest needs for the community.

## 3 » WHAT

Despite the lack of social gathering spaces, Seymour can activate existing public and private spaces through creative placemaking.

Community events, such as Oktoberfest and the farmers’ market, are popular with all residents. Main Street holds a variety of events throughout the year, including in public spaces downtown. Lead implementors can build off these successful events to stage additional events, involving additional stakeholders. Partnerships incorporating local art institutions, young professionals, Su Casa’s vecina program, and high school students will add to the variety of events.

In addition to utilizing Crossroads Park downtown, lead implementors will explore opportunities to utilize the nearly vacant outlet mall and properties at Freeman Field for music and art activation. Implementors will also work with downtown businesses, restaurants, and bars to extend hours beyond the work and school day, particularly during creative placemaking activities.

## 4 » HOW | FUNDING

Potential Funding Sources to Pursue

- Local Employer Support
- Main Street America Our Town project
- Indiana Arts Commission

## » HOW | TASKS «

Year 1 | Conduct a community survey of top activities desired in Seymour—such as movies, arcade, music venue, bowling alley, etc.

Conduct a tour with the “Who” group of three local cities with strong creative placemaking programs

Convene Young Professionals group to consider additional events downtown that appeal to young demographic.

Year 2 | Begin outreach to potential partners to activate the nearly vacant Outlet Mall.

## » WHO «

Dark Green is lead | Light Green is support

Young Professionals

JAG Students

Main Street

Community Foundation

SICA

Industry Focus Groups

Mayor’s Youth Council

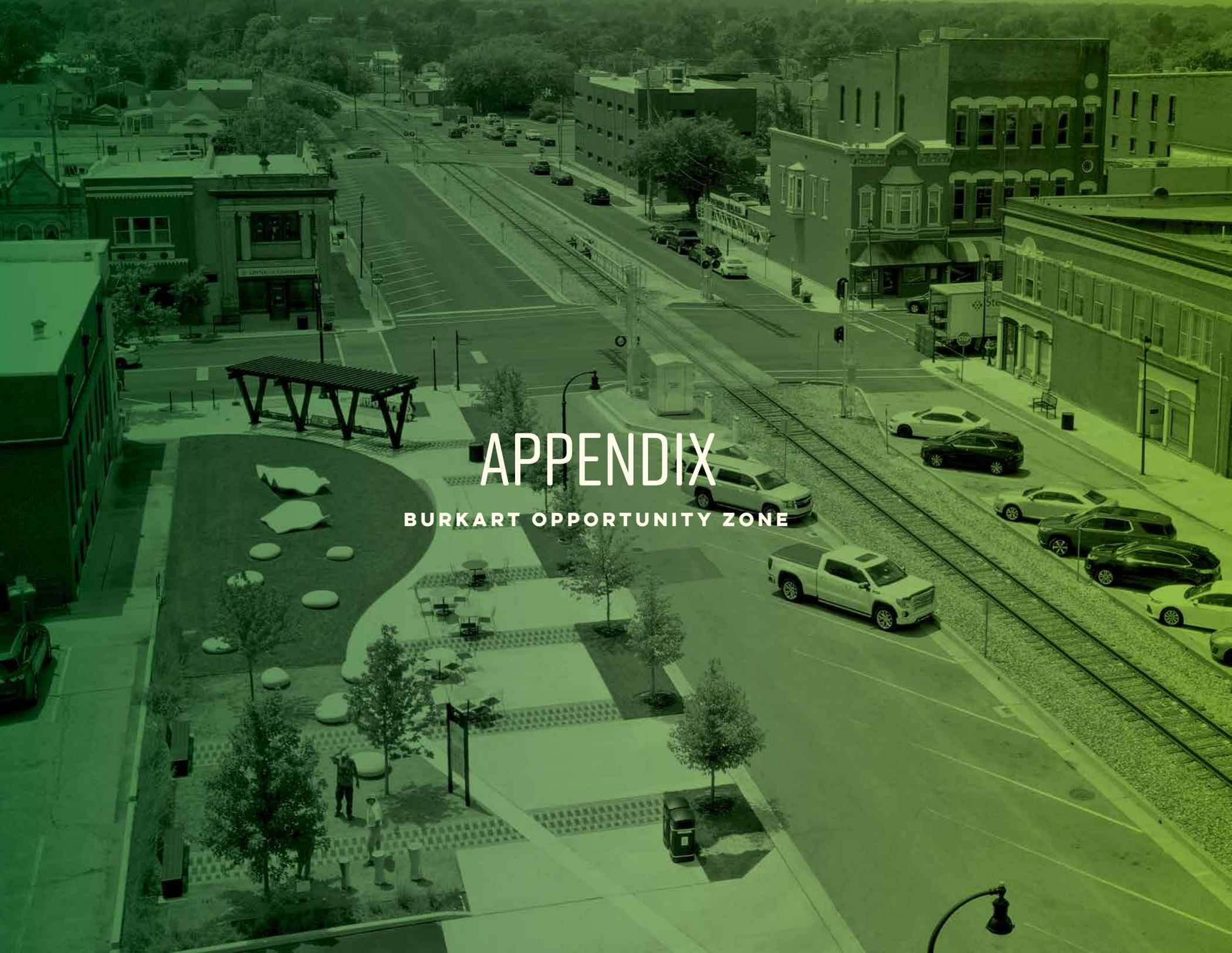
target date

## » WHEN «

short-term

mid-term

long-term



# APPENDIX

BURKART OPPORTUNITY ZONE

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# EXERCISE 1: SUMMARY REPORT

At the second Advisory Coalition meeting, attendants were provided the following summary report based on the input exercise from the first Advisory Coalition Meeting

« FEBRUARY ADVISORY COALITION MEETING »  
**FIRST INPUT EXERCISE**

---

<b>« BIG IDEAS »</b>	<p><b>ECONOMIC</b></p> <ul style="list-style-type: none"><li>• Grow the population</li><li>• Expand the Eastside Industrial Park</li><li>• A daycare facility at Eastside Industrial Park</li><li>• A child care center at Eastside Industrial Park</li><li>• Transportation to the Eastside Industrial Park (2x)</li><li>• Add industrial at Freeman Field - there is room</li></ul>	<p><b>BUILT ENVIRONMENT</b></p> <ul style="list-style-type: none"><li>• Redevelop historic Shield Gym</li><li>• Safe, affordable housing at Freeman Field</li><li>• Housing near Eastside Industrial Park</li><li>• Build an indoor soccer complex</li><li>• Expand the soccer complex at Freeman Field</li><li>• New single-family and condos on Burkart</li><li>• Expand Burkart west and north</li></ul>	<p><b>CIVIC / SOCIAL</b></p> <ul style="list-style-type: none"><li>• Develop a master plan (housing, recreation, etc)</li><li>• Convert empty outlet mall into a Music Venue</li><li>• Connect the community to the Boys and Girls Club</li><li>• Align all cultural activities and programs</li><li>• Build a new school near Freeman Field</li><li>• Make the community more welcoming to all</li><li>• Create an immigrant welcome center near Oak Street</li><li>• Follow the Vision 2025 and ALICE studies</li></ul>
<b>« STRENGTH »</b>	<p><b>ECONOMIC</b></p> <ul style="list-style-type: none"><li>• Freeman Field has great job opportunities</li><li>• Seymour has strong entrepreneurs</li><li>• Good employers want to invest in people and place</li><li>• Good work release program at Anderson's Fertilizer</li><li>• Growth in Seymour is strong and can expand</li></ul>	<p><b>BUILT ENVIRONMENT</b></p> <ul style="list-style-type: none"><li>• Downtown revitalization is strong</li><li>• Land available for housing on Burkart</li><li>• Burkart will support growth for next 15 years</li><li>• The airport and Burkart Boulevard are strengths</li></ul>	<p><b>CIVIC / SOCIAL</b></p> <ul style="list-style-type: none"><li>• Humane Society has strong community affiliation</li><li>• Seymour is inclusive and wants to keep improving</li><li>• Good existing plans available for reference</li><li>• Heavy Juntos 4-H presence at Village Green</li><li>• Local organizations investing in diverse leadership</li><li>• Willingness to self-analyze as a community</li></ul>
<b>« WEAKNESS »</b>	<p><b>ECONOMIC</b></p> <ul style="list-style-type: none"><li>• Need more daycare options</li><li>• Need a use for the empty outlet mall</li><li>• Need more transportation options (2x)</li><li>• Need transportation for Village Green</li></ul>	<p><b>BUILT ENVIRONMENT</b></p> <ul style="list-style-type: none"><li>• Fix up blighted properties on Tipton Street</li><li>• Don't own the land on Burkart, may not be for sale</li><li>• Need more affordable housing (2x)</li><li>• Freeman Field sites need better connectivity</li><li>• Need to renovate apartments north of Village Green</li><li>• Need to clean up Village Green</li></ul>	<p><b>CIVIC / SOCIAL</b></p> <ul style="list-style-type: none"><li>• Create a master plan for Burkart Boulevard</li><li>• Need more of a cohesive focus for our community</li><li>• Companies need to intentionally promote diversity</li></ul>

## EXERCISE 2: BREAK-OUT TABLE BRAINSTORMING

At the second Advisory Coalition meeting, attendees were asked to pick one of three break-out tables to brainstorm potential agenda tasks, leaders, and priorities. These tables were focused on (1) Economic Actions, (2) Built Environment Actions, and (3) Civic and Social Actions. attendees were each provided a list of inputs to guide discussions, including goals from relevant previous plans, summaries of inputs from the first meeting, and guiding questions from the consultant team.

**BURKART OPPORTUNITY ZONE - AC MEETING #2**  
An Inclusive Economic Development Agenda for Seymour

**ECONOMIC AGENDA - POTENTIAL ITEMS**

**Items from Existing Plans**

1. Vision 2025 - 2035
  11. Expand pre-K options and provide transportation
  12. Provide tutoring to teens and vocational and life skills to high schoolers
  13. Encourage high achieving college bound and college grads to stay or move back to Seymour
  14. Provide more daycares to support post-secondary education growth
  15. Further develop Freeman Field
  16. Diversify the economy - life sciences (connection to Schnack)
  17. Attract national and local retail
2. JCDC 2019-2022 Strategic Plan - 2019
  21. Consider shovel-ready sites at Freeman Field and on Burkart
  22. Consider working with private developer for shovel-ready sites
  23. Focus on workforce development - addressing logistical barriers to education
  24. Small business development programs
  25. Collaborate on community issues, such as housing
3. Downtown Streetscape Plan - 2023
  31. Support downtown commercial health by improving historic storefronts
  32. Support downtown commercial health by increasing variety of local shops and expanding hours

**Items from First Input Exercise (February AC Meeting)**

4. Big ideas that were shared - how do we achieve these?
  - 4.1. Grow the population
  - 4.2. The Eastside Industrial Park - expand it and provide daycare, childcare, and transportation
  - 4.3. Add industrial at Freeman Field - there is room
5. Build on strengths
  - 5.1. Freeman Field has great job opportunities
  - 5.2. Seymour has strong entrepreneurs
  - 5.3. Good employers want to invest in people and place
  - 5.4. Good work release program at Anderson's Fertilizer
  - 5.5. Growth in Seymour is strong and can expand
6. Address weaknesses
  - 6.1. Provide more daycare options
  - 6.2. Need a use for the empty outlet mall
  - 6.3. Need more transportation options (D)
  - 6.4. Provide transportation for village green

**Discussion points**

- Where is the focus for shovel-ready sites - Freeman Field, Burkart, expand Eastside Industrial Park?
- Focus is on workforce develop since there is full employment - how to address this in the agenda?
- The H.S. Ag Science Facility is unique - what is the next step - how do we physically connect it to the City?

**Questions to the team**

- What are barriers to employment?
- How do people get to work?
- What are job opportunities for graduating seniors?
- What are the various time blocks people work? Are they able to have a high quality of life on various shifts?
- Do workers have access to job training?
- How does the city support entrepreneurs or new business development?
- What types of businesses have trouble retaining workers or filling jobs? Why?

**BURKART OPPORTUNITY ZONE - AC MEETING #2**  
An Inclusive Economic Development Agenda for Seymour

**BUILT ENVIRONMENT AGENDA - POTENTIAL ITEMS**

**Items from Existing Plans**

1. Vision 2025 - 2035
  11. Develop a city brand, create gateway features, and increase public art
  12. Fix up storefronts and renovate upper floors of historic commercial buildings
2. JCDC 2019-2022 Strategic Plan - 2019
  21. Provide housing to capture commuters and management-level and executive employees
3. Pathways to Housing - 2023
  31. Provide subsidized housing to address cost-burdened renters and address the 13-month waiting list
  32. Provide housing to meet demand of 2700+ units by 2030 (particularly for lower and upper-income)
4. Parks 5-year Plan - 2021
  - 4.1. Prioritize upgrading Westside Park, renovating the pool / splashpad, and building the trail system
  - 4.2. Build an indoor recreation facility (track, pool, etc) and/or build a signature attraction for Seymour
5. Downtown Streetscape Plan - 2021
  - 5.1. Remodel groundfloors and upper floors of historic buildings
  - 5.2. Use consistent street lights and site furnishings
6. Bicycle and Pedestrian Plan - 2021
  - 6.1. Prioritize the "Northside Route" and "Southwest Route"
  - 6.2. Seek grant funding to continue expanding the trail network and adding sidewalks

**Items from First Input Exercise (February AC Meeting)**

7. Big ideas that were shared - how do we achieve these?
  - 7.1. Redevelop Historic Shield Gym
  - 7.2. Housing at Freeman Field, on Burkart Boulevard, and Eastside Industrial Park (Affordable, SF, condos)
  - 7.3. Build an indoor soccer complex and expand the soccer complex at Freeman Field
  - 7.4. Expand Burkart west and north
8. Build on strengths
  - 8.1. Keep building on strong downtown revitalization
  - 8.2. Acquire available for housing on Burkart
  - 8.3. Make the most of the assets of Freeman Field's airport and Burkart Boulevard
9. Address weaknesses
  - 9.1. Fix up properties on Tipton Street and renovate apartments
  - 9.2. Acquire needed land on Burkart or it may not be developed
  - 9.3. Address our lack of affordable housing
  - 9.4. Improve the inadequate connectivity at Freeman Field

**Discussion points**

- Downtown is not in the study area, but we should we connect to or enhance downtown?
- Build housing as walkable neighborhoods - not typical subdivisions - connect with streets, trails, and sidewalks

**Questions to the team**

- Where do people naturally gather and interact?
- How do people talk or walk places?
- Where is traffic a problem?
- Are there places that are particularly bad for pedestrians or cyclists?
- How do people get to major job centers?
- Can people walk to parks or green spaces?
- What type of housing is missing?
- What type of housing do new residents or young people want? What type do retirees want?

**BURKART OPPORTUNITY ZONE - AC MEETING #2**  
An Inclusive Economic Development Agenda for Seymour

**CIVIC + SOCIAL AGENDA - POTENTIAL ITEMS**

**Items from Existing Plans**

1. Vision 2025 - 2035
  11. Make downtown a destination for nightlife and events
  12. Create a centralized event calendar and common communication tools
  13. Increase family events, outdoor activity options, and multi-cultural festivals
  14. Inspire involvement with volunteer opportunities and mentoring
  15. Foster collaboration and develop young leaders in non-profits
  16. Focus on increasing local legacy giving
  17. Enhance and promote farmers markets and community gardening
  18. Increase awareness of mental health and drug abuse services
2. Parks 5-year Plan - 2021
  - 2.1. Add programming for kids and movies in the park
  - 2.2. Provide gathering spaces for the growing Hispanic Community
  - 2.3. Create programs for 2nd and 3rd shift workers and their families
3. Downtown Streetscape Plan - 2021
  - 3.1. Make sure all groups are supporting a common vision downtown
  - 3.2. Increase and improve the gathering spots
4. Bicycle and Pedestrian Plan - 2021
  - 4.1. Develop incentives for developers to add trails or provide land for them

**Items from First Input Exercise (February AC Meeting)**

5. Big ideas that were shared - how do we achieve these?
  - 5.1. Develop a master plan for Burkart Boulevard that focuses on housing, recreation, etc.
  - 5.2. Convert the empty outlet mall into a music venue
  - 5.3. Connect the community to the boys and girls club
  - 5.4. Build a new school near Freeman Field
  - 5.5. Make the community more welcoming to all - create an immigrant welcome center near oak street
  - 5.6. Follow the Vision 2025 and ALICE studies
6. Build on strengths
  - 6.1. The Humane society has strong community affiliation
  - 6.2. Seymour is inclusive, but how do we keep improving?
  - 6.3. There are good existing plans - keep working towards those goals
  - 6.4. How do we build on the heavy justice + H presence at Village Green
  - 6.5. Local organizations are investing in diverse leadership, how do we keep growing this?
7. Address weaknesses
  - 7.1. Fix up the big bad properties on Tipton Street
  - 7.2. Acquire needed land on Burkart or it may not be developed
  - 7.3. Address our lack of affordable housing
  - 7.4. Improve the inadequate connectivity at Freeman Field
  - 7.5. Renovate apartments north of Village Green and keep up the property at Village Green

**Discussion points**

- We've heard there aren't established neighborhood associations - should we help build these up?
- It has been difficult to engage the growing Hispanic population - how to we build those networks up?

**Questions to the team**

- Where do people go to hang out outside?
- Where do people go to celebrate publicly?
- What are the festivals and events that attract all residents?
- How do people advocate their ideas to city government?
- How do people learn what city government is doing?

# EXERCISE 3: BREAK-OUT RUNNING AGENDA DEEP-DIVE

At the third Advisory Coalition meeting, attendants were provided an initial “Running Agenda” made up of tasks developed during the second Advisory Coalition meeting’s Breakout Table sessions.

Attendees were provided an initial running agenda summary of all items and then each break-out table was provided a list of agenda topic areas with specific tasks or discussion points for each.

**BURKART OPPORTUNITY ZONE - RUNNING DRAFT AGENDA**  
An Inclusive Economic Development Agenda for September

**RUNNING AGENDA AS OF 4.18 - SUMMARY**

**1. A Dedicated Outreach Structure for the Latino Community**

- 1.1. Create an Inmigrant Welcome Center
- 1.2. Outreach to Create “Neighborhood” associations
- 1.3. Culturally-relevant gathering space on the East Side
- 1.4. Support for local businesses

**2. Enhance and Add to the Affordable Housing Options**

- 2.1. Identify opportunities to upgrade existing affordable apartments near O'Brien and Oak Streets
- 2.2. Identify opportunities to extend sidewalks and trail from affordable apartments to Burkart Trail
- 2.3. Include affordable housing areas within larger, planned neighborhoods
- 2.4. Provide high-quality, affordable rental apartments adjacent to Village Green

**3. Provide New Village-Style Neighborhoods at Key Opportunity Sites**

- 3.1. Develop a village concept plan and investigate interest of landowners north of Freeman Field
- 3.2. Develop a village concept plan and investigate interest of landowners along Burkart Boulevard
- 3.3. Coordinate a second phase for Burkart Crossing with village-type connectivity and gathering spaces

**4. Take the Next Steps for Parks, Recreation, and Placemaking**

- 4.1. Develop a new 1-year Parks Master Plan
- 4.2. Coordinate effort between Parks and Seymour HS on a high-quality indoor pool
- 4.3. Develop an indoor playground for year-round use
- 4.4. Develop an indoor soccer field facility with a community focus over clubs and travel teams
- 4.5. Coordinate with the Southern Indiana Center for the Arts for placemaking activities

**5. Expand the Trails Network and Enhance Connectivity**

- 5.1. Develop a new 1-year Trails Master Plan
- 5.2. Develop a multi-lingual trails map
- 5.3. Upgrade the bike lane on SR17 to a leg of Burkart Trail
- 5.4. Close the gap in Burkart Trail south of 4<sup>th</sup> Street
- 5.5. Improve traffic flow and pedestrian safety at entry points to Eastside Industrial Park

**6. Next Steps for Seymour at Full Employment**

- 6.1. Identify potential additional programs and facility needs at the Ag Science facility
- 6.2. Create a task force to study best practices in second and third shift opportunities
- 6.3. Identify pathways for those desiring additional to enter the workforce

**BURKART OPPORTUNITY ZONE - RUNNING DRAFT AGENDA**  
An Inclusive Economic Development Agenda for September

A - Data - Housing Study for the County  
B - Previous plans - Multiple Plans  
C - AC Meetings - Specific Member of Usability and “Neighborhood” over Subdivision  
D - Engagement - Noted as one of top priorities  
E - Best Practices - IFC + Bookings - AB Team Car - Provide Plans

**1. Develop a village concept plan and investigate interest of landowners north of Freeman Field**

- 1.1. Task: Investigate interest of land owners for an assembly program
- 1.2. Task: Work with a planning consultant to develop a Master Plan
- 1.3. Task: Engage an owner’s representative to assist in ensuring the housing
- 1.4. Guiding Concepts: Plan should provide N/S connection from Freeman Field to M3
- 1.5. Guiding Concepts: Plan should focus on a central public gathering space
- 1.6. Guiding Concepts: All streets should be low street with sidewalks on both sides
- 1.7. Guiding Concepts: Parking should be in the rear of any building or home

**2. Develop a village concept plan and investigate interest of landowners along Burkart Boulevard**

- 2.1. Task: Investigate interest of land owners for an assembly program
- 2.2. Task: Work with a planning consultant to develop a Master Plan
- 2.3. Task: Engage an owner’s representative to assist in ensuring the housing
- 2.4. Guiding Concepts: Plan should include connections to Burkart Trail
- 2.5. Guiding Concepts: Plan should focus on a central public gathering space
- 2.6. Guiding Concepts: All streets should be low street with sidewalks on both sides
- 2.7. Guiding Concepts: Parking should be in the rear of any building or home

**3. Coordinate a second phase for Burkart Crossing with village-type connectivity and gathering spaces**

- 3.1. Task: Investigate interest of land owners for a second phase
- 3.2. Task: Work with a planning consultant to develop a Master Plan for second phase
- 3.3. Guiding Concepts: Plan should include connections to Burkart Trail
- 3.4. Guiding Concepts: Plan should include an amenity space to serve both phases

**4. TAKE THE NEXT STEPS FOR PARKS, RECREATION, AND PLACEMAKING**  
LEADERSHIP: Parks Department + Seymour Schools

A - Data - Needs Assessment from Parks Plan  
B - Previous plans - Parks Plan  
C - AC Meetings - AC team have supported this, but asks for us to follow up with Parks  
D - Engagement - High level interest from both the Hispanic Community and Young Professionals  
E - Best Practices - IFC + Bookings - 48 team assist

**4.1. Develop a 1-year Parks Master Plan**

- 4.1.1. Review: Community Plan 2018-2023
- 4.1.2. Task: Parks to work with Landscape Architecture consultant to create 2024-2029 Plan
- 4.1.3. Task: Review funding for fees

**4.2. Programming Study between Seymour High School and Seymour Parks - Indoor Pool**

- 4.2.1. Review: Community plan difficult to support more than one indoor pool
- 4.2.2. Review: Pool Parks and Schools without an elevated higher quality facility for all
- 4.2.3. Task: Undertake a facilities study and develop budget
- 4.2.4. Task: Review funding for design and construction fees

**4.3. Develop an indoor playground for year-round use**

- 4.3.1. Review: Community indoor play spaces - 3 in Columbus very popular
- 4.3.2. Task: Determine site for indoor play space (possibly 2<sup>nd</sup> floor of Community Center)
- 4.3.3. Task: Develop a program and work with an architect

**4.4. Develop an indoor soccer field facility with a community focus over clubs and travel teams**

- 4.4.1. Review: Soccer is very popular, continue to expand season
- 4.4.2. Task: Determine options of former Aquatic and site
- 4.4.3. Task: Identify grant opportunities for construction
- 4.4.4. Task: Engage an architect to develop schematic concepts

**4.5. Coordinate with the Southern Indiana Center for the Arts for placemaking activities**

- 4.5.1. Review: Placemaking sometimes lacks in popular - bring into study area

**BURKART OPPORTUNITY ZONE - RUNNING DRAFT AGENDA**  
An Inclusive Economic Development Agenda for September

**1. A DEDICATED OUTREACH STRUCTURE FOR THE LATINO COMMUNITY**  
LEAD: IDDC + JC Community Foundation

A - Data - See Bookings: Data showing high growth in Hispanic population  
B - Previous plans -  
C - AC Meetings - Noted heavily by Core Teams and AC members  
D - Engagement - Focus Groups + Outreach by ABW and PD groups (meet with Janice latest)  
E - Best Practices - Looking to IFC and Bookings

**1.1. Create an Inmigrant Welcome Center**

- 1.1.1. Task: Create a Fund Raiser to Develop a Scope for an Inmigrant Welcome Center
- 1.1.2. Task: Review review of LaCruz in Columbus and Indianapolis
- 1.1.3. Task: Support local businesses, pop-up shops
- 1.1.4. Review: Connect new immigrants to services - housing, jobs, transportation, schools and childcare
- 1.1.5. Review: Social Media Events and Announcements in Chiu and Spanish
- 1.1.6. Review: Create a social Spanish language Radio Station

**1.2. Outreach to Create “Neighborhood” Associations**

- 1.2.1. Welcome Center is lead effort
- 1.2.2. Identify key leaders in existing Latino “Neighborhood” for regular communication

**1.3. Culturally-relevant gathering space on the East Side**

- 1.3.1. Task: Determine a property on the East Side for a Latino-focused gathering space
- 1.3.2. Task: Conduct a charrette to gather input on desired program
- 1.3.3. Task: Work with Landscape Architect to develop plan and budget
- 1.3.4. Task: Fundraising to build space

**1.4. Support for local businesses**

- 1.4.1. Task:
- 1.4.2. Task:
- 1.4.3. Task:
- 1.4.4. Task:

**2. ENHANCE AND ADD TO AFFORDABLE HOUSING OPTIONS**  
LEADERSHIP: United Way and Thrive Alliance

A - Data - Housing Study for the County  
B - Previous plans - Multiple Plans  
C - AC Meetings - Noted as one of top priorities  
D - Engagement - Noted as one of top priorities  
E - Best Practices - IFC + Bookings

**2.1. Identify opportunities to upgrade existing affordable apartments near O'Brien and Oak Streets**

- 2.1.1. Task: Conduct needs assessment of existing apartments

**2.2. Identify opportunities to extend sidewalks and trail from affordable apartments to Burkart Trail**

- 2.2.1. Task: Create task force and Site Review Plan: specific to opportunities to Burkart Trail

**2.3. Include affordable housing areas within larger, planned neighborhoods**

- 2.3.1. Task: During the planning process for new neighborhoods, require a percentage of affordable housing

**2.4. Provide high-quality, affordable rental apartments adjacent to Village Green**

- 2.4.1. Review: Village Green is a large, existing middle-class neighborhood that has an internal street network and large mature trees
- 2.4.2. Review: The perimeter Park near-facing units without connection to adjacent street or trails
- 2.4.3. Task: Work with land owner to develop adjacent affordable apartments and a gathering space that has better connected the existing neighborhood with the broader community

**3. PROVIDE NEW VILLAGE-STYLE NEIGHBORHOODS AT KEY OPPORTUNITY SITES**  
LEADERSHIP: Mayor's Office and Young Leaders with Owner's Rep

**BURKART OPPORTUNITY ZONE - RUNNING DRAFT AGENDA**  
An Inclusive Economic Development Agenda for September

A - Data -  
B - Previous plans - See current plans for Burkart and Trails Plan  
C - AC Meetings - The AC team has consistently stated a desire to work on connectivity  
D - Engagement - Local residents identified gaps  
E - Best Practices - IFC + Bookings - AB team support needs

**5.1. Develop a 5-year Bike and Ped Master Plan**

- 5.1.1. Review: Changes in Prior Day and National Social Planning Plan, No Current “Lead”
- 5.1.2. Task: Parks to work with Landscape Architecture consultant to create 2024-2029 Plan
- 5.1.3. Task: Include a focus on connections to downtown from Freeman Field and High School
- 5.1.4. Task: Review funding for fees

**5.2. Develop a multi-lingual trails map**

- 5.2.1. Task: Engage a graphic design team (Spanish and Chiu)

**5.3. Upgrade the bike lane on SR17 to a leg of Burkart Trail**

- 5.3.1. Review: Current bike lane not as safe or comfortable as Burkart Trail
- 5.3.2. Task: Work with Burkart Trail design team on next phase to Burkart Trail

**5.4. Close the gap in Burkart Trail south of 4<sup>th</sup> Street**

- 5.4.1. Review: Burkart Trail is of the highest quality, but missing leg connects to Eastside Industrial Park
- 5.4.2. Task: Engage transportation engineering team for a design for a trail for this segment

**5.5. Improve traffic flow and pedestrian safety at entry points to Eastside Industrial Park**

- 5.5.1. Review: The Eastside Industrial Park backs up at shift change and becomes unsafe
- 5.5.2. Task: Engage transportation engineering team for a design for signals and turn lanes, along with bike and ped crossings and gateway signage

**6. NEXT STEPS FOR SEYMOUR AT FULL EMPLOYMENT**  
LEADERSHIP: IDDC

A - Data - See Bookings Unemployment  
B - Previous plans - IDDC Strategic Plan  
C - AC Meetings - Support for Ag Science, Devine to Connect ABW and the Supplies - in Civil Improvement  
D - Engagement - Good input, continues following AC Meeting  
E - Best Practices - IFC + Bookings

**6.1. Identify potential additional programs and facility needs at the Ag Science facility**

- 6.1.1. Review: Very engaged youth and successful program with soccer
- 6.1.2. Task: Engage in a strategic plan for next steps

**6.2. Study for best practices in 2nd and 3rd shift opportunities**

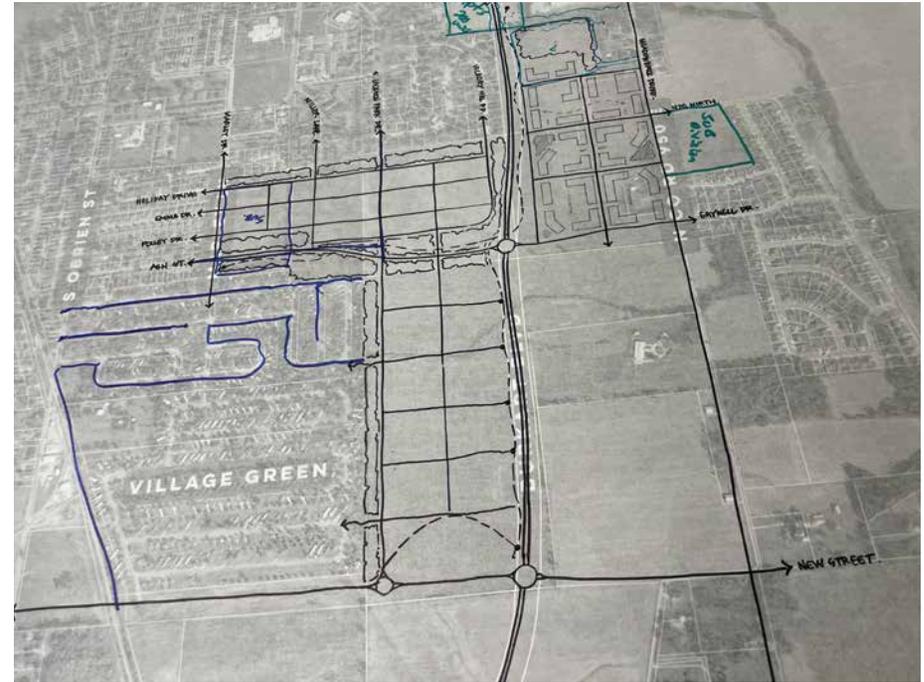
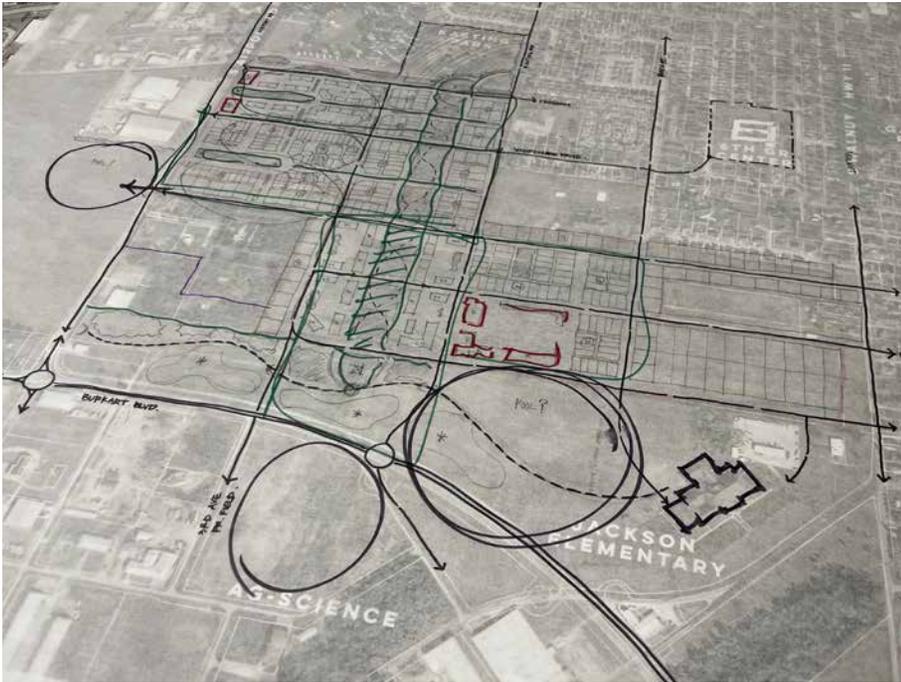
- 6.2.1. Review: Good input for employees to 2nd and 3rd shift workers - safety concerns with age of employees and equipment
- 6.2.2. Task: Develop a task force to create recommendations to Incentive 2nd and 3rd shift opportunities based on national best practices

**6.3. Identify pathways for those desiring additional to enter the workforce**

- 6.3.1. Review: Previous have identified a lot of those desiring additional to find job opportunities
- 6.3.2. Task: Develop a program with large social employers

## EXERCISE 4: TRACE PAPER SPEED-CHARRETTES

At the fourth Advisory Coalition meeting, attendants were asked to trace onto two sites that had been identified in the process as potential redevelopments—the Freeman Field site and Bukhart Blvd Bypass site. Input from discussions during all meetings as well as at trace paper tables are incorporated into example illustrations in the Agenda to illustrate larger goals.



## DRONE PHOTOGRAPHY - BURKART BOULEVARD AND TRAIL

This is an image showing the new Burkart Boulevard and Trail at the overpass over a rail line. Much of the bypass runs through former and current agricultural land that is expected to develop as a combination of industrial and residential uses over time.



Drone photo by consultant team | June 2023

## DRONE PHOTOGRAPHY - EASTSIDE INDUSTRIAL PARK

This is an image showing the Eastside Industrial Park on the north portion of Burkart Boulevard. This park is home to AISIN and Pet Supplies Plus—two of the largest employers in Seymour.



Drone photo by consultant team | June 2023

## DRONE PHOTOGRAPHY - EAST SIDE NEIGHBORHOODS

This is an image showing the Village Green neighborhood and areas of apartments to the north. This is the densest residential part of the priority area and has a high percentage of Latino immigrants—many of whom are employed at the Eastside Industrial Park and Freeman Field's Industrial businesses.



Drone photo by consultant team | June 2023

## DRONE PHOTOGRAPHY - MELLENCAMP PLAZA

This is an image showing the mural on the side of “This Old Guitar” music store at Mellencamp Plaza in Downtown Seymour. Many of the residents engaged on the East Side described Downtown favorably, though it is outside the Priority Area.



Drone photo by consultant team | June 2023

## DRONE PHOTOGRAPHY - FREEMAN FIELD

This is an image showing the Freeman Field. The area is extensive and has room for expansion. Burkart Boulevard provides a new connection for easy truck and car access—but also a very high-quality trail that can link residents without vehicle access to needed jobs. Providing housing near these critical job centers is a high-priority.



Drone photo by consultant team | June 2023

## DRONE PHOTOGRAPHY - NORTH OF FREEMAN FIELD

This is an image showing the area north of Freeman Field. Beyond the farm fields, one can see residential neighborhoods and a city park with roads connecting north to the high school and downtown.



Drone photo by consultant team | June 2023

## DRONE PHOTOGRAPHY - CUMMINS SEYMOUR ENGINE PLANT

This is an image showing the Cummins Seymour Engine Plant. The facility is in the priority area, just west of the Eastside Industrial Park. Cummins is based in Columbus, IN—a city to the north of Seymour, but this facility provides quality jobs in the community.



Drone photo by consultant team | June 2023

## DRONE PHOTOGRAPHY - AGRICULTURE IN THE CITY

This is an image showing aging grain silos. Agricultural remnants can be found in several places downtown and many of the former agricultural sites along Burkart Boulevard are expected to transition over the next decade. There is an opportunity to celebrate Seymour's agricultural past, present, and future.



Drone photo by consultant team | June 2023

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# BURKART OPPORTUNITY ZONE

AN **INCLUSIVE** ECONOMIC DEVELOPMENT AGENDA FOR SEYMOUR

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